



CITY OF SAN DIEGO TRASH & RECYCLING

Cost-of-Service Study Outreach and Engagement Report

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Executive Summary

The outreach program team, which included members of the City of San Diego (City) Environmental Services and Communications departments working in collaboration with the HDR strategic communications team and outreach subcontractors Aqua Community Relations Group and Cook + Schmid, conducted a comprehensive “Join the Conversation for a Cleaner Greener San Diego” outreach campaign from March 2024 through August 2025. The campaign’s three phases were designed to inform, educate, and gather input from residents, property owners, and other parties interested in the City’s Residential Solid Waste Cost-of-Service Study (Study). Its outreach and engagement activities demonstrated City transparency in the decision-making process for the Study; educated people interested in potential services, fees, and budgetary impacts; elevated diverse community voices; and promoted equitable participation in shaping the future of residential trash and recycling services across the City.

The campaign incorporated the following tactics:

- Support for traditional earned media outreach by City staff that led to more than 620 news stories
- Support for and expanded sharing of City social media posts
- Program branding and updates
- A dedicated website that offered instant translation to 57 languages and one-stop access to program materials
- An educational video, available in six languages
- Twelve program e-newsletter updates sent to over 1,638 subscribers
- Distribution of 20,000 program event flyers in City neighborhoods
- Twenty-seven in-person Open Houses and three Open House meetings online
- Two surveys that allowed engagement with more than 4,000 participants who might not be able or willing to attend meetings
- Two focus group meetings
- Seven meetings with a working group of 15 community-based organization (CBO) representatives
- Participation in 41 community-based events
- Sixty-eight presentations to community groups
- Support for staff reports and briefings to the City Council
- Online downloads and printed materials in up to six languages plus low-literacy versions
- 36 brochures, fact sheets, displays, and FAQs





Outreach efforts significantly contributed to public awareness, policy alignment, and the decision-making processes surrounding potential service changes and fee adjustments. Heightened public awareness led to unusually high participation in the City’s Proposition 218 process, compared to similar efforts in San Diego and other jurisdictions. As a result of outreach activities:

- **More than 10,000 San Diegans shared their priorities and feedback at events and by completing surveys.**
- **Nearly 6,000 residents attended events where they could speak with Study representatives in person.**
- **More than 26,000 visitors accessed information on the program website.**
- **News stories, social media posts, and newsletters generated more than 8 million views and program advertising was viewed more than 1 million times.**



Long-term recommendations

Given the significant accomplishments and the number of city constituents who interacted with the campaign, the outreach team recommends similar comprehensive efforts for City programs and policies expected to generate high public impact. The team has noted that some logistics to accomplish these goals can be minimized by building upon the activities undertaken in the campaign, which evaluated a wide range of options for event locations and working group membership, and increased Environmental Services Department (ESD) competencies for staffing presentations and public events, as well as for responding to public controversy.



Immediate and ongoing recommendations

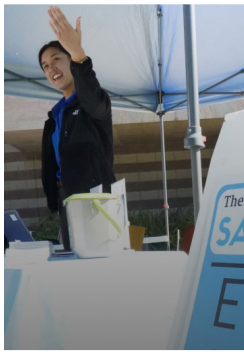
The outreach team recommends that the City build upon the campaign results to continue its engagement with residents who responded to campaign activities. It further recommends activities to increase awareness among residents unaware of the Study, and to address mistrust among City constituents who opposed the fees adopted via the Study. Post-study efforts should address confusion regarding fees, access to new services, personalization options, and persistent misinformation. Materials should be targeted at City customers, including owners and residents of City-served properties, transitioning property owners whose eligibility changed due to Measure B, and residents who benefit from improved equity with trash collection costs removed from the City’s General Fund.

EXECUTIVE SUMMARY OUTREACH RESULTS



Cost-of-Service Study Outreach Results

5,939 Total People Reached
at In-Person Events



30 Total Open Houses
**one in each district per round,
and one virtual per round*

109 Total Events
Attended

41 Pop-up
Community Events



68
Presentations to
Community Groups

4,367
Surveys
Completed



Total Website
Users

26,096



Media Stories
Placed

620

Local and National
TV Audience

7,572,074



Newsletter

Combined:

11,037 sends

69.4% average open rate

1,683 subscribers

Total Inquiries/
Comments Received
via Comment Form

241

Flyers Distributed: **20,222**

In-Depth Discussions: **2**

Interviews: **10**

439,206 Social Media
Impressions



\$3,162,843

Media Ad
Value

Message from the Assistant Director for the Environmental Services Department

I'm pleased to share with you the culmination of a historic effort led by the City of San Diego to engage with people about something that's vital to us all, but we don't always talk about: trash.

The City was seeking ways to sustain and modernize how trash services are provided and funded, but first we needed to hear from San Diegans.

From the outset of the "Join the Conversation for a Cleaner, Greener San Diego" outreach campaign, our goals were to inform, educate and gather input from residents, property owners, and other parties interested in the direction of the City's residential trash and recycling collection services before the City made final decisions.

We delivered an approach that was transparent, equitable, iterative and inclusive, thanks to a collaboration with the HDR strategic communications team and outreach subcontractors Aqua Community Relations Group and Cook + Schmid, and a partnership with the City's Department of Race and Equity and Communications Department.

Innovative practices—such as the formation of a community-based organization working group, open house-style meetings including virtual options and hands-on activities—gave space for everyone to weigh in, express concerns and ask questions.

Multiple pathways for participation ensured that all residents, including those in historically under-resourced communities, could see themselves in the process and had multiple opportunities to share insights.

Those voices were heard during thousands of dialogues and

interactions taking place in-person and digitally over the course of a year, including interactive open-house meetings; surveys; focus groups; interviews; and presentations at community and planning group meetings.

We met San Diegans where they are: in all nine Council Districts; in community centers and libraries; at neighborhood festivals; online; and through materials available in multiple languages. Every touchpoint contributed to a clearer, more complete understanding of what matters most to the people we serve.

Each round of outreach built on the one before, allowing us to return to the community with updates along with more information, clarity and opportunities for dialogue.

At the end of the process, we ensured that final decisions about trash services and fees were informed by the perspective of the people who rely on the services every day, and by the people who will pay for them.

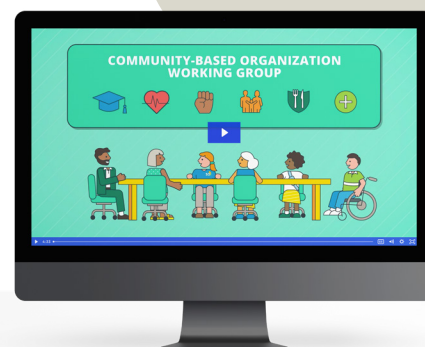
The pages of this report summarize what we heard—thousands of individual comments, questions and ideas—and how that feedback shaped our understanding of community priorities.

We are grateful to every San Diegan who shared their perspective, challenged assumptions and offered solutions. Your participation has strengthened this process and will guide the City in making decisions that are fair, effective and rooted in the values of our community.

— **Jeremy Bauer**

Assistant Director,
Environmental Services Department

Final Animated Infographic Video - Recap: City of San Diego Shares Results - Comprehensive Outreach and Engagement Cost-of-Service Trash Study



[Click here to watch](#)

This outreach video summarizes the equity-driven, comprehensive, and innovative outreach and engagement activities deployed throughout 2024-2025 by the City of San Diego, HDR Engineering's Strategic Communications team in San Diego, Aqua Community Relations, and Cook + Schmid, on behalf of the City of San Diego Environmental Services Department's cost-of-service study.

Introduction

Overview

The outreach team conducted public outreach and engagement efforts to inform and educate City of San Diego residents about the City's Solid Waste Cost-of-Service Study (Study). This initiative consulted interested parties in the City's program to consider and determine potential new service enhancements and fees for solid waste collection services following the 2022 adoption of Measure B.

While information about the Study, its results, and an operational efficiency analysis (see the Outcomes section on following page) is available, this document solely reports on the activities and results that were part of the Study's collaborative and iterative outreach and engagement efforts from July 2024 through August 2025.

History

The People's Ordinance governed San Diego's waste management for more than 100 years. The Ordinance, established by a voter initiative in 1919, required the City to manage trash collection and disposal. Since that time, the City had provided residential solid waste management services with no direct fees to the users. While the City relied on revenues from trash sales to pig farms to offset some of its costs from 1919 to the 1960s, the City had primarily covered its costs to provide residential solid waste management services through its General Fund.

Measure B, passed by voters in 2022, amended sections of the San Diego Municipal Code known as the People's Ordinance to remove a 1986 prohibition that prevented the City from charging a fee for City-provided solid waste management services. Supporters noted that it addressed inequities in using General Funds to serve one class of City residents while excluding other classes. Measure B also supported fiscal and operational changes to make solid waste services more sustainable for the City and clarified eligibility requirements for City-provided services.



Outcomes

In response to the voter-passed amendments, the City engaged in an extensive phased public process to evaluate the solid waste management services provided to its residential customers, identify potential areas for service enhancements, and determine service costs. The City also conducted an operational efficiency analysis that included reviewing the Environmental Service Department's (ESD's) Collection Services Division and assessing its organizational operations, structure, staffing, safety, training, culture, technology, facilities, equipment, and fleet. These efforts also reviewed the support services provided by the City's Fleet Operations Division of the Department of General Services (DGS) and coordination and collaboration between ESD and DGS.

The public engagement process and the operational efficiency analysis assisted the City in determining the future solid waste management services that would be provided by the City and contributed to the City's development of a fee schedule that would allow it to recover the costs of providing the services to eligible residents and estimate and document the costs across multiple fiscal years.



On June 9, 2025, the San Diego City Council voted to adopt a solid waste management fee. The adopted cost-recovery fees allowed the City to provide enhanced services for eligible properties. They supported adding new and replacement containers in Fiscal Year (FY) 2026 along with increasing recycling frequency, and providing regular bulky item collection starting in FY 2028. Adopting a cost-recovery fee relieved the General Fund of approximately \$80 million in anticipated FY 2026 expenditures for solid waste management services, as well as ongoing future costs to the General Fund.

Purpose of Outreach – Engagement Goals and Objectives



The “Join the Conversation for a Cleaner Greener San Diego” outreach efforts conducted throughout the cost-of-service-study helped the City establish trust and demonstrate transparency by creating genuine engagement with the public to support the consideration of service costs and a potential fee for trash collection. Program outreach informed members of the public, particularly eligible customers, about the Study and Measure B. The outreach process allowed people to provide input on Study criteria and proposed preliminary fees.

The outreach and engagement efforts encouraged impacted residents, including those in historically under-resourced communities, to share input at public events, through online surveys, and by submitting comments in various formats.

The outreach team pursued an equitable outreach strategy and activated grassroots networks to amplify voices from historically under-resourced populations. To ensure inclusive participation, the team delivered activities within culturally and ethnically diverse neighborhoods and included accessible formats for low-English-literacy residents, low-Spanish-literacy residents and non-English speakers. The outreach effort also engaged an innovative Community-Based Organization (CBO) Working Group that involved several organizations serving historically under-resourced communities, and shared information with mainstream, Spanish-language, and ethnic media outlets.

The outreach process collected data from residents about their needs and preferences related to how the City’s solid waste management services should function and gathered resident input for reports to the City Council to support informed decisions.

Target Audiences

Geographically, Study Outreach served the City of San Diego and each of its nine council districts. Outreach activities targeted residents expected to be impacted by the Study results, including eligible customers such as single-family homeowners and people living in residential properties with four or fewer residences on a single lot, including residents with lower incomes, and people living in ethnically and culturally diverse communities.

Outreach also informed and educated residents who were ineligible for city trash services and were already paying for trash pickup from private haulers. The study results would impact those residents through improved equity if most costs for providing single-family trash collection services were no longer borne by the City's General Fund.

Equitable Engagement

Historically, under-resourced communities have engaged in public engagement activities at lower rates than other demographic groups. For this reason, the team included strategies and tactics designed to address public concerns that voices from these communities would be missed, which could contribute to disproportionate impacts to low-income, Black, and Hispanic single-family homeowners as a result of Measure B. Efforts to reach people in these communities included the creation of multilingual materials, a website accessible in 57 languages, emails accessible in 11 languages, and the program's CBO Working Group. The outreach team also hosted nine public events in Council Districts 4, 8, and 9, and participated in 27 presentations and 11 pop-up events within these districts, which were identified as "Communities of Concern".



The team acknowledged that equitable outreach had to be genuine and required seamless access, understanding through education, effective communications, and consistent evaluation to verify that captured metrics comprehensively represented historically under-resourced groups in San Diego. The team created a CBO Working Group in close collaboration with the City's Race and Equity Department. The Working Group helped the team develop processes using an equity lens and assessed the cultural competence of program materials and public events, to close community participation gaps and facilitate direct representation for interested parties. The compensated CBO Working Group allowed the team and City to connect with trusted community residents and participate in neighborhood events to reach diverse and historically under-resourced communities more effectively through familiar communication channels and events hosted by CBOs.

Outreach Planning

Both City staff and the consultant (combined to form the program team) considered community engagement essential to the success of the Study. Those working on the Study wanted to provide City Council members with reliable data that showed the perspectives, insights, and priorities of the community regarding costs and services that might result from

the Study’s public process. Because impacted San Diego residents had not directly paid for their waste management services, the program team anticipated a breadth of feedback supporting and opposing new rates. It considered robust community engagement critical for closing information gaps and elevating the community’s voice in this foundational initiative for the City.

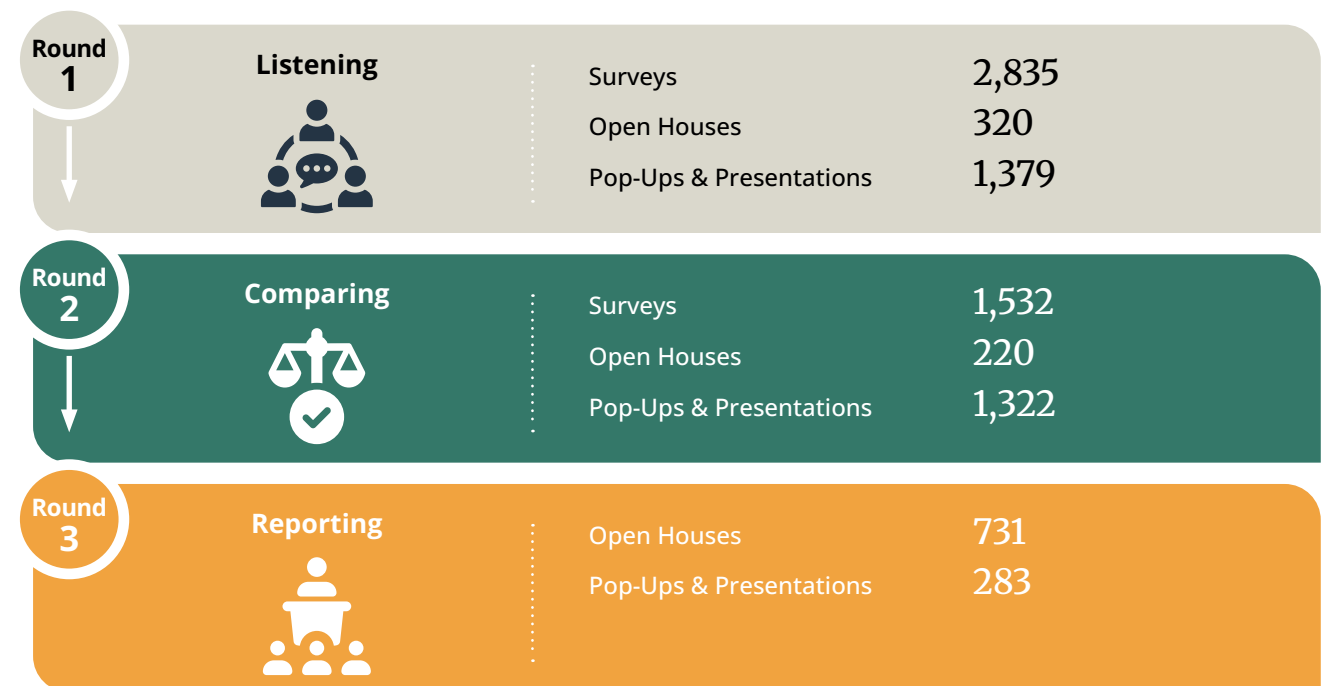
Community feedback helped create and refine technical recommendations during the Study, including those regarding new bins and an option for residents to select smaller bins for a lower fee. Data about public sentiments informed the City Council before its votes to approve changes recommended by the Study. The outreach approach championed

transparency and focused on providing seamless accessibility for community members throughout the Study with continuous public outreach, education, and engagement.

Community analytics and Geographic Information Systems (GIS) data from the [Equity Atlas map](#) helped the team identify effective strategies for the community engagement plan. The outreach plan served as a living document with clear goals, schedules, and strategies that the team adjusted as needed to address emerging priorities.

This organic approach allowed the team adequate flexibility to react rapidly and adapt to accommodate evolving needs, challenges, and opportunities throughout its outreach phases.

A Phased Approach to Outreach



Popups and presentation numbers indicate residents who spoke to team members or heard about the project at events and meetings in their neighborhoods/places where they typically gather.

This organic approach allowed the team adequate flexibility to react rapidly and adapt to accommodate evolving needs, challenges, and opportunities throughout its outreach phases. A timeline of these ongoing efforts is in [Appendix J](#).

Phase 1 - Listening | March-September 2024



In the first, “listening” phase, the team collected broad input from residents regarding trash collection services and fees before developing any recommendations. It demonstrated the City’s genuine intent to develop a plan based on public input, reflecting public needs expressed as participant priorities and concerns during engagement activities.

Phase 1 outreach provided background information about trash collection practices in the City of San Diego before implementing Measure B, and included information about Proposition 218 and the People’s Ordinance. It also addressed common misperceptions about funding past services, including the commonly-held resident beliefs that the 1919 People’s Ordinance promised free trash service (fees were allowed until a 1986 amendment); and that trash services were “already paid for” by homeowners through their property taxes (there was no existing line item to pay via property taxes and those who received services did not pay higher tax rates than properties served by private haulers).

During Phase 1, the team’s first outreach survey* engaged 2,835 residents, and City-hosted public events engaged 320 residents. In addition to the education materials described above, the Phase 1 survey and open houses asked participants to share feedback about their satisfaction with existing services. During Phase 1, the outreach team also launched the program website, established the CBO Working Group, and hosted small group meetings and focus groups to ensure diverse representation. The team participated in 35 community meetings and 33 community events, where members shared information with 3,063 people interested in the Study.

** The online surveys were an additional tool to invite feedback, and were not a representative survey analysis or statistical sampling tool.*

Phase 2 - Comparing | October 2024-January 2025



During Phase 2, the outreach team presented findings from the campaign's listening phase to the public, allowed residents to compare relative costs for improvements, and shared early study data about fees and services in other jurisdictions.

The team's second survey engaged 1,532 residents, and City-hosted public events drew 220 residents. Round 2 continued to address misinformation and it shared preliminary information about the City's trash collection practices compared to those provided by other municipalities. The team asked residents to help refine the City's understanding of their preferences by considering cost implications in budgetary exercises. The outreach team also collected information about trash bins to enhance the City's knowledge of field conditions. The team supported 24 community meetings and eight community events where program representatives shared information with 1,322 people interested in the Study. The CBO Working Group met monthly to review program materials and advise the team about its outreach approach.



Phase 3 - Reporting | February-August 2025



Phase 3 outreach informed residents about preliminary Study results; prepared them for the formal Proposition 218 notification and protest process anticipated for April to June 2025; and provided information for City Council deliberations and the City's preliminary activities following adoption of a fee. Materials shared at Round 3 Open Houses included the draft Study recommendations and fees presented to the City Council's Environment Committee in April 2025. Round 3 Open Houses provided an opportunity for participants to raise questions and share feedback. The 10 City-hosted events attracted 731 participants, extensive media interest, and a small protest of 10-12 picketers at the City Heights Open House. Nine community presentations drew 283 attendees. Although the CBO Working Group held its final meeting early in Phase 3, its members continued to engage in discussions with the team, share information with constituents, and participate in program events on an ongoing basis. CBO members also provided translation for the program video and fact sheets, which allowed the team to offer them on the program website and the City's YouTube Channel in six languages.

Additional Round 3 activities supported presenting the final study recommendations and fees to the public. The team provided background for presentations to the City Council, tracked and advised the City about media and social media engagement, posted findings to the program website, and provided progress reports to subscribers through the program email list. The team helped ESD respond to requests for public records and identify outreach activities that could support implementing the changes resulting from the Study and Measure B. Recommendations included educating customers about the City's new trash services portal and property tax roll billing, and explaining the processes for newly eligible households and properties that had become ineligible for City services following the passage of Measure B.

Community Engagement Plan

The team developed a community engagement plan driven by GIS data and a tactical approach. It first acquired an understanding of the Study's target audiences and then executed a tiered process to engage each facet of the community. The outreach team addressed audiences in tiers of expanding reach, with the client, agency partners, and decision-makers within the smallest tier, regional, local, and community members (i.e., the CBO Working Group) in the mid-range, and the public as the program's tier for broadest reach.

Within each tier, the team tested and adjusted planned messages as needed, documented concerns and issues, and made necessary adjustments to avoid surprises and reduce risk. It tied each communications push in the plan directly to key technical work. This verified that outreach efforts to educate, build awareness, and seek input occurred in alignment with the process.

With a baseline focus on educating the community about the needs and services that this initiative would address and bring forward, the team designed outreach and engagement efforts through an equity lens to provide access to historically under-resourced communities, using its Equity Atlas and CBO Working Group to support its efforts to encourage residents throughout the City to participate in the program's public process.



Messaging

The outreach team developed its messaging approach collaboratively with the ESD staff and the consultant team (HDR and HF&H) conducting the Study. It aligned its goals to ensure consistency, clarity, and accessibility throughout all campaign phases. It carefully crafted messaging that addressed known community concerns, such as cost fairness and service reliability, while educating the public about the anticipated impacts of Measure B and the fee adoption requirements established by Proposition 218, aligning its timing with Study milestones. This messaging approach is available in [Appendix A](#).

The outreach team also developed messaging strategies for each program phase for the City and consultant team to address emerging issues. It paired these efforts with event staff training meetings to equip the City and consultant team members to anticipate and address resident concerns. Outreach team members coordinated responses to anticipated questions and comments, created talking points, and revised messaging throughout the campaign based on real-time feedback and community input.

The team developed program content in multiple languages and formats to maximize accessibility and support cultural competency. Program materials included a bilingual English/Spanish social media calendar, flyers, fact sheets, and FAQs. The team provided select materials in Tagalog, Chinese, Korean, and Vietnamese languages and created accessible English and Spanish versions to maximize comprehension across a range of literacy levels. Outreach materials are included in [Appendix S](#).

Event Staff Preparation

To prepare ESD staff, the team produced and facilitated three customized training sessions led by a senior member of the outreach team. Trainees learned that public outrage is often driven more by perception than facts. Key outrage factors include perceptions of lack of control, untrustworthiness, unfairness, and failures to respond:

- With a lack of control, individuals can feel powerless in a process.
- A lack of trust can make people feel skeptical towards institutions or decision-makers.
- When situations feel unfair, people can perceive nonexistent outcomes or processes as inequities. The program team observed this when residents expressed skepticism about the vote count, said the Proposition 218 mailers were purposely complex, or said proposed fees reflected a deliberate bait-and-switch strategy.
- When an individual's or governing body's behavior does not match someone's expectations, individuals may feel unheard or dismissed. The program team observed this in the program's virtual meetings, where participants expressed frustration when the team could not immediately answer questions within the meetings.

Members of the City and consultant teams who participated in the training learned that acknowledging and de-escalating emotions, building trust through transparency, and providing meaningful ways to participate are vital for success in contentious situations.

To prevent meeting disruptions as much as possible, the outreach team worked with the City to establish clear expectations about



the public process from the outset. At open houses and when promoting in-person events, representatives and materials described the meeting format and provided clear instructions that described ways members of the public could get involved.

As noted in the “[Open Houses](#)” section of this report, the outreach approach for all activities, including community presentations, included routine spokesperson training and ongoing debriefings by the outreach team. These activities equipped City representatives with resources that helped staff tackle potentially difficult scenarios. Staff members were composed, on-topic, empathetic, and open when dealing with community members, even in the face of criticism and tough feedback. The outreach team established clear protocols for handling persistent disruptions (e.g., time limits, security, and support) that protected physical safety for the team members, participants, and facility staff.

Customized training topics included:

- Guidance on Messaging for Round 1 – [Appendix A](#)
- Guidance on Messaging for Round 2 – [Appendix B](#)
- Community Engagement Plan – [Appendix C](#)

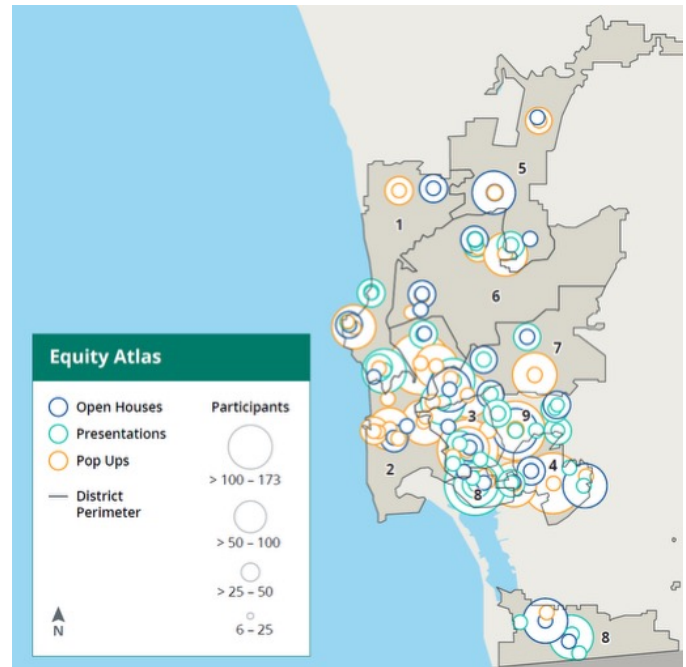
Equity Atlas

HDR developed an interactive GIS map, called the Equity Atlas, to initiate targeted outreach planning. The Equity Atlas was divided by council district boundaries and used geographical overlays of data from HDR's Data Analytics team to provide key insights about historically under-resourced locations impacted by factors that included:

- Higher poverty rates.
- Limited digital access.
- Limited proximity to public transport.
- Higher percentages of residents under age 18 or over age 65.
- Limited English language fluency.
- Greater linguistic isolation.
- High percentages of residents with Hispanic or Latino origins.
- Concentrations of single-family and multifamily housing (see section below).

The Equity Atlas helped the outreach team determine where areas of single-family housing coexisted with the above categories, so the team could target outreach where the fee would greatly affect historically under-resourced communities. The Equity Atlas supported the team's diligent efforts to ensure that all voices were heard. It allowed the team to more quickly identify areas where it could better reach historically under-resourced residents with in-language materials, pop-up events with CBOs at cultural celebrations, and presentations to community leaders by native-speaking City staff.

The outreach team also used the Equity Atlas to evaluate locations for outreach event logistics. For example, the team looked at traffic patterns, highway systems, and bus routes to determine whether sites would work for people who did not own vehicles.



A screenshot of the Equity Atlas.

The Equity Atlas was a valuable tool far beyond the planning phase of public outreach. As the team tracked its pop-up events, open houses, and community presentations, it utilized the map to ensure that outreach locations were geographically widespread, enhancing their effectiveness throughout the city. The team “pinned” the completed community pop-up events, presentations, and open houses on an ongoing basis as it completed outreach activities.

Monitoring and Reporting

The outreach team continually monitored and reported its efforts to ESD and the City Communications team throughout all outreach phases. Its phased reports helped the City consider public opinion in decisions during the program. The outreach team also participated in weekly and bi-weekly meetings to discuss comments and engagement efforts.

In-Person Community Input

Identification of Interested Parties

In the initial stages of the program, the team collectively developed a robust database of local individuals, groups, and CBOs that could be impacted by and/or interested in the study. This database included nearly 200 representatives from neighborhood associations, environmental advocacy groups, housing organizations, and planning groups.

Team members collaborated to maintain this contact list, distribute campaign materials, and provide timely updates to interested parties through newsletters, email campaigns, and partner communications. Critical input from these groups influenced the team's outreach strategies and helped the City identify opportunities for deeper engagement.

Community-Based Organization Working Group

As part of the City's efforts to increase engagement among historically under-resourced communities, as outlined in the "[Targeted Audiences](#)" section, the cost-of-service outreach team extended a request for participation to 51 targeted organizations serving a variety of demographic and cultural groups throughout San Diego, inviting them to serve on a compensated advisory board known as the CBO Working Group. The team identified potential organizations based on community knowledge and using the program's Equity Atlas. Invitees were selected jointly by the outreach team and City staff, in consultation with the City's Race and Equity Department. They included organizations serving low-income residents, people with limited English literacy, older residents, people with disabilities, and members of the LGBTQ+ and Black, Indigenous, People of Color (BIPOC) communities. The list of contacted CBOs is available in [Appendix D](#). Ultimately, 15 organizations partnered with the outreach team to form the CBO Working Group.



Research¹ has shown that formally including community organizations in outreach efforts helps decrease barriers to engagement among the public. Most notably, partnering with CBOs can reduce distrust of government; assist people with limited English literacy, provide additional convenience by obtaining insights when and where people already congregate; and allow people concerned about privacy to participate in places they feel safe. Members of community organizations commonly serve as trusted voices for their constituent groups or neighborhoods and serve people who might hesitate to share opinions with governmental entities.

Of the 167 community organizations contacted, 153 offered services to residents in the highly diverse City Council Districts 4, 8, and 9; 40 were located in those Districts. Further, the missions of five of the contacted organizations aligned with ESD's waste reduction goals, and more than 100 of the invitees served community members who faced language, disability, or exclusion challenges.

Understanding that CBO leaders might have limited English proficiency, the team hosted the Working Group recruitment and application materials on the program's survey site. This allowed the team to provide the necessary forms and information in accessible English with easy translation options, and to collect data that could aid the outreach team in its selection process. Recruitment activities included multiple group emails, followed by personal telephone calls and individual emails to representatives of the invited organizations.

The Working Group's accomplishments included:

- Review of the Public Engagement Plan outline.
- Advice on the tone and content of the program website, cleangreensd.org.
- Advice on the tone, content and visual style of the program's informational video.
- Open house event promotion, planning feedback, and attendance.
- Content improvements for social media posts and printed materials.
- Program information distribution through CBO websites, social media accounts and newsletters.
- Community event identification for program outreach.
- Provision of program outreach materials at CBO events and locations.
- Translation support for Fact Sheets, FAQs, and videos to Mandarin, Korean, Spanish, Tagalog, Vietnamese, and accessible English for English Language Learners (ELL) and residents with Limited English Proficiency (LEP).

¹ Newman, S. D., Andrews, J. O., Magwood, G. S., Jenkins, C., Cox, M. J., & Williamson, D. C. (2011). Community advisory boards in community-based participatory research: a synthesis of best processes. *Preventing chronic disease*, 8(3), A70.



Working Group outreach accomplishments and key recommendations are summarized below.

CBO Working Group Activities

	Nonprofits Invited/ Informed	167
	Active Members	15
	Working Group meetings	7
	Languages supported in outreach by Members	6
	Events where Members shared information	70
	Residents informed by Members at events	4,171
	Emails by Members about the project and its events	8,874

CBO Working Group Advice

- Add characters that represent the broad diversity of San Diegans 
- Add San Diego architectural and landscape features 
- Share a vision of the future with improved trash services 
- Prepare materials for people with lower literacy and tech skills 
- Offer in-language materials and events 

The CBO Scope of Work and Strategic Plan are included in [Appendix E](#).

Working Group Member Organizations

Community-Based Organization	Key Communities/Needs Served
API Coalition	ELL/LEP, Trust, Under resourced, BIPOC
BAPAC San Diego	ELL/LEP, Trust, Under resourced, BIPOC, CD 4
Barrio Logan College Institute	ELL/LEP, Trust, Under resourced, BIPOC, CD 8
Black Tech Link	Trust, Under resourced, BIPOC
Chicano Federation	ELL/LEP, Trust, Under resourced, BIPOC
Emilio Narez Foundation	ELL/LEP, Under resourced, BIPOC
Hearts & Hands Working Together	ELL/LEP, Under resourced, BIPOC, CD 8
I Love a Clean San Diego	Trust, Waste Reduction
Latina Giving Circle	ELL/LEP, Trust, Under resourced, BIPOC
Little Saigon San Diego	ELL/LEP, Trust, Under resourced, BIPOC, CD 9
Logan Heights CDC	ELL/LEP, Trust, Under resourced, BIPOC, CD 8
San Diego Council on Literacy	ELL/LEP, Trust, Low-income
San Diego Hunger Coalition	ELL/LEP, Trust, Under resourced, Low-Income
Union of Pan Asian Communities	ELL/LEP Trust, Under resourced, BIPOC, CD 4
Urban Collaborative Project	ELL/LEP, Trust, Under resourced, BIPOC, CD 4

ELL/LEP indicates people who are English language learners or who have limited English proficiency (including limited literacy). BIPOC indicates people who consider themselves black, indigenous or people of color.

Community-Based Organization service specialties and areas of expertise

Education & Youth Development

- First-gen Latino early education & college prep
- African-American STEM access
- Low reading and literacy proficiency

Health & Wellness

- Kids with cancer, family support
- Addition support with API focus
- Emergency aid for the historically under-resourced

Cultural Support, Translation & Language Services

- Vietnamese, Chinese, Spanish, ASL, English as a Second Language (ESL)

Civic Engagement & Advocacy

- Black civic engagement
- Latina-led philanthropy
- Advocacy for Asian and Pacific Islander representation

Housing & Community Development

- Latino housing/economic dev
- Latino family services

Environmental & Sustainability

- Public environmental action

Food Security

- Nutrition aid for low-income families

Interested Parties Analysis

During Phase I, the program team conducted a comprehensive audience analysis. This effort identified and evaluated the likely concerns of individuals and groups with a direct interest in or potential influence over Measure B's development, implementation, and associated rate structures.

Objectives and Scope

The Interested Party Analysis:

- Considered key influencers and interested parties likely affected by or involved in discussions surrounding trash and recycling fees.
- Evaluated levels of influence, interest, and potential roles held by groups and individuals likely to support or challenge the initiative.
- Informed and refined outreach strategies and messaging to ensure inclusive and impactful campaign efforts.

The effort included creating an Interested Parties Analysis Report and Engagement Plan, available in [Appendix F](#), supported by secondary research, media reviews, and one-on-one interviews designed to gather in-depth perspectives. The team coordinated regular stakeholder updates in alignment with the program timeline to ensure continuity and responsiveness. It used the insights gathered as a foundation for messaging and outreach materials that addressed audience concerns.

The team also regularly updated interested parties, fostering open communication to help build trust and demonstrate the campaign's commitment to accountability and inclusive participation.

Audience Categories

The interested party groups were intentionally broad and representative, encompassing:

- Elected officials and policymakers
- Community-based organizations (CBOs)
- Neighborhood and planning groups
- Environmental and sustainability advocates
- Business associations and chambers of commerce
- Labor unions and professional organizations
- Media representatives and influencers
- Civic leaders and former public officials
- Residents, with particular emphasis on single-family homeowners and renters

This diversity ensured the analysis reflected the wide range of perspectives on Measure B, from enthusiastic support to skepticism, and guided tailored engagement strategies for each audience.

Interview Insights and Trends

Key themes and concerns identified through interviews and research:

- **Cost and Fairness:** Some community members raised concerns about a perceived “double tax,” and questioned whether property taxes already covered trash collection, while others supported Measure B’s goal to correct service and cost disparities.
- **City Distrust:** Some participants expressed doubts about the City’s efficiency, citing past billing issues and recommending private contracting as a potentially more effective alternative.
- **Willingness to Engage:** Many participants, particularly from the City’s real estate and housing sectors, showed interest in continued involvement through advisory roles, focus groups, or outreach support.
- **Need for Clarity:** Residents emphasized the importance of transparent public education, especially about fund allocation, billing processes, and the purpose of the fee study.

In-Depth Discussions

As part of Phase 2 of the program, the team coordinated, scheduled, and facilitated two targeted in-depth discussions with key interested parties. These discussions obtained detailed feedback and explored community-specific concerns related to sustainability and multifamily housing, two areas identified as high priorities for further exploration by the City Environmental Services Department (ESD) staff.

Overview and Purpose

The team conducted discussions during November 2024. It recruited participants from organizations with extensive experience and insight into sustainability practices or the unique operational challenges facing multifamily housing providers. The team designed the sessions to:

- Understand barriers to waste diversion and compliance within multifamily housing.
- Gather community-driven recommendations for improving sustainability, recycling, and composting practices.
- Evaluate opportunities for more equitable and effective service offerings.

Thirteen participants took part, including seven representing sustainability-focused organizations and six from the multifamily housing sector. Five additional parties who expressed interest were unable to attend. The team provided participants with post-session follow-ups, including resource links, and shared recommendations from the sessions in a summary report.

Target Groups and Representation

- **Sustainability Focus Group:** Included leaders from I Love a Clean San Diego, Surfrider Foundation San Diego, Ocean Discovery Institute, and Living Coast Discovery Center.
- **Multifamily Housing Focus Group:** Included representatives from the Apartment Owners Association, Pacific Southwest Association of REALTORS®, Southern California Rental Housing Association, and local property owners and managers.

Key Outcomes and Themes

The focus groups provided a wide range of actionable insights and community-specific needs. Key themes included:

- 1. Cost, Equity, and Fee Structure Transparency**
Participants across both groups stressed the importance of designing an equitable and transparent rate structure. They raised concerns regarding potential new costs, particularly contamination fees, and their impact on low-income residents, tenants, and small property owners. Sustainability representatives emphasized the need for fair pricing tied to waste generation, such as weight- or volume-based fees. Multifamily participants called for clear explanations of how costs are calculated and communicated.
- 2. Education and Behavior Change**
Both groups highlighted the need for robust education to support waste diversion and prevent contamination. Sustainability-focused interested parties recommended hands-on education and durable visual tools like printed bin guides. Multifamily representatives noted that tenant education is often challenging and requires ongoing support beyond printed flyers, and suggested workshops and community demonstrations.
- 3. Service Improvements and Infrastructure Challenges**
Multifamily participants identified space limitations and logistical constraints, including curb space, multiple bin placements, and bin overflow, as major implementation barriers. Suggestions included offering flexible bin sizes, shared bin options, and exemptions for properties with unique challenges. Sustainability advocates called for improvements such as weekly recycling pickup, pest-resistant compost bins, and bulky item pickups, particularly in low-income communities.
- 4. Communication and Outreach Strategies**
The groups expressed consensus on the value of frequent, clear, and accessible communication. They shared a preference for durable outreach materials, such as magnets and laminated visuals, and in-person education over single-use flyers. Participants encouraged the City to engage through local events, door-to-door outreach, and community partnerships with HOAs, rental associations, and school networks that could provide effective pathways for information dissemination.
- 5. Interest in Continued Engagement**
Many participants expressed a desire to remain involved in the process through future focus groups, advisory roles, or collaboration with City-led outreach efforts. Several organizations committed to sharing cost-of-service study-related information with their networks, resulting in secondary outreach to an estimated 62,275 residents through newsletters, social media, presentations, and organizational channels.

Summary reports from these focus group meetings are available in [Appendix G](#).



Open Houses

From its earliest conception, ESD envisioned a strong public engagement process for the Study. Members of the City’s program team described the Study at the meeting as a “once-in-a-century opportunity.” They expressed a desire to hear from residents about customers’ satisfaction with past services, and to use public input to shape future services. ESD’s vision included sustainable operations that would meet customer needs while responding to the increased customer expectations anticipated with fee-based services. City-hosted public events in each Council District were seen as key to this effort.

