EXECUTIVE SUMMARY

In September 2008, as the global economy was grounding to a halt and demand for recyclables started plummeting, Metro Waste Authority (MWA) was poised to launch the first of a two-phase transition from its 15-year-old, multi-sort residential curbside recycling program to a mandatory new single-stream program, Curb It! Recycle and Roll. Phase I launch began with 65,000 residential customers in the City of Des Moines in 2008, and Phase II, in July 2009, expanded the program to another 75,000 customers in the surrounding suburbs and rural communities (140,000 total).

Despite the uncontrollable economic forces, support for the launch remained largely due to MWA's confidence in its marketing team who had their boots on the ground a full year ahead of the first phase transition date.

Research and feasibility studies informed MWA’s creation of a new marketing plan and development and execution of marketing materials – advertising, direct mail and event programs – designed to increase participation and recycling volumes while keeping a lid on contamination rates.

As a result of MWA's successful marketing plan and effective implementation, Curb It! Recycle and Roll achieved its measurable goals:

» 20% Recycling tonnage increase
» 4% Contamination rate
» 20% Increase overall participate rate

1. STATEMENT OF INTENT

MWA is applying for the SWANA 2011 Marketing Excellence Award in order to share its successful marketing plan and materials — advertising campaign, direct mail, events and other marketing programs — developed and implemented with the goal of increasing participation in a new mandatory solid waste program. This plan benefits other organizations that need to increase participation in a new or current mandatory program or service. As more communities and solid waste organizations consider increasing participation in a current program or launching a mandatory new service, such as single-stream recycling, MWA’s marketing materials and plan can serve as a proven template to ensure increased participation and success.
2. RESEARCH/PLANNING

2A. Description of the need for this program and the facts and perceptions regarding the problem or situation

Description: The “Perfect Storm of Opportunity”

A “perfect storm” of opportunity had been brewing for years. It finally reached a tipping point for MWA to consider switching to single-stream recycling (SSR) in 2007, when data and customer feedback showed a slower growing multi-sort residential recycling program may have outlived its usefulness at a time when demand for recyclable materials was running high. This information collided with the opportune time to switch collection services and processing facilities that could handle SSR, since both contracts were expiring in June 2009. By starting the exploration process in 2007, there was time enough for MWA to conduct additional research and feasibility studies, develop and receive RFPs from service providers, and create a new marketing plan and materials to kick-start implementation and ensure a successful and high-participating SSR program.

MWA Background & Marketing Responsibilities

To ensure the success of a possible new SSR, Curb It! Recycle and Roll, MWA assigned its marketing staff the responsibility of creating a new marketing plan and developing and implementing effective marketing materials — advertising campaign, direct mail and event programs. The new plan and materials would provide an effective roadmap to successfully reach MWA’s quantifiable goals of increased participation (20%) and increased recycling tonnage (20%) with an acceptable contamination rate (10% or lower).

Managed by an executive director and governed by a Board of Directors, Metro Waste Authority is a regional government agency serving 22 communities in central Iowa (listed on page 4). It owns and operates the largest public landfill in the state. The income it generates from the landfill and other services pays for recycling and waste reduction programs available to residents and businesses in a wide and diverse service area. MWA receives no tax dollars.

MWA is responsible for marketing, public education, advertising and communication functions for residential recycling for 22 communities in central Iowa, serving a total of over 140,000 households. These communities range from sparsely populated unincorporated rural areas to sprawling suburbs to the more densely populated City of Des Moines. MWA also manages the service agreements for the recycling programs in all the communities (75,000 single-family homes) except the City of Des Moines.

Situational Problems, Perceptions & Facts

First, MWA experienced the limitations and problems endemic to multi-sort residential recycling programs. Our 15-year-old, five-sort residential curbside recycling program – Curb It! – used 18-gallon open bins requiring weekly pick-up. Persistent problems included (1) customer complaints, (2) customers only recycling one or two materials, (3) bins too small for higher-volume recyclers, (4) increasing costs of bin replacement and (5) increased litter in yards and streets and plugged-up stormwater drains.

Second and perhaps even more problematic, Curb It! was simply no longer growing at previous levels. While the 15-year-old program did have increasing volumes, it was by smaller and smaller increments in recent years. For the past five years, between 2004-2009, recycling volumes only increased a total of 15 percent.

Third, timing played a crucial role as collection and processing facility contracts were expiring at the end of June 2009. MWA could consider securing fully automated collection services and a recycling processor capable of handling SSR. This auspicious moment in time presented MWA the opportunity to make a change in its residential recycling program, starting with an independent research survey of resident attitudes.
The primary goal in hiring an outside independent research consultant was to provide MWA, its Board and city member partners an answer to the key question, “Can we change Curb It?”

By answering this question, and more included in a research analysis, MWA would be taking the first step toward securing city member buy-in (first target audience) and begin developing a new SSR marketing plan with implementation strategies and programs aimed at a variety of targeted audiences (detailed in 2c) a year ahead of MWA’s potential Phase I first launch date.

In September 2007, Crawford Johnson Northcott, Inc. conducted a research project surveying resident attitudes concerning the multi-sort Curb It! recycling program. It also assessed their attitudes about switching to single stream, which would require different recycling practices, changes in collection frequency (every other week versus each week) and the use of large wheeled carts for automated collection.

Research Synopsis & Relevant Data
Prior to beginning the process of building support with our first target audience – municipal partners (elected and non-elected) and leading community opinion makers – MWA assessed resident customer attitudes and the subsequent data concerning a SSR program, as well as customer attitudes on the current multi-sort Curb It! program.