The goals for incorporating public events included building trust by meeting with people in person, sharing information in a way that demonstrated openness and transparency, explaining the complicated processes inherent in the Study, and gathering feedback about residents’ values and priorities. The team also recognized that the events could serve as a focal point for building media interest in the study, its process, and its recommendations.

The outreach team’s public engagement experts recommended an open house format, consistent with standards established by the International Association of Public Participation, for achieving the City’s goal of consultation with impacted residents at three points prior to the Study’s publication. The open house format offered several benefits, including maximizing multiple, simultaneous one-on-one conversations (in English and Spanish) between participants and program representatives, answering residents’ questions on a variety of issues related to implementing Measure B, and allowing participants to attend at flexible times within each 90-minute event.

The open house setup contributed to a welcoming atmosphere by offering light refreshments and multiple displays about the Study topics and process, in [Appendix U](#). To acknowledge the value of attendees’ time, the team provided small tokens of appreciation. Stations at each event collected resident feedback on a variety of topics that informed and helped shape the Study over time, and handouts were provided for attendees who wanted further information.

Data collected included:

- High-priority service issues
- Desire for new services
- Comparative willingness to pay for service improvements
- Ways to improve Study engagement
- Ways to improve trash services and reduce costs
- Comments about potential costs and charging for services

Budget Exercises

72%

of participants chose at least one service enhancement during project Open Houses

Enhancements (71.7%)
No change (28.3%)



88%

of participants chose at least one service enhancement on project surveys

Enhancements (88%)
No change (12%)



Round 1 open house events introduced the program and asked customers about their satisfaction with past services and their desire for potential enhancements. In Round 2, the team shared earlier input provided by the public, reported on Study data and milestones, and gathered additional customer opinions to further inform Study recommendations. In Round 3, the team shared a preliminary draft of proposed fees, provided descriptions of the planned services, and introduced a proposed new service option that would allow residents to select a smaller trash container at a lower cost.

Given its task to support broad public access by people across each Council District, the team evaluated more than 200 meeting places citywide. These included 87 facilities already used by neighborhood planning groups within each Council District, the City’s 60 recreation centers and 37 libraries, 64 privately owned or nonprofit locations, 55 K-12 schools, and eight Community College and Continuing Education campuses within City boundaries. As part of the process, the team reviewed sites using the program’s Equity Atlas to consider convenience factors for residents in areas showing historically lower participation levels.

Over the course of the Study, the team held 30 City-hosted public events. Twenty-seven open houses were held in person on Monday and Tuesday evenings, and three meetings were held online on Friday and Saturday mornings. In-person events took place at geographically distinct locations within each Council District for each round, at facilities selected in consultation with the nine City Council Offices. Most of the events took place at branch libraries that offered low- or no-cost spaces, available parking, access for people with disabilities, proximity to transit routes, consistent evening hours, and large meeting spaces. To reach additional areas where branch libraries were unavailable for the desired dates or locations, the team partnered with the San Diego College of Continuing Education to hold meetings at its locations in Council Districts 2 and 4, and secured additional spaces at two City-owned recreation sites. It also held one event at San Diego Oasis, a non-profit facility in Rancho Bernardo that is located adjacent to the public library.



Open House Locations



City
Libraries
21



Parks/Rec.
Buildings
3



Online
Zoom
3



SDCCE
Campuses
2



Non
Profit
1

Open houses were held at three different locations per Council District (one per round) to achieve broad geographic coverage. Online sessions in each round served people who could not easily attend an in-person event.

The City's desire to host multiple public events for the Study allowed the outreach team to build public engagement capacity within the Environmental Services Department, providing valuable staff training and experience that will transfer well to future City public events and presentation opportunities. The team provided practice events and speakers' training led by expert facilitators before each round, as well as customized training that equipped staff to handle difficult questions and disruptive participants. In addition, the open houses featured stations that informed participants about the Environmental Services Department and educated residents about proper disposal of recyclables and organic waste.

Local news and television shared information about open houses and online events, an

essential factor for increasing residents' awareness of the cost-of-service study. Thirty-eight local news stories covered the Round 1 events. Sixty stories promoted attendance at Round 2 events, and 522 shared opportunities to participate in the Round 3 open houses. The audience for these stories was estimated at more than 7.5 million views.

The open houses and online public events drew 1,271 participants from at least 36 of the 40 San Diego zip codes. While many attendees were older white homeowners who spoke English fluently, participants included Asian Pacific Islander Americans, African Americans, Arab Americans, and Hispanic and Latino residents, including some who required Spanish language assistance.





The accompanying table lists the Open House events. Round 1 was held in August and September 2024. While some people participated anonymously rather than signing in, the team tracked at least 320 attendees. Round 2, held from November to December 2024, included at least 220 participants. Round 3, held from February to April 2025, was influenced by publication of the preliminary study findings and attracted at least 731 people.

Study Open Houses and Online Events

Date	City Council District	Location	Participants
08/05/2024	8	Open House: Logan Heights Library	15
08/06/2024	4	Open House: Valencia Park/Malcolm X Library	30
08/12/2024	6	Open House: Mira Mesa Library	35
08/13/2024	9	Open House: Mission Valley Library	26
08/19/2024	3	Open House: Mission Hills - Hillcrest/Knox Library	25
08/24/2024	All	Online Meeting: Citywide	52
08/26/2024	2	Open House: Point Loma / Harvey Library	40
08/27/2024	7	Open House: Serra Mesa-Kearny Mesa Library	44
09/03/2024	5	Open House: Miramar Ranch Library	22
08/09/2024	1	Open House: La Jolla Library	31
Round 1 Total			320
11/12/2024	6	Open House: University Community Branch Library	11
11/18/2024	2	Open House: Cathy Hopper Friendship Center	9
11/19/2024	7	Open House: Tierrasanta Recreation Center	9
11/20/2024	3	Open House: Central Library, Downtown	16
11/25/2024	5	Open House: San Diego Oasis Rancho Bernardo	19
11/26/2024	8	Open House: San Ysidro Branch Library	12
12/02/2024	9	Open House: College-Rolando Branch Library	28
12/03/2024	4	Open House: SDCCE Educational Cultural Complex (Southeastern)	19
12/08/2024	All	Online Meeting: Citywide	86
12/10/2025	1	Open House: Pacific Beach Library	11
Round 2 Total			220

Date	City Council District	Location	Participants
02/24/2025	8	Open House: Otay Mesa-Nestor Library	51
03/03/2025	5	Open House: Rancho Peñasquitos Library	96
03/10/2025	1	Open House: Pacific Highlands Library	47
03/17/2025	9	Open House: City Heights/Weingart Library	72
03/24/2025	3	Open House: Balboa Park Casa Del Prado Room 101	44
03/25/2025	7	Open House: Linda Vista Library	53
04/01/2025	4	Open House: Skyline Paradise Hills Branch Library	82
04/04/2025	All	Online Meeting: Citywide	231
04/07/2025	2	Open House: SDCCE West City Campus Room 124 (Midway)	25
04/08/2025	6	Open House: North University Community Library	30
Round 3 Total			731
Project Total			1,271

Table 1: Open Houses and Online Events



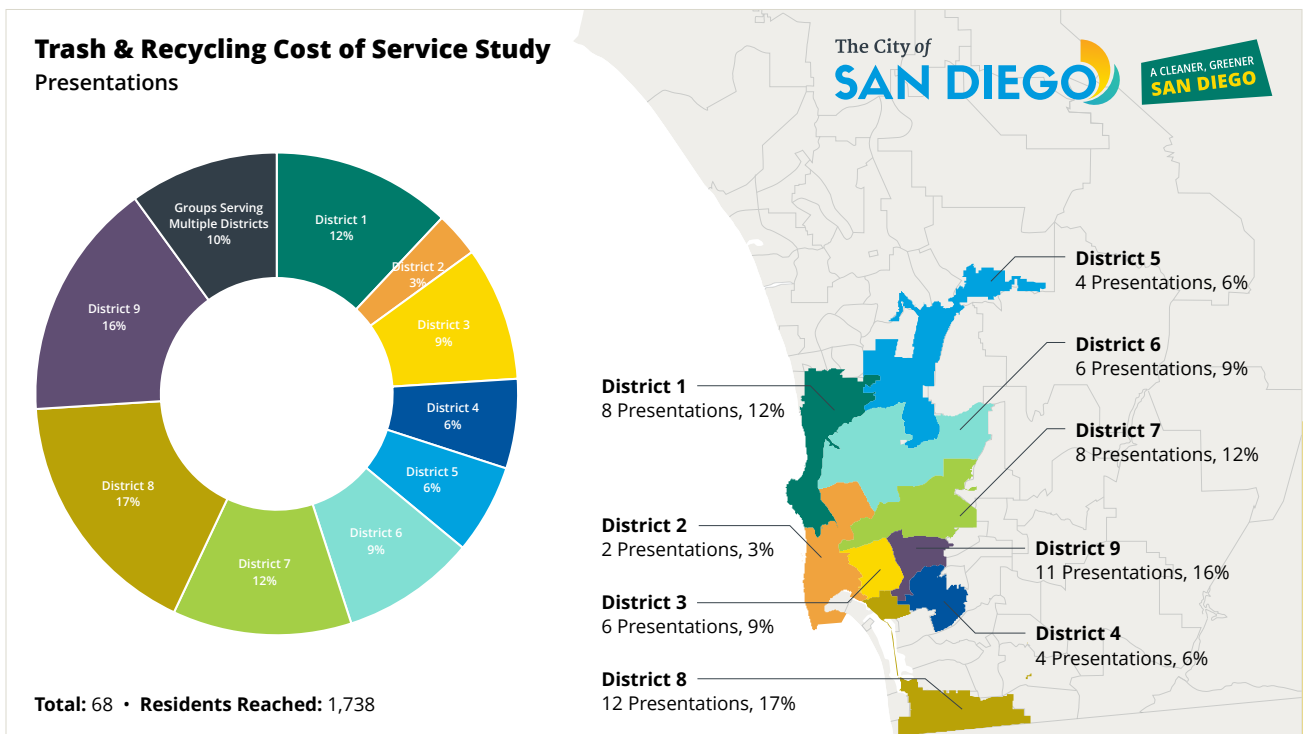
Community Presentations

A key component of the outreach strategy involved direct engagement with community groups through formal presentations. The team planned, coordinated, and delivered 68 presentations citywide.

The team tailored its presentations to the unique characteristics of each district and group. In total, 1,738 residents attended these sessions, and the team conducted five sessions bilingually (English/Spanish) to improve accessibility. Through these presentations, the team gathered feedback and fostered transparent dialogue between the City and its residents. A complete list of community presentations is included in [Appendix I](#).

Presentations conducted: 68

Residents reached: 1,883



Key Themes of Feedback:

1. Cost Concerns and Fee Opposition

While several residents expressed support for Measure B and its implementation, others opposed paying new trash collection fees, believing they already paid via their property taxes. Some questioned the necessity and expense of the Study itself.

2. Equity and Fairness in Rate Structures

There was strong interest in a volume- or weight-based fee model that would charge less to households producing less waste. Residents emphasized the need for affordability and suggested tiered pricing or discounted fees for vulnerable groups like seniors and low-income homeowners.

3. Service Quality and City Skepticism

While residents in general expressed high levels of satisfaction with City services, some residents voiced frustration with issues such as missed pickups and broken bins. While there was support for proposed enhancements like weekly recycling and free bulky item pickup, some expressed skepticism about the City's overall management of funds and whether savings would be reinvested in their own neighborhoods for community services like parks and libraries. The Community Presentation Summary Report is available in [Appendix H](#).



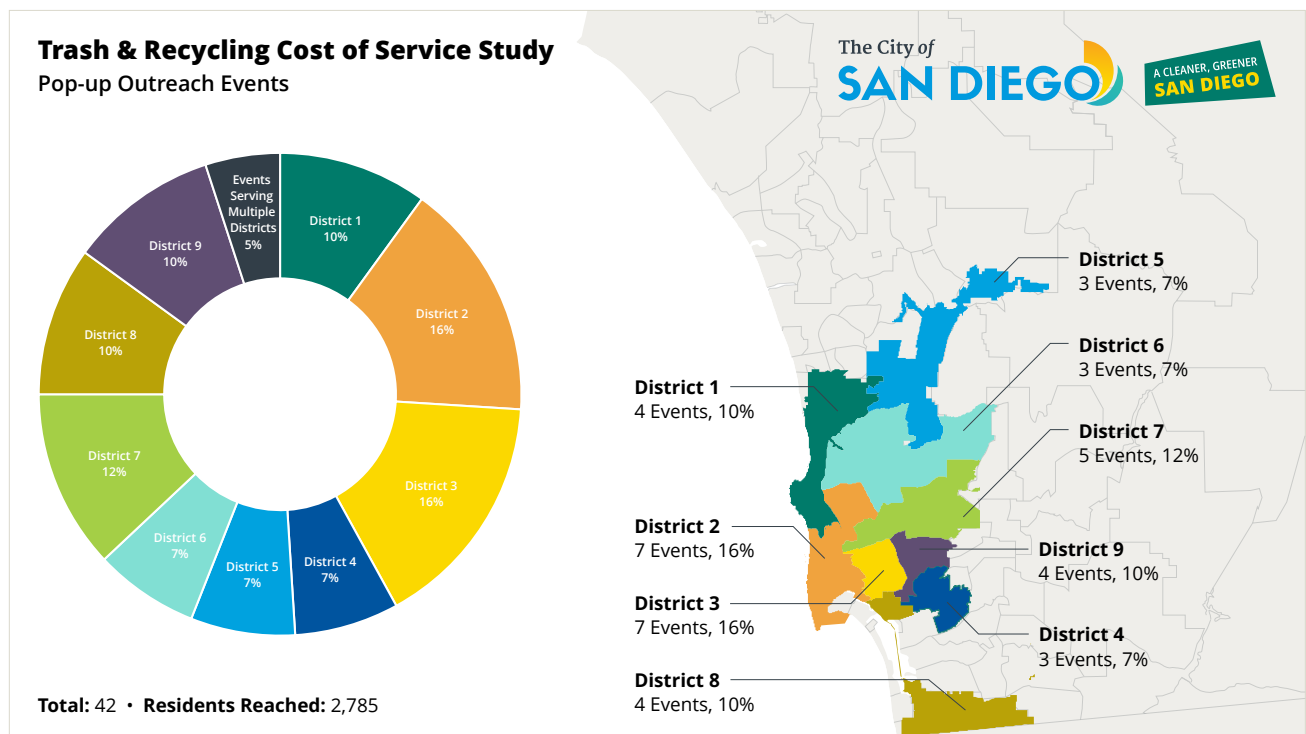
Community Pop-Up Events

The team attended community pop-up events to reduce participation barriers and meet residents in spaces where they naturally gathered. These included cultural festivals, concerts, family fairs, and educational events. The team staffed booths, provided translated materials, canvassed attendees, and encouraged residents to take part in the Study through surveys and open dialogue.

Across Phases 1 and 2, the team attended 41 pop-up events and reached 2,785 individuals directly through these engagements. While an effort was made to attend at least some events in every Council District, the team prioritized locations in historically under-resourced neighborhoods. The events provided touchpoints where the team worked to build awareness and trust. The complete list of Community Events is available in [Appendix I](#).

Events attended: 41

Residents reached: 2,785







Main Feedback Themes:

1. **Satisfaction with City Services:** Most participants expressed high satisfaction with their existing services. In a few communities, some residents mentioned recurring problems such as missed trash pickups and/or broken bins.
2. **Support for Neighborhood Communication:** Participants expressed appreciation for the City's efforts to provide outreach in their neighborhoods for outreach and requested more of the same. Some suggested more consistent public communications, including more emails and a real-time FAQ page to address ongoing concerns. Many participants appreciated the efforts to go to them in their community, as they were learning the information for the first time.
3. **Support for Service Enhancements:** Some participants supported proposed improvements, including weekly recycling, bulky item pickups, and bin replacement at no extra charge.
4. **Support for a Volume-based Fee Structure:** Residents expressed interest in a fee structure based on the volume or weight of trash generated by individual properties. Specifically, residents suggested that low-volume households should have a lower trash fee than households producing more waste.
5. **Support for Fee Assistance:** Participants shared widespread concerns about the financial burden a new fee would place on residents, with many asking how the City would ensure the fees would be affordable for everyone. Specifically, many asked the City to structure potential fees so that older homeowners would not lose their homes.
6. **Fee Support and Opposition:** Several participants at community events mentioned they had voted for and still supported implementing Measure B. Some said they were convinced to support of a fee after reviewing outreach materials. A significant number of participants expressed dissatisfaction with the concept of paying fees for trash collection and claimed they already paid for the service through their property taxes.
7. **Confusion About Single-Family Homes:** Residents asked for clarification about the City's definition of single-family homes and whether properties like ADUs or with HOA-managed services would be subject to the new fees.
8. **Requests for Proposition 218 Details:** Several participants asked for clarification on the timing for the 45-day notice and public protest period, how responses would be counted, and who could send written opposition.
9. **Cost of the Study:** A few participants expressed concerns about the high cost of the Study, consultant fees, and outreach materials; some questioned the need to conduct the Study.
10. **Skepticism About Money Management:** Several residents expressed skepticism that funds saved from trash services would be redirected to other City needs like parks, libraries, and neighborhood safety. They doubted the City's commitment to transparency and distrusted the way the City of San Diego was generally managing money.

Online Engagement Tools

Animated Videos

The outreach team produced an animated video to make the complex nature of the Study more easily understandable to members of the public. The team collaborated with the City's staff and advisors, and engaged the focus groups and CBO Working Group throughout the video production process—from brainstorming, storyboarding, and scriptwriting to filming and final production. The resulting multilingual infographic video explained the rate Study for members of the public while also soliciting community feedback on the program.

The production team completed the planning phases of brainstorming, storyboarding, scriptwriting, and final production as part of the creative development process, then solicited feedback from the CBO Working Group and implemented suggested changes in consultation with the City. The outreach team held weekly

alignment meetings with its videographers and approval meetings with the City to ensure the videos visually represented the entire City of San Diego and incorporated inclusive language.

The team created video voiceovers in English and Spanish, and subtitled versions in Korean, Mandarin, Tagalog, and Japanese to increase access to more communities. It promoted the final program videos through the CBO Working Group, newsletters, on social media, and on the City's YouTube Channel. The videos were posted to the cleangreensd.org website, which allowed residents to access informational resources in one central location and reduced barriers for people with limited technology literacy. Over 1,000 viewers watched the animated multilingual videos on YouTube and more than 17,500 viewed it on Instagram. The video is available on the cleangreensd.org homepage.



Website

The cleangreensd.org website was one of several ways the City delivered essential information, encouraged participation from residents, and worked to establish trust. Beginning in July 2024, the mobile-responsive website served as a repository of information, presentations, survey results, and more, demonstrating transparency for the cost-of-service study process to the public. It housed:

- A newsletter opt-in form.
- Animated videos that explained the outreach and engagement efforts, the Proposition 218 process, and the expected timeline for the City of San Diego, including key milestones the public should know, in six languages.
- A timeline graphic showing key stages of the outreach process.
- On the Participate page, a calendar listing engagement activities, including Open Houses, community pop-up events, community presentations, and council meetings, where the study would be addressed.
- On the Resources page, the website offered downloadable informational materials, including regularly updated FAQs, council presentations, fact sheets, Open House schedules, as well as links to animated videos, relevant ESD content, and City Council meeting agendas and documents.
- On the News & Media page, the website featured monthly outreach newsletters, local news stories about the Study and related efforts, press releases, and press resources.
- The Contact Us page prompted website visitors to contact trash@sandiego.gov for any questions and offered visitors an opportunity to sign up to receive newsletters.

The screenshot displays the homepage of the City of San Diego's 'A Cleaner, Greener San Diego' website. The header includes the city logo and navigation links: Home, Service Portal, Participate, Resources and FAQ, News & Media, and Contact Us. The main content area features a large banner titled 'Learn more about City trash services.' with a sub-headline 'Discover the City of San Diego's new trash and recycling plans: Service updates, new customer portal, and cost-recovery fees.' Below this is a 'Join our trash service mailing list.' section with an email input field and a 'Submit' button. To the right is a photo of a trash truck. Below the banner, there are three cards: 'GET INVOLVED Participate in an upcoming event.', 'EXPLORE THE PROGRAM Frequently Asked Questions', and 'HAVE A VOICE Your thoughts matter.' Each card has a 'Learn More' button. Below these cards is a section titled 'Join the conversation as we discuss potential new fees for residential trash and recycling services. Help us work toward a cleaner, greener San Diego.' which includes video thumbnails for 'RESIDENTIAL TRASH & RECYCLING COLLECTION IN SAN DIEGO' in Chinese, Vietnamese, Korean, and Tagalog. At the bottom is a 'Timeline' section showing key dates from November 2022 to June 2025, including milestones like the release of the study, public input sessions, and the final decision on the study.

Throughout all phases, the website featured an announcement banner that displayed the beginning of the next phase and community activities available to the public, including the Virtual Open Houses for people who could participate online but not in person.

The website reduced language barriers to participation by providing visitors who spoke English as a second language with a tool that allowed them to view the site in their language of choice among 57 languages. It also increased access for people unable to attend meetings due to work, disabilities, or other barriers by providing the information that would be presented at public meetings online for use at visitors' convenience.

The website underwent a post-fee-adoption rehaul to accommodate new information about service rollouts, key materials, videos, the City's online portal for selecting preferred bin sizes, and more. Its relaunch also provided timely information for those transitioning on or off of City-provided services.

Program Website



49,988
Views



25,485
Visitors

Devices used by visitors

53.3%	42%	4.78%
Desktops	Mobile Devices	Other Devices*

**Includes tablets, smart tvs, watches, gaming consoles and vehicle media devices.*

Surveys

According to the Public Policy Institute of California's [2022 report on California's digital divide](#), 95% of the state's residents had access to home internet, and more than 87% owned a home laptop or desktop computer. According to [Pew Research](#), 96% of adults said they regularly used the internet in 2024. Online surveys allow public agencies to meet people where they are, making public participation easier, quicker, and more convenient. Accordingly, the outreach team offered online surveys to San Diego residents and homeowners to encourage the involvement of people unlikely to attend City-hosted meetings.

The outreach team developed two customized online surveys* and hosted both on the proprietary Public Input platform ([Appendix K](#)). The platform also included a Google Translate button that offered translation to 133 languages after entry using a link the English or Spanish versions of the survey. Surveys were developed in accessible English and Spanish to ensure that people with limited literacy could understand the questions and their answer choices.

The use of online survey tools allowed the City to expand its direct data collection from the 1,271 residents engaged at City-hosted events to a total of 5,638 residents who answered its questions either in person or online, a 343% increase in the number of residents who directly provided data to the City.

The surveys shared program information and asked for feedback on many topics, which were also presented to participants at the program's Round 1 and Round 2 public events. In Round 1, people were asked to rate existing services

**The online surveys were an additional tool to invite feedback, and were not a representative survey analysis or statistical sampling tool.*

and identify new services they would “be likely to use.” In Round 2, respondents were invited to complete budget exercises where they could purchase services with a set number of coins; in a series of questions, they also selected from pairs of service enhancement groupings with similar costs.

The outreach surveys also collected data about trash container conditions, appropriate container sizes, and residents’ awareness about hazardous waste disposal at the City’s Miramar facility.

The team promoted its surveys via news articles, program newsletters, emails to community groups, through its partnership with the CBO Working Group, and at community events and presentations to community groups. In response, 4,367 participants provided data through the surveys, which also collected 5,315 comments. Based on demographic questions, 98% of respondents owned or resided at properties subject to potential fees. Roughly 11% of the participants rented their homes.



The data provided by the survey included the following:

Satisfied or highly satisfied with existing trash services	84%
Satisfied or highly satisfied with existing recycling services	74%
Satisfied or highly satisfied with existing organic waste services	77%
Preferred weekly trash pickup	78%
Preferred weekly organic pickup	70%
Preferred weekly recycling pickup	48%
Would use hazardous waste disposal at least annually	78%
Would use bulky item pickups at least annually	41%
Considered new blue and black bins slightly to very important	68%

Common concerns expressed in survey comments included frustrations with service reliability and bin damage, costs associated with bin replacement regardless of age, concerns about the impacts that could result from new fees, and frustrations with neighborhood issues like illegal dumping and accessory dwelling units. Other comments indicated residents’ desires for fairness and transparency, requests for frequent pickups in highly impacted areas like beach communities, and requests for additional recycling options.

Social Media

With leadership from its City members, the outreach team developed a comprehensive multilingual social media campaign to disseminate information to a broader audience throughout the program. The campaign used existing City of San Diego social media platforms and further distributed the content by sharing it with CBOs and other interested party partners for posting on their channels. The team also monitored digital conversations to understand what users were saying online, measure the effectiveness of program messaging, and better understand public sentiment. Social listening allowed the team to adjust posts in response to emerging concerns.

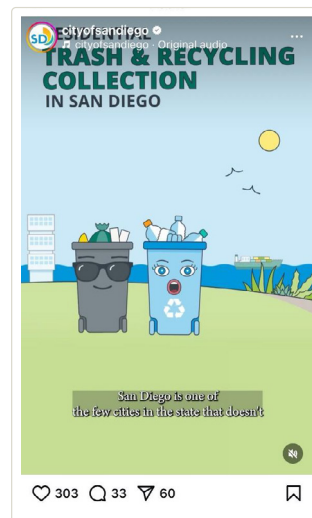
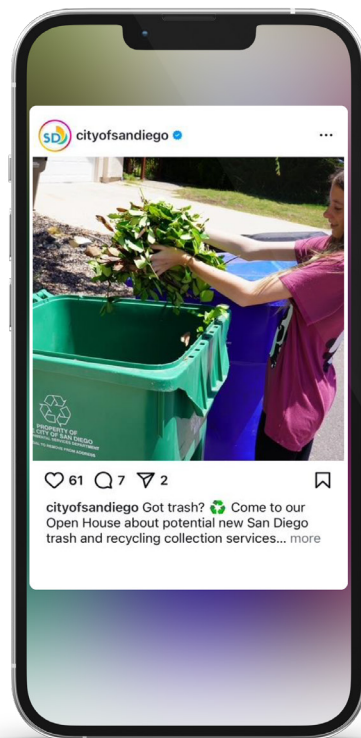
The social media campaign sought to engage a broad audience and spread awareness about Proposition 218 and the cost-of-service study. Its shorter-form content and images allowed

the team to connect with residents with limited literacy, providing more equitable outreach.

Collaborating with the City Communications team, the team created monthly social media calendars ([Appendix L](#)) with various content to ensure consistent content distribution, designed six social media graphics ([Appendix M](#)) to boost engagement, and wrote FAQs for Reels developed with the City team.

The outreach team also supported a paid social media strategy ([Appendix N](#)) that accurately and specifically targeted users on individual platforms. The approach used geotargeting near outreach events to spread awareness and increase attendance in highly impacted and historically under-resourced communities.

The team's social media posts reached nearly 440,000 users during the program.

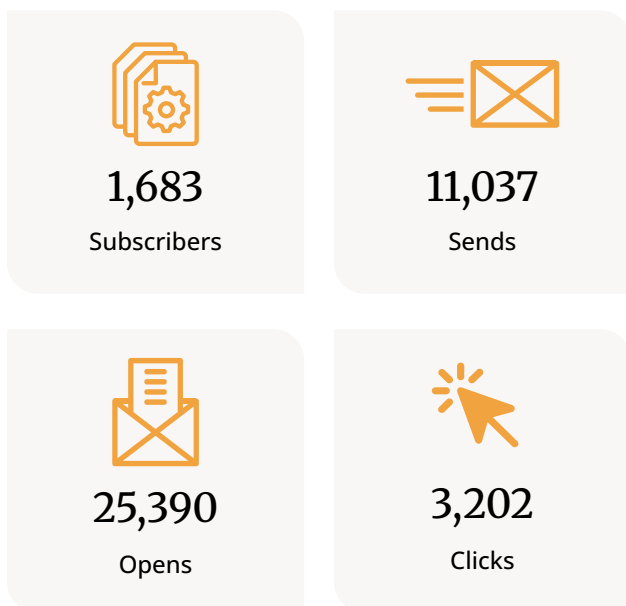


Program Newsletter

To keep residents informed and engaged, the outreach team provided opportunities for people to sign up to receive updates via an Email newsletter. Subscribers were encouraged to opt in via the cleangreensd.org website when they signed in at study events and presentations.

Newsletters shared schedules of the study's open houses and events in the community. They also highlighted informational resources like the website, video, and fact sheets, and worked to counteract misinformation and provide background on the rate-setting process. The team emailed 11,037 copies of the newsletter with a combined unique open rate of 69.4%. Sign-ups increased from 329 to 1,683 subscribers between June 2024 and July 2025.

Program Newsletter



The team prepared eleven issues of the project newsletter, with an unsubscribe rate significantly below one percent (0.12%).

Virtual Open Houses

To enhance accessibility and ensure equitable participation, the program team coordinated and delivered three Virtual Open Houses, one in each of the three rounds of outreach and engagement. The team designed these sessions to mirror the experience of in-person Open Houses and offer an inclusive, accessible option for residents who could not attend physical events due to mobility, time, or location constraints. The planning and facilitation model for these events provided capacity building for City staff and can be replicated for future virtual engagements.

Purpose and Format

The team hosted each Virtual Open House on the Zoom platform using a structured format that roughly replicated the in-person engagement experience ([Appendix P](#)). Meetings were held on Friday and Saturday mornings to make them more accessible for residents who could not attend the in-person Open Houses on Monday and Tuesday evenings. Each session featured:

- A formal PowerPoint presentation that covered the topics shared on display boards ([Appendix U](#)) at in-person events.
- A moderated question-and-answer (Q&A) session with live responses from City staff and subject matter experts, both on camera and by text.
- Real-time polling to capture resident preferences and priorities about topics covered via activity stations at in-person events.
- Links to digital versions of all Open House materials, including fact sheets, outreach graphics, and the program website.

The Virtual Open Houses ensured that participants received similar information and opportunities for input when compared to those provided at in-person events. The team offered multilingual materials, live interpretation support, and Spanish-language assistance via Q&A moderation for sessions without simultaneous translation.

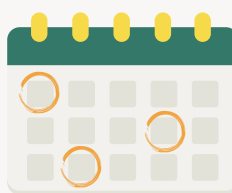
VIRTUAL OPEN HOUSES



Engagement and Participation

3

Total Sessions



Languages Offered

- English
- Spanish

(additional languages by request)



Total Attendance

TOTAL REGISTERED: 561



TOTAL ATTENDEES: 376



Attendance by Meeting

REGISTERED ATTENDED

Meeting 1

Bilingual



Meeting 2

English



Spanish



Meeting 3

English with Spanish assistance for Q&A



The meeting design required participants to engage exclusively through Zoom's chat and Q&A functions to maintain orderly facilitation and meeting focus. Co-hosts monitored all submissions, compiled frequently asked questions, and ensured that responses were addressed live or captured for follow-up by updating frequently asked questions. The team collected attendees' email addresses for follow-up communication and tracking.

Presentation and Facilitation

Each Virtual Open House and Q&A session was facilitated by a trained and experienced facilitator from the outreach team. The facilitator explained meeting procedures and fielded on-camera questions and answers. A City representative led each presentation. Community engagement specialists managed technical operations and logistics, including responses to accessibility challenges, audio issues, and language support. ESD staff provided real-time text answers to help manage the volume of questions submitted by participants.

The team shared materials used during the Virtual Open Houses, including presentation slides, links, and the cleangreensd.org website link via the chat function during the session ([Appendix P](#)). It also provided recordings of each Virtual Open House on the program's website for continued transparency and public access to information.

Outcomes and Observations

Feedback gathered through chat, Q&A, and polling provided the program team with insights about:

- Resident concerns about fee affordability and service fairness.
- Support for enhanced recycling and bulky item services.
- A clear desire for more frequent and transparent communications from the City.

Media and Paid Media

The outreach team worked closely with the City of San Diego Communications Department to develop media and social media engagement strategies ([Appendix N](#)), particularly for Rounds 1 and 2, with some minor efforts in Round 3. This included the development of suggested media spokesperson best practices, key messages for social media, suggested graphics and photos to feature ([Appendix M](#)), monthly content calendars ([Appendix L](#)), and a budget structure to boost social media and capture audiences located near cost-of-service-study open houses, presentations and pop-up events. The team also monitored news stories and social media posts to elevate awareness among City staff.

The team developed eight paid half-page print advertisements for a total of 1,154,000 impressions throughout the program. They were published in the San Diego Union-Tribune, Voice & Viewpoint, El Latino, and Filipino Press during Rounds 1 and 2 of the campaign.

To reach San Diego's expansive Spanish-speaking population, the team also developed a bilingual email blast sent through Univision 434 to 140,000 residents. The Eblast resulted in 34,600 views and 3,644 clicks to the cleangreensd.org website. Another advertisement ran through Univision, KLVN-FM, a popular radio station. This media advertisement received 33,000 impressions through a 30-second ad that ran 25 times.

AROUND TOWN

Trolley station installations: Art that moves you

Destination Joy designed to inspire community ties

By Ted Figueroa
UNION-TRIBUNE

The MTS trolley system had people moving Saturday and not just from place to place.

At several stops, people were being moved the way Jacobs Center in Lincoln Park, Pollard said, but with inspiring, uplifting connection.

This weekend at trolley stations from San Ysidro to Chula Vista to Lincoln Park, artists are showcasing their work at pop-up installations.

The Urban Collaborative Project worked with the Metropolitan Transit System to put on the event dubbed Destination Joy.

The idea is to inspire community engagement and raise awareness regarding systemic racism and oppressive practices, according to a

news release announcing the showcase.

"Our marginalized communities have been separated by urban infrastructure and systemic racism, and although we fight the same battle, we activate in silence," Barry Pollard, executive director of The Urban Collaborative Project, said in the release.

On Saturday, while taking in an installation outside the Jacobs Center in Lincoln Park, Pollard said communities in southeastern San Diego and throughout South County may be separate, but they face the same struggles.

And they are all connected by the trolley lines that run through them, he said.

The event stretched across five stations and featured a variety of interactive art installations, activities, and performances.

There was watercolor painting in San Ysidro, Native American drummers in National City, and dancing outside the Jacobs Center in Lincoln Park.



Panels by local artists are displayed Saturday at the 24th Street trolley station in National City. The free Destination Joy pop-up installations will continue to be on exhibit through 6 p.m. today. NELVIN C. CEPEDA / U-T PHOTOS

At every spot, art was the focus. Attendees watched street artists spray-paint plywood canvases, listened to spoken word artist Khalil Bleux captivate the crowd and took part in quiet meditations.

Pollard wants to see the showcase become an annual event.

"We are going to merge our efforts and get regional funding." This year's event was certainly popular. Tickets for a guided art performance for a select group in a specific trolley car moving from site to site were sold out for both days.

"A lot of people want to do good, but don't have an outlet," said Chris Carson, a member of Vision Culture Foundation, which participated in the show.

Among the items on display at the National City stop was clothing Carson upcycled from items destined for landfills, including a reversible jacket he crafted from an old "Lion King" bedspread and lettering from a Padres jersey.

While people sang, danced and swayed to music at other transit stops, trolley riders in Chula Vista were greeted by a far more subdued, perhaps even hushed, art installation.



Members of the Red Warrior drummers perform music from the Kiowa Native American tribe at the 24th Street trolley station on Saturday.

Here, it was all about meditation. The idea was to promote health and well-being, and the first thing to do, attendees learned, was to stop and just... breathe.

"We want to show there's a way to have peace even when there is craziness going outside," said Maria Eckley from the Chula Vista Yoga Center, which hosted several features at the

East Village Park and Market Transit Center. Southeastern San Diego, Joe & V. Jacobs Center and the Euclid Avenue Transit Center included one for devotional chanting and one highlighting the healing sounds of singing bowls.

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(Closed Christmas Day, New Year's Day)

LOTTERY

WINNING NUMBERS
Daily 3 Afternoon: 5, 7, 6
Daily 3 Evening: 0, 0, 6
Daily 4: 5, 0, 3

Fantasy 5:
20, 30, 32, 37
Daily Derby:
1st: 10, Solid Gold
2nd: 4, Big Ben
3rd: 8, Gorgeous George
Race time: 1:45 PM

SUPER LOTTO PLUS
Saturday's drawing:
3, 6, 20, 40, 44

Mega number: 19
Saturday's estimated
jackpot: \$11 million

MEGA MILLIONS
Friday's drawing:
6, 24, 44, 54

Mega number: 13
Tuesday's estimated
jackpot: \$376 million

POWERBALL
Saturday's drawing:
13, 33, 40, 60, 61

Powerball: 20
Saturday's estimated
jackpot: \$171 million

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El Latino - San Diego

Al Dia

Noviembre 08 al 14 del 2024

15

Orgullo de latinas (os) al salir emitir su voto

Por Horacio Rentería

Tania Godínez, una joven latina que siente orgullo de responder por qué "esto de votar cada año", dijo que "ha votado unas 15 veces y hoy lo hace en una elección general presidencial efectuada el martes 5 de noviembre, que se anticipó sería muy refilida."

"¿Qué me voy a poder traer una diferencia?", respondió al preguntarle a su salida del principal Centro de Votación localizado en el City Hall de Chula Vista, "por que salía con tanta emoción y firmeza a emitir su voto, ¿qué poder servir con ello a mi comunidad y hacer lo que todos tenemos el derecho de hacer, porque mi voz es mi derecho y responder a mi comunidad?"

"¿Tu comunidad es la comunidad latina?" Si afirmó de inmediato.

"¿Y qué mensaje les darías a los latinos respecto a votar y hacerse ciudadanos? Le insistimos."

"Pues que por alguna razón venimos aquí para hacer una vida un poco más saludable y cómoda; contrasto, 'y votar es poder decidir qué queremos y saber por lo que estamos votando cómo nos va a servir a nosotros'."

Un día de esplendor y los que ciudadanos del condado de San Diego aprovecharon para ir a depositar sus votos en los más de 200 centros de votación instalados, con un total de 1 millón 983 mil 767 ciudadanos registrados.

Desde muy temprano, cientos de electores arribaron en sus automóviles o a pie a entregar personalmente su voto, para miles por lo hicieron por correo.

Vale hacer mención en este sentido que de acuerdo con datos ofrecidos por el Registro de Votantes del Condado de San Diego, durante las Elecciones Generales Presidenciales efectuadas en el estado de California en 2016 y 2020, están consideradas como históricas por haber alcanzado el mayor porcentaje de votación con 81.45% de y 83.5% del padrón total de votantes registrados.

No obstante, en base a la cantidad de votantes que se observó en las urnas, en las instalaciones del Registro de Votantes del Condado de San Diego y la gran dilación que han tenido las campañas, especialmente por la cerrada lucha de los diversos partidos políticos por la Presidencia y el Congreso de Estados Unidos, podrían esperarse estos porcentajes de votación, pero ello no se podrá confirmar hasta que se den a conocer los resultados oficiales.

Letty Cepeda ha otra mujer latina que gustó acudir al auditorio de Chula Vista Middle School y mostrar satisfacción su problema de votación a El Latino de San Diego.

Tania Godínez se su salida del Centro de Votación del City Hall de Chula Vista muestra el orgullo que siente al votar. Foto: Horacio Rentería/El Latino San Diego.

El Latino Online.com

The City of
SAN DIEGO

SAN DIEGO
REAL LIMPIO Y VERDE

¡Únase a la conversación para un San Diego más limpio y verde!

Compáñenos en una segunda ronda de jornadas públicas de puertas abiertas sobre la recolección de basura y reciclaje residencial. Conozca lo que escuchamos del público durante la primera ronda de divulgación. Revise las opciones de mejora del servicio, los posibles impactos en los costos y ¡comparta su opinión!

- **District 6 - martes, 12 de noviembre de 2024. 5:30 p.m. a 7 p.m.** en la Biblioteca de la Comunidad Universitaria, 4155 Governor Dr., San Diego, CA 92122
- **District 8 - martes, 26 de noviembre de 2024. 5:30 p.m. a 7 p.m.** en la Biblioteca de San Ysidro, 4235 Beyer Blvd., San Diego, CA 92173
- **District 2 - lunes, 18 de noviembre de 2024. 5:30 p.m. a 7 p.m.** en el Centro de Artes y Cultura en el Centro Recreativo North Clairemont, 4425 Barnack Ave., San Diego, CA 92117
- **District 4 - martes, 3 de diciembre de 2024. 5:30 p.m. a 7 p.m.** en el Centro Recreativo Tierrasanta, 11220 Clairemont Mesa Blvd., San Diego, CA 92124
- **District 3 - miércoles, 20 de noviembre de 2024. 4 p.m. a 5:30 p.m.** en la Biblioteca Central de San Diego (Joan A. Irwin Jacobs Common, 330 Park Blvd., San Diego, CA 92101)
- **District 5 - lunes, 25 de noviembre de 2024. 5:30 p.m. a 7 p.m.** en San Diego Oaks en Rancho Bernardo, 17170 Bernardo Center Dr., San Diego, CA 92128
- **District 9 - lunes, 2 de diciembre de 2024. 5:30 p.m. a 7 p.m.** en la Biblioteca College-Rancho, 6600 Monmouth Rd., San Diego, CA 92115
- **District 10 - martes, 10 de diciembre de 2024. 5:30 p.m. a 7 p.m.** en la Biblioteca Pacific Beach/Taylor, 4275 Cass St., San Diego, CA 92109



¿Quiere saber más?

Complete un cuestionario en línea
Visite el sitio web
cleanandgreen.org
Comuníquese con nosotros en
info@sanidiego.gov

The City of
SAN DIEGO

JOIN THE CONVERSATION
FOR A CLEANER, GREENER
SAN DIEGO

Join the Conversation for a Cleaner, Greener San Diego!

The City of San Diego is studying enhancements to trash and recycling collection services and related fees for single-family homes. You are invited to any of the open houses to learn about these potential changes and share your thoughts.

Community Meetings by Council District; each in-person meeting is from 5:30 p.m. to 7 p.m.

- **District 8 - Monday, August 5, 2024**
at Logan Heights Library, 567 S 28th St., San Diego, CA 92113
- **District 4 - Tuesday, August 6, 2024**
at Valencia Park/Malcolm X Library, 5148 Market St., San Diego, CA 92114
- **District 6 - Monday, August 12, 2024**
at Mira Mesa Library, 8405 New Salem St., San Diego, CA 92126
- **District 9 - Tuesday, August 13, 2024**
at Mission Valley Library, 2123 Fenton Parkway, San Diego, CA 92108
- **District 3 - Monday, August 19, 2024**
at Mission Hills-Hillcrest/Knox Library, 215 W Washington St., San Diego, CA 92103
- **Virtual Meeting: Saturday, August 24, 2024 from 10 a.m. to 11:30 a.m.**
- **District 2 - Monday, August 26, 2024**
at Point Loma/Hervey Library, 3701 Voltaire St., San Diego, CA 92107
- **District 7 - Tuesday, August 27, 2024**
at Serra Mesa-Kearny Mesa Library, 9005 Aero Drive, San Diego, CA 92123
- **District 5 - Tuesday, September 3, 2024**
at Scripps Miramar Ranch Library, 10301 Scripps Lake Drive, San Diego, CA 92131
- **District 1 - Monday, September 9, 2024**
at La Jolla/Riford Library, 7555 Draper Ave., La Jolla, CA 92037



Want to know more?

Complete an Online Questionnaire

Visit the Website
cleanandgreen.org

Contact Us
info@sanidiego.gov

Print advertisement in El Latino

Print advertisement in the San Diego Union-Tribune

A CLEANER, GREENER
SAN DIEGO

MEDIA/PAID MEDIA



Engagement Strategy

Media Spokesperson Best Practices



Media Monitoring



Social Media

- Key messages
- Graphics and photos
- Monthly content calendars
- Budget structure



8

½-page Print Ads



The San Diego
Voice & Viewpoint

8,000
IMPRESSIONS

lel latino San Diego

450,000
IMPRESSIONS
(ad in Spanish)

The Filipino PRESS

434,000
IMPRESSIONS

The San Diego
Union-Tribune

262,000
IMPRESSIONS

1,154,000

TOTAL
IMPRESSIONS

Spanish-speaking audience outreach



Bilingual email blast

Sent through Univision 434

- 140,000 recipients
- 34,600 views
- 3,644 clicks



Radio advertising

30-second advertisement ran 25 times on Univision station KLVN and received 33,000 total impressions.

Print Engagement Tools

Print Materials

The outreach team strengthened its equity and efficacy in producing outreach and communications materials by partnering with the program's CBO Working Group. This strategy enlisted Working Group members to review materials, including translated materials, for cultural competence and plain language. The team produced content and design for flyers ([Appendix R](#)), surveys, PowerPoint presentations, agendas, minutes, talking points, comment cards, meeting displays, and sign-in sheets ([Appendix U](#)), among other program-specific materials ([Appendix S](#), [Appendix T](#)). The team produced three open house flyers, one for each round of outreach, in print and electronic versions. It distributed 20,222 print flyers at public spaces, such as libraries and community centers, to provide information to residents with limited access to the internet.

The outreach team translated its general fact sheet into five languages: Spanish, Korean, Chinese, Tagalog, and Vietnamese. It also worked with the San Diego Council on Literacy to create a simplified version that was accessible for people with limited literacy and translated that version for Spanish speakers with limited literacy.

Although it also used certified translation services, the outreach team facilitated primary reviews of materials for cultural competency and translations via its Working Group and multicultural team members. This process ensured accurate translations that reflected the regional dialects spoken by San Diegans.

The team also developed three renditions of a Study FAQs document that evolved to address the most common questions asked by members of the public in each round. The team gathered

feedback from its various outreach events and social media, compiled the data for review by the City team, and then collaborated with staff to address the issues considered most pressing for people impacted by the Study.

The team developed 27 meeting-specific sign-in sheets for its public events and 20 flyers for use at community events. The program materials met the requirements of Section 508 of the Americans with Disabilities Act and allowed for an organized system to track attendance at each location.



Conclusion and Recommendations

Overview

Outreach efforts significantly contributed to public awareness, policy alignment, and the decision-making processes surrounding potential service changes and fee adjustments for the City's implementation of Measure B. Outreach team activities helped the City gather opinions and feedback from more than 10,000 San Diegans through events and surveys, answer questions from nearly 6,000 residents in person, and provide information to more than 26,000 visitors through the Study website. Study news stories, social media posts, and newsletters were viewed more than 7.8 million times, and Study ads reached more than 1 million viewers. As a result of CBO Working Group outreach, more than 13,000 messages about the Study were shared by trusted community voices in areas where residents might have otherwise lacked access to information and may have mistrusted information provided by authorities. Public opinion helped shape the City's fee proposal to incorporate two optional lower-volume and cost-saving tiers, as well as planned service enhancements that reflect resident priorities. The ESD team shared public comments with City Council members at several key points in its decision process, allowing Councilmembers to deliberate with a deeper understanding of constituent concerns.



Goals & Accomplishments

The outreach team achieved several important community engagement goals that supported the work completed by the City and its consultants for the Study. They included:



GOAL: Help ESD understand customers' satisfaction with existing services.

ACCOMPLISHMENTS: The outreach team collected data from more than 3,000 residents in the City's Round 1 online surveys and events. Among those participants, 83% indicated "satisfied" or "highly satisfied" for their trash collection services, 78% for organics, and 74% for recycling. Participants also ranked desired improvements to services.

OUTCOME: The City established a baseline satisfaction benchmark and learned that customers' priorities for improvement supported new approaches to damaged bin replacements, missed collections, and customer education.



GOAL: Identify future service enhancements for analysis as part of the Study.

ACCOMPLISHMENTS: The outreach team collected priority data from more than 3,000 residents. Their top-ranked priorities included requests for an option to select smaller containers and pay a lower fee, more frequent recycling pickups, bulky item pickups, bin replacement without additional charges, and easier options for disposal of hazardous materials.

OUTCOME: The City's Study Report, proposed service levels, and suggested fees reflected public priorities for enhancements, subject to the budgetary constraints of a viable fee structure.



GOAL: Generate public awareness about the often misunderstood and usually unnoticed process required by California Proposition 218 (Prop 218) to analyze fees following voter approval of Measure B in 2022.

ACCOMPLISHMENTS: The outreach team engaged more than 10,000 participants in direct Study-related outreach activities. Through a blend of strategic communications and earned media, messaging generated an impressive reach of 9 million views, providing third-party validation via earned media and CBO activities, coupled with messaging delivered via the Study website, social media posts, newsletters, flyers, and advertisements.

OUTCOME: The City's extensive Prop 218 process received input from nearly 20% of eligible properties, a level four times the rate considered typical by the League of California Cities.²

² "Most agencies report protest response rates **below 5%**, even for controversial rate increases." League of California Cities, Meyers Nave, "Propositions 26 and 218 Implementation Guide



GOAL: Demonstrate transparency for the City’s process, seeking to help reduce some of the anticipated mistrust and frustration of residents who opposed the fee, including those who did not vote to support Measure B.

ACCOMPLISHMENTS: The outreach team delivered three rounds of engagement activities within all nine City Council districts. Activities occurred at sites in 37 of the City’s 52 community planning areas (CPAs) and in multiple neighborhoods among them. Opportunities for residents to engage with the Study in their Council District included Open Houses in 25 of the CPAs, presentations in 28, and pop-up events in 22. The outreach team also offered citywide opportunities for engagement through two online surveys, three virtual Open House meetings, presentations at five meetings of the Community Planners Committee, and the website, which attracted 26,000 visitors.

OUTCOME: The City provided multiple opportunities for residents to learn about and engage with the Study near their homes or online between July 2024 and June 2025, prior to the City Council’s vote to approve the Study’s recommendations. While some members of the public who attended the June 9 council meeting expressed opposition to the fee, many took the time to appreciate and thank the Environmental Services Department and the outreach team for the extensive outreach and engagement efforts that were performed.



GOAL: Counter widespread misinformation among City residents regarding the history, legality and fairness of adding potential charges for trash, recycling and organic waste services.

ACCOMPLISHMENTS: The outreach team tracked common misperceptions and developed materials that offered accurate information to counteract falsehoods. These included a History Fact Sheet, Historical Displays, Measure B Displays, FAQs, and PowerPoint presentations. Materials addressed erroneous beliefs held by some residents that free service was part of the City Charter or the 1919 People’s Ordinance, that fees were included in property taxes, and that the vote for Measure B should have been limited to property owners impacted by a potential fee. Through dialogue with residents, the team also educated residents about past inequities associated with using General Funds to provide collection services and San Diego’s status as the only major City in California where some residents received trash services without paying fees.

OUTCOME: The City provided accurate reports of and acknowledged resident sentiments about misperceptions during several public City Council and Environment Committee meetings. The City Council approved the Study’s recommendations, and resident concerns informed the City’s creation of a General Fund item to develop a Financial Assistance program for solid waste customers.



GOAL: Locate outreach and involvement events throughout the City and support increased participation in the City’s historically under-resourced neighborhoods, identified as those in City Council Districts 4, 8, and 9.

ACCOMPLISHMENTS: The outreach team, advised by its CBO Working Group, provided materials in multiple languages and with a culturally relevant tone. It offered at least one native speaker able to answer questions in Spanish at each Open House, team members fluent in Spanish at many of the Study’s pop-up events and presentations, and a fluent Vietnamese language representative at its 3-day Lunar New Year pop-up. Outreach activities took place in 37 of the City’s 52 CPAs, with 27% of pop-up events and 39% of presentations held in Districts 4, 8, and 9. Participants from these areas represented 34% of the residents who attended the in-person Open Houses and 30% of those who completed surveys.

OUTCOME: The City heard from its under-resourced communities at levels comparable to, and often greater than, those in better-resourced Districts. Resident comments included expressions of appreciation for the City’s efforts to involve low-income residents, come to their neighborhoods, and provide accessible materials. Members of the CBO Working Group reported meaningful conversations with constituents traditionally unserved by City communications and indicated willingness to support City outreach on future working groups.

Engagement Challenges & Recommendations



CHALLENGE: Help ESD understand customers’ satisfaction with existing services.

RECOMMENDATIONS:

- Working with a CBO Working Group to review materials for cultural competence, native languages, and accessibility.
- Hosting public events in diverse neighborhoods across each City Council District.
- Participation at events and meetings throughout the City, particularly emphasizing “communities of concern” in Council Districts 4, 8, and 9.
- Preparation of in-language materials and materials for people with limited literacy.
- Serving people with limited access to technology by providing print materials, website links rather than QR codes, and a one-stop repository for information on the program website.



CHALLENGE: Creating and delivering messaging that would connect with constituents in the face of pervasive misinformation, fee resistance, and skepticism toward City financial management and decisions required ongoing attention and the ability to adapt as issues arose throughout the Study. Again, the outreach team recommends the use of tactics found effective for the Study for contentious or misunderstood projects and programs.

RECOMMENDATIONS:

- Repeated, consistent, and approachable messaging to address misinformation helps to open the door for meaningful conversations. Each open house and newsletter worked to counteract residents' untrue beliefs non-threateningly. Materials employed storytelling techniques that invited residents to chuckle at the idea of funding their services through sales of pig food and compared the needs of "Wild West" 1919 with modern San Diego life. The team paired those items, designed to connect with residents' emotions, with pieces that addressed the "facts and figures." These illustrate the City's General Fund allocation and the County's property tax distribution. Regular newsletter items featured bite-sized facts that encouraged residents to think more deeply.
- Empathy and training to handle upset and disruptive participants are critical when addressing highly contentious matters at public events. While minds were not changed in many cases, the consistently respectful listening at public events led even the fee's most vocal opponents to express appreciation for conversations with staff and other outreach team members.
- Neighborhood listening to track success. The outreach team's engagements at community planning meetings allowed it to hear firsthand that frustrations with other City matters influenced perceptions of transparency and trust for this effort. Tracking social media provided valuable insight and demonstrated opportunities where the City could address issues before opponents established control of the conversation.



CHALLENGE: The Study timeline presented a third challenge for the outreach team. Several modifications that accommodated the program schedule can provide value for future City outreach efforts.

They include:

- Implementing public engagement surveys rather than public opinion surveys, which more than tripled the City's collected data about resident preferences and priorities.
- Creating "living documents" that can be adapted throughout future projects and programs, comparable to the Study's Public Engagement Plan, FAQs, and Fact Sheets.
- Incorporating frequent meetings between the outreach team, the responsible department team, and the Communications staff to guide messages and track key issues.
- Centering public events at City Libraries to create predictability, assure accessibility, and reduce logistical challenges and expenses.

Post-Study Recommendations



Continue Engagement: The outreach team recommends that the City build upon its “Join the Conversation for a Cleaner, Greener San Diego” campaign to continue its engagement with residents who responded to study activities and the City’s trash service customers. Topics include facts about fees, access to new services, personalization options, and transitions to and from service. Audiences include the City’s paying customers, residents of rental properties served by City forces, and owners impacted by eligibility changes. Recommended tactics include:

- Continuing a regular newsletter, web content updates, and social media posts to make it easy to follow ESD activities online (periodic print updates may also be beneficial).
- Connecting with community leaders through presentations to community groups.
- Maintaining a presence where people already congregate, with activities at pop-up events in City neighborhoods, especially those where the City is an event partner, host, or providing tables for other departments.



Expand Awareness and Address Mistrust: The team further recommends that the City work to increase awareness among residents unaware of the Study, and to address mistrust among City constituents who opposed the fees adopted through the Study. Potential approaches include:

- Providing social media listening paired with posts, news releases, and interviews that respond to emerging issues that can be identified through comment volumes and/or repeated misinformation.
- Developing reels and stories that show behind-the-scenes and person-in-the-neighborhood activities to demonstrate the value of and trustworthiness of ESD activities by humanizing its work. These may feature employee profiles, typical activities, influencers who support waste reduction, and supportive customers.
- Creating and promoting a speakers bureau that includes training and designation of representatives among staff to serve as speakers and spokespeople based on their ability to connect to the expected audiences, along with pre-approved topics and materials.
- Creating a campaign with ongoing activities to increase awareness of the equity benefits achieved by removing trash services from the General Fund.

In the long term, outreach and engagement should be considered foundational to providing services subject to California’s Prop 218 fee-approval process. Planning should include preparing residents for the service changes planned in Fiscal Year 2028 and work to prepare for ESD’s next Proposition 218 process, which will be necessary on an ongoing basis.



HDR Engineering’s Strategic Communications team, Aqua Community Relations, and Cook + Schmid, with support by the cost-of-service study consultant, HF&H, were proud to be part of this comprehensive and integrated outreach effort that put the entire community first, encouraging all voices to be heard, especially those living in historically under-resourced communities who may have been disproportionately impacted by a new fee. The community input gathered throughout this public engagement effort on behalf of the City of San Diego was instrumental in shaping a clearer understanding of the needs, challenges, and expectations surrounding citywide trash and recycling services following the passing of Measure B in 2022. Neighborhood residents strongly desired equitable, efficient, and environmentally responsible waste solutions. Their feedback, whether in support or critical of the potential implementation of a fee, directly shaped factors evaluated in the cost-of-service study model and the services and offerings considered in the final report presented to the City of San Diego City Council.

Ultimately, this outreach and engagement effort demonstrated that the City’s residents have a deep connection to their communities, the future of their neighborhoods, their environment, and are motivated to share their opinions about how City services currently meet (or need to meet) their everyday needs. As the City moves forward with implementing fees for trash and recycling services, the program team recommends that community partnerships remain the focus and at the center of the City of San Diego’s efforts to build a cleaner, fairer, and more sustainable solid waste program for everyone.





Messaging

Background, Audiences & Effective Messaging

About Measure B

1. Measure B was passed by voters in 2022. Voters were asked, “Shall the San Diego Municipal Code be amended so that all City residents receive comparable trash, recycling, and other solid waste management services by **allowing the City to recover its cost** of providing these services to eligible residential properties, **which could allow the City to provide additional services**, such as weekly recycling, bulky item pickup, and curbside container replacement and delivery, at no extra charge?”
2. Supporters for Measure B wanted the City’s customers to pay for their own service. This would **end a century-old subsidy voters never approved**. Most people who live in apartments and condos have had their general fund money used to provide no-fee services they cannot get. With new fees, **an estimated reduction of nearly \$60 million in General Fund expenditures is projected in the first year, freeing up those funds for City services that could benefit everyone.**

What Measure B Required

- **The City was required to conduct a cost study to document its costs to support a proposed fee.** It cannot charge more than it costs to provide the service or charge other customers to benefit someone else. It must base fees on its expenses documented in the cost-of-service study. The City is allowed to include money to establish reserves and pay for its debt related to the services.
- **The City is required to continue providing the services.** The People’s Ordinance requires the City to provide the solid waste services directly. It does not allow the City’s eligible trash customers to opt out of service or choose to use private haulers instead of City services.

Audience Analysis

Measure B will impact different audiences in various ways, as noted below. The following analysis is designed to identify the main issues relevant to these audiences.

- **General Public:** Primarily concerned with the cost and what the new service will entail.
- **Single-family Homeowners and lots with four units or less:** Key issues include the fee, what the services will entail, and how to participate in the public process.



- **Residents and owners of apartments or condo properties with more than four units and people who live in private or gated communities:** These residents already pay for private trash hauling. It will be vital for them to understand that they will not be paying an additional fee. Focus on fairness and equity and their desire for homeowners to pay their fair share for trash pickup. *The City will coordinate with any properties that fall into this category who have been receiving City service but should not have been. The City is unable to continue providing service to these properties and will help them transition to service by private haulers.*
- **Renters:** The key issue for renters will be fairness and equity. Some renters (those renting impacted homes) will be concerned that their landlords will pass the new cost on to them.
- **Environmentalists:** Will be most concerned about environmentally sustainable practices. Measure B improvements could increase recycling by residents, lower the amount of trash and food waste entering the landfill, and reduce illegal dumping in open spaces.
- **Elected officials:** Will have concerns specific to their districts and will care most about affordability and how implementation will impact constituents.
- **Labor Unions:** Will be interested in impacts to members who work in the collections division at ESD.

Measure B Messaging*

The polling data for the campaign to pass Measure B identified the following messages as most effective for generating support for the ballot measure.

- **Bin repairs and replacements at no additional cost:** Approval of the new fees would allow the City to provide trash and recycling container repairs and replacements when they break or are lost, at no additional cost.
- **New containers at launch:** The City has learned the average container is 20 years old, beyond its warranted or useful life, leaving them brittle and susceptible to breaking. New containers will reduce container breakage. Additionally, new containers will be deployed with RFID readers to allow drivers to scan them when collecting to improve service accountability.
- **Unfair law:** Measure B removed a structural inequity in which essentially all residents contributed to the General Fund that was used to provide waste management services to owners of single family homes and small multi-family homes but excluded from that service around 45% of residents, including many of the City's lowest-income families, from receiving the no-fee trash collection services provided to other residents.
- **Protects the environment:** Measure B will allow the City to provide more services to protect the environment, like increasing recycling pickup to every week and adding curbside pickup of bulky items. These services could lead to more recycling and reduce dumping. Keeping these items out of the landfill may also extend its life.



- **Saves funds.** This message was compelling among GOP and Independent men: If fees are approved, **an estimated reduction of nearly \$60 million of General Fund expenditures is projected in the first year, freeing up those funds** for other critical services such as police, libraries, and street repairs.

**Note that some of this language is taken directly from the polling data.*



Messaging

Services and Costs

How the Study Calculated Costs

The study examined the Collection Services Division 2024 budget of nearly \$100 million and its service to an estimated 250,000 customers. The study:

- Developed a cost model to estimate/document service costs over multiple fiscal years.
- Reviewed current ESD accounting and budget data to establish a cost baseline.
- Key model inputs:
 - Eligible customers, container volume, vehicle body volume, route stats.
 - Waste, recycling, organics processing fees.
 - Solid waste tonnage data analysis, container costs, and inflation.
 - Incremental costs for potential new program enhancements.
- Categorized costs as fixed, variable, or disposal related.
- Attributed costs to trash, recycling, and organics commodity streams.
- Documented start-up costs and projected costs over a 10-year horizon.
- Included reserves for rate stabilization and capital improvements (25% enterprise fund reserve over 10 years).
 - Benchmarked against internal/external enterprise fund practices.
- Calculated service costs and draft fee schedules for with fee effective dates of July 1, 2025, 2026, 2027, 2028, and 2029.

How the Study Identified Service Priorities

The Study has conducted an extensive public process to collect resident comments. The team has hosted two online surveys and held 20 open houses. Team members have also spoken to residents at 100 community events and meetings. A working group of local nonprofit organizations has advised the study team about the impacts on disadvantaged communities.

The public engagement process showed that residents want the City to:

- Reduce missed or late pickups
- Set up an alert system to inform customers of service delays or problems
- Respond to service requests more quickly
- Fix or replace bins damaged by collections



- Reduce dumping in neighborhoods and open spaces
- Encourage more recycling
- Add more options to help people get rid of Household Hazardous Waste and Electronics

Experts studied City solid waste operations compared to industry standards, conducted an efficiency study, reviewed what services and associated fees other cities offer their customers, and examined whether the City could sustain its operations with existing resources.

- The experts recommended that the City:
 - Offer bulky item pickup to reduce dumping
 - Add a backup crew and truck to handle missed collections
 - Add technology for better customer messaging and service response times
 - Improve equipment maintenance facilities
 - Increase safety training
 - Replace trash and recycling containers that are more than 10 years old
 - Use bins equipped with RFID to track service activity
 - Encourage more recycling to make the landfill last longer

The fee proposal includes service improvements.

The proposed fees would allow the City to phase in recommended improvements.

- The plan would:
 - Create a new customer service portal. (2025)
 - Offer smaller trash bins at a lesser cost. (2025)
 - Repair or replace broken bins with no extra charge. (2025)
 - Hold community collection events for household hazardous waste and electronics (no impact to fees). (2025)
 - Replace old bins. (2026)
 - Add bulky item pickup for large items to reduce dumping. (2027)
 - Add weekly recycling to encourage more customer participation. (2027)

Proposed Rates

The proposed fees would be billed annually through property tax statements.

- The county already bills and collects taxes and fees connected to property tax bills. The City would not have to create a new billing department for its trash and recycling services. Those cost savings were considered in the proposed new fees.
- Changes in service levels would result in an adjustment to the next property tax bill.



Proposed fees are about \$53 (plus/minus \$3 until the Council reviews them in March) monthly for households that select a small trash bin.

Monthly fees would include one large blue bin and one large green bin to encourage recycling and composting. Customers could opt for smaller black bins for their trash.

The cost-of-service study staff report for the City Council presentation on Feb. 13, 2025, provides estimated monthly fees. The proposed fees are realistic and will meet industry standards.

The proposed fee is based on the City's existing expenses plus a limited group of enhanced services that are already provided by many neighboring communities and supported by City customers during public outreach.

- The proposed service enhancements are considered best practices in solid waste management and will help the City avoid later spikes in fees.
- Replacing old containers, for example, will mean that fewer containers break during service, and will allow the City to document each service.
- Allowing customers to choose their bin size and pay for extra bins encourages customers to reduce their own waste and keep items out of the landfill.
- Providing bulky item pickup can keep items out of the landfill and can also reduce illegal dumping throughout the City.
- Keeping items out of the landfill can prolong its life and avoid even higher costs to haul trash further away to a new site.

The proposed fee, while higher than the amount projected in 2022, is realistic. As required by Proposition 218, it only includes expenses the City expects to incur for providing the service.

- The calculations used by the Independent Budget Analyst for the 2022 ballot measure failed to adequately account for money supporting residential solid waste collection that had been included in the budgets of other departments. Fleet expenses had been part of the general services budget, for example, and debt service had been assigned to the finance department.
- A second factor impacting the proposed fee compared to the 2022 estimate is the reduced number of customers following clarification of eligibility, which dropped the number of customers by almost 30,000 properties. This meant that each customer had to be assigned a slightly larger percentage of the total.



- Finally, the proposed fee has been affected by inflation and regulations. While the proposed fees represent a significant new expense for City customers, Proposition 218 required the study to determine actual costs. The proposed fee reflects that amount. The City Council retains the option to adopt the full fee, a portion of the fee, or none of the fee. Any reduction to the proposed fee would mean less money could be released back to the General Fund, which would in turn impact the City budget.

While nearby Cities are served by private haulers, this is not an option under the terms of the People's Ordinance and, in fact, dissatisfaction with a citywide contract with a private hauler was the driving force behind establishing City services. Anecdotally, the team has been informed that some residents served by private haulers pay fees that are comparable to those proposed for City customers.

The proposal recommends help for low-income customers.

- If adopted, the new fees cannot be used to provide a discount rate for some customers. However, the City Council can use the General Fund to establish a financial assistance program to help residents in need. The team recommends using other existing programs to qualify customers so the City would not have to verify income or allow the aid for property owners experiencing at least two subsequent years of unpaid property taxes and a household salary less than 80% of San Diego's median income. The proposal includes a request for \$3 million from the General Fund for year one.

The proposed fees would significantly reduce General Fund expenditures in the first year to approximately \$13 million in Fiscal Year 2026.

- This will decrease the obligation the General Fund would otherwise incur by approximately \$80-90 million in the first year. General Fund revenue will be needed during the initial implementation of the Solid Waste Management Fee to ensure that no customers will be charged more than their costs of service, while ESD determines and adjusts to service levels requested by the customer.
- General Fund revenue would be needed during initial implementation of the Solid Waste Management Fee while ESD determines and adjusts to service levels requested by the customer.
- Of the \$13 million, ESD has estimated that \$3 million can support a financial assistance program that provides a full subsidy for up to 1.5% of, or around 3,400, customers; a 50% subsidy for up to 3% of, or around 6,800, customers; or a 15% subsidy for up to 10% of, or around 23,000, customers. After the first year, ESD will have more information on the demand and needs of a subsidy program.



Recycling Fund

- ESD proposes to continue using the Recycling Enterprise Fund to support a portion of the costs of providing residential collection services (for recycling operations only) for Fiscal Year 2026 and Fiscal Year 2027. In Fiscal Years 2026 and 2027, the Recycling Fund budget for collection operations is expected to be approximately \$17 million annually. For Fiscal Year 2028, the Recycling Fund budget for collections operations is anticipated to be phased out and reduced to \$0.

Ratepayers have the final word

- While all City voters are affected by the General Fund and were eligible to vote on Measure B, the final decision about whether the proposed fees are fair will be up to ratepayers. Like all California cities, San Diego is bound by Proposition 218. Mailers will be sent to each property owner who receives City trash and recycling services. It will explain the fees and how to protest them.
- A public hearing date is set for **June 9, 2025**. If the City receives valid protests from more than 50% of the impacted parcels prior to the closing of the public hearing, the City Council (Council) will not be able to adopt the proposed Solid Waste Management Fee.
- Additionally, if a majority protest is not received, Council will be asked to adopt the Solid Waste Management Fee following the hearing and to remove the City's existing fees for automated collection containers. Council will also be asked to adopt the City Report and authorize tax roll billing as the method of fee collection.

June 9 Staff Report

- Some of the numbers in this report have since been updated. Please refer to the June 9, 2025, staff report:
<https://sandiego.hylandcloud.com/211agendaonlinecouncil/Documents/ViewDocument/Staff%20Report.pdf.pdf?meetingId=6538&documentType=Agenda&itemId=246730&publishId=990670&isSection=false>



Messaging

Themes

Theme 1: Adding a Fee Improves Fairness and Equity

- Businesses and people who own or rent apartments or condos at properties with more than four units have traditionally paid for private trash pickup in San Diego. City-provided trash collection without fees has only been available for houses, duplexes, triplexes, and fourplexes or very small apartment buildings.
- Charging for trash pickup addresses an unfair system in which only some residents do not pay for trash service. In contrast, others, such as renters, who often have lower incomes, both pay for private trash collection and subsidize the free service by contributing to the General Fund.

Theme 2: Adding a Fee Improves Service

- By charging for trash pickup, the City can improve trash collection services for its customers with reliability improvements, add bulky item pickups and increase recycling collection frequency
- A fee can support safer working conditions for department employees and updated and better-maintained trash collection equipment.
- A fee can help make services more convenient for customers.

Theme 3: Adding a Fee Protects the Environment

- Improved trash collection services can reduce the amount of illegal dumping in San Diego's communities, canyons and open spaces
- Improvements to service can make recycling more convenient and reduce the amount of trash and green waste that ends up in the landfill.

Theme 4: Adding a Fee Allows City to Reallocate the Cost of Free Trash Pickup to City Services Everyone Relies On

- The proposed fees would significantly reduce General Fund expenditures in the first year to approximately \$13 million in Fiscal Year 2026.
- This will decrease the obligation the General Fund would otherwise incur by approximately \$80-90 million in the first year. General Fund revenue will be needed during the initial implementation of the Solid Waste Management Fee to ensure that no customers will be charged more than their costs of service, while ESD determines and adjusts to service levels requested by the customer.



- General Fund revenue will be needed during the initial implementation of the Solid Waste Management Fee to ensure that no customers will be charged more than their costs of service, while ESD determines and adjusts to the service levels requested by the customer.
- Collecting fees that cover the cost of trash collection would mean more General Fund monies could go towards public services that benefit everyone, such as parks, public safety, libraries, and street repairs.
- Residents in every other major city in California pay for trash pickup instead of having city General Funds cover that cost for certain residents.

June 9 Staff Report

- Some of the numbers in this report have since been updated. Please refer to the June 9, 2025, staff report:
<https://sandiego.hylandcloud.com/211agendaonlinecouncil/Documents/ViewDocument/Staff%20Report.pdf.pdf?meetingId=6538&documentType=Agenda&itemId=246730&publishId=990670&isSection=false>



Guidance on Messaging for Round 2

Team Preparation & Report-Out from Round 1

What is Measure B and the Cost-of-Service Study and why is it happening?

- The City of San Diego is exploring changes to trash and recycling services, including a potential fee for single-family homeowners and multifamily properties up to four units. These properties have historically not paid a designated fee for City collection.
- Measure B, passed in 2022, allows the City to review trash services and fees for its residential customers, potentially adding improvements like more frequent recycling or bulky item pickups, based on public input.
- A cost-of-service study is evaluating service costs, benefits, and sustainability while gathering public feedback from diverse communities in San Diego to guide final decisions.
- Any fee would only cover the cost of providing the services. The City Council will decide whether to adopt, partially adopt, or forgo the fee.

What will the second round of public outreach include?

- **Round 2 of public outreach will present preliminary findings from the cost-of-service study:**
 - Share what the City has heard from outreach done in Phase 1, such as what issues residents most want addressed, what services they would be most likely to use, and satisfaction with current services.
 - Compare local trash services and rates from surrounding cities such as Carlsbad, Chula Vista, El Cajon, Oceanside and Santee.
 - Ask for community input on how the City should prioritize service enhancements through interactive activities at the open houses, and through a survey on the project website. Offer in-person and virtual opportunities for residents to learn about the potential fees and services (in both English and Spanish) and provide feedback in every council district.
 - This includes community presentations, in-person and virtual open houses, booths at community events, project website updates, media stories, paid advertising and social media posts.

What did residents say in Round 1?

- More than 6,300 residents have participated in open houses, completed surveys, and spoken with representatives at outreach events. Over 250,000 residents were reached through the project website, paid advertisements in local newspapers and social media.



- Service priorities included bulky item pickup, weekly recycling and free bin replacement.
- Feedback emphasized the need for ongoing education on proper waste disposal methods.
- Some participants requested affordability measures, especially for elderly and low-income homeowners and renters.
- Interest was expressed in a system where households generating less waste pay lower fees.
- Clarification was requested on the 45-day protest period and eligibility to submit opposition.

Why does this matter? What happens next?

- Your input is valuable and important and will guide trash service priorities and be integrated into the cost-of-service study findings report to the City Council.
- The City is committed to equitable and responsive outreach to all areas of San Diego, with translation services available at most outreach events.
- Phase 3 of the study will be held in spring 2025, including more community outreach and a detailed cost-of-service study report, with a proposed fee schedule expected by June 2025.



Community Engagement Plan

Outline of Activities

- I. Initiative Overview & History**
- II. Purpose of the Plan**
 - a. Engagement Goals and Objectives:
 - i. Build trust, transparency and create genuine engagement with the public, particularly underserved communities
 - ii. Inform the public
 - iii. Allow residents to provide input and remove barriers
 - iv. Pursue equitable outreach and activate grassroots networks to listen to disadvantaged populations
 - b. Audiences
 - i. Single-family homeowners
 - ii. Lower-income homeowners
 - iii. Ethnically and culturally diverse communities
 - iv. Renters of single-family homes who may have to pay for trash collection
- III. Outreach Timeline – Phase I, II, III, IV**
 - a. Phase I – Listening Phase.
 - b. Phase II – Data and Findings.
 - c. Phase III – Cost-of-Service Presentation.
 - d. Phase IV – Final Cost of Service.
- IV. Schedule**
 - a. Outreach schedule by month with outreach deliverables, audiences, dates and key milestones
- V. Engagement Tools & Tactics**
 - a. Guiding Tools
 - i. Messaging Strategy
 - ii. Equity Atlas
 - iii. Equity Toolkit
 - b. Virtual Engagement Tools
 - i. Website



- ii. Questionnaires
- iii. Social Media
- c. Community Input Opportunities
 - i. Stakeholders Interviews & Analysis
 - ii. Focus Groups
 - iii. Open Houses
 - iv. Pop-up Events
- d. Collateral Materials
 - i. Backgrounder
 - ii. FAQ
 - iii. Flyers to announce public meetings
 - iv. Fact sheets
 - v. Explainer video
 - vi. PowerPoint
 - vii. General key talking points

VI. Equitable engagement

- a. Equity Atlas
- b. Working Group

VII. Monitoring and Reporting

- a. Track opposition and support for Measure B
 - i. Monitoring incoming emails
 - ii. Monitoring in-person opposition
 - 1. Public meetings
 - 2. Pop-ups
 - 3. Interviews
 - iii. Monitoring social media comments and feedback
 - iv. Monitoring media reporting

VIII. Report on findings for the community

- a. It is important to report the findings of the cost-of-service study to the community to show how the input of the community was considered and integrated into the outcomes.



Complete List:

Community-based Organizations (CBOs) Engaged for the Working Group

HDR, Cook + Schmid, Aqua

Council District Location <i>(Please note: Many groups serve multiple council districts, but may be located in one)</i>	Name of Group
7	Adjoin
9	AJA Project
8	All For Logan (Barrio Logan)
4	Alliance San Diego
N/A	Amigas Punto Com
6	Autism Society San Diego
All	BAPAC - Black American Policy Association of California, San Diego Foundation
8	Barrio Logan College Institute
4	Barrio Station
3	Black LGBTQ Coalition
N/A	Black Tech Link
8	Casa Familiar
3	Center on Policy Initiatives
3	Centro Cultural de la Raza
3	Chicano Federation
N/A	Deaf Community Services
6	ElderHelp of San Diego



7	Emilio Nares Foundation
N/A	Environmental Health Coalition
N/A	Evolution Affairs
8	Heart & Hands Working Together
6	I Love a Clean San Diego
3	Immigration Resource Center
3	Karen Organization
N/A	Latina Giving Circle (also known as International Community Foundation)
1	Lawrence Family Jewish Community Center
9	Little Saigon
	Logan Heights Community Development Corporation
2	Lutheran Social Services
N/A	MAAC Project
4	MANA de San Diego
1	Native American and Indigenous Student Alliance
4	Neighborhood House
9	Nile Sisters Development Initiative
8	Our Lady of Guadalupe Resource Center
9	Partnership for the Advancement of New Americans (PANA)
4	Pillars of the Community
6	Porchlight Community Services
9	Proyecto Trans Latina
5	Rancho Bernardo Community Foundation
4	RISE San Diego
3	San Diego API Coalition
9	San Diego Center for the Blind
3	San Diego Council on Literacy
3	San Diego Hunger Coalition



9	SAY San Diego (Social Advocates for Youth)
9	Somali Family Service
3	The Center
N/A	UPAC (Union of Pan Asian Communities)
N/A	Urban Collaborative Project
9	Urban League San Diego County
3	Viet Voices
3	Words Alive



Strategic Plan:

Community-Based Organization (CBO) Working Group

HDR, Cook + Schmid, Aqua

Background of Cost-of-Service Study

On November 8, 2022, City of San Diego voters approved Measure B amending the 104-year-old People's Ordinance, San Diego Municipal Code Section 66.0127, which governs City-provided solid waste management services. The amendment included establishing properties eligible for City-provided collection services as residential properties with four or less units that meet requirements for City-provided service. Properties with five or more units; commercial, industrial, governmental, non-profit, and mixed-use facilities; and hotels, motels, inns, and gated communities are ineligible to receive City-provided solid waste management services.

Under Measure B, the City may charge eligible residential properties serviced by the City a cost-recovery fee for the first time in over 100 years. If cost-recovery fees are implemented, it would allow the City to provide enhanced service levels to eligible properties such as providing weekly recyclable materials collection, regular bulky item collection, and containers. If a fee for these services is adopted, it could relieve the General Fund of any portion of the \$73 million in annual costs currently spent for City force collection of eligible residential properties. Ineligible properties such as commercial properties and large multi-family complexes already pay a non-exclusive franchise hauler for collection services and those fees will not be included in this study as they are not set by the City. Since 1919, the City has provided residential solid waste management services with no direct fee to the user of the services, so the cost of the services has been paid from the City's General Fund and Recycling Fund. As a result, the City does not have an accurate count of the number of residential properties served, the name of the property owner/occupant, the number of automated containers in service at each address, or the number of existing customers that may be ineligible for continued City force collection services based on the definition of eligibility in the amended Municipal Code Section 66.0127.

Overview/Purpose of the CBO Working Group

Community-Based Organizations (CBOs) play a vital role in municipal policy development and equity engagement in the City. They are deeply connected to the communities they serve and have a nuanced understanding of the challenges and opportunities present. By leveraging the expertise and perspectives



of CBOs that serve San Diego, municipal policymakers can develop more equitable policies that address the unique needs of their constituents. To support the needs of the City of San Diego and the Cost-of-Service Study, we will create CBO Working Groups.

The purpose of leveraging CBO Working Groups is to foster inclusive dialogue, gather diverse perspectives, and build an understanding of the preferences in the San Diego community. The structure of the CBO Working Groups in this plan has been recommended in collaboration with the City's Race and Equity department.

Objective/Goal of the CBO Working Groups

By engaging CBOs, we aim to ensure transparency, enhance trust, and empower residents to actively participate in shaping the Cost-of-Service Study and its direction and outcomes. Through collaborative communication, we seek to create an equity-driven mechanism to provide cultural competence reviews, guidance, and proven grassroots outreach channels to distribute information, collect feedback, and connect us with key stakeholders within communities that include, but are not limited to, LGBTQ+, BIPOC, unemployed or underemployed residents, people with disabilities or neurodiversity, or are retired, elderly, and/or do not speak English language.

For the purpose of creating the CBO Working Groups, underserved or vulnerable communities are defined as: Organizations within the City of San Diego's most culturally rich and ethnically diverse neighborhoods, the City's most under-resourced communities, and/or groups that serve the interests of a community with lower socioeconomic status, lower levels of education or literacy rates, higher levels of poverty or underdevelopment, and groups that higher rates of health issues or limited access to healthcare resources. CBOs will be empowered to guide the City's efforts to assess eligible customer desires for City-provided residential solid waste management services and service levels and gain a deeper understanding of the costs involved in providing such services.

CBO Working Group Representation

HDR aims to have at least nine (9) but no more than 30 CBOs with unique ties, language capabilities, and captured audiences in each council district, with emphasis on the City of San Diego's "Promise Zone" which includes portions of Council Districts 4, 8, and 9. Transparency will be a key aspect of our engagement. These CBOs are highly trusted sources of information within underserved communities. CBOs may send any representative from their organization to the meetings but must provide their name and contact information in the CBO Working Group survey/application, which will be open starting **June 3, 2024**. The CBO Working Group application will be made available on the City's project webpage and applications will be taken until **mid-June 2024**. The application timeframe can be extended depending on the response and interest from the CBOs.



Criteria for CBO Working Group Selection

CBOs must have a deep level of understanding of the communities they serve because their influence enables broader outreach and engagement, facilitating the dissemination of information to a wider audience. Moreover, influential CBOs often have more established networks and credibility within the community, which can garner authentic feedback and understanding of the City's Cost-of-Service initiative. By involving CBOs, the City can leverage their expertise, resources, and connections to drive meaningful dialogue, mobilize collective action, and ultimately increase our effectiveness and impact. Therefore, the requirements and criteria for CBO selection are as follows:

- The organization must provide at least three (3) years of direct services to underserved communities to be able to effectively distribute information within their own networks or show strong partnerships and/or participation in community events.
- The organization must strive to be impartial and invested in informing their networks of the information to ensure transparency, objectivity, and fairness in the communication process, without bias or undue influence. This is essential for achieving meaningful community engagement as it promotes inclusivity and respect for diverse perspectives.
- The organization must have a demonstratable presence in at least two (2) of the following channels: Social media platforms, newsletters, group meetings, and/or a website or online platform. The City of San Diego will be the entity to share information that is approved for distribution on all platforms, including social media and news media.
- The organization must be open to participation in **up to 10 meetings** from **as early as June 2024 to Spring 2025**. This timeframe is flexible depending on when the first Working Group meeting can begin; ideally, as early as June 2024. The meeting schedule is detailed in the "CBO Working Group Meeting Schedule" section.

CBO Working Group Structure

There are many quantitative and qualitative options and considerations when it comes to the structure of the CBO Working Group, including:

- **Inclusive Representation:** Diverse representation in the decision-making process to reflect the demographics and interests of the community.
- **Accessibility:** Accessible channels for engagement and communication, including language accessibility, physical accessibility, and digital accessibility.
- **Resource Allocation:** Advocate for equitable distribution of resources and services to address disparities in understanding and comprehension.
- **Budget:** Compensation options for the selection of CBOs for their time in preparation and participation in multiple meetings.
- **Meeting Structure:** Length of time allocated to meetings, and whether the CBO prefers online or Regular meetings. Groups that have a host meeting location, such as an office or regular meeting location can host their own standalone meeting about the Cost-of-Service study,



however, standalone meetings are optional and not subject to compensation. The information for the Cost-of-Service Study should be shared as part of existing regular meetings for the group hosted by HDR and subconsultants.

CBO Compensation Model & Agreement/Scope

HDR will give CBOs a stipend for the totality of work, not exceeding \$3,000 for no more than 10 meetings. The agreement, including the Scope, will occur between HDR and the CBO directly.

Most of the effort for CBOs will be required as part of participating in the regularly scheduled meetings. To participate in the CBO Working Groups, CBOs will be required to sign a Scope of Work (SOW). The SOW details how, why and when CBOs will be compensated and what will be required to be compensated.

CBO Compensation Model & Agreement/Scope

CBOs will be responsible for reviewing information and providing feedback or commentary. There is no voting process. The primary responsibility of the participating CBO Working Groups is to provide feedback on the draft Community Engagement Plan, perform a cultural competency review of educational materials, participate in focus group discussions, and share information about the Study within their own networks. CBOs will also get the word out about public meetings and other related engagement efforts within their networks.

In addition to the review of materials, CBOs may be asked about their opinions about services, service levels, associated monthly fees, staffing, budget, billing, fee assistance programs, etc. At the meetings, CBOs may co-create and review:

- The Draft Community Engagement Plan
- Draft Educational Materials (FAQs, Presentations and Fact Sheets),
- Complete Surveys and share Surveys with their networks during or after CBO Working Group meetings, etc.)
- Participate in focus groups or one-on-one discussions
- Distribute educational materials through social media, or via the group's own communication channels (i.e., their website, their own events, meetings and newsletters). The CBO group will report feedback received when performing outreach outside of regular CBO Working Group meetings. The CBO group will also submit monthly activity summaries to HDR.

The CBO Working Group selection process will consider several factors when selecting the CBOs to ensure comprehensive representation. This may include, but is not limited to, the results from the Equity Atlas map and the group's services to underserved or "hard to reach" communities, which could include evaluating the group in relation to these factors:



- Socioeconomic status: Groups targeting individuals or communities with lower income levels or limited access to resources.
- Education level: Focusing on groups with lower levels of education or literacy rates.
- Minority status: Including marginalized ethnic, racial, or religious groups.
- Geographic location: Targeting regions with higher rates of poverty, underdevelopment, or limited infrastructure.
- Health disparities: Groups with higher rates of health issues or limited access to healthcare services.

Please note: Participating CBOs and representatives are not prevented from engaging in contracting, advocacy or public participation activities with the City of San Diego, and City departments, with the following expectations:

- The City requests that participating CBOs and representatives approach any conflicts or issue in good faith with the City and make best efforts to resolve issues directly with the City before making public claims or disseminating information publicly.
- It is anticipated that most information shared with CBOs will be publicly available information. However, if there is a circumstance when there is information available to CBO Working Groups that has not yet been available to the public, the information will not be used to inform a separate lobbying/advocacy strategy or activity that CBOs representatives participating in the CBO Working Group and are engaged in;
- Information learned from participation in a CBO Working Group that has not been made available to the public will not be used to inform a proposal or contract agreement between the City and participating CBOs and representatives;
- Participating CBOs and representatives are not prevented from engaging in public communications (including but not limited to: Social media, press releases, flyers or other informational materials, calls to action, rallies, or other publicly accessible communications) with or about the City of San Diego, including any critical opinions.

CBO Compensation Model & Agreement/Scope

Each of the three (3) CBO Working Groups, composed of 10 total entities per group, will meet a total of 10 times from **as early as June 2024 to Spring 2025**. This timeframe depends on the interest and application process. The groups can expect the activities outlined below (but these activities are subject to change):

- **June 2024** – One introductory virtual meeting including all CBOs together with background about what will be asked of them, rules and guidelines for participation, Q&A; information on current activities such as upcoming Public Meetings, community events and more.
- **July 2024** – One meeting to review and comment about the Draft Community Engagement Plan; review feedback from the initial round of Public Meetings, and more.
- **August 2024-Spring 2025** – Meeting information will be shared on a rolling basis.



Interested Parties Interviews:

Round 1 Progress Report

HDR, Cook + Schmid, Aqua

Interviews Completed:

- Jack McGrory, former City Manager of the City of San Diego
- Jerry Sanders, former Mayor, SD Chamber of Commerce President and CEO
- Justine Murray, Executive Director of Public Affairs, SD Chamber of Commerce
- Nicole Capretz, Climate Action Campaign
- Rob Hutsel, San Diego River Park Foundation, President and CEO
- Ryan Clumpner, Political Consultant, Vice Chair of the San Diego Housing Commission
- Michael Zuchet, Municipal Employees Association (MEA)

Interviews In-Progress:

- Denise Vedder, League of Women Voters
- AFSCME

Main Comments

- Broad support of Measure B from individuals and organizations
 - Measure B addresses inequities, ensuring renters and lower-income residents are not disproportionately burdened by trash pickup costs compared to homeowners
 - The previous system criticized as unfair, inequitable, and regressive
 - The MEA and Chamber of Commerce have wanted People's Ordinance Reform for decades, but there has never been political will to do so
- Provide comprehensive public education on Cost-of-Service Study (COSS) and property taxes to combat misinformation
- Focus on transparency and prioritize resident input during the implementation phase
- Provide more evidence to the public to prove the efficiency and cost-effectiveness of City-managed trash collection versus private haulers (potentially through public bidding)



- Fairness should be a focus of the outreach and COSS – the City needs to determine the fairest way to collect and spend money
- Additional bulky item pickup will likely be popular, especially if the City will pick up large furniture from people's houses and canyons/other dump sites

Expected Questions

- How is the freed-up money from the General Fund going to be allocated and used?
 - Residents will expect answers on how money will be spent and City priorities
- What if lower-income individuals cannot afford the service? What is being done to mitigate this financial stress?
- Why doesn't the City just manage money better so we don't have to be charged for trash services?
- I didn't see anything about the City charging a trash fee when I voted for Measure B, the wording was misleading. How is this fair?
- Am I being double charged for services? Am I paying for trash already through property taxes?

Recommendations

- Gather data on current trash pickup costs for tenants South of the 8 and prove the efficiency of City collection versus private haulers, possibly through a bid
- Clarify the allocation of freed-up General Fund money
 - A 7-9-member committee, geographically representative of the City, could oversee or recommend to the Council how the additional money should be spent
- Disseminate information on the COSS
 - Monthly Chamber of Commerce legislative policy committee emails
 - Use all interviewees networks
- Address distrust in the City's billing and collection services, ensuring a reliable and trusted billing and operations system, potentially with an external vendor



- Roll out services in a thoughtful way, with plenty of public outreach education prior to implementation. Those impacted need to be prepared, it can't be a surprise
- Work closely with City Council Offices to understand which community and neighborhood groups are more active and plugged into the community
- Meet with planning groups, community groups, and neighborhood groups (they are all different and offer different perspectives)
- Focus on the benefits and services of the potential new collection program rather than talking about the fee or other issues like money being freed up in the general fund
- Help to recover at least part of the cost for San Diego's lowest-income residents

Interested Parties Interviews:

Round 2 Progress Report

HDR, Cook + Schmid, Aqua

Interviews Completed:

- Spencer Lugash, 2024 President of the Greater San Diego Association of Realtors (SDAR), Attorney, Real Estate Broker
- Ryley Webb, Building Industry Association (BIA), Land Planning and Entitlements Manager at H.G. Fenton Company
- Haney Hong, President and CEO at San Diego County Taxpayers Association

Interviews In-Progress:

- Monica Martinez Chin, President of the National Association of Hispanic Real Estate Professionals (NAHREP) San Diego Chapter
- Jason Paguio, President & CEO Asian Business Association San Diego

Main Comments

- Most interviewees take the position that property taxes already pay for trash, and that the City charging a fee for trash collection would equate to a 'double tax'
 - The property taxes argument included the claim that renters, condos, and businesses should also not have to pay for trash collection
- Interviewees are generally concerned with anything that adds to the cost of home ownership
 - The cost of housing becomes more burdensome when additional fees are introduced
- Multiple interviewees are happy to provide participants for a task force or focus group
 - Realtors are very interested in getting involved in this project and starting a partnership with the City on this initiative

- Some participants believe that trash collection should be put out for private contract or bid. They are under the impression that the City is unable to efficiently and effectively run trash collection operations. The City's handling of water billing was cited as an example
- Other participants said the current City collection services are effective, and a major change to these services is not worthwhile
 - These participants recommended that the City should focus its study on determining the most requested frequency of pickup and trash can sizes to ensure an efficient collection schedule
- One participant said there is no benefit to this study or the new fee for their families, but since Measure B has already passed, they feel there is little they can do

Expected Questions

- How does the new fee impact HOAs and specific properties such as townhomes or gated communities?

Recommendations

- Make the COSS very focused on efficiency and gathering the most helpful input from residents as possible, such as what frequency of pickup or size of trash bins is needed
- Meet with property management companies and HOAs to get their perspective on Measure B and how it might impact them (Interviewees will provide connections)
- Present to the San Diego Association of Realtors at their next board meeting on October 20th
- Meet with community representatives in each council office to learn what they're hearing on the ground from constituents regarding trash collection services

Tone

- **Concerned:** Many comments reflect worries about increased costs for homeowners and the burden of additional trash collection fees
- **Skeptical:** There is skepticism about the necessity and efficiency of the study and potential charges. Multiple interviewees had the perspective that they were already paying for trash, and the City wants to 'double charge' them
- **Interested in Participation:** Some participants were interested in collaborating with the City on this project and continuing to provide their expertise and perspective



- **Interested in Participation:** Some participants were interested in collaborating with the City on this project and continuing to provide their expertise and perspective



Summary & Analysis Report:

Focus Group

HDR, Cook + Schmid, Aqua

Focus Group Summary Report & Analysis

Cook + Schmid held two focus groups in June 2024 to gain input on four issues, including 'improved services,' 'frees up funds,' 'protects the environment,' and 'fair and equitable.' Input was also gained on potential names for the project, as well as names created within a Naming Workshop with City of San Diego staff.

The focus groups contained community leaders and residents of San Diego involved in a diverse group of community-based organizations.

18 Total Participants

Focus Group #1: 12 participants

- Barry Pollard (he/him) – CEO, Urban Collaborative Project (Southeast SD)
- Rafael Parra (he/him) – Architect (District 1)
- Adela Garcia (she/her) – Mana de San Diego (District 8)
- Alyce Pipkin-Allen (she/her) – BAWR, BAPAC (District 4)
- Anne Correia (she/her) – Ocean Discovery Institute (District 9)
- Eliseo Bananal (he/him) – President, Association of Filipino American Seniors (District 6)
- Jaynene Portis (she/her) – BAPACSD (District 4)
- Lorna de los Santos (she/her) – Outreach Liaison
- Samuel Merrill (he/him) – retired City employee, BAPACSD, BEA (District 4)
- Cynara Velazquez (she/her) – OB homeowner, SD County Democratic Party (District 2)
- Zeny Ply (she/her) – Filipino Press, UP Alumni Association, United Filipino Inc (District 8)
- Rhonda Shephard (she/her) – BAPACSD (District 4)



Focus Group #2: 6 participants

- Verena Le Blanc (she/her) - BAPACSD
- Aida C. Castaneda (she/her) - Aida Castaneda Consulting
- Amabelle Adriano (she/her) - Business Owner (District 1)
- Cha Murdock (she/her) - CARES San Diego (District 1)
- Josephine Hackett (she/her) - San Diego Renaissance Lions Club (District 5)
- Ellen Nash (she/her) - BAPACSD (District 4)

Demographic Information - 15 respondents out of 18 participants

*At this time three participants have not yet filled out the demographic survey. We contacted them twice before the event and twice after to receive this information and will update the document when it is received. *

Age Range: 40 to 80 years old

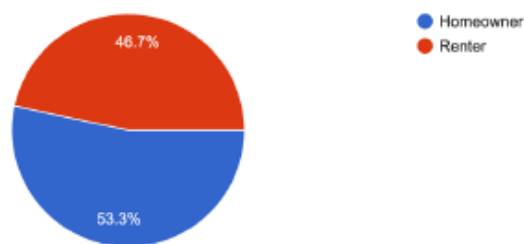
Race	Black	White	Filipino	Latino
Total #	4	2	7	2

Gender Identity

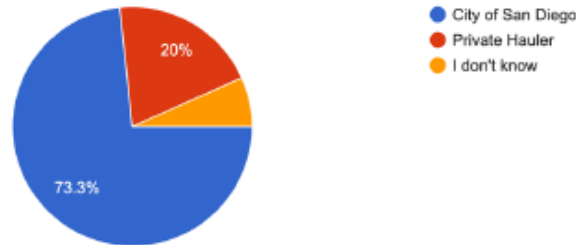
Female	12
Male	3

Are you a homeowner or renter?

15 responses



Does your trash get collected by the City of San Diego or by a private hauler?
15 responses



Polling Data

Note that not every focus group participant voted in each category due to inconsistencies in Wi-Fi availability and other technical difficulties experienced on the user side

Issues

Participants were asked to rate four different issues on a scale of 1 – 5 in terms of effectiveness in educating people on the topic. In this question, a 1 indicates the participant did not find the issue to be effective while a 5 indicates the participant found the issue very effective.

Raw Data Breakdown

	1	2	3	4	5
#1 Improved Services	0	1	6	5	5
#2 Frees up Funds	6	4	4	2	
#3 Protects the Environment	5	2	2	4	3
#4 Fair and Equitable	4	5	5	1	1

Average

(calculated by adding up the raw numbers and dividing them by the # of participants for each question)

#1 Improved Services	3.8
#3 Protects the Environment	2.8
#4 Fair and Equitable	2.3
#2 Frees up Funds	2.1



This data shows that the participants found the 'improved services' issue to be the most effective in educating people, followed by 'protects the environment.' They found 'fair and equitable' and 'frees up funds' to be less effective. To understand more about why the issues were ranked this way, see the focus group summary below.

Naming

The participants were asked to rank each name on how much they liked the name, with 1 meaning they did not like the name and 5 meaning they liked the name the most.

Raw Data Breakdown

	1	2	3	4	5
NEXT	7	2	5	2	1
Green SD	5	4	3	2	2
Cleaner Greener San Diego	2	4	1	3	6
Clean Collect SD	3	4	1	6	2
ECO SD	5	2	2		7

Average

(calculated by adding up the raw numbers and dividing them by the # of participants for each question)

Cleaner Greener San Diego	3.4
ECO SD	3.1
Clean Collect SD	3
Green SD	2.5
NEXT	2.2

The data shows that the participants found "Cleaner Greener San Diego" to be the best name, with "ECO SD" and "Clean Collect SD" following close behind. "NEXT" and "Green SD" were the least liked names out of the five provided. To learn more about the naming section of the focus group, see the focus group summary below.

Focus Group Summary

Main Points

- There was an overall satisfaction with the current collection services in San Diego



- Bulky item pickup is a crucial service that needs to be better provided and received strong support as a potential improved service
- There was concern over equity and the disproportionate impact an additional fee may have on low-income residents (both homeowners and renters)
- Health and safety issues were raised regarding potential trash buildup if fees were left unpaid
- The 'improved services' was chosen as the most important and relevant theme
- There were mixed reactions to the 'protects the environment' issue, with some finding it unconvincing and others supporting it
- Names suggested for the initiative focused on cleanliness and environmental benefits

Main Questions

- What will the new service cost residents? Will the service be a flat-fee, or will residents who produce more trash pay more?
- Where (what district) and on what (what specific projects) will the recovered revenue be used specifically?
- How many trash cans will each household be able to receive?
- What if citizens don't want trash collection from the City, can they switch to a private hauler?
- What will happen if residents don't or can't pay for the new trash service?

San Diego Trash Collection Open Discussion

Multiple participants stated they liked that their trash collection is free, citing this as a unique and very good quality about the City of San Diego. The current City of San Diego trash collection was praised for its efficiency and fairness. Others described trash collection in San Diego as seamless and consistent. Residents did not like buying their own replacement trash cans when they break. Some people did not appreciate the current complexity of trash service, stating that it is too complicated to understand how bulky trash pickup or other services work. Some participants showed interest in receiving more recycling services.

Cost

The participants were not excited about potentially paying a trash fee, but also weren't necessarily opposed to it, especially considering that most cities impose a trash fee on their residents. There were many questions about how much the trash fees would cost residents, and where the money recovered to the City's General Fund would be spent. They were not satisfied with general answers to this question, but instead wanted very specific promises about where the money would be used. Residents were concerned with how the fee would be distributed, and whether all residents would pay a flat rate, or if those who produce more waste will pay more.



Equity

There was concern that for those who rent single-family homes, the owners will raise the rent, which will place an unfair burden on these residents.

Health and Safety

A big concern was what the protocol would be if residents did not pay their trash fees due to trash buildup in the streets being a health and safety issue.

Issue #1: Improved Services

As the polling data above shows, the 'improved services' issue had an overall positive response within both focus groups. It was the top voted issue out of the four themes presented. All participants liked the idea of having improved trash services, specifically bulky item pickup and free trash bin replacements. They all found emphasizing the benefits of the service to be important.

Bulky items

It was identified that in many communities, specifically high-density areas and low-income areas, people already dump trash illegally in the creek, canyon, alley, or street. This has been a big problem for many years. Participants suggested that one reason why this may be happening is because of an accessibility issue. To get rid of a bulky item today, you need to have a truck for transportation, the money to pay an expensive landfill fee, and the time it takes to complete the drop-off. Many residents, especially low-income residents, do not currently have access to realistic bulky item pickup or drop-off services.

Bulky item pickup was described as a "high-need service," "crucial," and a "main need". There were multiple potential service mechanisms suggested such as a consistent time scheduled each month for bulky item pickup. Others suggested a City-wide app be created along with a phone number where residents could easily schedule a bulky item pickup.

Chula Vista was identified as a City with an easy and convenient bulky item pickup service. Bulky item pickup will contribute to a cleaner San Diego. It will be more efficient and cost effective to have this system rather than picking up miscellaneous bulky items around the City when someone reports it as a complaint.

Others suggested instead of a pick-up system, there could be a community drop-off system that was closer and cheaper than a landfill where people could drop their bulky items.

Cost

A common theme throughout the focus group was the question of affordability. There was particular concern around single-family homeowners who are living on a minimum wage salary or social security.

One solution provided to alleviate the burden on low-income residents was a sliding pay scale according to the zip code you live in. In this system, the wealthier communities would pay more for trash services while those in lower income communities would pay less for trash services.

Another solution to the disproportionate impact of a fee on low-income communities was to do what SDG&E is doing and create a system where if you are a minimum wage worker you don't have to pay, or you pay significantly less.

Employees

- Efficiency and safety for employees is very important
- New equipment, proper maintenance should be a priority

Communication

Participants stated that there has been a lack of comprehensive communication with the community regarding collection services. It was suggested that flyers, community newsletters, and apps all be used to improve communication with residents.

Issue #2: Frees up Funds

Use of Funds and Lack of Specificity

The participants did not have an issue with the idea that this initiative would free up funds. However, they did have an issue with not knowing exactly where this money was going and how it would be used. They did not want the money going to the General Fund without it being delegated to certain communities or services.

There was specific concern that this money would not be reinvested into Southeast San Diego. Some participants discussed how politicians had previously made empty promises to invest in this area.

- “We don't want to give the City more money without a clear understanding of how we will benefit from the resources and services that will be implemented”

Another participant suggested changing the ‘frees up funds’ issue to ‘additional revenue’ and developing a breakdown by district of where the money would be invested.



Issue #3: Protects the Environment

The focus group participants were split on this issue. Some participants viewed the issue as inaccurate, others suggested reframing it, and others liked the theme and found it to be positive.

Inaccurate Theme

Some participants did not believe that the theme was true. They did not think that charging people for trash services would reduce illegal dumping or help the environment.

Reframe Theme

One participant suggested that the theme should be reframed as “additional services provided to do x.” This could look like adding an environmental component to the first theme, improving services.

Another participant suggested the City should be specific when they talk about the benefits of this investment protecting the environment. They mentioned the flood and recovery situation in San Diego (Southcrest, Chollas Creek), and how money recovered for the General Fund could be potentially used for this.

Positive Theme

Multiple participants said that if implementing Measure B meant protecting the environment, then they would be supportive of it. Others mentioned how if recycling or organic green pickup was less expensive or free, then this would incentivize using these bins more, therefore helping the environment. The theme should more clearly describe the potential services that could be provided. Some participants asked what other services might be offered to incentivize protecting the environment.

Issue #4: Fair and Equitable

Homeowners

Some participants said that it is not equitable to raise prices on anyone. Single family homeowners are already paying lots of taxes while dealing with the high cost of living in San Diego and inflation. An additional fee will not create equity.

Homeowners are unlikely to like this issue, because they do not want to have another expense. This could potentially disproportionately impact lower-income residents.

Communication



It was highlighted that both renters and homeowners need to be aware of Measure B and the Cost-of-Service Study, and if any fee is imposed, all residents need to clearly understand the services offered.

Naming – Open-Ended Question

The following bullet points are all words or slogans that were suggested by the participants to be included in the name. The most common occurrence was the word “clean” as well as references to the environment.

- ‘Clutter free’ or ‘cleaning up the streets’
- Trash Collection Initiative
- ‘Improvement,’ ‘Environmental Enhancement,’ ‘Additional Services’
- Should be straight forward and direct, but also memorable
- ‘Clean Neighborhoods,’ ‘Keep our Neighborhoods Clean,’ ‘Neighborhood Clean Program’
- ‘Do your share to help the environment’
- Include Measure B in the name
- ‘Clean Living, Happy Living’
- ‘San Diego CLEAN Keepers’
- ‘The Mighty Tidies’
- ‘Clean San Diego Campaign’
- ‘San Diego Clean Sweep’



It was highlighted that both renters and homeowners need to be aware of Measure B and the Cost-of-Service Study, and if any fee is imposed, all residents need to clearly understand the services offered.

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- ‘Clean San Diego Campaign’
- ‘San Diego Clean Sweep’



Summary Report:

Community Presentations

HDR, Cook + Schmid, Aqua

Community Presentations

Presentations conducted: 68

Residents reached: 1,738

District 1: Carmel Valley, Del Mar Mesa, La Jolla, Pacific Beach, Pacific Highlands Ranch, Torrey Hills, Torrey Pines, University City

- 7/10/24, La Jolla Shores Community Association
- 7/17/24, Pacific Beach Town Council
- 7/18/24, Torrey Pines Community Planning Board
- 9/5/24, La Jolla Community Planning Association
- 9/18/24, Pacific Beach Town Council
- 11/13/24, La Jolla Shores Community Association
- 12/11/24, Pacific Beach Community Planning Group
- 5/8/25, La Jolla Town Council

District 2: Clairemont, Midway/North Bay, Mission Bay, Mission Beach, Old Town, Ocean Beach, Point Loma

- 9/17/24, Clairemont Mesa Community Planning Group
- 11/7/24, Clairemont Town Council

District 3: Balboa Park, Bankers Hill/Park West, Downtown, Golden Hill, Hillcrest, Little Italy, Middletown, Mission Hills, North Park, South Park, University Heights

- 8/8/24, Mission Hills Town Council
- 8/21/24, Downtown Community Planning Council
- 9/23/24, Greater Golden Hill Community Planning Group
- 11/12/24, Uptown Community Planning Group
- 1/15/25, Downtown Community Planning Council
- 1/21/25, Greater Golden Hill Community Planning Group



District 4: Alta Vista, Broadway Heights, Chollas View, Emerald Hills, Encanto, Greater Skyline Hills, Jamacha, Lincoln Park, Lomita Village, Mountain View, North Bay Terraces, O'Farrell, Oak Park, Paradise Hills, Ridgeview, South Bay Terraces, Valencia Park, Webster

- 9/10/24, Skyline-Paradise Hills Community Planning Committee
- 10/8/24, Skyline-Paradise Hills Community Planning Committee
- 1/8/25, Jamacha Neighborhood Council
- 1/14/25, Skyline-Paradise Hills Planning Committee

District 5: Black Mountain Ranch, Carmel Mountain Ranch, Miramar Ranch North, Rancho Bernardo, Rancho Peñasquitos, Sabre Springs, San Pasqual, Scripps Ranch, and Torrey Highlands

- 8/1/24, Scripps Ranch Planning Group
- 9/5/24, Rancho Bernardo Community Council
- 11/7/24, Scripps/Miramar Ranch Planning Group
- 1/2/25, Rancho Bernardo Community Council

District 6: Kearny Mesa, Mira Mesa, Scripps Ranch, Sorrento Valley, University City

- 7/10/24, University City Community Association
- 8/15/24, Sorrento Valley Town Council
- 9/16/24, Mira Mesa Community Planning Group
- 11/19/24, University City Community Association
- 1/16/25, Sorrento Valley Town Council
- 1/23/25, Mira Mesa Community Planning Group

District 7: Allied Gardens, Del Cerro, Grantville, Linda Vista, Mission Valley, San Carlos, Serra Mesa, Tierrasanta

- 7/17/24, Linda Vista Collaborative
- 7/17/24, Tierrasanta Community Council
- 9/24/24, Serra Mesa Community Council
- 10/2/24, Mission Valley Planning Group
- 1/16/24, Serra Mesa Planning Group
- 1/28/25, Serra Mesa Community Council
- 2/5/25, Mission Valley Planning Group
- 4/28/25, Linda Vista Planning Group

District 8: Barrio Logan, Egger Highlands, Grant Hill, Logan Heights, Memorial, Nestor, Ocean View Hills, Otay Mesa East, Otay Mesa West, San Ysidro, Shelltown, Sherman Heights, Southcrest, Tijuana River Valley

- 8/14/24, San Ysidro Community Planning Group
- 8/21/24, Otay Mesa Community Planning Group



- 9/26/24, Barrio Logan College Institute Parent Monthly Meeting (English and Spanish)
- 9/29/24, Logan Heights, Our Lady of Guadalupe, San Diego
- 9/29/24, Logan Heights, Our Lady of Guadalupe, San Diego in Spanish
- 10/4/24, Barrio Logan College Institute Staff Meeting
- 11/21/24, Barrio Logan College Institute Parent Monthly Meeting (English and Spanish)
- 1/8/25, Otay Mesa-Nestor Community Planning Group
- 1/15/25, Otay Mesa Community Planning Group
- 2/27/25, Barrio Logan College Institute Monthly Meeting (English and Spanish)
- 2/28/25, Hearts & Hands Working Together (Spanish only)
- 3/12/25, San Ysidro Planning Group

District 9: Alvarado Estates, City Heights, College Area, College View Estates, El Cerrito, Kensington, Mission Valley East, Mountain View, Mt. Hope, Normal Heights, Redwood Village, Rolando Park, Rolando Village, Stockton Talmadge

- 8/6/24, Normal Heights Community Planning Board
- 8/6/24, College Area Community Council
- 8/15/24, El Cerrito Community Council
- 9/9/24, College Area Community Planning Board
- 9/9, Rolando Park Community Council
- 10/1/24, City Heights Town Council
- 12/3/24, Normal Heights Community Planning Group
- 12/9/24, College Area Community Planning Board
- 1/7/25, City Heights Town Council
- 1/13/25, Rolando Park Community Council
- 3/18/25, Rolando Community Council

Groups serving Multiple Districts:

- 9/18/24, Policy Infrastructure Committee
- 9/24/24, Community Planners Committee
- 10/14/24, Southeastern San Diego Planning Group
- 1/13/25, Southeastern San Diego Community Planning Group Board Meeting
- 1/14/25, Eastern Area Community Planning Council
- 4/14/25, Southeastern San Diego Community Planning Group Board Meeting
- 4/22/25, Community Planners Committee



Community Pop-Up Events

Events attended: 41

Residents reached: 2,785

District 1: Carmel Valley, Del Mar Mesa, La Jolla, Pacific Beach, Pacific Highlands Ranch, Torrey Hills, Torrey Pines, University City

- 8/18/24, La Jolla Open Aire Market
- 9/7/24, La Jolla Summer Movie
- 10/25/24, Torrey Heights Movies in the Park
- 10/25/24, Pacific Beach Movies in the Park

District 2: Clairemont, Midway/North Bay, Mission Bay, Mission Beach, Old Town, Ocean Beach, Point Loma

- 8/28/24, Ocean Beach Farmer's Market
- 8/30/24, Ocean Beach Summer Movie
- 9/8/24, Clairemont Girls Fast Pitch Opener
- 9/14/24, Clairemont Family Day
- 9/22/24, Point Loma Farmer's Market
- 10/27/24, Peninsula Little League
- 11/1/24, Old Town Movies in the Park

District 3: Balboa Park, Bankers Hill/Park West, Downtown, Golden Hill, Hillcrest, Little Italy, Middletown, Mission Hills, North Park, South Park, University Heights

- 8/27/24, Balboa Park Twilight Concert
- 8/28/24, Balboa Park Twilight Concert
- 8/29/24, Balboa Park Twilight Concert
- 9/12/24, North Park Farmer's Market
- 10/23/24, Little Italy Farmer's Market
- 10/25/24, Mission Hills Movies in the Park
- 11/2/24, Downtown Sustainability Author Talk

District 4: Alta Vista, Broadway Heights, Chollas View, Emerald Hills, Encanto, Greater Skyline Hills, Jamacha, Lincoln Park, Lomita Village, Mountain View, North Bay Terraces, O'Farrell, Oak Park, Paradise Hills, Ridgeview, South Bay Terraces, Valencia Park, Webster

- 8/8/24, Skyline Hills Parks After Dark
- 8/15/24, Skyline Hills Parks After Dark
- 1/25/25, Martin Luther King, Jr. Parade & Festival



District 5: Black Mountain Ranch, Carmel Mountain Ranch, Miramar Ranch North, Rancho Bernardo, Rancho Peñasquitos, Sabre Springs, San Pasqual, Scripps Ranch, and Torrey Highlands

- 9/26/24, Scripps Ranch Farmer's Market
- 10/6/24, Rancho Bernardo 14th Annual Safety Fair
- 11/2/24, Rancho Peñasquitos Composting and Food Waste

District 6: Kearny Mesa, Mira Mesa, Scripps Ranch, Sorrento Valley, University City

- 8/23/24, University City Summer Movie
- 9/24/24, Mira Mesa Farmer's Market
- 10/26/24, University City Movies in the Park

District 7: Allied Gardens, Del Cerro, Grantville, Linda Vista, Mission Valley, San Carlos, Serra Mesa, Tierrasanta

- 7/17/24, Linda Vista Collaborative
- 8/16/24, Linda Vista Parks After Dark
- 8/24/24, Allied Gardens Summer Movie
- 9/30/24, Linda Vista Sustainability Resources Fair
- 10/5/24, Mission Valley Farmer's Market

District 8: Barrio Logan, Egger Highlands, Grant Hill, Logan Heights, Memorial, Nestor, Ocean View Hills, Otay Mesa East, Otay Mesa West, San Ysidro, Shelltown, Sherman Heights, Southcrest, Tijuana River Valley

- 8/1/24, Logan Heights Parks After Dark
- 8/17/24, South Bay 24 Run
- 9/21/24, Bailando in the Barrio, Memorial Park
- 1/18/25, Logan Heights Community Development Corporation Community Market

District 9: Alvarado Estates, City Heights, College Area, College View Estates, El Cerrito, Kensington, Mission Valley East, Mountain View, Mt. Hope, Normal Heights, Redwood Village, Rolando Park, Rolando Village, Stockton, Talmadge

- 8/2/24, City Heights Parks After Dark
- 9/14/24, Community Health and STEM Fest
- 11/2/24, City Heights Dia de los Muertos
- 11/3/24, ASCENDKemet Collective City Heights Farmer's Market

Events Serving Multiple Districts:

- 9/21-9/22/24, PIFA Festival, Mission Bay
- 1/24-1/26/25 Lunar New Year Festival, City Heights



Cumulative Outreach Executive Summary

Cost-of-Service Study: Rounds 1 and 2

Total People Reached: 4,926

Total Open Houses: 20 **one in each district per round, and one virtual per round*

Total Events Attended: 100

- 41 Pop-up Community Events
- 59 Presentations to Community Groups

Surveys Completed: 4,742

Total Website Users: 17,873

Media Stories Placed: 60

Local and National TV Audience: 665,544

Newsletter: Combined: 4,088 Sends, 64.38% Average Open Rate

Total Inquiries/Comments Received via Comment Form: 112

Flyers Distributed: 18,944

In-Depth Discussions: 2

Interviews: 10

Social Media Impressions: 194,463

Media Ad Value: \$785,018

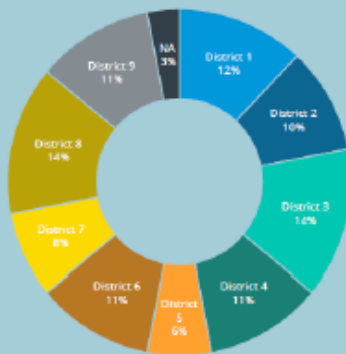


A CLEANER, GREENER
SAN DIEGO

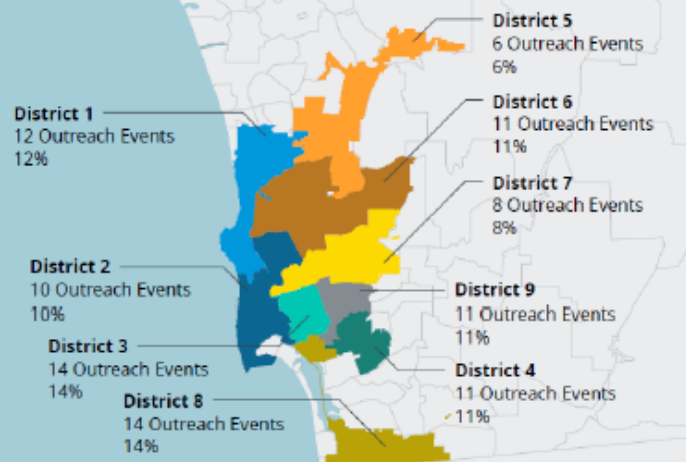
Trash & Recycling Cost of Service Study

Rounds 1 and 2

- Outreach events include pop-up booths at community events and presentations to local community groups
- The N/A category includes events that don't fit into one single council district



Total
100 Outreach Events



***The N/A category includes the Pacific Islander Festival (2-day event), Community Planners Committee, Policy Infrastructure Committee*

Events attended (including planned future events): 41

Presentations conducted: 59

District 1

- 7/10, La Jolla Shores Community Association
- 7/17, Pacific Beach Town Council
- 7/18, Torrey Pines Community Planning Board
- 8/18, La Jolla Open Aire Market
- 9/5, La Jolla Community Planning Association
- 9/7, La Jolla Summer Movie
- 9/18, Pacific Beach Town Council
- 10/25, Torrey Heights Movies in the Park
- 10/25, Pacific Beach Movies in the Park
- 11/13, La Jolla Shores Community Association
- 12/11, Pacific Beach Community Planning Group



- 1/2, Rancho Bernardo Community Council

District 2

- 8/28, Ocean Beach Farmer's Market
- 8/30, Ocean Beach Summer Movie
- 9/8, Clairemont Girls Fast Pitch Opener
- 9/14, Clairemont Family Day
- 9/17, Clairemont Mesa Community Planning Group
- 9/22, Point Loma Farmer's Market
- 10/25, Mission Hills Movies in the Park
- 10/27, Peninsula Little League
- 11/1, Old Town Movies in the Park
- 11/7, Clairemont Town Council

District 3

- 8/6, Normal Heights Community Planning Board
- 8/8, Mission Hills Town Council
- 8/21, Downtown Community Planning Council
- 8/27, Balboa Park Twilight Concert
- 8/28, Balboa Park Twilight Concert
- 8/29, Balboa Park Twilight Concert
- 9/12, North Park Farmer's Market
- 9/23, Greater Golden Hill Community Planning Group
- 10/23, Little Italy Farmer's Market
- 11/2, Downtown Sustainability Author Talk
- 11/12, Uptown Community Planning Group
- 12/3, Normal Heights Community Planning Group
- 1/15, Downtown Community Planning Council
- 1/21, Greater Golden Hill Community Planning Group

District 4

- 8/2, City Heights Parks After Dark
- 8/8, Skyline Hills Parks After Dark
- 8/15, Skyline Hills Parks After Dark
- 9/10, Skyline-Paradise Hills Community Planning Committee
- 10/8, Skyline-Paradise Hills Community Planning Committee
- 10/14, Southeastern San Diego Planning Group
- 11/2, City Heights Dia de los Muertos



- 11/3, ASCENDKemet Collective City Heights Farmer's Market
- 1/8, Jamacha Neighborhood Council
- 1/14, Skyline-Paradise Hills Planning Committee
- 1/25, Martin Luther King, Jr. Parade & Festival

District 5

- 8/1, Scripps Ranch Planning Group
- 9/5, Rancho Bernardo Community Council
- 9/26, Scripps Ranch Farmer's Market
- 10/6, Rancho Bernardo 14th Annual Safety Fair
- 11/2, Rancho Peñasquitos Composting and Food Waste
- 11/7, Scripps/Miramar Ranch Planning Group

District 6

- 7/10, University City Community Association
- 7/17, Tierrasanta Community Council
- 8/15, Sorrento Valley Town Council
- 8/23, University City Summer Movie
- 9/16, Mira Mesa Community Planning Group
- 9/24, Mira Mesa Farmer's Market
- 10/26, University City Movies in the Park
- 11/19, University City Community Association
- 1/16, Sorrento Valley Town Council
- 1/23, Mira Mesa Community Planning Group
- 1/28, Serra Mesa Community Council

District 7

- 7/17, Linda Vista Collaborative
- 8/16, Linda Vista Parks After Dark
- 8/24, Allied Gardens Summer Movie
- 9/24, Serra Mesa Community Council
- 9/30, Linda Vista Sustainability Resources Fair
- 10/2, Mission Valley Planning Group
- 10/5, Mission Valley Farmer's Market
- 1/16, Serra Mesa Planning Group

District 8

- 8/1, Logan Heights Parks After Dark



- 8/14, San Ysidro Community Planning Group
- 8/17, South Bay 24 Run
- 8/21, Otay Mesa Community Planning Group
- 9/21, Bailando in the Barrio, Memorial Park
- 9/26, Barrio Logan College Institute Parent Monthly Meeting in Spanish
- 9/29, Logan Heights, Our Lady of Guadalupe San Diego
- 9/29, Logan Heights, Our Lady of Guadalupe San Diego in Spanish
- 10/4, Barrio Logan College Institute Staff Meeting
- 11/21, Barrio Logan College Institute Parent Monthly Meeting in Spanish
- 1/8, Otay Mesa-Nestor Community Planning Group
- 1/13, Southeastern San Diego Community Planning Group Board Meeting
- 1/15, Otay Mesa Community Planning Group
- 1/18, Logan Heights Community Development Corporation Community Market

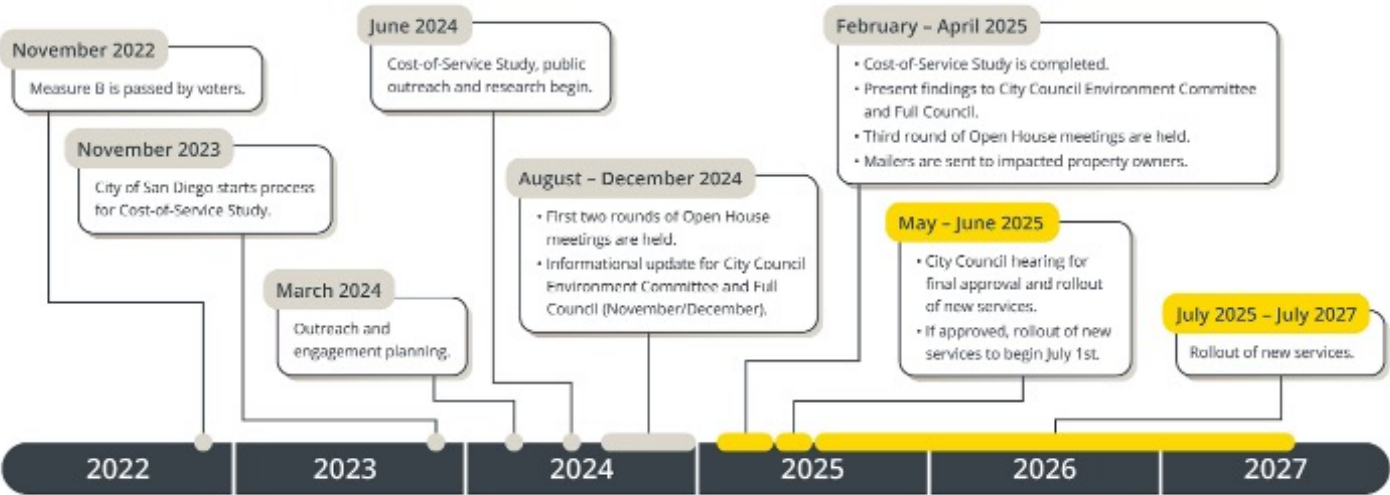
District 9

- 8/6, College Area Community Council
- 8/15, El Cerrito Community Council
- 9/9, College Area Community Planning Board
- 9/9, Rolando Park Community Council
- 9/14, Community Health and STEM Fest
- 10/1, City Heights Town Council
- 12/9, College Area Community Planning Board
- 1/7, City Heights Town Council
- 1/13, Rolando Park Community Council
- 1/14, Eastern Area Community Planning Council
- 1/24-26, Lunar New Year Festival

All Districts (doesn't fit into one district, N/A)

- 9/18, Policy Infrastructure Committee
- 9/21-22, PIFA Festival
- 9/24, Community Planners Committee

APPENDIX J: Timeline Graphic





Questionnaire

This brief questionnaire will help the City of San Diego better understand your needs and views about trash, recycling and organic waste collection services in the City. Your replies will help inform the City's Cost-of-Service Study for a recommendation to the City Council regarding solid waste recycling and related fees that could be adopted under Measure B, which was passed by voters in 2022.

Answering these questions should take most people less than 10 minutes.

Please be assured that your participation is anonymous and will not be attributed to you directly.

1. What ZIP code do you live in? (Required) _____

2. What type of residence do you live in? (Select One)

- ☐ Single-family home
 ☐ Townhouse or duplex
 ☐ Other
☐ Small apartment or condominium complex with 1-4 units
 ☐ Apartment or condominium complex with more than 4 units
 ☐ Prefer not to answer

3. Do you own or rent the place where you currently live? (Select One)

- ☐ Own
 ☐ Rent
 ☐ Prefer not to answer

4. We'd like to hear about your experience with trash and recycling collection. Please tell us how satisfied you are with the following services.

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Don't know
Trash collection	☐	☐	☐	☐	☐
Organic waste collection	☐	☐	☐	☐	☐
Recycling collection	☐	☐	☐	☐	☐

5. How often would you like to have your trash and recycling picked up?

	Once per week	Every other week	Once per month
Trash collection	☐	☐	☐
Organic waste collection	☐	☐	☐
Recycling collection	☐	☐	☐

6. By collection day, how would you describe your bins?

	Too small (I could use an extra bin)	Filled to the brim (I could use a larger bin)	Half to mostly full (right size & number of bins)	Less than half full (I could use a smaller bin)
Trash (black bin)	☐	☐	☐	☐
Recycling (blue bin)	☐	☐	☐	☐
Organics (green bin)	☐	☐	☐	☐

7. What else would you like to tell us about your experience with the trash and recycling collection services in the City of San Diego?

8. We would like to hear about your other waste disposal needs. For each item below, please tell us how often you might need to dispose of it.

	Weekly	Monthly	Twice per year	Once per year	Every couple of years	Seldom or never	Don't know
Clothing	☐	☐	☐	☐	☐	☐	☐
Old paint	☐	☐	☐	☐	☐	☐	☐
Fluorescent Bulbs	☐	☐	☐	☐	☐	☐	☐
Batteries	☐	☐	☐	☐	☐	☐	☐
Electronics	☐	☐	☐	☐	☐	☐	☐
Old appliances	☐	☐	☐	☐	☐	☐	☐
Furniture	☐	☐	☐	☐	☐	☐	☐
Medication or medical waste such as used needles	☐	☐	☐	☐	☐	☐	☐
Yard Waste	☐	☐	☐	☐	☐	☐	☐

9. Please select the option you would prefer most for each item.

	Pickup vouchers a few times per year	Regularly-held community drop-off events
Clothing	☐	☐
Old paint	☐	☐
Fluorescent Bulbs	☐	☐
Batteries	☐	☐
Electronics	☐	☐
Old appliances	☐	☐
Furniture	☐	☐
Medication or medical waste such as used needles	☐	☐

10. Did you know that residents can schedule an appointment to drop off Household Hazardous Waste items like paints, oils, and batteries, free-of-charge, at the City's facility at Miramar Landfill? (Select One)

☐ Yes ☐ No

11. When is it convenient for you to drop off household hazardous waste items (paints, lightbulbs, batteries, etc.)?

☐ Weekend mornings ☐ Weekday mornings ☐ Other
☐ Weekend afternoons ☐ Weekday afternoons

12. Is there anything about trash and collection recycling services that you think would improve the experience of residents?

13. Are you aware of Measure B and that it passed in 2022 to allow the City to consider fees and service feature changes for trash collection services to single-family homes and multi-family properties with one to four units per lot?

☐ Yes ☐ No

14. What is your neighborhood called? (ex. Barrio Logan, Ocean Beach)

15. How many people live in your home? This includes family members, roommates and lodgers.

☐ 1-2
☐ 3-4
☐ 5-6
☐ 7 or more
☐ Prefer not to answer

Thank you for completing the Questionnaire!
For more information, please visit [CleanGreenSD.org](https://www.CleanGreenSD.org).

Cost-of-Service Study Phase 2 Survey

Please complete the Phase 2 Survey -- this NEW survey asks different questions than those included in Phase 1. It will allow the City of San Diego Environmental Services Department to learn more about customer priorities for services and their related costs.



Introduction

Answering these questions should take most people less than 10 minutes. Please be assured that your participation is anonymous and will not be attributed to you directly. (Survey Closed!)

*** Do you reside in the City of San Diego or own a home within city limits?**

Yes

No

*** Please provide your zip code:**

Zip*

Do you live in a house (single-family-home) or in a small complex with up to four units?

(Includes duplexes, triplexes, and quads):

Yes

No

If a new fee was adopted, how important would it be for the City to provide new blue and black bins for all customers at launch?

(While bins are expected to last for 10 years, many of the black trash bins and blue recycling bins used by customers are more than 20 years old.)

Question prompt	0 - Not important at all	1 - Slightly important	2 - Important	3 - Very Important
Replace black trash bins:	Replace black trash bins	Replace black trash bins	Replace black trash bins	Replace black trash bins

Question prompt	0 - Not important at all	1 - Slightly important	2 - Important	3 - Very Important
Replace blue recycling bins:	Replace blue recycling bins	Replace blue recycling bins	Replace blue recycling bins	Replace blue recycling bins

Do you need any bins replaced because they are in bad condition or broken? Please indicate the numbers below:

Question prompt	No replacement needed	Replace 1 bin	Replace 2 bins
Black trash bins:	Black trash bins	Black trash bins	Black trash bins
Blue recycling bins:	Blue recycling bins	Blue recycling bins	Blue recycling bins
Green organic waste bins:	Green organic waste bins	Green organic waste bins	Green organic waste bins

If the City adopts a new fee, would you want a small cost built in to the fee to replace broken bins with no added charges for customers?

Yes

No

If the City adopts a new fee, would you want a moderate cost built in to the fee to provide recycling pickup every week instead of every other week?

Yes

No

1 of 4: The two options shown below would cost the City about the same amount to provide them. Which option would you prefer?

- a.) Replacing broken bins at no extra charge
- b.) Twice a year, be able to have your driver pick up extra trash that does not fit in your bin (up to 50 pounds per item).

2 of 4: The two options shown below would cost the City about the same amount to provide them. Which option would you prefer?

- a.) If new fees are adopted, provide new blue and black bins to all customers at launch AND twice a year, have the City pick up large items (bulky items to 150 pounds) AND once a year, have a Cleanup Event in each City Council District where residents can drop off extra trash, medical waste, electronics and household hazardous waste.
- b.) Have recycling picked up every week instead of every other week

3 of 4: The two options shown below would cost the City about the same amount to provide them. Which would you prefer?

- a.) Five times each year, have a Cleanup Event in each City Council District, where residents can drop off extra trash, medical waste, electronics and household hazardous waste.
- b.) Have recycling picked up every week instead of every other week.

4 of 4: The two options shown below would cost the City about the same amount to provide them. Which would you prefer?

- a.) Have broken bins replaced at no extra charge AND have recycling picked up every week instead of every other week.
- b.) If the City adopts a new fee, provide new blue and black bins to all customers at launch AND have broken bins replaced at no extra charge AND twice a year, have the City pick up large items (bulky items up to 150 pounds) AND once a year, have a Cleanup Event in each City Council District where residents can drop off extra trash, medical waste, electronics and household hazardous waste.

Please share any other improvements to the Study or the City's Solid Waste Collection Services that you wish to suggest:

Please select the options you would fund while staying within budget. The numbers do not represent a cost, but are used to compare low cost, moderate cost, and more expensive options to enhance services.

Check each item you would like to include. If you change your mind, you can go back and uncheck any item to remove it from your choices.

Options
Once yearly cleanup events in each City Council District for residents to drop off extra trash, medical waste, electronics and household hazardous waste. \$1
If a new fee is adopted, provide new black trash bins and new blue recycling bins for all customers. \$2
Replace broken bins at no extra cost to customers. \$2
Twice yearly curbside pickups for extra trash on regular trash days (up to 50 pounds per item). \$2
Twice yearly curbside pickups for large items (bulky items up to 150 pounds). \$4
Weekly recycling pickup instead of biweekly pickups. \$5
No enhancements. Keep services at the lowest possible cost. \$8

Remaining: \$9

Selected Options
Spent: \$0
Budget: \$9
0% used



Social Media Calendar:

Cost-of-Service Study (Round 1)

HDR, Cook + Schmid, Aqua

Date and Type	Twitter/X	Facebook	Instagram
Monday, Aug. 5 (First Open House)	Stop by the first City of San Diego Trash Study Open House today to discuss potential enhanced trash and recycling collection service at Logan Heights Library in D8 from 5:30-7 p.m. Limited parking at this event- use the lot at the Magdaleno Memorial Recreation Center lot or street parking. Learn more: cleangreensd.org .	Stop by the first Open House today to discuss potential enhanced trash and recycling collection services and fees for single family homes at Logan Heights Library in District 8 from 5:30-7:00 p.m. There is limited parking available - please park in the lot at the Magdaleno Memorial Recreation Center lot or use any street parking. To learn more about the project or find an Open House near you, visit https://cleangreensd.org/participation/ or the link in our bio.	Stop by the first City of San Diego Trash Study Open House today to discuss potential enhanced trash and recycling collection service at Logan Heights Library in D8 from 5:30-7 p.m. There is limited parking available - please park in the lot at the Magdaleno Memorial Recreation Center lot or use any street parking. This is one of ten Open House events from August-September. Find an Open House location near you by visiting the link in bio.
Wednesday, Aug. 7 (General)	The City of San Diego Trash Study Open House events continue! Come to one of 10 Open House events from August to September. To learn more about the project or find an Open House near you, or request translation	The City of San Diego Trash Study Open House events continue! Come to one of 10 Open House events from August to September. To learn more about the project or find an Open House near you, visit cleangreensd.org or the link in our bio. Need translation services? Fill out the	The City of San Diego Trash Study Open House events continue! Come to one of 10 Open House events from August to September. To learn more about the project or find an Open House near you, or request translation



	services, visit cleangreensd.org or the link in our bio.	Translation Request Form: https://form.jotform.com/242054585896166	services, visit cleangreensd.org or the link in our bio.
Wednesday, Aug. 14 (General)	Got trash? Give us your input about potential new San Diego trash and recycling collection services and fees for single family homes in the questionnaire at cleangreensd.org or the link in our bio. And, come by our District 3 Open House meeting on Aug. 19 at Mission Hills - Hillcrest / Knox Library, 215 W Washington St, San Diego, CA 92103.	Got trash? Give us your input about potential new San Diego trash and recycling collection services and fees for single family homes in the questionnaire at cleangreensd.org or the link in our bio. And, come by our upcoming District 3 Open House meeting on Aug. 19 at Mission Hills - Hillcrest / Knox Library, 215 W Washington St, San Diego, CA 92103.	Got trash? Give us your input about potential new San Diego trash and recycling collection services and fees for single family homes in the questionnaire at cleangreensd.org or the link in our bio. And, come by our District 3 Open House meeting on Aug. 19 at Mission Hills - Hillcrest / Knox Library, 215 W Washington St, San Diego, CA 92103.
Tuesday, Aug. 20 (Virtual Meeting Promotion)	Can't make it to a City of San Diego Trash Study Open House in-person? We value your time! Come to our Virtual Meeting on Aug. 24 from 10-11:30 a.m. You'll be able to view our Open House materials and provide your feedback on potential new trash and recycling collection services! More info: [ONLINE MEETING INFO TO COME]	Can't make it to a City of San Diego Trash Study Open House in-person? We value your time! Come to our Virtual Meeting on Aug. 24 from 10-11:30 a.m. You'll be able to view our Open House materials and provide your feedback on potential new trash and recycling collection services! More info: [ONLINE MEETING INFO TO COME]	Can't make it to a City of San Diego Trash Study Open House in-person? We value your time! Come to our Virtual Meeting on Aug. 24 from 10-11:30 a.m. You'll be able to view our Open House materials and provide your feedback on potential new trash and recycling collection services! More info: [ONLINE MEETING INFO TO COME]
Friday, Aug. 23 (General)	Bulky trash? Learn about potential enhanced trash collection services and fees for single family homes in the City of San Diego and tell us about your thoughts at an Open House. See the Open House calendar at https://cleangreensd.org/participation/ or the link in our bio.	Bulky trash? Learn about potential enhanced trash collection services and fees for single family homes in the City of San Diego and tell us about your thoughts at an Open House. See the Open House calendar at https://cleangreensd.org/participation/ or the link in our bio.	Bulky trash? Learn about potential enhanced trash collection services and fees for single family homes in the City of San Diego and tell us about your thoughts at an Open House. See the Open House calendar at https://cleangreensd.org/participation/ or the link in our bio.



Friday, Aug. 30 (General)	We want to hear from you! Interested in potential enhanced trash and recycling collection services and fees for single family homes? Our District 5 Open House is on Sept. 3 from 5:30-7 p.m. To learn more about the project or find an Open House near you, visit cleangreensd.org or the link in our bio.	We want to hear from you! Interested in potential enhanced trash and recycling collection services and fees for single family homes? Our District 5 Open House is on Sept. 3 from 5:30-7 p.m. To learn more about the project or find an Open House near you, visit cleangreensd.org or the link in our bio.	We want to hear from you! Interested in potential enhanced trash and recycling collection services and fees for single family homes? Our District 5 Open House is on Sept. 3 from 5:30-7 p.m. To learn more about the project or find an Open House near you, visit cleangreensd.org or the link in our bio.
Wednesday, Sept. 4 (ahead of Labor Day Weekend) (Last Open House)	We want to hear from you about our trash and recycling services! Our final Open House meeting for this round is in District 1 on Sept. 9 from 5-7:30 p.m. at La Jolla / Riford Library, 7555 Draper Ave, La Jolla, CA 92037. Learn more at cleangreensd.org or the link in our bio.	We want to hear from you about our trash and recycling services! Our final Open House meeting for this round is in District 1 on Sept. 9 from 5-7:30 p.m. at La Jolla / Riford Library, 7555 Draper Ave, La Jolla, CA 92037. Learn more at cleangreensd.org or the link in our bio.	We want to hear from you about our trash and recycling services! Our final Open House meeting for this round is in District 1 on Sept. 9 from 5-7:30 p.m. at La Jolla / Riford Library, 7555 Draper Ave, La Jolla, CA 92037. Learn more at cleangreensd.org or the link in our bio.



Social Media Calendar:

Cost-of-Service Study (Round 2)

HDR, Cook + Schmid, Aqua

Date and Type	Instagram	Facebook/LinkedIn	X (formerly known as Twitter)
Character Limit	2200 Characters	63,206 / SL 50 characters or less / 3,000	280 Characters
Sunday, Nov. 17	Want to learn more about possible new services and fees for trash and recycling collection? Join us at an Open House and speak with staff from the City's Environmental Services Department. Upcoming dates include Nov. 18, 19, 20, 25 and 26. Note that meetings are from 5:30 to 7 p.m., except for Nov. 20, which is 4 to 5:30 p.m. LINK IN BIO:	Want to learn more about possible new services and fees for trash and recycling collection? Join us at an Open House and speak with staff from the City's Environmental Services Department. Upcoming dates include Nov. 18, 19, 20, 25 and 26. Note that meetings are from 5:30 to 7 p.m., except for Nov. 20, which is 4 to 5:30 p.m.	Want to speak with City Environmental Services Department staff to learn more about possible new services and fees for trash and recycling? Join us at an upcoming Open House. LINK: City of San Diego Trash Study Participate (cleangreensd.org)



	City of San Diego Trash Study Participate (cleangreensd.org)	LINK: City of San Diego Trash Study Participate (cleangreensd.org)	
Friday, Nov. 29	Have you heard? The City is potentially adding fees for waste collection services for single-family homes and residences with four or fewer units. Watch our NEW quick informational video to learn more. #linkinbio LINK IN BIO: Video	Have you heard? The City is potentially adding fees for waste collection services for single-family homes and residences with four or fewer units. Watch our NEW quick informational video to learn more. Click on the link below! LINK: Video	Have you heard? The City is potentially adding fees for waste collection services for single-family homes and residences with four or fewer units. Watch our NEW quick informational video to learn more. Click on the link below! LINK: Video
Sunday, Dec. 1 	What would you change about waste collection services in San Diego? Here's what we've heard: • Frequently Broken Bins • Bulky Item Disposal • Weekly Recycling Services Do you agree? We've created a NEW survey that asks for your	What would you change about waste collection services in San Diego? Here's what we've heard: • Frequently Broken Bins • Bulky Item Disposal • Weekly Recycling Services Do you agree? We've created a NEW survey that asks for your	What would you change about waste collection services in San Diego? We've created a NEW survey that asks for your preferences on services and related costs. Visit the link below to fill out the questionnaire or join us at an open house.



	preferences on services and related costs. Visit the link in our bio to fill out the questionnaire. Or join us at an in-person Open House on Dec. 2, 3 or 10 or virtually on Dec. 6. LINK IN BIO: English: https://cleangreensd.org/questionnaire/ Spanish: https://cleangreensd.org/questionario/	preferences on services and related costs. Visit the link below to fill out the questionnaire. LINK: English: https://cleangreensd.org/questionnaire/	LINK: English: https://cleangreensd.org/questionnaire/
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Social Media Calendar:

Cost-of-Service Study (Round 3)

HDR, Cook + Schmid, Aqua

Date and Type	Instagram	Facebook/LinkedIn	X (formerly known as Twitter)
Character Limit	2200 Characters	63,206 / 51.50 characters or less / 3,000	280 Characters
Sunday, Feb. 21	Want to learn more about bulky item pickup and other possible new services and fees for trash and recycling collection? Join us at an Open House and speak with staff from the City's Environmental Services Department. Upcoming dates include Feb. 24, March 3, March 10, March 17, and March 24. Note that meetings are from 5:30 to 7 p.m.	Want to learn more about bulky item pickup and other possible new services and fees for trash and recycling collection? Join us at an Open House and speak with staff from the City's Environmental Services Department. Upcoming dates include Feb. 24, March 3, March 10, March 17 and March 24. Note that meetings are from 5:30 to 7 p.m.	Want to speak with City Environmental Services Department staff to learn more about bulky item pickup and other possible new services and fees for trash and recycling? Join us at an upcoming Open House. LINK: City of San Diego Trash Study Participate (cleangreensd.org)



	LINK IN BIO: City of San Diego Trash Study Participate (cleangreensd.org)	LINK: City of San Diego Trash Study Participate (cleangreensd.org)	
Friday, March 14	Have you heard? The City is potentially adding fees for waste collection services for single-family homes and residences with four or fewer units. Watch our informational video to learn more. #linkinbio LINK IN BIO: Informational Video	Have you heard? The City is potentially adding fees for waste collection services for single-family homes and residences with four or fewer units. Watch our informational video to learn more. Click on the link below! LINK: Informational Video	Have you heard? The City is potentially adding fees for waste collection services for single-family homes and residences with four or fewer units. Watch our informational video to learn more. Click on the link below! LINK: Informational Video
Monday, March 24	Want to learn about the proposed services such as free bin replacement and related fees for trash and recycling services? Join us at an in-person Open House today, March 24, or April 1, virtually on April 4, April 7, and April 8. Check	Want to learn about the proposed services such as free bin replacement and related fees for trash and recycling services? Join us at an in-person Open House today, March 24, or April 1, virtually on April 4, April 7, and April 8. Check the events calendar:	Want to learn about the proposed services such as free bin replacement and related fees for trash and recycling services? Join us at an in-person Open House today, March 24, or April 1, virtually on April 4, April 7, and April 8. Check the events calendar:



	the events calendar at the link in bio. LINK IN BIO: City of San Diego Trash Study Participate (cleangreensd.org)	LINK: City of San Diego Trash Study Participate (cleangreensd.org)	LINK: City of San Diego Trash Study Participate (cleangreensd.org)
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APPENDIX M: Social Media Graphics

cityofsandiego

Proposed Residential
Trash Fees



50

7

cityofsandiego As part of a robust community outreach, the City of San Diego's Environmental Services Department (ESD) is hosting open houses in communities citywide to give San Diegans the opportunity to share their feedback and better understand how a fee for waste collection services would help the City recover the costs for providing those services to more than 200,000 residential properties.

cityofsandiego



61

7

2

cityofsandiego Got trash? 🌱 Come to our Open House about potential new San Diego trash and recycling collection services... more

CITYOFSANDIEGO

Posts

cityofsandiego

TRASH & RECYCLING
COLLECTION
IN SAN DIEGO



303

33

60

cityofsandiego



99

6

cityofsandiego You're invited to join the conversation for a cleaner, greener San Diego! 🌱 ... more

APPENDIX - 117 | CITY OF SAN DIEGO TRASH & RECYCLING COST-OF-SERVICE STUDY OUTREACH AND ENGAGEMENT REPORT



Social Media

Social Media Strategy

HDR, Cook + Schmid, Aqua

Purpose

- Notify residents about Open Houses
- Drive traffic to the website for education and information
- Promote the questionnaire
- Let the public know about the Translation Request Form

Social Media Copy: Specific Promotion of Open Houses

The following captions can be used to promote the Open Houses. A main post to announce the launch of the Open Houses is recommended with social media ad targeting to the entire City of San Diego. This should be done the week before the first Open Houses.

We also recommend posting on social media every week while the Open Houses are occurring either as a story or a post, depending on the platform. The ad boosting for these Open House posts should be targeted to the district they will be in that week. The posts can either be directly about the Open Houses, or more generally moving people towards the website. These suggested post captions can be used not only with paid social media posts, but also organic social media posts. See caption options for both strategies below.

Proposed Social Media Calendar

- July 29 to August 5 – One launch post with translation service add-in.
- August 5 to August 12 – One general post.
- August 12 to August 19 – One general input and questionnaire post.
- August 19 to August 26 – One education and information post with translation service add-in.
- August 26 to September 2 – One general input and questionnaire post.
- September 2 to September 9 – One wrap-up post.
- September 16 to 23 – One post on the questionnaire.

Launch Captions

- Next week, the first of 27 Open Houses will be held to discuss potential enhanced trash and recycling collection services and fees for single family homes. To learn more about the project or find an Open House near you, visit cleangreensd.org or the link in our bio.



- Stop by the first Open House next week to discuss potential enhanced trash and recycling collection services and fees for single family homes at Logan Heights Library in District 8 from 5:30pm to 7:00pm. To learn more about the project or find an Open House near you, visit cleangreensd.org or the link in our bio.
- We want to hear from you! Don't miss the first Open House next week to discuss potential enhanced trash and recycling collection services and fees for single family homes at Logan Heights Library in District 8 from 5:30pm to 7:00pm. To learn more about the project or find an Open House near you, visit cleangreensd.org or the link in our bio.

Wrap-up Captions

- The first round of Open Houses ends next week on September 9, 2024, at La Jolla Library in District 1. We'd love to see you there! To learn more about the project and give your input, visit cleangreensd.org or the link in our bio.
- Don't miss the last Open House next week to discuss potential enhanced trash and recycling collection services and fees for single family homes at La Jolla Library in District 1 from 5:30pm to 7:00pm. To learn more about the project and give your input, visit cleangreensd.org or the link in our bio.

Other General Open House Captions

- We want to hear from you! Interested in potential enhanced trash and recycling collection services and fees for single family homes? To learn more about the project or find an Open House near you, visit cleangreensd.org or the link in our bio.
- Find an Open House near you to discuss potential enhanced trash and recycling collection services and fees for single family homes. To learn more about the project and find an Open House near you, visit cleangreensd.org or the link in our bio.
- You won't want to miss the Open House in your District to discuss potential enhanced trash and recycling collection services and fees for single family homes. To learn more about the project or find an Open House near you, visit cleangreensd.org or the link in our bio.

Translation Service Ad-in

- Add the following copy to posts regarding the Open Houses:
- Need translation services? Fill out the Translation Request Form at cleangreensd.org.

General Promotion: Website, Online Questionnaire

This section provides caption examples for requesting general input and generating traffic towards the website and online questionnaire. These can be used on any social media platform. For these general posts, we suggest targeting all of San Diego and/or historically underserved communities.



The caption suggestions can be altered by City of San Diego staff to fit a specific promotion event as needed. (Ex. "This week is the first/last week you can take the online questionnaire ...")

Focus: General Input and Questionnaire

- The City of San Diego needs your input on trash and recycling collection services and potential fees for single family homes. Visit cleangreensd.org or the link in our bio to weigh in on the questionnaire.
- Got trash? Give us your input about potential new San Diego trash and recycling collection services and fees for single family homes in the questionnaire at cleangreensd.org or the link in our bio.
- The City of San Diego is looking for your input on potential new trash and recycling collection services and fees for single family homes. Tell us what you think in the questionnaire at cleangreensd.org or the link in our bio.
- We want your input on potential new trash and recycling collection services and fees in San Diego for single family homes. Join us at cleangreensd.org or the link in our bio.
- We want to know what you think about potential enhanced trash collection services and fees in San Diego for single family homes. Let us know at cleangreensd.org or the link in our bio.
- Want more frequent recycling pickup? City of San Diego is collecting input on trash and recycling services and potential fees for single family homes. Tell us what you think! Give us your input in the questionnaire at cleangreensd.org or the link in our bio.

Focus: Education and Information

- Does the City of San Diego pick up trash from your home? Learn about enhanced trash services and possible fees for single family homes at cleangreensd.org or the link in our bio.
- Broken trash bin? Learn about potential enhanced trash collection services, bin replacement, and fees for single family homes in the City of San Diego at cleangreensd.org or the link in our bio.
- Got an old couch you need to dump? Learn about potential enhanced trash collection services and fees for single family homes in the City of San Diego at cleangreensd.org or the link in our bio.
- Bulky trash? Learn about potential enhanced trash collection services and fees for single family homes in the City of San Diego at cleangreensd.org or the link in our bio.
- Got trash? Learn about potential enhanced trash collection services and fees for single family homes in the City of San Diego at cleangreensd.org or the link in our bio.
- Getting rid of bulky items? More about San Diego's potential enhanced trash collection services and fee at cleangreensd.org or the link in our bio.

Photo Examples



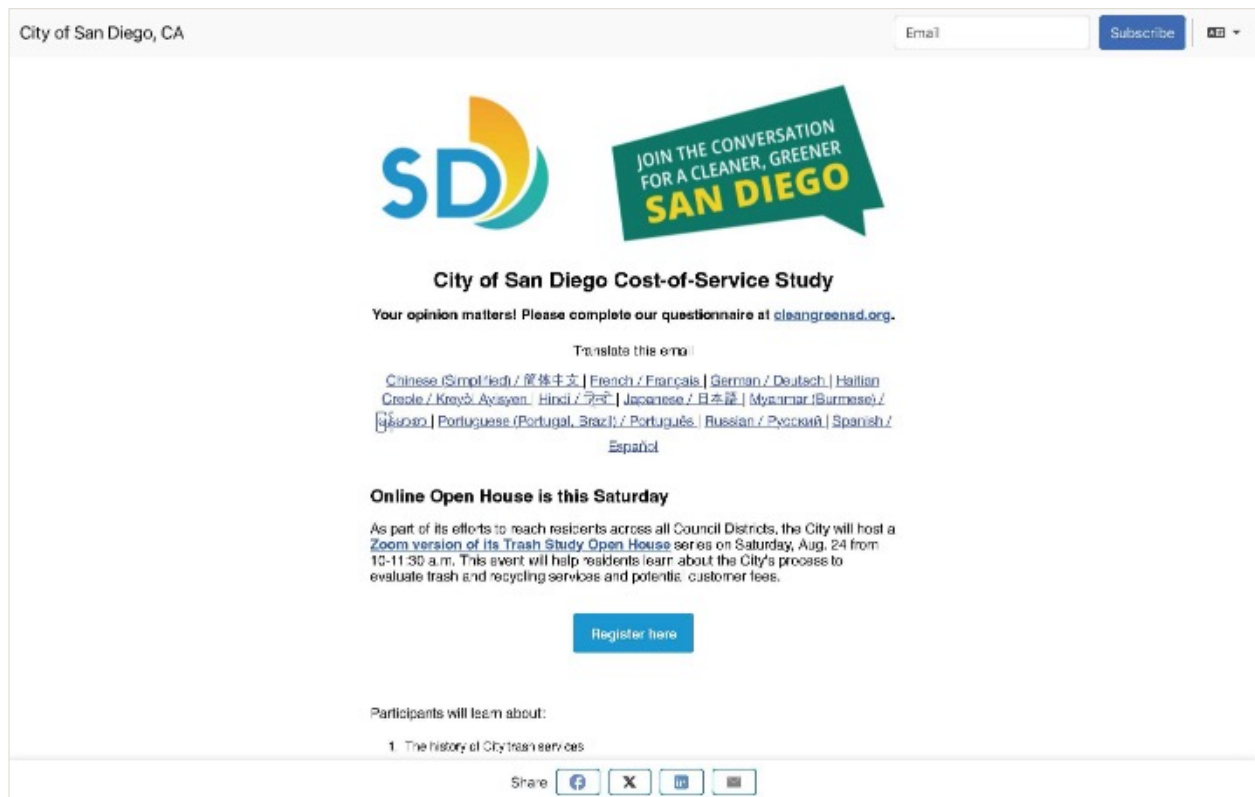
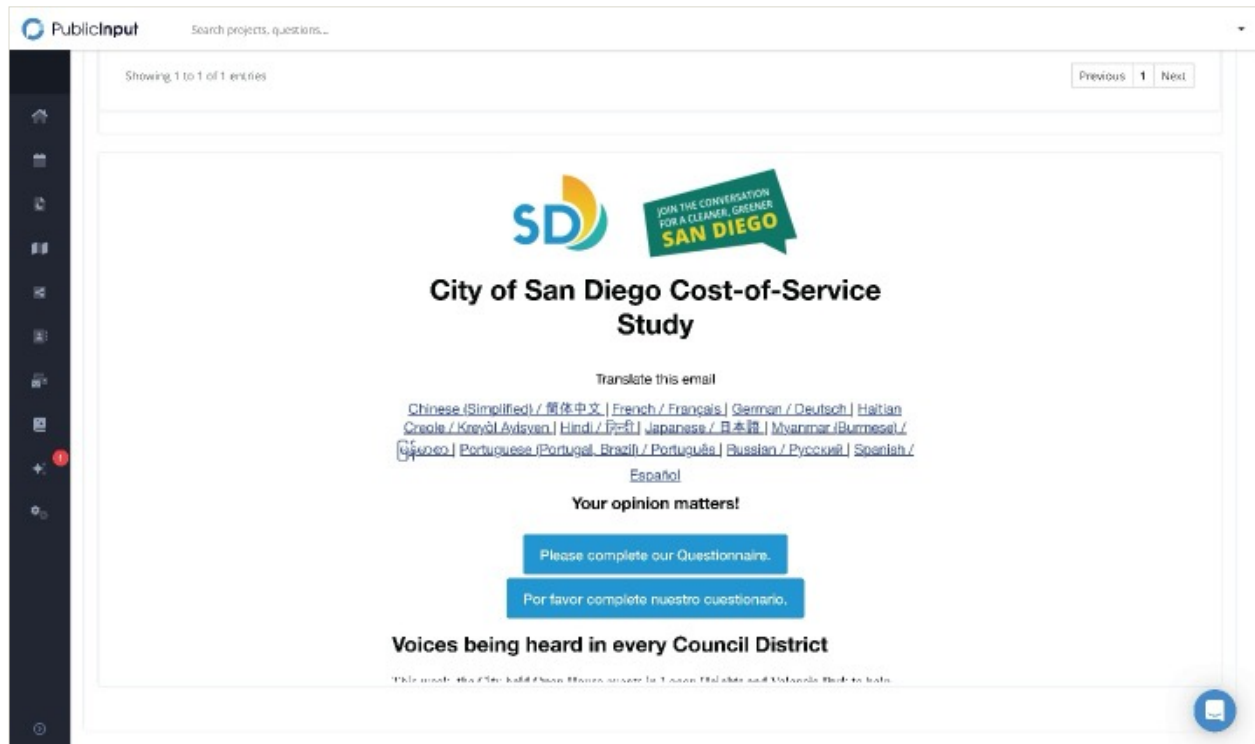
The image suggestions below were selected from the photos Alma shared with HDR. The City of San Diego Communications Team will also provide one graphic that can be shared with any post.



A CLEANER, GREENER
SAN DIEGO



APPENDIX O: Monthly Newsletters



City of San Diego, CA
Email
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City of San Diego Cost-of-Service Study

The City of San Diego Cost-of-Service study (Trash Study) is a public process to evaluate services and potential new fees for City-provided residential trash, recycling and organic waste collection services.

Your opinion matters! Please complete our [survey at cleangreensd.org](https://cleangreensd.org).

Translate this email:

[Chinese \(Simplified\) / 简体中文](#) |
[French / Français](#) |
[German / Deutsch](#) |
[Haitian Creole / Kreyòl Ayisyen](#) |
[Hindi / हिन्दी](#) |
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City of San Diego Cost-of-Service Study

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Your opinion matters! Please complete our [new survey at cleangreensd.org](https://cleangreensd.org).

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In this issue . . .




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Join us online Friday morning, Dec. 6

Learn about the City of San Diego Trash Study and pose questions to the team tomorrow at the Round 2 online meeting.

Register and attend in English or Spanish at the links below:

Dec. 6 - Online Meeting in English: 10-11 a.m. via Zoom, [Register Here](#)
Dec. 6 - Reunión en línea en español: 10-11 a.m. via Zoom, [Register aquí](#)

For more ways to get involved, please check out the latest outreach calendar at the [project website](#).

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City of San Diego Cost-of-Service Study

The City of San Diego Cost-of-Service Study (Trash Study) is a public process that evaluates services and potential new fees for City-provided residential trash, recycling, and organic waste collection services.

Learn more and submit comments at cleangreensd.org.

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[French / Français](#) |
[German / Deutsch](#) |
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Learn more at cleangreensd.org.

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City of San Diego Cost-of-Service Study

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Learn more at cleangreen.sdsd.org.

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Customers can also save money by choosing smaller trash bins. After two years, the program will include weekly recycling pickups and a new curbside bulky-item pickup program.

The City Council decision reflects choices made by voters who passed Measure B in 2022. The measure allowed the City to charge a fee. It also clarified the types of homes served by the City. These include most single-family houses, as well as residential properties with four residences or less on a single lot.

The new charges will apply for service starting July 1, 2025. Funds from the trash fee will go into the City's new Solid Waste Management Fund. The money collected can only be used to cover the costs to provide solid waste management services to customers paying the new fee.

Solid Waste Management Fee Schedule (cost per month)

Year One (starts July 1, 2025) 65-gallon recycling and organic bins	Year Three (starts July 1, 2027) 65-gallon recycling and organic bins
With 35-gallon trash bin - \$32.62	With 35-gallon trash bin - \$40.57
With 65-gallon trash bin - \$38.94	With 65-gallon trash bin - \$48.76
With 95-gallon trash bin - \$43.60	With 95-gallon trash bin - \$55.00

Year Two (starts July 1, 2026) 65-gallon recycling and organic bins	Year Four (starts July 1, 2028) 65-gallon recycling and organic bins
With 35-gallon trash bin - \$33.66	With 35-gallon trash bin - \$42.61
With 65-gallon trash bin - \$39.68	With 65-gallon trash bin - \$51.22
With 95-gallon trash bin - \$44.57	With 95-gallon trash bin - \$57.55

On June 24, 2025, Environmental Services will present an item to the City Council to seek approval to collect the new fee via the San Diego County property tax bill. This keeps billing costs lower.

The City is also mailing notices to customers who no longer qualify for City service. A [how-to guide](#) and [list of private haulers](#) is posted online.

To stay informed, follow the City's [Trash Service Updates](#) online.

Sent on behalf of City of San Diego, CA by PubliSignus
2409 Crabtree Blvd, Suite 107, Raleigh, NC 27604
Visit us at sandsdgo.gov/environmental-services

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APPENDIX - 127 | CITY OF SAN DIEGO TRASH & RECYCLING COST-OF-SERVICE STUDY OUTREACH AND ENGAGEMENT REPORT

City of San Diego, CA

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48



City of San Diego Announces Next Steps for Its Trash Customers

Following changes approved by the City Council in June, the City of San Diego has announced changes for its trash and recycling customers. The Council approved a new cost-recovery fee that will help the City modernize and sustain its solid waste collection program.

Under the new system, all City customers, including people who live in single-family homes, will now pay for trash and recycling services. The City has published a [cost breakdown](#) on its website. With the new system, broken bins will be replaced with no extra cost, and customers can save money by opting for a smaller trash bin. The City will begin delivering new containers in October.

Next steps:

On July 1, the new fees will apply to about 226,500 customers receiving services from the City. Customers will no longer be charged for new bins or delivery. Between July 1 and Aug. 10, the City will provide a list of its customers to the County, as the fee will be collected via the San Diego County tax roll.

On July 15, the City will roll out a new Residential Waste Collection Services Portal on its website. The portal will allow customers to log in and select the best container bundle for their property. The City is currently sending mailers to residents explaining how to use the Portal and make their choices by Sept. 30.

From October 2025 to June 2026, the City will deliver new containers and remove old containers. Fees will first appear on October 2025 property tax bills.

To stay informed, follow the City's [Trash Service Updates](#) online. Customers with questions may email trash@sandiego.gov or call 858-604-7000.

Sent on behalf of City of San Diego, CA by PubliInput
3409 Cuthbert Blvd, Suite 107, Raleigh, NC 27604
Visit us at [sandiego.gov/environmental-services](https://www.sandiego.gov/environmental-services)

Share

How to Select a Language Channel

Spanish

1. En los controles de la reunión o el seminario web, haga clic en **Interpretación**.
2. Haga clic en el **idioma** que desee escuchar: **español** (Spanish).
3. (Opcional) Para escuchar solo el idioma interpretado, haga clic en **Silenciar audio original**.

Computer



English

1. In your meeting/webinar controls, click Interpretation.
2. Select the language that you would like to hear: **English**.

Phone



Visit CleanGreenSD.org to learn more



Virtual Open House Meeting

Measure B & Cost-of-Service Study

August 24, 2024, from 10-11:30 a.m.





Welcome to the Virtual Open House

Open House Stations You Will See

A. Historical Context

B. Money and Funding

C. Study Content and Public Involvement Process

D. Interactive Questions: How are we doing/Thank You



Visit the
Website



Online
Questionnaire

Visit CleanGreenSD.org to learn more



Open House Details



Q&A

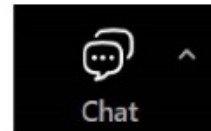
Project related
questions?

Use Q&A Function



Interpretation

Includes Live
Interpretation



Chat

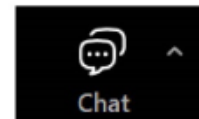
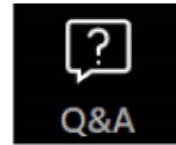
Technical
Support

Use Chat Box

Visit CleanGreenSD.org to learn more

How to Participate in the Meeting

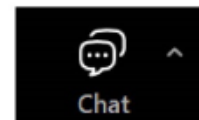
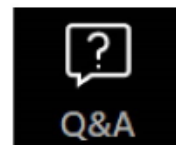
- View the slides - we will bring you to each station
- Open Q&A in the menu below the screen to add a question about the topic
- Open Chat in the menu below to add a comment for the City to consider or any Zoom questions you have
- Use the QR codes or click on the links in the chat to go to the questionnaire or website



Visit CleanGreenSD.org to learn more

How to Participate in the Meeting

- View the slides - we will bring you to each station
- Open Q&A in the menu below the screen to add a question about the topic
- Open Chat in the menu below to add a comment for the City to consider or any Zoom questions you have
- Use the QR codes or click on the links in the chat to go to the questionnaire or website



Visit CleanGreenSD.org to learn more



A: Historical Context – Trash Service, Then and Now

1920s

- Citizens vote for City to take over trash hauling
- City sells food waste for pig food
- Served roughly 100,000 customers
- Daily pickups for businesses
- Twice per week pickups for homes
- Illegal dumping and burn dumps were commonplace.
- No sanitary landfills until the 1950s

2020s

- Serves more than 250,000 homes
- Weekly home trash/organics pickup
- Biweekly recycling pickup
- Provides organic recycling and free compost
- Provides Household Hazardous Waste education and outreach

** Numbers from Waste Advantage Magazine, October 31, 2022*



Visit CleanGreenSD.org to learn more



A: Historical Context – The People's Ordinance

- The People's Ordinance was established 100 years ago
- Measure B was passed by voters in 2022
- The Cost-of-Service Study aims to collect input from modern residents on enhanced solid waste collection services



Visit CleanGreenSD.org to learn more

SD A: Historical Context – Where We Are Today

The Cost-of-Service Study will determine ...

- Baseline cost analysis for single-family home collection service
- Additional solid waste services
- Fee structure
- Discount programs for lower-income residents



Who is potentially impacted?

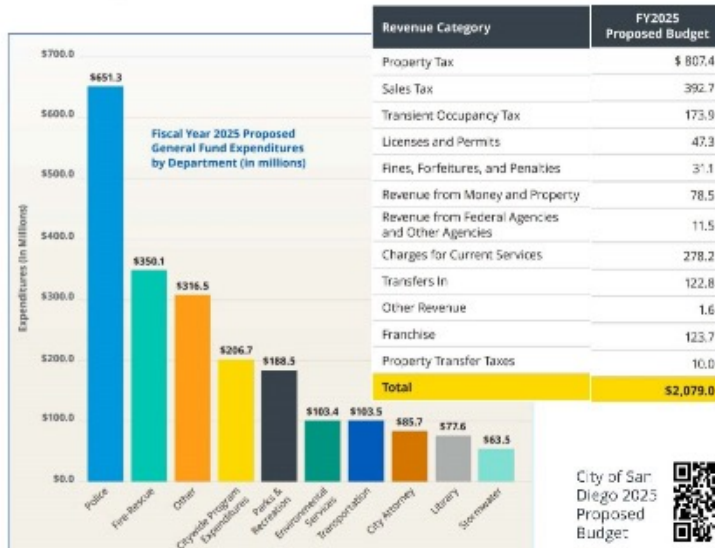
- Single family homeowners
- Properties with 4 or less-units
- Renters of those homes

Who already pays?

- Condos
- Apartments
- More than 4-unit residences
- Businesses

Visit CleanGreenSD.org to learn more

SD B: Money and Funding

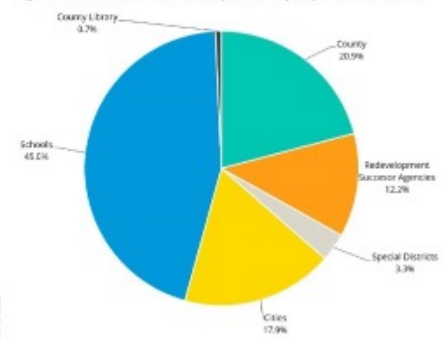


City of San Diego 2025 Proposed Budget



- All owners must pay property taxes to the county.
- Property tax revenue does not cover essential services and operational costs.

Figure 5 - Fiscal Year 2024 Countywide Property Tax Distribution



<https://www.sandiego.gov/finance/proposed/bv1/>

Visit CleanGreenSD.org to learn more

B: Money and Funding

- Implementing Measure B could free up \$60-80 million in the general fund.
- Proposition 218 means you only pay what it costs the City to provide services.
- If a fee is charged for single-family home trash services, it could free up money in the General Fund for other vital services.



City of San Diego
Proposed Budget
2025



DID YOU KNOW?

Every city in the County except San Diego requires residents to pay for trash collection services.

Visit CleanGreenSD.org to learn more

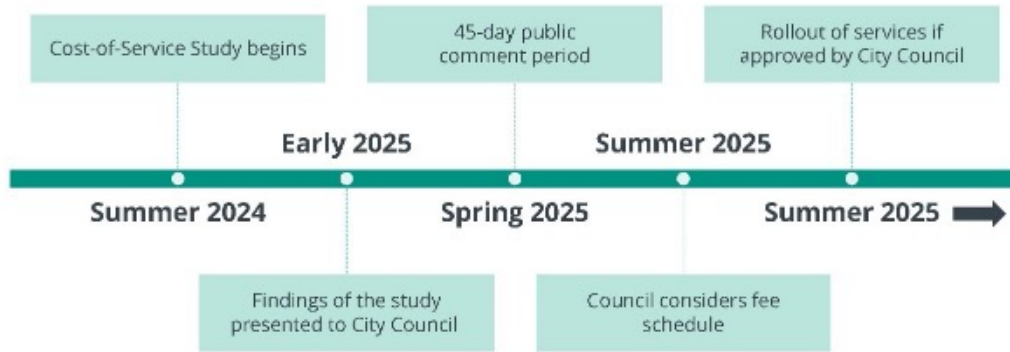
C: Study Content & Public Involvement Process

- Measure B, passed by residents in 2022, allows the City to review trash and recycling collection services and fees.
- Services could be enhanced based on public input.
- The City may begin charging single-family homeowners for trash collection.
- There will be two more rounds of public events (Fall 2024 and Spring 2025).
- The study results will be presented at a public City Council hearing.



Visit CleanGreenSD.org to learn more

SD C: Study Content & Public Involvement Process



Visit CleanGreenSD.org to learn more

SD C: Study Content & Public Involvement Process

The screenshot shows the 'Join the Conversation, San Diego!' page. It includes a header with navigation links, a main heading, a subheading, and a 'Join our mailing list' form. A QR code is displayed below the form.

Join the Conversation, San Diego!

Learn how the City of San Diego will review the trash and recycling collection services it provides and potential new customer fees.

Stay updated and join our mailing list.

Visit the Website

Share your thoughts!

Scan the QR codes below or click on the links in the chat.



Take the Online Questionnaire

Visit CleanGreenSD.org to learn more

SD C: Study Content & Public Involvement Process



SD C: Study Content & Public Involvement

Public Engagement

- 27 in-person public Open House meetings
✓ 9 Council Districts
- 3 virtual meetings
- Translation, interpretation, and other accommodation services offered
- Other outreach: Questionnaire, flyers, pop-up events, community presentations, and more

Visit CleanGreenSD.org to learn more



C: Study Content & Public Involvement Process

Date and Time	Council District	Library	Location
Monday, August 5 5:30-7:00 p.m.	8	Logan Heights	567 S 28th St, San Diego, CA 92113
Tuesday, August 6 5:30-7:00 p.m.	4	Valencia Park/Malcolm X	5148 Market St, San Diego, CA 92114
Monday, August 12 5:30-7:00 p.m.	6	Mira Mesa	8405 New Salem St, San Diego, CA 92126
Tuesday, August 13 5:30-7:00 p.m.	9	Mission Valley	2123 Fenton Pkwy, San Diego, CA 92108
Monday, August 19 5:30-7:00 p.m.	3	Mission Hills-Hillcrest/Knox	215 W Washington St, San Diego, CA 92103
Saturday, August 24 10:00-11:30 a.m.	All	Virtual Meeting	Zoom Meeting — for more information visit CleanGreenSD.org
Monday, August 26 5:30-7:00 p.m.	2	Point Loma/Hervey	3701 Voltaire St, San Diego, CA 92107
Tuesday, August 27 5:30-7:00 p.m.	7	Serra Mesa-Kearny Mesa	9005 Aero Dr, San Diego, CA 92121
Tuesday, September 3 5:30-7:00 p.m.	5	Scripps Miramar Ranch	10301 Scripps Lake Dr, San Diego, CA 92131
Monday, September 9 5:30-7:00 p.m.	1	La Jolla/Riford	7555 Draper Ave, La Jolla, CA 92037



Want to know more?

Stay up to date about potential service enhancements and fees in the future! Visit [CleanGreenSD.org](https://www.CleanGreenSD.org).

For additional questions or comments, please contact us at Trash@SanDiego.gov.

Visit [CleanGreenSD.org](https://www.CleanGreenSD.org) to learn more



D: Interactive Questions

Let's hear from you. Please answer our poll questions.



Visit [CleanGreenSD.org](https://www.CleanGreenSD.org) to learn more



D: Interactive Questions: Question 1

Out of the following issues you may want addressed, which THREE would you consider to be the highest priority?

- | | |
|--|--|
| A. Frequency of recycling pickup | K. My black trash can is never full (meaning that I probably have a bin that's too big) |
| B. Frequent broken trash bins | L. My blue recycling bin is never full (meaning that I probably have a bin that's too big) |
| C. Expensive replacement for trash bins | M. My green organics bin is never full (meaning that I probably have a bin that's too big) |
| D. Getting rid of bulky items | N. My black bin is often too small to contain my trash (meaning that my bin is either too small or I need more bins) |
| E. Disposal of hazardous materials (ex. Paint, electronics, batteries, etc.) | O. My blue bin is often too small to contain my recycling (meaning that my bin is either too small or I need more bins) |
| F. Disposal of sharps or pointy materials | P. My green bin is often too small to contain my green waste (meaning that my bin is either too small or I need more bins) |
| G. Illegal dumping | |
| H. Littering | |
| I. Christmas tree disposal | |
| J. Missed collections | |

Visit CleanGreenSD.org to learn more



D: Interactive Questions: Question 2

What THREE services would you be most likely to use?

- | |
|--|
| A. More frequent recycling pickup |
| B. Additional bins at no additional cost |
| C. Replacement of bins at no additional cost |
| D. Bulky item pickup services from homes |
| E. Disposal of hazardous materials (ex. Paint, electronics, batteries, etc.) |
| F. Disposal of sharps (ex. Pointy materials like needles) |
| G. Ability to place Christmas tree next to my green bin for curbside pickup |
| H. Bin cleaning services |
| I. Option for smaller 35-gallon trash and recycling bins |
| J. More size options for bins |

Visit CleanGreenSD.org to learn more



D: Interactive Questions: Question 3

What services would you add to the current City trash and recycling collection service?

Visit CleanGreenSD.org to learn more



Thank you for Participating!



**Online
Questionnaire**



**Visit the
Website**

Visit CleanGreenSD.org to learn more



Measure B & Cost-of-Service Study

Online Meeting

Dec. 6, 2024, from 10-11 a.m.



Icebreaker Question

- Please answer this question in the poll: **Who's in the audience today?**
- Choose all that apply:
 - I live in a house (single family residence) and my trash is picked up from the curb by the City of San Diego
 - I live in a duplex, triplex, quad, or apartment that has 2-4 units, and my trash is picked up from the curb by the City of San Diego
 - I own one or more rentals where the trash is picked up from the curb by the City of San Diego
 - I receive service by a franchise hauler (i.e, Waste Management, Republic, EDCO, etc.) and not from the City of San Diego.

Visit CleanGreenSD.org to learn more

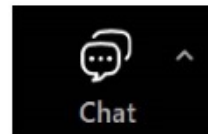


Online Meeting Details



Questions?

Use Q&A Function
on the bottom of
the screen



Chat

Technical Support

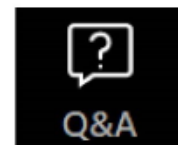
Use Chat Box

Visit CleanGreenSD.org to learn more

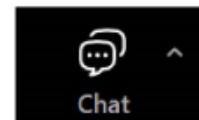


How to Participate in the Meeting

- Listen to the presentation
- For questions, open Q&A in the menu below the screen to add a question about the topic
- For technical needs, use the Chat feature
- Use the QR codes or click on the links in the chat to go to the survey or website



Q&A



Chat

Visit CleanGreenSD.org to learn more



Measure B & Cost-of-Service Study

Online Meeting

**Jeremy Bauer, Assistant Director,
Environmental Services Department**



Welcome to the Online Meeting

Topics:

A. Historical Context, Money & Funding

B. What We've Heard and Public Involvement Process

C. Service Comparisons

D. Services & Costs



Visit the
Website



Online Survey

Visit CleanGreenSD.org to learn more

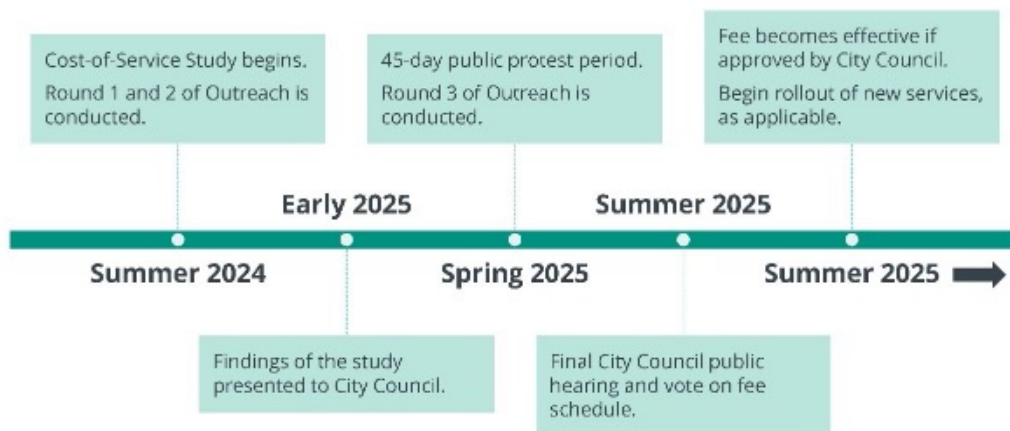
SD Overview of Measure B

- Measure B, passed by residents in 2022, clarifies customer base and removes City prohibition on charging for residential trash and recycling collection services.
- Services could be enhanced based on public input.
- The City may begin charging homeowners of single-family homes and multi-family residences with up to 4 units for trash and recycling collection.
- There will be one more round of public events (Spring 2025).
- The study results will be presented at a public City Council hearing.



Visit CleanGreenSD.org to learn more

SD Public Involvement Process



Visit CleanGreenSD.org to learn more

SD Public Involvement

Public Engagement

- 27 in-person public Open House meetings
✓ 9 Council Districts
- 3 virtual meetings
- Translation, interpretation, and other accommodation services offered
- Other outreach: Surveys, flyers, pop-up events, community presentations, and more

Visit CleanGreenSD.org to learn more

SD Public Involvement Process: Round 2 Open Houses

Date and Time	Council District	Location	Address
Tuesday, Nov. 12 5:30-7 p.m.	6	University Community Library	4155 Governor Dr., San Diego, CA 92122
Monday, Nov. 18 5:30-7 p.m.	2	Cathy Hopper Friendship Center at North Clairemont Recreation Center	4425 Bannock Ave., San Diego, CA 92117
Tuesday, Nov. 19 5:30-7 p.m.	7	Tierrasanta Recreation Center	11220 Clairemont Mesa Blvd., San Diego, CA 92124
Wednesday, Nov. 20 4-5:30 p.m.	3	San Diego Central Library @ Shiley Special Events Suite	330 Park Blvd., San Diego, CA 92101
Monday, Nov. 25 5:30-7 p.m.	5	San Diego Oasis at Rancho Bernardo	17170 Bernardo Center Dr., San Diego, CA 92128
Tuesday, Nov. 26 5:30-7 p.m.	8	San Ysidro Library	4235 Beyer Blvd., San Diego, CA 92173
Monday, Dec. 2 5:30-7 p.m.	9	College-Rolando Library	6600 Montezuma Rd., San Diego, CA 92115
Tuesday, Dec. 3 5:30-7 p.m.	4	Educational Cultural Complex Upstairs Lobby	4343 Ocean View Blvd., San Diego, CA 92113
Friday, Dec. 6 10-11 a.m.	All	Virtual Meeting	Zoom Meeting — for more information visit CleanGreenSD.org
Tuesday, Dec. 10 5:30-7 p.m.	1	Pacific Beach/Taylor Library	4275 Cass St., San Diego, CA 92109



Want to know more?

Stay up to date about potential service enhancements and fees in the future! Visit CleanGreenSD.org.

For additional questions or comments, please contact us at Trash@SanDiego.gov.

Visit CleanGreenSD.org to learn more



A: Historical Context – Trash Service, Then and Now

1920s

- Citizens vote for City to take over trash hauling
- City sells food waste for pig food
- Served roughly 100,000 customers
- Daily pickups for businesses
- Twice per week pickups for homes
- Illegal dumping and burn dumps were commonplace.
- No sanitary landfills until the 1950s

2020s

- Serves more than 250,000 homes
- Weekly home trash/organics pickup
- Biweekly recycling pickup
- Provides organic recycling and free compost
- Provides Household Hazardous Waste education and outreach

** Numbers from Waste Advantage Magazine, October 31, 2022*



Visit CleanGreenSD.org to learn more



A: Historical Context – The People's Ordinance

- The People's Ordinance was established 100 years ago
- Measure B was passed by voters in 2022
- The Cost-of-Service Study aims to invite input from residents on enhanced solid waste collection services



Visit CleanGreenSD.org to learn more



A: Historical Context – Where We Are Today

The Cost-of-Service Study will review ...

- Baseline cost analysis for single-family home collection service
- Additional solid waste services
- Potential fee structure, household impacts and potential assistance program



Who is potentially impacted?

- Single family homeowners
- Properties with 4 or less-units
- Renters of those homes

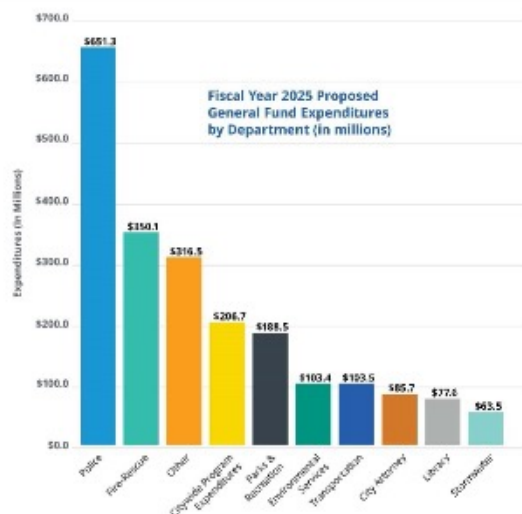
Who already pays?

- Condos
- Apartments
- More than 4-unit residences
- Businesses

Visit CleanGreenSD.org to learn more



A: Money and Funding



City of San Diego
Adopted Budget 2025
<https://www.sandiego.gov/finance/annual>

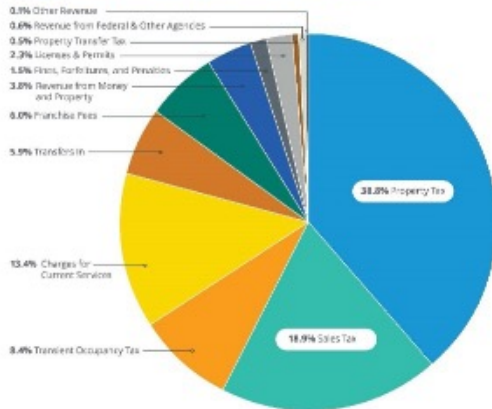
<https://www.sandiego.gov/finance/annual>

Visit CleanGreenSD.org to learn more

SD A: Money and Funding

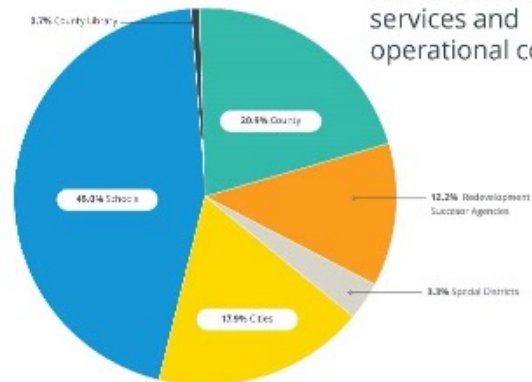
Where does the money from the City's General Fund come from?

Fiscal Year 2025 General Fund Revenues — \$2.08 Billion



How are property taxes distributed?

San Diego Property Tax Services



- All owners must pay property taxes to the county.
- Property tax revenue alone does not cover essential services and operational costs.

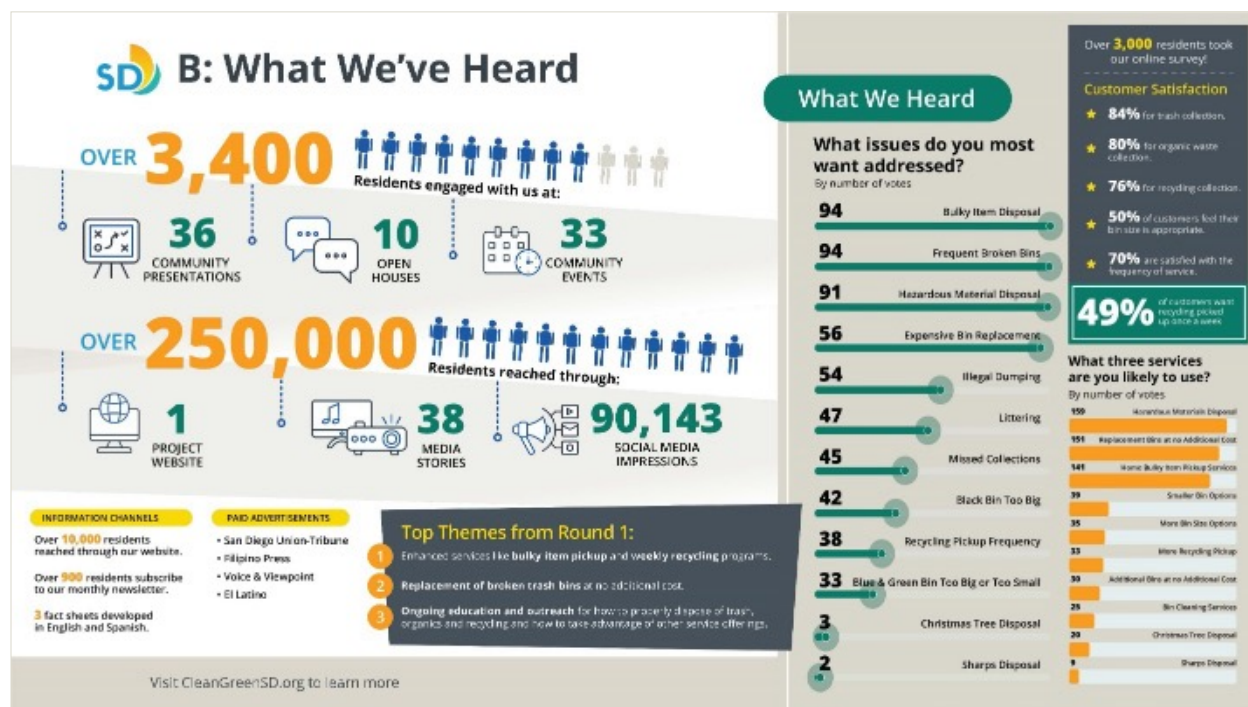
Visit CleanGreenSD.org to learn more

SD A: Money and Funding

- Currently services are covered mostly by the general fund.
- Proposition 218 means the City cannot charge more than the cost to provide services.
- If a fee is charged for single-family home trash services, it could free up money in the General Fund for other vital services.
- Every city in the County except San Diego requires residents to pay for trash collection services.



Visit CleanGreenSD.org to learn more



SD B: What We've Heard

Round 1 Outreach and Engagement:

Summary of Feedback and Insight

Top choices for service enhancements

- Container size options with fee adjustments
- Increased recycling pick-up
- Bulky item pick-up program
- Bin replacement at no additional cost
- Easier disposal options for hazardous materials



Visit CleanGreenSD.org to learn more

SD B: What We've Heard

Other Comments

- Some residents believed they were already paying and did not support a fee.
- Some residents saw a need for continued transparency from the City as it completes the study process.
- Most participants said they appreciated the open house format and its opportunity to share feedback directly with staff.



Visit CleanGreenSD.org to learn more

SD C: Service Comparisons

- Rates shown include trash, recycling and organic waste collection (3 bins) using 35-, 65-, or 95-gallon bins. If a range is shown, charges vary based on trash bin size.
- Extra fees may apply for additional containers.
- Monthly ranges are total costs for all bins.

CARLSBAD	CHULA VISTA	EL CAJON	OCEANSIDE	SANTEE
\$28 - \$31 MONTHLY*	\$23 - \$35 MONTHLY*	\$28 MONTHLY*	\$29 - \$33 MONTHLY*	\$31 - \$32 MONTHLY*
3 BULKY ITEM PICKUPS/YEAR	52 BULKY ITEM PICKUPS/YEAR	2 BULKY ITEM PICKUPS/YEAR	5 BULKY ITEM PICKUPS/YEAR	4 BULKY ITEM PICKUPS/YEAR
3 E-WASTE PICKUPS	E-WASTE PICKUPS	2 E-WASTE PICKUPS	E-WASTE PICKUPS (SAN DIEGO/SDA ONLY)	E-WASTE PICKUPS
BIN CLEANING / REPLACEMENT	BIN CLEANING / REPLACEMENT	BIN CLEANING / REPLACEMENT	1 BIN CLEANING / YEAR	2 BIN CLEANING / REPLACEMENT
SHARPS DISPOSAL	SHARPS DISPOSAL	SHARPS DISPOSAL	SHARPS DISPOSAL	SHARPS DISPOSAL
CURBSIDE PICKUP WASTE OIL	CURBSIDE PICKUP WASTE OIL	CURBSIDE PICKUP WASTE OIL	WASTE OIL PICKUP (SAN DIEGO/SDA ONLY)	CURBSIDE PICKUP WASTE OIL
CURBSIDE PICKUP HOLIDAY TREES	CURBSIDE PICKUP HOLIDAY TREES	CURBSIDE PICKUP HOLIDAY TREES	CURBSIDE PICKUP HOLIDAY TREES	CURBSIDE PICKUP HOLIDAY TREES
LANDFILL PASS/YEAR	2 LANDFILL PASS/YEAR	LANDFILL PASS/YEAR	2 LANDFILL CLEANUP EVENTS/YEAR	2 LANDFILL PASS/YEAR
COMMUNITY RECYCLING COLLECTION EVENTS	COMMUNITY RECYCLING COLLECTION EVENTS	COMMUNITY RECYCLING COLLECTION EVENTS	COMMUNITY RECYCLING COLLECTION EVENTS	COMMUNITY RECYCLING COLLECTION EVENTS

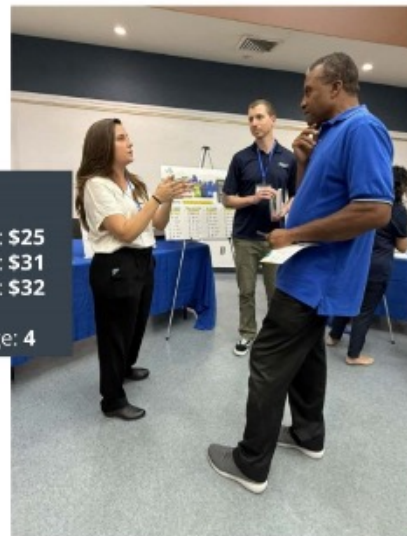
Visit CleanGreenSD.org to learn more

SD C: Service Comparisons



Rates Across San Diego County

Agencies Surveyed: 12
 Median Fee with 35 Gallon Trash Bin: \$25
 Median Fee with 65 Gallon Trash Bin: \$31
 Median Fee with 95 Gallon Trash Bin: \$32
 Fees Include Bulky Item Pickup: 7
 Fees Include Bin Cleanup or Exchange: 4



Visit CleanGreenSD.org to learn more

SD C: Service Comparisons

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LANDFILL PASS/YEAR	2 LANDFILL PASS/YEAR	LANDFILL PASS/YEAR	2 LANDFILL CLEANUP EVENTS/YEAR	2 LANDFILL PASS/YEAR
COMMUNITY RECYCLING COLLECTION EVENTS	COMMUNITY RECYCLING COLLECTION EVENTS	COMMUNITY RECYCLING COLLECTION EVENTS	COMMUNITY RECYCLING COLLECTION EVENTS	COMMUNITY RECYCLING COLLECTION EVENTS

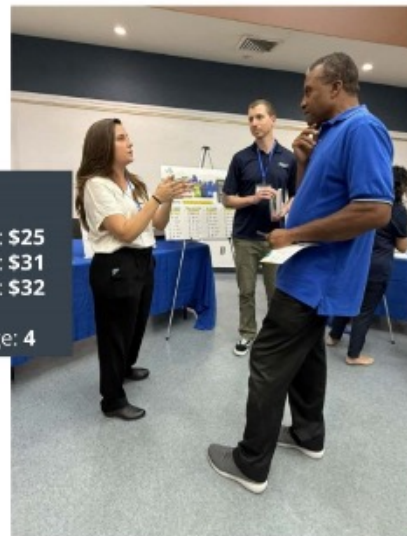
Visit CleanGreenSD.org to learn more

SD C: Service Comparisons



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 Fees Include Bin Cleanup or Exchange: 4



Visit CleanGreenSD.org to learn more

SD D: Services and Costs

You Decide: How would you spend 9 chips toward your trash bill?

Given finite resources, the City invites participants to prioritize potential service enhancements through this exercise.



Visit CleanGreenSD.org to learn more

SD D: Services and Costs



Spending Your 9 Chips:

- Each service is shown with a chip "price."
- You must spend the amount on the jar to put in your chips.
- You can purchase one new service, or several, up to 9 chips.
- You may choose to spend only part of your money and return the rest to our staff.
- If you are most concerned about the lowest possible cost, place all chips into the "No Service Enhancements" jar to avoid any changes to the service.



Council District
clean up events



New trash and
recycling bins
when service
starts



Free replacement
when bins get
damaged



Extra trash
pickups



Bulky item
pickup



Weekly recycling
pickup



No service
enhancements

Visit CleanGreenSD.org to learn more



Thank you!

Jeremy Bauer
Assistant Director, Environmental Services Department
City of San Diego



E: Interactive Questions

Let's hear from you. Please answer our poll questions.



Visit CleanGreenSD.org to learn more

 Question 1

If new fees are adopted, and the price includes replacing trash and recycling bins, which would you choose?

- Brand new blue and black bins at the start of fees
- Replacing bins later if or when they break, at no additional cost, up to once per year
- Both new bins at the start of fees AND replacing broken bins when they break, up to once per year

Visit CleanGreenSD.org to learn more

 Question 2

If the price was about the same, which would you choose?

- Five community clean up events per year within my City Council District, where I can drop off extra trash, household hazardous waste, and electronics
- Having my recycling picked up once per week instead of every other week

Visit CleanGreenSD.org to learn more

 Question 3

How important is it to increase recycling pickup frequency from once every two weeks to once per week? Please choose one:

- Very important
- Important
- Somewhat important
- Not important

Visit CleanGreenSD.org to learn more

 Question 4

How important is it to incorporate new services like bin replacement included in fees, curbside bulky item pickup, and/or weekly recycling?

- Not important (keep services the same)
- Somewhat important (incorporate minimal changes)
- Very important (consider several new service features)

Visit CleanGreenSD.org to learn more

Thank you for attending!

- Attend last Open House meeting on Dec. 10 in Pacific Beach
- Complete Online Survey!
- Share information with your friends and neighbors
- Contact: **trash@sandiego.gov**
- Website: **cleangreensd.org**

Community input is vital to the successful implementation of Measure B

Share your thoughts!

Scan the QR codes below or click on the links in the chat.



Visit the Website



Take the ROUND 2
Online Survey

Visit CleanGreenSD.org to learn more

Environmental Services Department

Measure B and the Cost-of-Service Study

Online Meeting

April 4, 2025, 10-11 a.m.

We will record the meeting presentation



About this Meeting:

- The meeting will share information provided at Round 3 Open Houses, followed by a Q&A period. *Questions must be asked via the Zoom Q&A function and will be private to the panelists.*
- The Trash Study findings and fee proposal will be considered at City Council Meetings, to approve public notices on April 14, and for possible adoption in June.
- The team will provide a summary of resident comments to City Council. The Council will also receive a report of valid Proposition 218 protests.



Answers to common questions about the fees and study can be found in the FAQs at cleangreensd.org/resources

Visit CleanGreenSD.org to learn more.

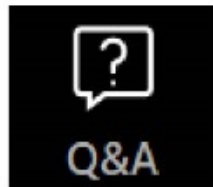
Who is in the Audience?

Poll: *please select all that apply*

- I live in a house (single family residence) and my trash is picked up from the curb by the City of San Diego
- I live in a duplex, triplex, quad, or apartment that has 2-4 units, and my trash is picked up from the curb by the City of San Diego
- I own one or more rentals where the trash is picked up from the curb by the City of San Diego
- I receive service from a franchise hauler (*WM, Republic, EDCO, etc.*) and not from the City of San Diego.

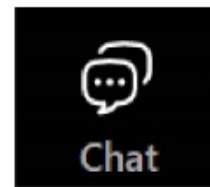
Visit CleanGreenSD.org to learn more

Online Meeting Details



Questions?

Use the Q&A Function at the bottom of the screen



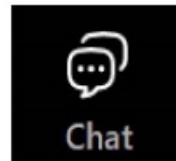
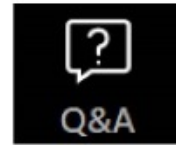
Technical Support

Use the Chat Box; other items will not be answered

Visit CleanGreenSD.org to learn more

How to Participate

- Please listen to the full presentation
- When the presentation concludes, please open Q&A in the menu below the screen to pose any question(s). *We will try to avoid repeat questions and may answer live or via message, as time allows.*
- If you have technical issues, please use the Chat feature to request assistance
- You may use onscreen QR codes or links in the chat to access the study website, CleanGreenSD.org
- **¡Hablamos español! Haga sus preguntas en la sección de preguntas y respuestas.**



Visit CleanGreenSD.org to learn more

Environmental Services Department

Measure B and the Cost-of-Service Study

Presentation

**Jeremy Bauer, Assistant Director,
Environmental Services Department**



Welcome!

Topics:

Measure B and Context of the Study

What We've Heard - Public Involvement Process

Study Findings and Preliminary Proposed Fees

Q&A



Visit the
Website



Resources &
FAQ

Visit CleanGreenSD.org to learn more

Measure B Asked Voters

"Shall the San Diego Municipal Code be amended so that all City residents receive comparable trash, recycling, and other solid waste management services, by allowing the City to recover its cost of providing these services to eligible residential properties, which could allow the City to provide additional services, such as weekly recycling, bulky item pickup, and curbside container replacement and delivery, at no extra charge?"

Visit CleanGreenSD.org to learn more

Facts About Measure B

- Passed in 2022
- Amended the People's Ordinance of 1919
- Removed 1986 language that blocked fees
- Clarified eligibility
- Included language discussing the possibility of service enhancements



Visit CleanGreenSD.org to learn more.

Because of Measure B

The City is required to comply with **California Proposition 218**, which:

- Requires the City to determine its actual costs to provide the service
- Prohibits the City from making a profit
- Requires a 45-day protest period before new fees can be adopted
- Blocks proposed fees if valid protests are received from more than half of the properties that would be impacted by the proposed fees



Visit CleanGreenSD.org to learn more.

SD Why Measure B was Proposed

Fairer Use of City funds:

- Having residents pay for their own service would end a decades-old subsidy voters did not approve.
- People who live in most apartments and condos pay into the General Fund and subsidize solid waste services they cannot receive.
- If fees are adopted, General Fund money that might otherwise be needed for solid waste services benefiting only a subset of properties could be available for other city priorities that benefit everyone.

Visit CleanGreenSD.org to learn more.

SD Background: The People's Ordinance (1919)

1. Required the City to provide, rather than contract for, trash service
2. Instructed the City to reduce costs with profits from sales of food waste
3. Authorized a tax to cover the City's costs



Learn more History Facts at cleangreensd.org/resources

Visit CleanGreenSD.org to learn more.

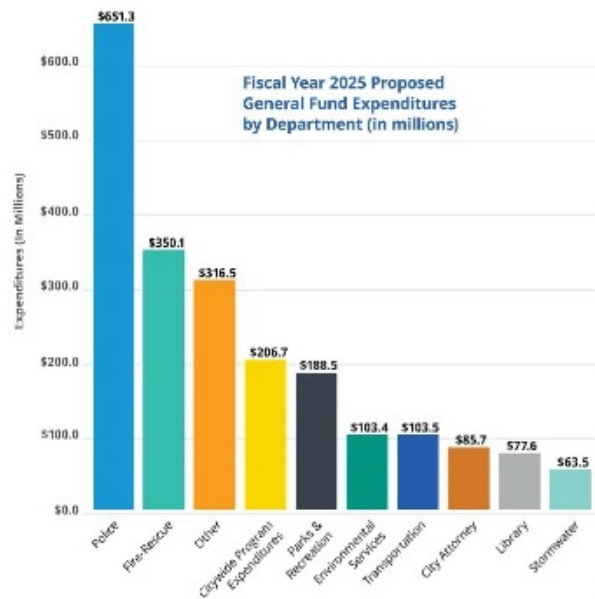


Background: Measure B and Funding Challenges



City of San Diego
Adopted Budget 2025
<https://www.sandiego.gov/finance/annual>

<https://www.sandiego.gov/finance/annual>



Visit CleanGreenSD.org to learn more.

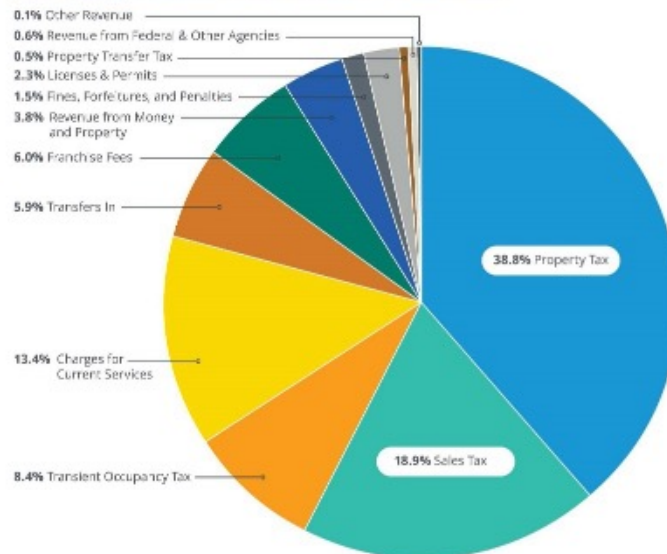


Background: Measure B and Funding Challenges

Where the General Fund Money Comes from

All residents contribute property and sales taxes

Fiscal Year 2025 General Fund Revenues — \$2.08 Billion



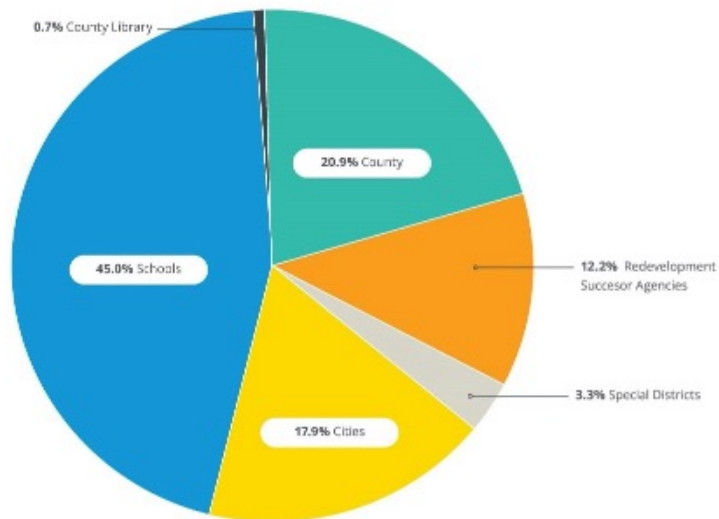
Visit CleanGreenSD.org to learn more.



Background: Measure B and Funding Challenges

How Property Taxes are Distributed

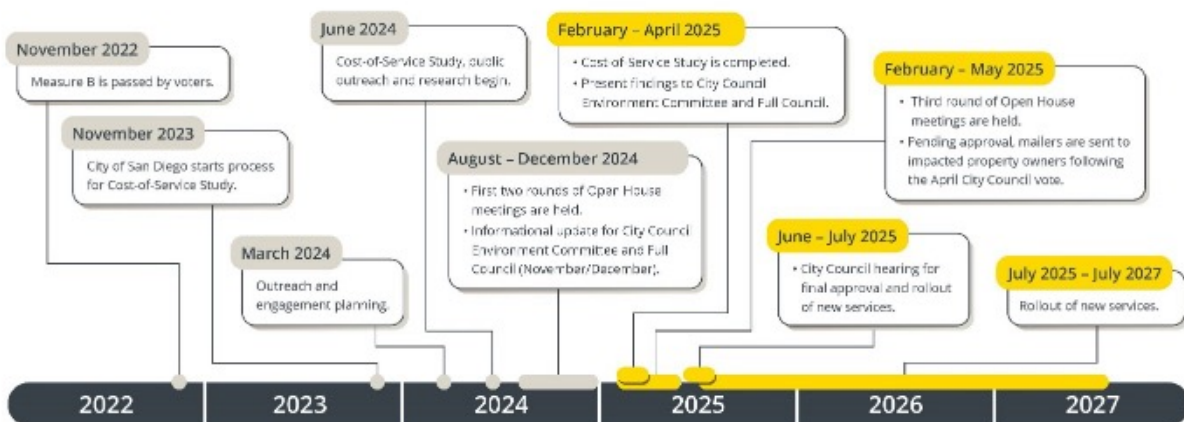
17.9% goes to cities



Visit CleanGreenSD.org to learn more.



Where We Are in the Public Involvement Process



Visit CleanGreenSD.org to learn more.

SD Public Involvement - Round 3 Hosted Events

Date and Time	Council District	Location	Address
Monday, Feb. 24 5:30–7 p.m.	8	Otay Mesa-Nestor Library	3003 Coronado Ave., San Diego, CA 92154
Monday, March 3 5:30–7 p.m.	5	Rancho Peñasquitos Library	13330 Salmon River Road, San Diego, CA 92129
Monday, March 10 5:30–7 p.m.	1	Pacific Highlands Ranch Library	12911 Pacific Place, San Diego, CA 92130
Monday, March 17 5:30–7 p.m.	9	City Heights/Weingart Library	3795 Fairmount Ave., San Diego, CA 92105
Monday, March 24 5:30–7 p.m.	3	Balboa Park Casa Del Prado, Room 101	1650 El Prado, San Diego, CA 92101
Tuesday, March 25 5:30–7 p.m.	7	Linda Vista Library	2160 Ulric St., San Diego, CA 92111
Tuesday, April 1 5:30–7 p.m.	4	Skyline Hills Library	7900 Paradise Valley Road, San Diego, CA 92139
Friday, April 4 10–11 a.m.	All	Virtual Meeting	Zoom Meeting — for more information visit CleanGreenSD.org
Monday, April 7 5:30–7 p.m.	2	San Diego College of Continuing Education, West City Campus (Midway), Room 124	3249 Fordham St., San Diego, CA 92110
Tuesday, April 8 5:30–7 p.m.	6	North University Community Library	8820 Judicial Drive, San Diego, CA 92122



Want to know more?

Stay up to date about potential service enhancements and fees in the future! Visit [CleanGreenSD.org](https://www.cleangreensd.org).

For additional questions or comments, please contact us at Trash@SanDiego.gov.

Visit [CleanGreenSD.org](https://www.cleangreensd.org) to learn more.

SD Public Involvement – Rounds 1 and 2

4,900+ Conversations:



- 64 Community Presentations
- 20 Open Houses
- 41 Community Events

2.3 Million+ Listens and Views:

- 18,000 Website visits
- 98 Media Stories reached 685,544 viewers
- 194,463 Social Media Views
- 4,088 Newsletters
- 18,744 Flyers
- Ads in San Diego Union Tribune, Filipino Press, Voice & Viewpoint, El Latino

Videos and 3 Fact Sheets in 6 Languages

English
Spanish
Chinese
Korean
Tagalog
Vietnamese

Visit [CleanGreenSD.org](https://www.cleangreensd.org) to learn more.

Public Involvement – Rounds 1 and 2

4,800+ Surveys Completed:



Top Concerns

- Bulky Item Disposal
- Frequent Broken Bins
- Expensive Bin Replacement

Nearly 2/3 of Survey Participants

Expressed interest in a bulky item pickup voucher program

Top Themes

- New Approach to Containers
 - Damaged bins a top 3 concern; majority favored replacing trash bins at launch
 - 40% interested in including replacement within fees
- More Options for Household Hazardous Waste
- Weekly Recycling
 - About half of participants expressed interest
 - Improved recycling a "Top 5" among service enhancements

Visit CleanGreenSD.org to learn more

Study Findings and Proposed Fees

What the Study Examined:

- Operational efficiencies and resource requirements
- Baseline costs for single-family home collections
- Additional solid waste services
- Potential fee structures, household impacts and assistance programs
- Industry standards and comparable agencies



Visit CleanGreenSD.org to learn more

SD Preliminary Proposed Fees – Year 1 Bundles

Preliminary results. Updated values to be presented April 14.

BUNDLES				July 1, 2025 ²
Option 1	 35-gal Trash Container	 95-gal ¹ Recycling Container	 95-gal ¹ Organics Container	\$42 ± \$3
Option 2	 65-gal Trash Container	 95-gal ¹ Recycling Container	 95-gal ¹ Organics Container	\$48 ± \$3
Option 3	 95-gal Trash Container	 95-gal ¹ Recycling Container	 95-gal ¹ Organics Container	\$53 ± \$3

Visit CleanGreenSD.org to learn more.

SD Preliminary Proposed Fees – Bundles Years 2-5

All Values plus/minus \$3

Preliminary results. Updated values to be presented April 14.

Bundle	July 1, 2026	July 1, 2027	July 1, 2028	July 1, 2029
35-gal Trash + 95-gal Recycling + 95-gal Organics	\$44	\$52	\$53	\$53
65-gal Trash + 95-gal Recycling + 95 gal Organics	\$51	\$59	\$60	\$61
95-gal Trash + 95-gal Recycling + 95-gal Organics	\$56	\$65	\$65	\$66

Visit CleanGreenSD.org to learn more.



Proposed Fees - Extra Containers Years 1-5

All values are plus/minus \$3

Preliminary results. Updated values to be presented April 14.

Container	July 1, 2025	July 1, 2026	July 1, 2027	July 1, 2028	July 1, 2029
35-gal Trash	\$7	\$7	\$8	\$8	\$8
65-gal Trash	\$13	\$14	\$15	\$15	\$15
95-gal Trash	\$18	\$19	\$20	\$21	\$21
95-gal Recycling	\$11	\$12	\$20	\$21	\$20
95-gal Organics	\$13	\$13	\$13	\$13	\$13

Visit CleanGreenSD.org to learn more.



Fees – Proposed Assistance Program

Fees cannot include costs to fund a financial assistance program:

The proposal submitted to City Council suggests funding of \$3 million from the City's General Fund to support qualifying customers. Program could help those that qualify for federal or state assistance; those who are two years in arrears on their property taxes and also meet income guidelines; or those who meet stand-alone income guidelines or other factors, as approved by City Council.

Visit CleanGreenSD.org to learn more.

Next Steps

City Council to Consider Authorization to Send a Notice About Any Proposed Fees:

The team will request authorization for a Proposition 218 Notice at the public City Council Meeting on April 14.

City Council to Consider Authorization to Schedule a Hearing to Consider Proposed Fees:

If scheduled, and not less than 45 days after notices are mailed, the team would present proposed fees for City Council consideration. City Clerk to count valid protests.

Visit CleanGreenSD.org to learn more.

Environmental Services Department

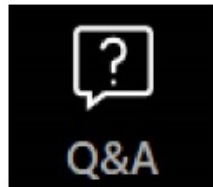
Measure B and the Cost-of-Service Study

Questions and Answers



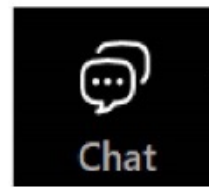


Where to Enter Your Questions



Questions?

Use the Q&A Function at the bottom of the screen



Chat

Technical Support

Use the Chat Box; other items will not be answered

Visit CleanGreenSD.org to learn more



Questions and Answers

Please enter questions in the Q&A Box

- Moderator will select questions for Jeremy to answer live.
- City staff members will answer many items via Q&A box text.
- We will do our best to avoid repeating similar questions.
- Please be patient and respectful.
- If we do not get to your topic, please refer to the FAQs at cleangreensd.org/resources. *We keep those updated with common questions.*

Visit CleanGreenSD.org to learn more

Thank you for attending!

Please share information with your friends and neighbors

- Watch for City Council Items on April 14 and in June
- Invite people to attend Open House meetings:
 - Apr. 7 at San Diego College of Continuing Education West Campus (3249 Fordham St.)
 - Apr. 8 at North University Library
- Watch for mailed public notices after April 14
- Visit our website: cleangreensd.org; **check the resources page for current FAQs.**

We appreciate your time and interest.

Learn More!

Scan the QR code below or click on the link in the chat.



Visit the Website

Visit CleanGreenSD.org to learn more

Por Jeanette Sánchez

IMPERIAL BEACH.- Imperial Beach, una comunidad costera en el condado de San Diego, enfrenta una crisis ambiental sin precedentes debido a la contaminación persistente que emana del río Tijuana. Esta situación ha desencadenado cierres prolongados de playas, afectando gravemente la economía local, la salud pública y la vida comunitaria. La alcaldesa de Imperial Beach, Paloma Aguirre, ha alzado su voz en un esfuerzo por obtener una declaración de emergencia por parte del estado de California y así acelerar las soluciones necesarias.

"Los flujos del río Tijuana han rebasado los mil días consecutivos de cierre de playa", dijo Aguirre.

Esto ha resultado en una disminución significativa en la afluencia de turistas, afectando eventos importantes como la pasada celebración del 4 de julio, donde la participación fue casi la mitad comparada con el año pasado.

La ocupación hotelera ha caído, y los negocios locales están sufriendo pérdidas económicas sustanciales. Pero en todo esto, la salud pública es una de las mayores preocupaciones.



Hace Paloma Aguirre LLAMADO URGENTE A LA ACCIÓN

"Lo que estamos viendo es gente reportándonos una multitud de distintos síntomas y enfermedades que pueden estar relacionadas a esta exposición: de contaminantes en el aire, la tierra y el agua".

La exposición a aguas residuales y elementos tóxicos está poniendo en riesgo la vida de los residentes, especialmente de aquellos con problemas respiratorios y otras afecciones.

En un intento por abordar esta crisis, Aguirre y el resto de los alcaldes del condado de San Diego solicitaron una declaración de emergencia al gobernador de California, Gavin Newsom. Sin embargo, la respuesta fue desalentadora.

"El gobernador nos acaba de mandar una respuesta diciendo que ellos no creen que esto califique como un estado de emergencia estatal".

Esta decisión se basó en la falta de leyes que se necesitan exentar para progresar en la salud pública.

A pesar de los desafíos, hay avances significativos en la cooperación binacional. Aguirre destacó los esfuerzos del gobierno mexicano.

"Estamos viendo muchísimo más avance del lado mexicano en lo que va de las reparaciones de la infraestructura".

La planta de San Antonio de los Buenos en Tijuana ha avanzado notablemente en sus mejoras, lo que es un paso positivo hacia la mitigación de la contaminación.

En respuesta a la crisis, la comunidad de Imperial Beach ha organizado una serie de eventos para mantener el espíritu comunitario.

"Nuestra serie de conciertos en el parque de manera gratuita de ambiente familiar". Estos eventos buscan ofrecer alternativas de esparcimiento y reforzar el sentido de comunidad entre los residentes.

que las autoridades estatales y federales tomen medidas rápidas y efectivas para resolver este problema ambiental y sanitario.

CÁMARA DE REPRESENTANTES DA UN GRAN PASO

Con la aprobación de la Ley de Desarrollo de Recursos Hídricos, en la Cámara de Representantes se asegura que "podamos seguir llevando a cabo proyectos esenciales de infraestructura hídrica y mejoras en nuestras comunidades" afirmó el congresista Juan Vargas.

El representante del Distrito 52 precisó que la "WRDA 2024 incluye medidas críticas para autorizar la financiación para hacer frente a la contaminación en el Valle del Río Tijuana, mejorar nuestra capacidad de resistencia a los fenómenos meteorológicos extremos causados por el cambio climático, y proteger nuestros ecosistemas."

"La WRDA 2024 incluye varias de mis prioridades, entre ellas la autorización de 200 millones de dólares para ayudar a hacer frente a las necesidades de infraestructura de agua y ayudar a la respuesta de la región a la contaminación de aguas residuales en el Valle del Río Tijuana; así como un estudio de viabilidad para investigar la gestión del riesgo de inundaciones en la Bahía de San Diego que permitirá garantizar la viabilidad a largo plazo del embalse de Sweetwater en medio de las frecuentes condiciones de sequía de California", señaló en un comunicado.

Ellatinonline.com



Join the Conversation for a Cleaner, Greener San Diego!

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8405 New Salem St., San Diego, CA 92126
- District 9 – Tuesday, August 13, 2024**
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2123 Fenton Parkway, San Diego, CA 92108
- District 3 – Monday, August 19, 2024**
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215 W Washington St., San Diego, CA 92103

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- District 5 – Tuesday, September 3, 2024**
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10301 Scripps Lake Drive, San Diego, CA 92131
- District 1 – Monday, September 9, 2024**
at La Jolla/Riford Library,
7555 Draper Ave, La Jolla, CA 92037



Want to know more?



Complete an Online Questionnaire



Visit the Website
cleangreen.sd.org

Contact Us
trash@sanidiego.gov

AROUND TOWN

Trolley station installations: Art that moves you

Destination Joy designed to inspire community ties

By Teri Figueroa
UNION-TRIBUNE

The MTS trolley system had people moving Sunday and not just from place to place.

At several stops, people were being moved the way only art can move — with laughing, uplifting messages.

This weekend at trolley stations from San Ysidro to Chula Vista to Lincoln Park, art is showcasing itself work at pop-up installations.

The Urban Collaborative Project worked with the Metropolitan Transit System to put on the event dubbed Destination Joy.

The idea is to inspire community engagement and raise awareness regarding transit issues and transportation practices, according to a

news release from the project.

"Our marginalized communities have been separated by urban infrastructure and systems racism, and although we fight these battles, we are not alone," Harry Pollard, executive director of The Urban Collaborative Project, said in the release.

On Saturday, while visitors are installing art outside the Jacobs Center in Lincoln Park, Pollard said communities in southeastern San Diego and throughout South County may be separated, but they face the same struggles. And they are all connected by the trolley lines that run through the city, he said.

The event stretched across five stations and featured a variety of innovative art installations, activities, and performances.

There was watercolor painting in San Ysidro, Native American drummers in National City and dancers outside the Jacobs Center in Lincoln Park.



Paints by local artists are displayed Saturday at the 24th Street trolley station in National City. The free Destination Joy pop-up installations will continue to be on exhibit through 6 p.m. today. **HELVING C. CEPEDA / UPT PHOTOS**

At every stop, art was the focus. Attendees watched street artists spray paint physical canvases, listened to spoken word at the Chula Vista station and danced and sang to reggae music.

Pollard wants to see the showcase become an annual event.

"We said several groups from the differing neighborhoods came together to work on a shared goal for the event, collaborating rather than fighting each other over the same pot of money."

This is the scenario of a movement," Pollard said Saturday. "We are going to merge our efforts and get beyond funding."

The year's event was a popular one. Tickets for a golden hour performance for a golden hour were sold out for both days.

"A lot of people want to do good, but don't have an outlet," said Chris Gomez, executive director of the National City-based Vozes Cultural Foundation, which pulled together the event.

Among the items on display at the National City stop was clothing from a local business, a way to have peace when there is no peace going outside," said Maria Torres from the Chula Vista Yoga Center, which hosted several sessions at the 16th Street station, including a tent for people. Other booths



Members of the Red Warrior dancers perform music from the Kiowa Native American tribe at the 24th Street trolley station on Saturday.

included one for devotional chanting and one highlighting the healing sounds of stringbeats.

The event is free. The installations will be up until the following locations:

National City: 24th Street Trolley Station
Chula Vista: 16th Street Trolley Station
Lincoln Park: Jacobs Center Trolley Station
San Ysidro: 16th Street Trolley Station
Chula Vista: 16th Street Trolley Station

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LOTTERY

WHEELS
Daily 3 Afternoon: 0, 2, 6
Daily 3 Evening: 0, 0, 0
Daily 4: 0, 0, 0, 0

Fortnightly:
20, 30, 40, 50, 60, 70
DAILY DRAWING
Winning: 10,000,000

2nd: 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100

3rd: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100

4th: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100

5th: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100

The City of
SAN DIEGO

JOIN THE CONVERSATION
FOR A CLEANER, GREENER
SAN DIEGO

Join the Conversation for a Cleaner, Greener San Diego!

The City of San Diego is studying enhancements to trash and recycling collection services and related fees for single-family homes. You are invited to any of the open houses to learn about these potential changes and share your thoughts.

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at Scripps Miramar Ranch Library, 10301 Scripps Lake Drive, San Diego, CA 92131
- District 1 – Monday, September 9, 2024**
at La Jolla/Riford Library, 7555 Draper Ave, La Jolla, CA 92037

Want to know more?

Complete an Online Questionnaire

Visit the Website chasegreend.org

Contact Us trash@sandiego.gov

A Night of Powerful Praise: THE 11TH ANNUAL BAYSIDE GOSPEL ON THE MIDWAY

Voice & Viewpoint Staff Writer

The backdrop was San Diego's beautiful bay and the place was the flight deck on the USS Midway this past Saturday, July 27th, for 11th Annual Bayside Gospel Concert. Aboard the Midway, it was a sea-starting celebration of the "Evolution of Gospel Music," which was the theme for the night.

Hosted by GodRadio.com and M.A.N.D.A.T.E. Records, the delightfully entertaining ensembles were Walter Ko, Dr. Robert Earl Dean, and the incomparable Dr. Michelle "Evangel" Thompson. The All-Star lineup included Timika Wynn, Roy Conner, The Vibe Experience, Greater Life Dance Ministry, Full Gospel Ensemble, Eddie Bailey & Full Filament, and powerhouse evangelist and multiple Stellar Award winner,

singer Beverly Crawford, who brought the house down.

By the looks of those who clapped, stomped, and raised their hands in praise, a joyous time was had by all.

It was a very blessed worship experience and celebration that was second to none, and it isn't a stretch to imagine that all who attended are looking forward to next year's Bayside Gospel Concert Aboard the Midway.



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Want to know more?



Complete an Online
Questionnaire



Visit the Website
cleangreensd.org

Contact Us
trash@sandiego.gov



JOIN THE CONVERSATION FOR A CLEANER, GREENER SAN DIEGO

You're invited to provide input as the City considers enhanced trash collection services and related fees

Since voters passed Measure B in 2022, the City is starting a study to measure demand for enhanced services and options for a fee for trash collection from single-family homes and residential complexes of four or fewer units. Your input is important to this effort.

The study will review:

- Potential ways to make trash and recycling collection more efficient and cost-effective.
- Public insights and preferences.
- The cost to collect and manage trash and recycling from single-family and multi-family residential properties with four or fewer units.
- Opportunities for new or enhanced collection services.
- Options for the City to recover the costs of residential waste and recycling collection services.

The City Council can opt to charge residents a fee that captures all, or a portion, of the cost of trash collection. The City Council could also vote to not move forward with a fee.

How to Get Involved



Find Open House Locations



Request Interpretation and Translation Services



Complete an Online Questionnaire



Visit the Website
CleanGreenSD.org



Contact Us
Trash@SanDiego.gov





Find an Open House Location Near You

You're invited to provide input as the City considers enhanced trash collection services and related fees. The study will review:

- Potential ways to make trash and recycling collection more efficient and cost-effective
- Public insights and preferences
- The cost to collect and manage trash and recycling from single-family and small multi-family residential properties with four or fewer units
- Opportunities for new or enhanced collection services
- Options for the City to recover the costs of residential waste and recycling collection services



Want to know more?

Stay up to date about potential service enhancements and fees in the future! Visit CleanGreenSD.org.

For additional questions or comments, please contact us at Trash@SanDiego.gov.

Date and Time	Council District	Library	Location
Monday, August 5 5:30–7:00 p.m.	8	Logan Heights	567 S 28th St, San Diego, CA 92113
Tuesday, August 6 5:30–7:00 p.m.	4	Valencia Park/Malcolm X	5148 Market St, San Diego, CA 92114
Monday, August 12 5:30–7:00 p.m.	6	Mira Mesa	8405 New Salem St, San Diego, CA 92126
Tuesday, August 13 5:30–7:00 p.m.	9	Mission Valley	2123 Fenton Pkwy, San Diego, CA 92108
Monday, August 19 5:30–7:00 p.m.	3	Mission Hills-Hillcrest/Knox	215 W Washington St, San Diego, CA 92103
Saturday, August 24 10:00–11:30 a.m.	All	Virtual Meeting	Zoom Meeting — for more information visit CleanGreenSD.org
Monday, August 26 5:30–7:00 p.m.	2	Point Loma/Hervey	3701 Voltaire St, San Diego, CA 92107
Tuesday, August 27 5:30–7:00 p.m.	7	Serra Mesa-Kearny Mesa	9005 Aero Dr, San Diego, CA 9212
Tuesday, September 3 5:30–7:00 p.m.	5	Scripps Miramar Ranch	10301 Scripps Lake Dr, San Diego, CA 92131
Monday, September 9 5:30–7:00 p.m.	1	La Jolla/Riford	7555 Draper Ave, La Jolla, CA 92037



Find an Open House Location Near You

The City is considering enhanced trash collection services and potential new fees. Visit one of the public open house events below to share your thoughts and learn more about what it costs to provide these services.



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For additional questions or comments, please contact us at Trash@SanDiego.gov.

Date and Time	Council District	Location	Address
Tuesday, Nov. 12 5:30–7 p.m.	6	University Community Library	4155 Governor Dr., San Diego, CA 92122
Monday, Nov. 18 5:30–7 p.m.	2	Cathy Hopper Friendship Center at North Clairemont Recreation Center	4425 Bannock Ave., San Diego, CA 92117
Tuesday, Nov. 19 5:30–7 p.m.	7	Tierrasanta Recreation Center	11220 Clairemont Mesa Blvd., San Diego, CA 92124
Wednesday, Nov. 20 4–5:30 p.m.	3	San Diego Central Library @ Shiley Special Events Suite	330 Park Blvd., San Diego, CA 92101
Monday, Nov. 25 5:30–7 p.m.	5	San Diego Oasis at Rancho Bernardo	17170 Bernardo Center Dr., San Diego, CA 92128
Tuesday, Nov. 26 5:30–7 p.m.	8	San Ysidro Library	4235 Beyer Blvd., San Diego, CA 92173
Monday, Dec. 2 5:30–7 p.m.	9	College–Rolando Library	6600 Montezuma Rd., San Diego, CA 92115
Tuesday, Dec. 3 5:30–7 p.m.	4	Educational Cultural Complex Upstairs Lobby	4343 Ocean View Blvd., San Diego, CA 92113
Friday, Dec. 6 10–11 a.m.	All	Virtual Meeting	Zoom Meeting — for more information visit CleanGreenSD.org
Tuesday, Dec. 10 5:30–7 p.m.	1	Pacific Beach/Taylor Library	4275 Cass St., San Diego, CA 92109



A CLEANER, GREENER
SAN DIEGO

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For additional questions or comments,
please contact us at **Trash@SanDiego.gov**.

Date and Time	Council District	Location	Address
Monday, Feb. 24 5:30–7 p.m.	8	Otay Mesa-Nestor Library	3003 Coronado Ave., San Diego, CA 92154
Monday, March 3 5:30–7 p.m.	5	Rancho Peñasquitos Library	13330 Salmon River Road, San Diego, CA 92129
Monday, March 10 5:30–7 p.m.	1	Pacific Highlands Ranch Library	12911 Pacific Place, San Diego, CA 92130
Monday, March 17 5:30–7 p.m.	9	City Heights/Weingart Library	3795 Fairmount Ave., San Diego, CA 92105
Monday, March 24 5:30–7 p.m.	3	Balboa Park Casa Del Prado, Room 101	1650 El Prado, San Diego, CA 92101
Tuesday, March 25 5:30–7 p.m.	7	Linda Vista Library	2160 Ulric St., San Diego, CA 92111
Tuesday, April 1 5:30–7 p.m.	4	Skyline Hills Branch Library	7900 Paradise Valley Road, San Diego, CA 92139
Friday, April 4 10–11 a.m.	All	Virtual Meeting	Zoom Meeting — for more information visit CleanGreenSD.org
Monday, April 7 5:30–7 p.m.	2	San Diego College of Continuing Education, West City Campus (Midway), Room 124	3249 Fordham St., San Diego, CA 92110
Tuesday, April 8 5:30–7 p.m.	6	North University Community Library	8820 Judicial Drive, San Diego, CA 92122



A CLEANER, GREENER SAN DIEGO

In 2022, voters passed Measure B, amending the 1919 People's Ordinance. This update clarified the City of San Diego's waste and recycling collection to homes with up to four units. It also removed language from an earlier amendment that had prohibited a fee for these services.

The City is undertaking a study and public outreach process to review:

- The City's current cost to collect and manage trash and recycling from single-family and small multi-family homes with four or fewer units
- Ways to make trash, recycling, and organic waste collection more efficient and cost-effective
- Public insights and preferences
- Opportunities for new or enhanced collection services and options for recovering the cost

Four pillars are needed for successful implementation:

COMMUNITY OUTREACH
AND ENGAGEMENT

COST-OF-SERVICE
STUDY

CUSTOMER
ENROLLMENT

CITYWIDE ROLLOUT OF
THE NEW PROGRAM



Who may have to pay?

The potential new fees would impact the following eligible residents:

- Single-family homeowners and renters of those homes
- Properties with up to four units

Who already pays?

Most of the following properties receive collection services from a private hauler and are paid through homeowner association fees, rent, or other payments:

- Condos
- Apartments
- More than 4-unit residences
- Residences on private streets or in gated communities
- Mixed-use properties
- Non-residential properties and businesses

Want to know more?

Stay up to date about potential service enhancements and fees in the future!
Visit CleanGreenSD.org.

Find our fact sheets and FAQs at
CleanGreenSD.org/Resources.

For additional questions or comments,
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From Food Waste to Pig Farmers

A History of Trash Services in San Diego

The People's Ordinance, an initiative that governed San Diego's waste management, was adopted in 1919. Life was very different in San Diego – there were about 74,000 people living in the city. Many residents worked in canneries and commercial fishing. These industries, along with hotels, restaurants, and people's homes, created a lot of food waste. Food waste was called "garbage" to distinguish it from other trash, which was called rubbish. It was harder and more expensive to manage this food waste than other trash, until the City of San Diego's trash contractors realized they could make a profit selling it as food to pig farmers.

In 1917 The local Federation of Women's Clubs unsuccessfully petitioned the City to manage its own trash and hire a sanitary engineer. The women suggested the City sell some of its food waste to hog farmers and burn the rest at City incinerators. They proposed that the City could pay for the program with the profits of selling barrels of pig food to farmers.

In 1918 A group called the Hotel and Restaurant Men was forced by a City ordinance to stop selling their food garbage directly to hog farmers. They had been using this approach to collect income instead of paying fees to the City's contractor.

In 1919 The Hotel and Restaurant Men backed a ballot initiative they called the People's Ordinance "for free refuse collection." The ballot did not propose a free service but instead assured residents and business owners a reasonable price for collection services. At the time, the City's trash contractors were charging exorbitant fees and providing a terrible level of service. Instead of paying contractors ever-increasing fees for a terrible level of service, the Ordinance promised voters better service with no extra cost to their pocketbooks. The approved Ordinance required the City to manage trash collection and disposal, and to create a new tax to pay for the new services. It directed the City to fund its operations by collecting the difference between the cost of trash collection and new income the City could earn by converting food waste to hog food.

Unfortunately, when the People's Ordinance was adopted, the Council failed to adopt the new tax. The City also lost the income it had been earning from its contracts with private trash haulers. In effect, the City exchanged a \$4,800 annual income for a \$76,000 annual liability.



The City's Sales of Food Waste to Pig Farmers

- **From 1919 – 1928**, steady sales covered many of the City's trash collection costs.
- **From 1929 – 1939**, the Great Depression caused a drop in demand and fewer sales to farmers.
- **From 1940 – 1959**, nearby farmlands became urban communities. Farmers moved further away and hauling costs increased.
- **In 1962**, the City outlawed farms within City limits. This meant even fewer customers for the pig food and even longer hauling routes.
- **Between 1962 and 1970**, the City stopped selling food waste to farmers.



Since 1970 The City has operated its trash services without an income from selling pig food. To pay for the service, it has relied on the City's General Fund, which covers most of the cost of collecting residential waste, in addition to paying for most of the City's core services, including police and fire services, parks and recreation, and libraries.

In the past five decades City leaders have recognized the financial impact its trash collection services have had on the General Fund. However, in 1986, voters amended the People's Ordinance to keep the City from charging fees for City trash collection. The 2022 vote for Measure B changed that. Measure B made it possible for the City to charge its customers for a range of solid waste collection services, including trash, recycling and green waste. At this time, the City of San Diego is the only city in the county and one of the few cities in the nation that does not charge for trash collection services. This could change under Measure B.



Credit: San Diego Historical Society



Want to know more?

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responses received. If written protests against the proposed fee or charge are received from a majority of owners of the identified properties, the new fee will not be imposed.

Is there a chance the City could reduce services for everyone or remove a service that some people do not use?

The Cost-of-Service Study will look at a whole range of solid waste collection services and will provide residential property owners the opportunity to provide input. Certain collection services are required by law, however, including collection of refuse, recyclables, and organic waste, and cannot be removed from the services provided to eligible residential property owners.

Are there any discounts or assistance programs available for homeowners who may qualify for financial assistance programs?

The City of San Diego is studying the impacts that a potential fee may have on residents across the city and evaluating financial assistance to homeowners who may qualify for such programs as well as potential revenue sources to fund them.

Is there an option to opt out of certain services?

The City of San Diego provides waste and recycling collection services to eligible properties. The services currently provided by the City are required by law and cannot be opted out of. For potential additional services that may be incorporated in the future, such as bulky item pickup, the City is examining potential implementation approaches.

Are there situations in which a single family or multi-family property would not meet City requirements for collection by City forces?

Yes. The City publishes eligibility criteria on its website. Please visit the [Request for New Service FAQ³](https://sdgov.my.site.com/ViewArticle?URLName=Request-for-New-Service) on the Get It Done website. Please note that the regulations are currently being updated and are subject to change.

³ <https://sdgov.my.site.com/ViewArticle?URLName=Request-for-New-Service>

How will the adoption of a new fee for solid waste management services benefit San Diegans?

The robust outreach and engagement accompanying the Cost-of-Service Study is providing a historic opportunity for City residents to share their insights and perspectives on the services provided by the Environmental Services Department. The study is collecting input from residents on what enhanced solid waste collection services they would be most likely to use, and which ones would protect the environment, benefit communities and help the City reach its Climate Action Plan goals.

How can I participate in the Cost-of-Service Study?

In the Summer and Fall of 2024, the City is convening a series of public open houses, sharing questionnaires, delivering community group presentations and holding focus group discussions. There will be both in-person and virtual meetings offered, and appropriate translation services will be provided, as needed. For more information, please visit CleanGreenSD.org.

Contact Us

Who can I contact regarding questions or concerns for this project?

Residents are encouraged to share their insights and perspectives through multiple available channels, including virtual and in-person public open houses, questionnaires, focus groups, social media, community presentations, local pop-up events and more.

Want to know more?



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Frequently Asked Questions

Trash and Recycling Services, Measure B and the Cost-of-Service Study

Note: Some information may change after June 2025

Current Solid Waste Collection Services

How is solid waste currently collected?

The City collects residential solid waste (trash, recycling and organics) from eligible single-family homes and multi-family residential complexes with up to four residences on a lot. Private franchise haulers provide trash and recycling services to properties not eligible for City-provided service, including single-family homes on private streets and commercial, industrial, and mixed-use properties. Residents served by private haulers pay for the services directly to the hauler or as part of their homeowner association fees, rent or other charges.

What properties are eligible for City-provided residential waste collection services, and what properties are not eligible?

The properties eligible for the City of San Diego's Environmental Services Department (ESD) solid waste collection services include single-family properties or multi-family residential properties with up to four residences on a single lot that meet City requirements for collection by City forces. Properties with more than four residences on a lot, commercial properties,

mixed-use properties, and properties located on private streets or in gated communities are not eligible for City waste collection services.

What services are not provided by the City?

The City does not collect household hazardous waste (HHW) such as paint, batteries, lead and motor oil from individual residences. However, the City operates a HHW Transfer Facility at the Miramar Landfill and hosts one-day collection events for City residents to drop off hazardous waste.

The City does not currently provide weekly recycling collection to its residential customers; it collects recycling every other week. A citywide, curbside bulky item pickup program is not currently in place. While the City holds occasional community cleanup events where it accepts certain bulky items for disposal or recycling, residents must currently haul these bulky items to designated locations.

Additionally, residents may bring their bulky items to the Miramar Landfill for a fee. The City also operates a Mattress Collection Site near the Miramar Landfill, where residents can bring their mattresses and box springs for free. The City does not pick up mattresses at individual residences.

*These FAQs are through **June 30, 2025**. Visit cleangreensd.org*

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How does the City pay for collection services now?

The City's General Fund covers most of the cost for the City to provide residential waste and recycling collection by the Environmental Services Department (ESD). Currently, there is no line item in the budget for trash service, so every year, ESD must go through a budget process, with its requests being weighed against the requests from other City departments such as Police, Fire-Rescue, Parks and Recreation, Transportation and others. Additionally, the department can cover some of its recycling costs through the Recycling Enterprise Fund, which can only be used to pay for recycling activities.

Do my property taxes already cover the cost of residential waste and recycling collection?

Sources of the General Fund include sales tax, transient occupancy tax, franchise fees, property tax, and several others, as summarized in the City's Fiscal Year 2025 Adopted Budget. Property owners pay property taxes to the County, and less than 20% of those taxes are allocated back to the City. Most of the taxes are apportioned to schools. See the [County of San Diego website](https://www.sandiegocounty.gov/auditor/pdf/apportionment101.pdf)¹ for more information. Of the 20% provided back to the City, less than 40% goes to the General Fund, which funds numerous City operations, including libraries, parks, infrastructure and other services. It's also important to note that these property taxes are paid not only by owners who receive City trash and recycling collection service, but also by owners who must pay private franchise haulers for trash and recycling collection service.

Measure B

What is Measure B?

Measure B, passed by voters in 2022, amended the People's Ordinance. While almost every other jurisdiction in the state charges a fee for solid waste collection and recycling or disposal services, the City had a 1986 provision that did not allow the City to charge. This resulted in some residents paying for the services from a private hauler while others received the services from the City at no charge.

The 2022 amendment removed the 1986 prohibition from the municipal code, preventing the City from charging a fee for its residential waste and recycling collection services. In response to the amendments, the City engaged in a public process to evaluate trash and recycling collection services provided by the City of San Diego to its residential customers, potential areas for service enhancements, costs of services, and fee options to allow the City to recover the costs of providing residential waste and recycling collection services to its customers.

How would trash collection be funded under the new system?

The City-provided residential waste and recycling collection services will be funded by fees paid by property owners who receive the service. The fees will provide revenue to a new Solid Waste Management Fund, which will be used to fund the cost of providing these services.

The fees collected will only be used to fund the services provided, and payments will not exceed the cost to provide the service. Ineligible properties will continue receiving trash and recycling collection through franchise private haulers and will not be affected by this process.

How will fees be charged, and why?

The City Council approved fees for property owners who receive their trash and recycling services from the City, and Environmental Services Department (ESD) asked for a vote to approve collecting fees on the County tax roll. This means the fees will be collected with the property taxes collected on the County tax roll from each home that receives its trash service from the City.

Most property owners already pay other fees with their property tax bills, so they will not have to set up a new payment arrangement or learn a new system. Data from property tax billing is already set up to work with City systems like Get It Done and its Geographic Information Systems (GIS) data. This approach has lower staffing needs and costs less than monthly billing, allowing the City to charge a lower rate.

¹ <https://www.sandiegocounty.gov/auditor/pdf/apportionment101.pdf>

What additional services could be funded if the General Fund is no longer used to fund solid waste management services?

The Mayor creates the budget through a joint decision process, and the City Council passes it. Together, they determine how to deploy General Fund monies. Since the General Fund is no longer used to fund solid waste collection services for a subset of city residents, the Fund now has additional capacity to address capital needs (e.g., new fire stations, libraries, or parks) and/or provide new or higher levels of public services (e.g., public safety-related, increased library or park hours/programs, homelessness services, flood prevention, or other targeted services in areas of identified need) because it is no longer be burdened with paying for solid waste management services.

Cost-of-Service Study

What is the Cost-of-Service Study?

The cost-of-service study was designed to determine the costs of collecting and managing residential waste and recycling. The City also received public input through public outreach and engagement to determine what, if any, enhanced services residents prioritize and are most likely to use.

The Environmental Services Department (ESD) has described the information gathered during the cost-of-service study to the San Diego City Council, which ultimately implemented the fees in compliance with the Proposition 218 process. The process was designed to be transparent, accessible, inclusive, and representative of the community.

How long did the Cost-of-Service Study take?

The study began in March 2024. The final report was completed in April 2025, and the findings were presented to the City Council on April 14, 2025. This was followed by a public review and a public hearing on June 9, 2025. The City began the fee rollout in the summer of 2025, including establishing a timeline for implementing new service enhancements.

² <https://www.sandiego.gov/environmental-services/trash-service-updates/proposed-solid-waste-management-fee>

How much will the City charge for waste management services?

The cost-of-service study, informed by public outreach and engagement, determined the cost of collecting and managing residential waste and recycling from eligible properties, including service enhancements. The fees were presented to the City Council for consideration, and they approved the fees. Fees cannot exceed the cost of the services. The Environmental Services Department distributed a [notice](#)² in April 2025 showing the maximum amount the fees.

Who will the fee impact?

The new fees apply to eligible single-family homes (houses) and residential complexes of four or fewer units eligible to receive solid waste collection services from the City of San Diego (e.g., residential properties on public roads, etc.). Most multi-family residences citywide are already receiving solid waste collection (trash, recycling and organic waste) services from a private franchise hauler. Residents of those properties pay through their homeowner association fees, rent or other charges. This process will not affect ineligible properties that receive service from private haulers.

How will solid waste collection services change?

The cost-of-service study reviewed potential services and related fees. The cost-recovery fees were implemented and they will allow the City to increase service safety, consistency, and reliability. Additionally, container repair, replacement, and delivery will be provided at no additional cost. Starting in July 2025, customers have access to a new web-based portal for selecting and updating services. Later, in July 2027, the City could begin providing weekly recycling collection and a curbside bulky item pick-up program.

Could the City reduce services for everyone or remove a service that some people do not use?

The cost-of-service study examined a wider range of solid waste collection services (e.g., expanding options for reduced container sizes) and considered the ones that best serve the community, along with their estimated costs and fees. Services required by law will not be eliminated.

Has the City been able to identify impacted properties?

Yes. The City has reviewed County and City data and identified more than 226,000 single-family and multi-family residential properties with up to four residences on a single lot that meet the City's eligibility criteria.

Did the owners of properties that were impacted by the new fees have the opportunity to protest before the final City Council vote on the new fees?

Yes. The Environmental Services Department (ESD) has sent a paper mailer to residential property owners subjected to the new fees and has made that [notice](#)³ available online. ESD participated in a public hearing with the City Council on June 9, 2025. After written protests against the fee did not achieve a majority protest, the San Diego City Council voted to approve the implementation of a new fee schedule for residential trash collection, as part of the city's efforts to comply with Measure B.

Are there any discounts or assistance programs available for homeowners who may qualify for financial assistance programs?

The Environmental Services Department (ESD) has requested funding from the General Fund in the upcoming Fiscal Year 2026 budget to support a financial assistance program, if a new fee is approved. ESD envisions that qualifications for the [financial assistance program](#)⁴ could include documentation of enrollment in an existing state or federal financial assistance program, or other criteria to be determined (e.g., documentation of at least two consecutive years of unpaid property taxes and household income requirements—such as earning less than 80% of the Area Median Income (AMI)—or standalone household income requirements, such as earning less than 50% of AMI). ESD has created a [website](#)⁴ to provide information about the program if it is implemented.

³ <https://www.sandiego.gov/environmental-services/trash-service-updates/proposed-solid-waste-management-fee>

⁴ <https://www.sandiego.gov/environmental-services/trash-service-updates/financial-assistance>

Is there a way to opt out of certain services?

The City of San Diego collects waste and recycling services from eligible properties. The services currently provided by the City are required by law and cannot be made optional. For additional services that may be incorporated in the future, such as bulky item pickup, the City is examining implementation approaches.

Are there situations in which a single-family or multi-family property would not meet City requirements for collection by City forces?

Yes. In Summer 2025, ESD will implement a series of updates to trash services, including transitioning eligible households to City-provided trash collection. Additionally, following the passage of Measure B, ESD will work with property owners whose current eligibility status does not align with the requirements outlined in the Waste Management Regulation and the municipal code.

Ineligible properties that do NOT meet the City requirements for collection by City forces include:

- Residential properties with five or more residences on a single lot.
- Mixed-use and commercial properties.
- Properties located on private streets or within gated communities.
- Properties whose access requires crossing a private street or is serviced on a private street, even if the property address is on a public street.
- Properties with insufficient space to store enough city-issued containers are needed to hold all trash, recycling, and organics generated by the property between weekly collections.
- Properties whose entire complex is not eligible for City collection, and some residences in the complex require the use of a private hauler.

See the [City of San Diego Trash Service Updates](#)⁵ page for more transition information. Explore this page for everything you need to navigate these updates smoothly and ensure a seamless transition, including clear guidance on the transition process, key timelines, and service updates.

⁵ <https://www.sandiego.gov/environmental-services/trash-service-updates>

How will adopting new fees for solid waste management services benefit San Diegans?

The General Fund's obligation to provide waste collection services to customers serviced by ESD (e.g., single-family homes and small multi-family residences) is significantly reduced, decreasing the obligation by approximately \$80–90 million in the first year. This funding is available instead to support other City budget priorities that benefit all San Diegans, such as fire-rescue, police, parks and recreation, libraries, and street repairs.

How can I participate in the Cost-of-Service Study?

The City convened a series of public open houses, shared surveys, provided community group presentations, staffed community events, and held focus group discussions throughout the study. The City team will continue collecting comments at events and via email. For more information, please visit cleangreensd.org⁶.

Cost-of-Service Study Findings and Proposed Fees

What would it cost for the City to provide the current level of service?

The City released the completed fee study in April 2025. The study provides a comprehensive analysis of how proposed fees were calculated and the costs associated with various services, including the costs for the current level of service.

Why are the proposed costs higher than the \$71 million in General Fund expenditures in the fiscal year 2025 adopted budget?

City service is currently funded by General Fund expenditures and other sources, including costs paid by other City departments and costs paid by enterprise funds. The \$71 million in General Fund expenditure is not the total amount the City will spend on providing solid waste management services in FY2025. Additional collections expenditures are

incurred through the Recycling Fund, Auto Refuse Container Fund, Solid Waste Management Fund, and debt payments the City makes. Accounting for these additional expenditure areas and actual costs to date, the budget estimate for FY25 is more than \$100 million.

The costs for these activities in FY26 are estimated to be higher than FY25 due to increased waste disposal fees, vehicle assignment and usage costs, and inflationary adjustments. In addition, the proposed fees include costs to increase safety, consistency, and reliability of service, launch a new web-based portal for selecting and updating service starting in July 2025, deliver new trash and recycling containers beginning in October 2025, and provide container repair, replacement, and delivery at no additional cost.

For additional details, please refer to the [cost-of-service study report](#)⁷ and the [presentation ESD](#) provided to the City Council on April 14, 2025.

Why do the proposed fees differ from the fees developed by the Independent Budget Analyst⁸ (IBA)?

The IBA reviewed the preliminary results of the cost-of-service study and [provided its assessment](#) of the cost-of-service study and proposed fee when the Environmental Services Department (ESD) presented results to the City Council in April 2025. As part of its assessment, the IBA addressed differences between its original estimate and the estimate provided in the cost-of-service study in a [follow-up report](#)⁹.

How does the fee structure compare to residential trash pickup for San Diego County residents? How do the fees compare to private haulers? Why does our cost differ from other San Diego County jurisdictions?

The Environmental Services Department (ESD) summarized rates across San Diego County during its second round of outreach and engagement. The materials shared are available at cleangreensd.org⁶.

⁶ <https://cleangreensd.org/>

⁷ <https://www.sandiego.gov/sites/default/files/2025-04/cosd-cost-of-service-study-report.pdf>

⁸ <https://www.sandiego.gov/iba/aboutus>

⁹ <https://tinyurl.com/2zd7527n>

ESD also presented a summary of rates across the state of California in its presentation to the Environment Committee, which is available via the agenda of the Feb. 13, 2025 Council Committee meeting on the [City Council website](#)⁹.

When comparing rates across jurisdictions, geographic factors like city size, layout, proximity to facilities, community needs and preferences, scopes of services, variability in operating costs, and whether fees collected fully recover the costs of expenses should be considered.

The summaries did not include an assessment of the costs paid by individual homeowners in the City of San Diego or unincorporated areas of San Diego County serviced by private franchise haulers because fees paid by these properties are not readily available to the City. ESD has received anecdotal reports of these fees ranging and provided a summary on [slide 30 of its presentation](#) to City Council on April 14.

Did the proposal consider the cost of outsourcing trash pickup to a private company? Why doesn't the City use private trash haulers? Can I switch to a private hauler and pay lower fees?

The [City Ordinance](#)¹⁰ specifies that "at least once each week, City forces shall collect and transport residential solid waste for transfer, transport, and recycling or disposal, and the City may charge a cost-recovery fee, as allowed by law, for all solid waste management services." The Ordinance further explains that "residential solid waste means solid waste, of the type and quantity normally generated by a residential property, that is placed at the designated collection point at the curb line of a city public street or city public alley in a City-approved curbside collection container on the designated collection day" and that "residential property means a single-family residential property or a multi-family residential property, with up to four residences on a single lot, that meets City requirements for collection by City forces."

⁹ <https://www.sandiego.gov/citywide-agendas-minutes>

¹⁰ <https://docs.sandiego.gov/municode/MuniCodeChapter06/Ch06Art06Division01.pdf>

Private haulers are prohibited from collecting and transporting residential solid waste from residential properties eligible for City-provided waste management services.

I am a single homeowner who only puts out trash 1–2 times monthly. Why would I be charged the same as a family? Can I have a smaller can now to reduce my cost?

The City proposed to provide trash collection at the service level of 95-gallon trash containers during Fiscal Year (FY) 2026. If a customer produces less trash and decides to downsize to a 35-gallon or 65-gallon trash container, the fee would be reduced to account for the reduced costs once the city provides the new, smaller container. For customers who request and receive a 35-gallon or 65-gallon trash container before the end of FY2026, the City will provide a pro-rated credit toward the fee for FY2027 reflecting the portion of FY2026 during which the customers received service at the 35-gallon or 65-gallon service level.

How did the City keep costs down?

The City considered multiple approaches to limiting costs in the cost-of-service study. For example, while community waste drop-off events were among the top-ranked service enhancement desired by outreach and engagement participants, the City plans to implement such events with other funding sources. Therefore, such costs are not included in the proposed fee.

Additionally, the City has incorporated tax roll billing as the mechanism to charge a fee. This approach avoids setting up a new billing department with a monthly billing collection framework, which would otherwise significantly increase costs and result in a higher customer fee.

The Environmental Services Department (ESD) also analyzed and presented an alternative service scenario to illustrate the impact that excluding the curbside bulky item pickup program would have on the proposed fee schedule and to assess the program's benefits weighed against the incremental increase in the fee schedule.

What is the process for property owners passing on the fees to tenants? What will landlords do? Will they charge more? How will this impact tenants?

The City is examining options to address potential impacts the fees could have on tenants.

What will happen to people who can't afford the fees? Who qualifies for financial assistance, and how does it work? What about people on fixed incomes who do not qualify for existing programs? How will you help low-income renters?

The Environmental Services Department (ESD) has requested funding from the General Fund to support a financial assistance program. Additionally, ESD continues to explore alternative funding sources for an assistance program, including the development of an option for customers to voluntarily contribute extra funding toward an assistance program beyond the amount required in the published fee schedules. ESD also explored whether resources may be available to support renters requiring financial assistance. ESD plans to continue coordinating with City leaders to consider options for the program and potential qualifying criteria and to share updates as they develop.

How will short-term rentals be treated? Some of the properties in my single-family neighborhood have Accessory Dwelling Units (ADUs). Will those properties pay the same fees as single-family homes? How would the fees impact rental homes?

Suppose a short-term rental or ADU meets the eligibility criteria for City-provided service. In that case, the fees will be based on the service level, including the additional number of containers at the residence. The Waste Management Regulations require residences to have enough containers on site to contain all the trash, recycling and organics accumulated between collection intervals. Properties requiring additional containers would pay more than properties requiring the minimum bundle of three containers.

When will the online portal be live, and how will it be used to collect fees as part of the tax roll billing? How will the City know what size bins to provide and how many?

The Environmental Services Department (ESD) anticipates that the online portal will go live in mid-July 2025. The portal is designed to track the containers maintained at each property. Property owners or their designated account users can log into the portal to select, view and manage the containers for their properties. ESD plans to use this information to calculate each property's annual fees and develop a report identifying the cost to be paid by each property to provide to the County of San Diego.

How did the City comply with Proposition 218? When were we noticed?

The City adhered to all legal requirements associated with Proposition 218 and applicable sections of the Government Code. To initiate the Proposition 218 process, the City presented an item to the full City Council in April 2025, and it was approved to proceed. The City mailed the Prop 218 notices shortly thereafter and [published the notice online](#)³.

My house has been empty for several months. Will I have to pay the monthly fee even if I don't generate trash?

Fees would apply to the owners of all eligible residential properties to which residential waste services are made immediately available, including those that may encounter periods of time when they are vacant.

Why do you want to replace all the containers?

The City will charge customers based on the number of containers each customer has. The Operations Efficiency Analysis determined that the average life of the current bins is 20 years and that they are past the service guarantee. Providing new containers replaces the old containers currently at high risk of breakage while also ensuring the City has information on the number and sizes of containers with each customer. New containers will be a different color and include

scannable reader tags to easily identify customers and notify drivers which containers should be picked up, ensuring that the City is collecting only from customers that should receive service from the City. This will also help identify missed collections and improve efficiency.

Why do you want to make recycling weekly?

Improved recycling options were among the most popular service enhancements identified during the outreach and community engagement sessions. Providing collection every week reduces the misplacement of recyclable materials in the trash container because some residents may not have the space to store recyclable materials between the

two-week cycles. Weekly recycling also increases customer convenience, ensures items are recycled if customers choose fewer containers, facilitates the diversion of recyclables, and extends the life of the Miramar Landfill.

Contact Us

Who can I contact regarding questions or concerns about this effort?

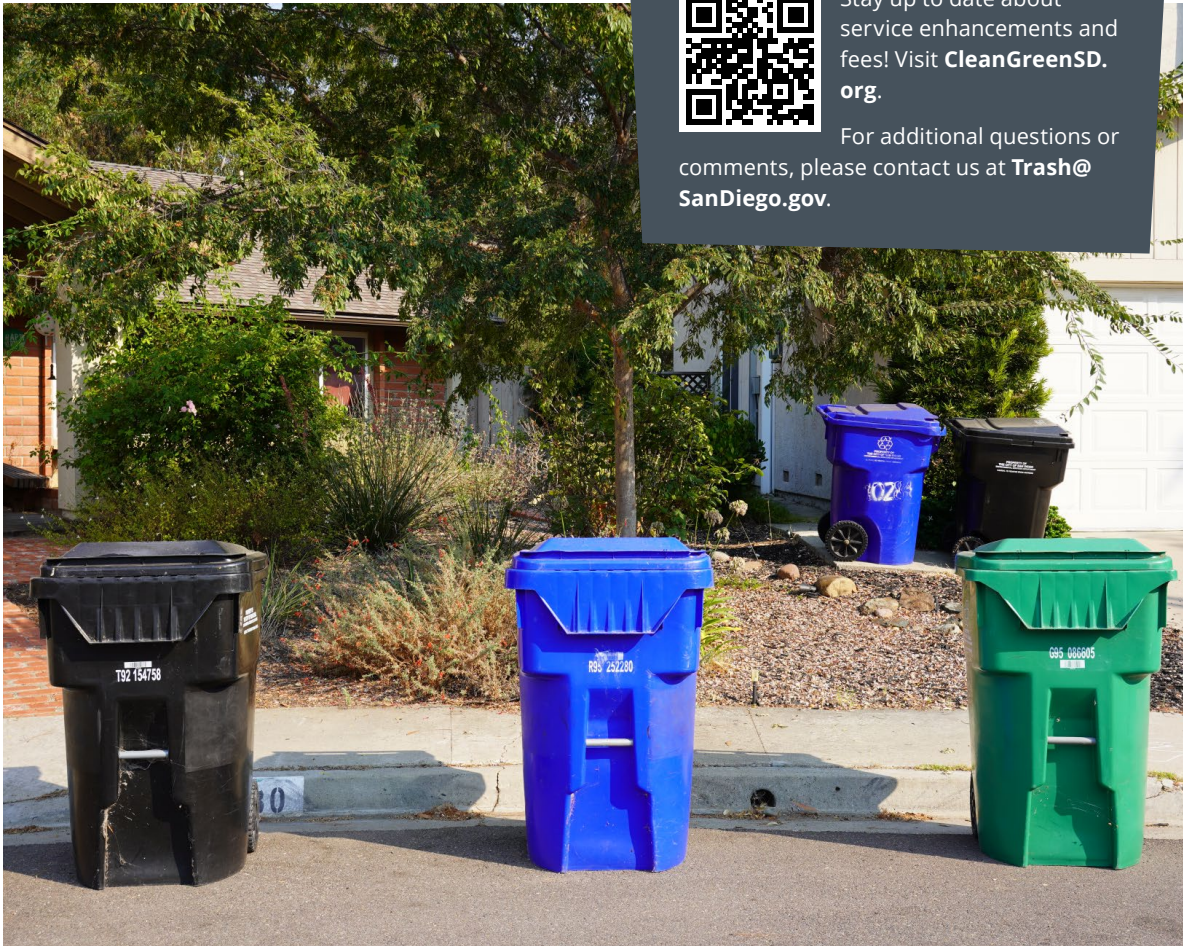
Residents are invited to email their insights and perspectives to Trash@SanDiego.gov.

Want to know more?



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For additional questions or comments, please contact us at **Trash@SanDiego.gov**.





Highest Priority Issues to Address

Place a dot on the three highest priority issues you most want addressed.

Frequency of recycling pickup	Frequent broken trash bins	Expensive replacement for trash bins	Getting rid of bulky items
Disposal of hazardous materials (ex. paint, electronics, batteries, etc.)	Disposal of sharps or pointy materials	Illegal dumping	Littering
Christmas tree disposal	Missed collections	My black trash bin is never full (meaning that I probably have a bin that's too big)	My blue recycling bin is never full (meaning that I probably have a bin that's too big)
My green organics bin is never full (meaning that I probably have a bin that's too big)	My black bin is often too small to contain my trash (meaning that my bin is either too small or I need more bins)	My blue bin is often too small to contain my recycling (meaning that my bin is either too small or I need more bins)	My green bin is often too small to contain my green waste (meaning that my bin is either too small or I need more bins)



Services Most Likely to Use

Place a dot on the three services you would be most likely to use.

More frequent recycling pickup	Additional bins at no additional cost	Replacement of bins at no additional cost	Bulky item pickup services from homes	Disposal of hazardous materials (ex. paint, electronics, batteries, etc.)
Disposal of sharps (ex. pointy materials like needles)	Ability to place Christmas tree next to my green bin for curbside pickup	Bin cleaning services	Option for smaller 35-gallon trash and recycling bins	More size options for bins

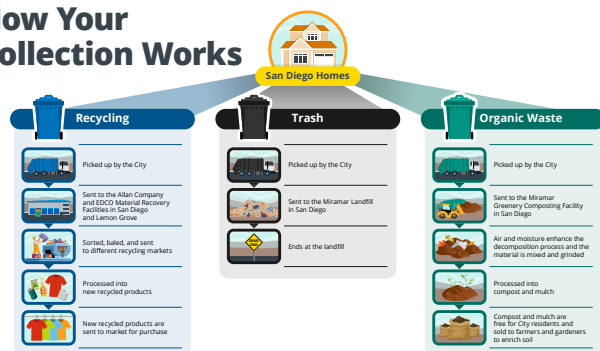


What Services Would You Add from the Current City Trash and Recycling Collection Service?

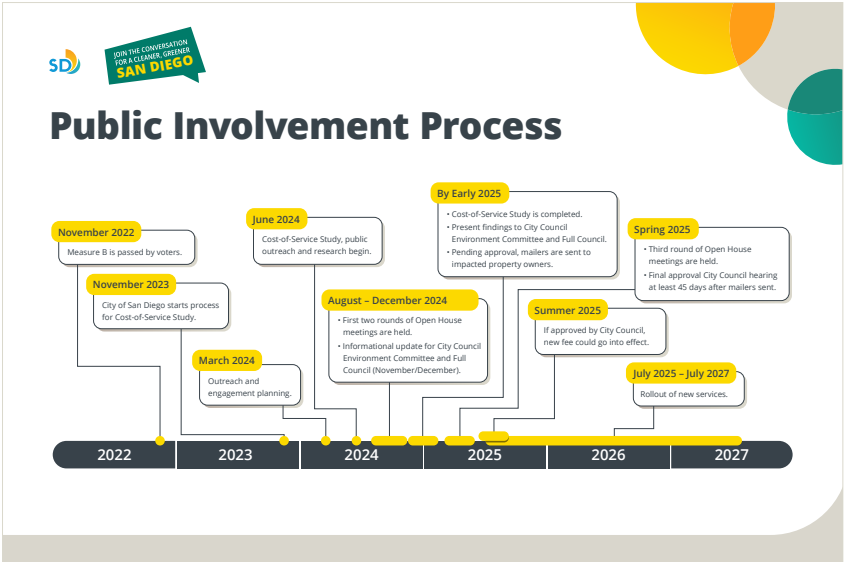
Use a sticky note to share.



How Your Collection Works



Round 2

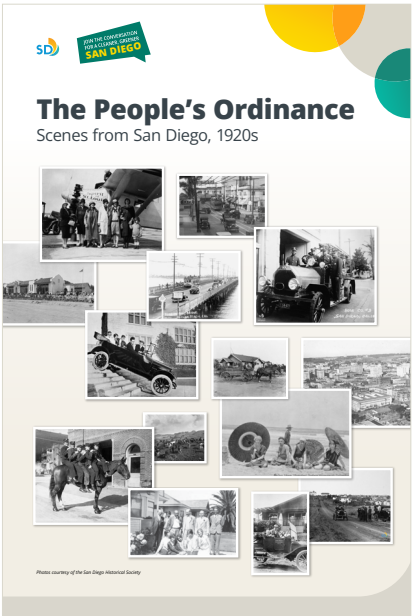
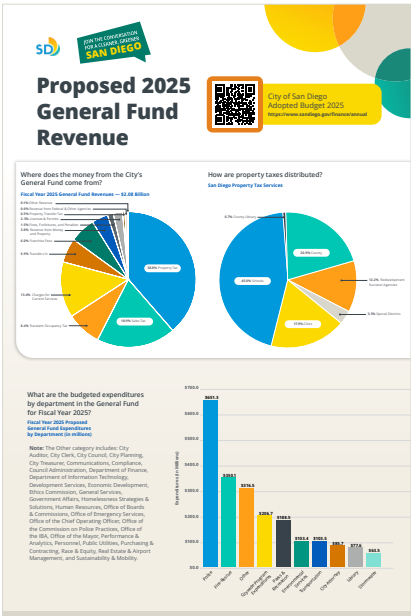


Find an Open House Location Near You

The City is considering enhanced trash collection services and potential new fees. Visit one of the public open house events below to share your thoughts and learn more about what it costs to provide these services.

Want to know more?
Stay up to date about potential service enhancements and fees in the future! Visit CleanGreenSD.org.
For additional questions or comments, please contact us at Trash@SanDiego.gov.

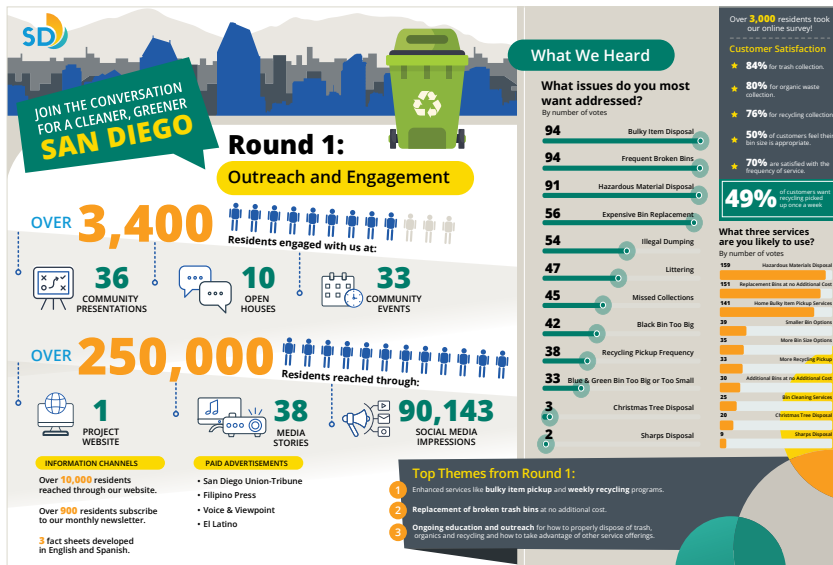
Date and Time	Council District	Location	Address
Tuesday, Nov. 12 5:30-7 p.m.	6	University Community Library	4155 Governor Dr., San Diego, CA 92122
Monday, Nov. 18 5:30-7 p.m.	2	Cathy Hopper Friendship Center at North Clairemont Recreation Center	4425 Bannock Ave., San Diego, CA 92117
Tuesday, Nov. 19 5:30-7 p.m.	7	Tierrasanta Recreation Center	11220 Clairemont Mesa Blvd., San Diego, CA 92124
Wednesday, Nov. 20 4-5:30 p.m.	3	San Diego Central Library @ Joan A Irwin Jacobs Common	330 Park Blvd., San Diego, CA 92101
Monday, Nov. 25 5:30-7 p.m.	5	San Diego Oasis at Rancho Bernardo	17170 Bernardo Center Dr., San Diego, CA 92128
Tuesday, Nov. 26 5:30-7 p.m.	8	San Ysidro Library	4235 Beyer Blvd., San Diego, CA 92173
Monday, Dec. 2 5:30-7 p.m.	9	College-Rolando Library	6600 Montezuma Rd., San Diego, CA 92115
Tuesday, Dec. 3 5:30-7 p.m.	4	Educational Cultural Complex Upstairs Lobby	4343 Ocean View Blvd., San Diego, CA 92113
Friday, Dec. 6 10-11 a.m.	All	Virtual Meeting	Zoom Meeting — for more information visit CleanGreenSD.org
Tuesday, Dec. 10 5:30-7 p.m.	1	Pacific Beach/Taylor Library	4275 Cass St., San Diego, CA 92109



Trash Service Then and Now

1920s	2020s*
- Citizens voted for City to take over trash hauling from private companies - City purchased trash hauling horse teams and wagons, as well as "hogs and necessary equipment" - City covered a portion of the cost by selling food waste for pig food - Served an estimated population of 100,000 - Provided daily pickups for businesses - Provided twice per week pickups for homes: 1 for food waste and "non-combustibles" 1 for items that could be burned - City owned an incinerator that it used for combustibles (considered the "most scientific" disposal method at the time) and dumped the ashes in the bay; backyard incinerators were allowed - Trash was hand sorted by a private company to recover items that could be resold for a profit - Items with no value were towed 20 miles out to sea or disposed at the City's Tideland Dump near the incinerator - While illegal dumping and private burn dumps were commonplace, there were no sanitary landfills until the 1950s	- Operates 240 automated collection trucks - Employs 550 people - Requests general fund allocation each year through annual budget process - Has almost 1.4 million residents - Provides trash services to more than 250,000 homes - Provides home pickups weekly and biweekly: - Once per week for trash - Once per week for organics — yard waste, food scraps, and food-soiled paper - Once every other week for recycling - Operates the Miramar Landfill and maintains 8 inactive landfills - Provides organic recycling and free compost and mulch to residents - Collects recyclable materials it delivers to waste recovery companies - Provides Household Hazardous Waste education and outreach - Provides zero waste planning and education - Operates community cleanup events - Manages compliance with many regulations, including: - Underground fuel tanks - Illegal dumping

* Numbers from Waste Advantage Magazine, October 31, 2022



Round 3



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SAN DIEGO

Find an Open House Location Near You

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Want to know more?

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For additional questions or comments, please contact us at Trash@SanDiego.gov.

Date and Time	Council District	Location	Address
Monday, Feb. 24 5:30-7 p.m.	8	Otay Mesa-Nestor Library	3003 Coronado Ave., San Diego, CA 92154
Monday, March 3 5:30-7 p.m.	5	Rancho Peñasquitos Library	13330 Salmon River Road, San Diego, CA 92129
Monday, March 10 5:30-7 p.m.	1	Pacific Highlands Ranch Library	12911 Pacific Place, San Diego, CA 92130
Monday, March 17 5:30-7 p.m.	9	City Heights/Weingart Library	3795 Fairmount Ave., San Diego, CA 92105
Monday, March 24 5:30-7 p.m.	3	Balboa Park Casa Del Prado, Room 101	1650 El Prado, San Diego, CA 92101
Tuesday, March 25 5:30-7 p.m.	7	Linda Vista Library	2160 Ulric St., San Diego, CA 92111
Tuesday, April 1 5:30-7 p.m.	4	Skyline Hills Library	7900 Paradise Valley Road, San Diego, CA 92139
Friday, April 4 10-11 a.m.	All	Virtual Meeting	Zoom Meeting — for more information visit CleanGreenSD.org
Monday, April 7 5:30-7 p.m.	2	San Diego College of Continuing Education, West City Campus (Midway), Room 124	3249 Fordham St., San Diego, CA 92110
Tuesday, April 8 5:30-7 p.m.	6	North University Community Library	8820 Judicial Drive, San Diego, CA 92122



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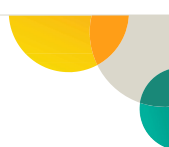
The People's Ordinance

Scenes from San Diego, 1920s



Photos courtesy of the San Diego Historical Society





Trash Service

Then and Now

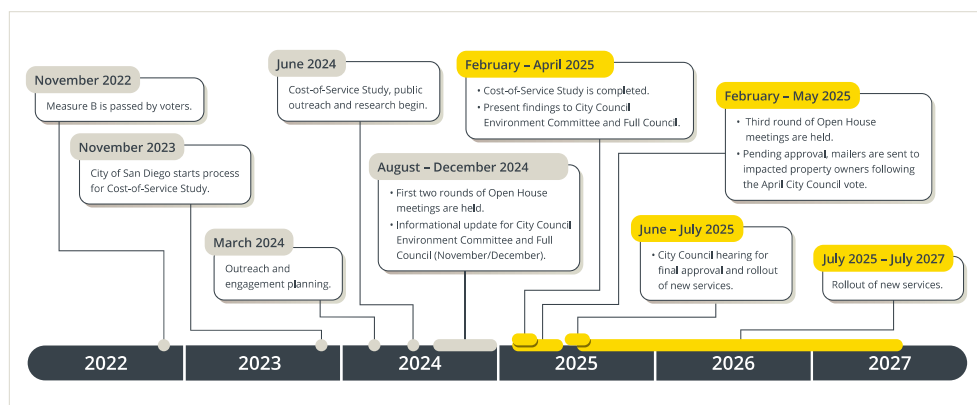
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 - Illegal dumping

* Numbers from Waste Knowledge Magazine, October 31, 2022



**A CLEANER, GREENER
SAN DIEGO**

Adopted 2025 General Fund Revenue

City of San Diego
Adopted Budget 2025
<https://www.sandiego.gov/fiscalcontroller>

Where did the money from the City's General Fund come from?

Real Year 2025 General Fund Revenues = \$2.08 Billion

Revenue Source	Percentage
Real Estate Taxes	48%
Transit	16%
State and Federal Grants	16%
Other	10%
State and Federal Grants	8%
State and Federal Grants	5%
State and Federal Grants	5%
State and Federal Grants	5%

How were property taxes distributed?

San Diego Property Tax Services

Jurisdiction	Percentage
City of San Diego	58%
County of San Diego	25%
San Diego Metropolitan Water District	10%
San Diego County	7%
San Diego County	2%

What were the budgeted expenditures by department in the General Fund for Fiscal Year 2025?

Fiscal Year 2025 Adopted General Fund Expenditures by Department (in millions)

Note: The "Other" category includes the City Auditor, City Clerk, City Council, City Planning, City Treasurer, Communications, Compliance, Council Administration, Department of Finance, Department of Information Technology, Development Services, Economic Development, Ethics Commission, General Services, Government Affairs, Home-Business Strategies and Initiatives, Human Resources, Boards and Commissions, Office of Emergency Services, Office of the Chief Operating Officer, Commission on Public Practices, Office of the Independent Budget Analyst, Office of the Mayor, Performance & Analytics, Personnel, Public Utilities, Purchasing & Contracting, Race and Equity and Sustainability and Mobility.

Department	Expenditure (in millions)
Police	3101.1
Fire/Rescue	1788.1
Other	828.1
Communications	828.1
Public Works	818.1
Transportation	808.1
City Attorney	282.1
City Manager	272.1
Information	262.1



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Proposed Fee Schedule

Anticipated Fee Range per MONTH

Anticipated Fee Range for 3-Container Bundle (Cost per Month)						
BUNDLES		July 1, 2025*	July 1, 2026	July 1, 2027	July 1, 2028	July 1, 2029
Option 1	35-gal Trash Container, 95-gal Recycling Container, 95-gal Organics Container	\$42 ± \$3	\$44 ± \$3	\$52 ± \$3	\$53 ± \$3	\$53 ± \$3
Option 2	65-gal Trash Container, 95-gal Recycling Container, 95-gal Organics Container	\$48 ± \$3	\$51 ± \$3	\$59 ± \$3	\$60 ± \$3	\$61 ± \$3
Option 3	95-gal Trash Container, 95-gal Recycling Container, 95-gal Organics Container	\$53 ± \$3	\$56 ± \$3	\$65 ± \$3	\$65 ± \$3	\$66 ± \$3

Anticipated Range for Additional Containers (Cost per Month per Container)					
35-gal Trash Container	\$7 ± \$3	\$7 ± \$3	\$8 ± \$3	\$8 ± \$3	\$8 ± \$3
65-gal Trash Container	\$13 ± \$3	\$14 ± \$3	\$15 ± \$3	\$15 ± \$3	\$15 ± \$3
95-gal Trash Container	\$18 ± \$3	\$19 ± \$3	\$20 ± \$3	\$21 ± \$3	\$21 ± \$3
95-gal Recycling Container	\$11 ± \$3	\$12 ± \$3	\$20 ± \$3	\$20 ± \$3	\$20 ± \$3
95-gal Organics Container	\$13 ± \$3	\$13 ± \$3	\$13 ± \$3	\$13 ± \$3	\$13 ± \$3

*The City proposes to provide recycling and organics collection at the service level of 95-gal containers only. Customers may request a 35-gal or 65-gal size recycling and/or organics container at the same rate if they prefer. For example, a smaller size due to space considerations, but all customers will be charged at the 95-gal container rate for recycling and organics collection services.

*The City proposes to provide trash collection at the service level of 95-gal containers during Fiscal Year 2025 until new containers are delivered. Customers with a 35-gal or 65-gal size trash container may request a 95-gal container or may request to receive a new 35-gal or 65-gal container.

What Did Measure B Ask Voters?

Voters Approved

"Shall the San Diego Municipal Code be amended so that all City residents receive comparable trash, recycling, and other solid waste management services, by allowing the City to recover its cost of providing these services to eligible residential properties, which could allow the City to provide additional services, such as weekly recycling, bulky item pickup, and curbside container replacement and delivery, at no extra charge?"



Why Was Measure B Proposed?

Fair Use of City Funds

Having residents pay for their own service would **end a decades-old subsidy voters did not anticipate**. People who live in most apartments and condos have had their General Fund money used to provide a service that only benefits other people. The **General Fund money** for providing trash services each year **would be placed back in the budget to benefit everyone**.



What Did Measure B Require?

A Cost Study

The City cannot make a profit or charge other customers a portion of the cost for service to someone else. It is required to show its direct costs for the services.

Service by the City

The People's Ordinance requires the City to provide the service to houses and lots with up to four units. It does not allow those customers to opt out or use private haulers.



Who Decides if Fees Take Effect?

Ratepayers will Decide Fairness

California State Proposition 218 requires cities to inform ratepayers before fees are adopted or changed. A mailer will be sent to each property owner that receives City services. If more than half of them reply in writing that the fee is unfair, the fees will be rejected.



What Will I Have to Pay?

Fees Based on Bin Size

Initial monthly fees would include one large blue bin and one large green bin. Customers can opt for smaller black bins.

The estimated fees could vary by \$3 (higher or lower):

- 95 gallon black bin — \$53
- 65 gallon black bin — \$48
- 35 gallon black bin — \$42

Fees would apply for extra bins.

The proposed fees increase through year five, to \$66, \$61, and \$53 per month, respectively.



Sign-up Sheet

[illegible]