The results proved to MWA Board members and staff that residential customers would support making the change to single stream.

<< SEE PIE CHARTS
Eight out of 10 residents would likely use single-stream recycling even after learning about the possible changes in recycling rules required for the automated collection.

Research Methodology
Respondents were given a one-paragraph explanation about automated collection, where a cart was used to collect recyclables.

- Seven (7) questions on multi-sort program
- Three (3) questions on single stream
- Two (2) marketing questions

Findings were based on a sample of 803 greater Des Moines area residents, 18 years or older. A stratified sampling procedure based on gender, age, and area was used to obtain a representative sample. Current recycling behavior, reaction to purposed changes in Curb It! and various marketing and communication tool effectiveness was researched.
Area Represented
The following communities and member partners shown on the MWA Service Area Map were represented in this research study:

- Alleman
- Altoona
- Ankeny
- Bondurant
- Carlisle
- Clive
- Des Moines
- Elkhart
- Grimes
- Hartford
- Johnston
- Mingo
- Mitchellville
- Norwalk
- Pleasant Hill
- Polk City
- Polk County (unincorporated)
- Prairie City
- Runnells
- Urbandale
- West Des Moines
- Windsor Heights

The research also was designed to provide statistical evidence of residential customer attitudes that could be used to build support and consensus among MWA Board, member community representatives and political/community leaders (Target Audience #1), which would lead to a secondary feasibility study to assess strengths and weaknesses of a single-stream program.

SSR Feasibility Strength/Weakness Study
The MWA Board approved a feasibility study and MWA’s marketing staff conducted a secondary research project. The results guided the design fundamentals of MWA’s new marketing plan and requisite advertising materials for a future SSR program. (Goals discussed in detail in 2d.)

Results Gave the Green Light
The SSR research survey and feasibility study were presented by MWA senior management to MWA Board members and member community representatives, and as a result, MWA was given the green light to develop the marketing plan and marketing materials – advertising, direct mail and events (along with many other elements) – to implement a new SSR program.

STRENGTHS
1. Easy use for residents
2. New technologies for sorting could diminish contamination risks
3. Potential for automated collection
4. Less expensive than multi-sort with manual collection
5. Expected increase in recycling volumes average 20%

WEAKNESSES
1. Primarily centered around recycling processing & SSR known for downgrading recyclables (15% or more contamination rates)
2. Costs for processing single stream recyclables higher than 5-sort
3. Weaknesses could diminish revenues for MWA
2b. Describe examples of marketing materials and programs used to increase participation in Curb It! program prior to implementing Curb It! Recycle and Roll’s new marketing plan and marketing materials.

In recent years, MWA has used a mix of marketing materials including advertising, direct mail, events and communication tools to increase participation and targeted to specific audiences, spending nearly $160,000 annually on information about recycling or $1.14 per household each year (based on 140,000 households).

2c. Describe the target audience(s) and how this program/project is appropriate for that audience(s).

Curb It! Recycle and Roll Marketing Plan Identified Target Audiences

All of the identified targeted audiences required specific marketing/advertising tools to encourage and increase participation.

1 First Primary Audience: Member Communities and Government Leaders

MWA’s Board of elected officials representing their communities along with five other non-voting city members, City Council members, Mayors, and City Managers are the decision makers on city waste removal programs and drive public opinion regarding changes in city policy.

Without their support, the transition to SSR would have been a non-starter requiring no need for a new marketing plan and subsequent development and implementation of marketing campaigns and programs. MWA senior staff developed and implemented presentations, fact sheets and research results to gain their support and participation in the years preceding SSR launch dates and during critical launch rollout Phase I (City of Des Moines) and Phase II (MWA’s suburban and rural residential customers).

Key Marketing Messages

**Single-Stream Recycling = Cost Savings & Environmental Protection**

<table>
<thead>
<tr>
<th>Lower collection costs</th>
<th>Collection costs to be reduced in suburbs and rural areas by nearly $0.40 per household per month, saving more than $300,000 for member communities in the first year alone.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less wear on city streets</td>
<td>Changing to every other week collection means the heavy collection trucks will go through city streets half as much, reducing stress on neighborhood roads.</td>
</tr>
<tr>
<td>Increased recycling</td>
<td>Saves trees, oil, electricity and landfill space, and protects air quality. Increased quantities means increased revenue back to communities.</td>
</tr>
<tr>
<td>Litter control</td>
<td>Lids on new containers prevent litter from clogging sewer drains and ending up in our local rivers and streams; and communities spend less money on litter clean up.</td>
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</tbody>
</table>
Second Primary Audience: Des Moines Residential Customers

Because of differences in collection and processing service agreements, the City of Des Moines transitioned to single-stream recycling for its 65,000 residential customers in October 2008, nine months ahead of the suburban and rural communities. Success of the program by Des Moines residents would set the stage for its success in the surrounding communities.

MWA's new SSR marketing plan provided direction in developing and implementing increased customer participation through a billboard advertising campaign and event programs that rolled out in September 2008, a month ahead of actual launch date.

Key Marketing Messages

» The City of Des Moines and MWA are “rolling out” an easier way to recycle – **Curb It! Recycle and Roll**

» **Curb It! Recycle and Roll** eliminates the need to sort recyclables, is easy to roll to the curb and prevents recyclables from blowing into your neighbor’s yard.

» No sorting … no heavy lifting … no litter.

» Just lift the lid and throw in the same materials collected in Curb It!

Third Primary Target Audience: MWA’s Suburban & Rural Residential Customers

In July 2009, nine months after the City of Des Moines’ SSR program was launched, 75,000 residential customers in the surrounding suburbs and smaller rural communities started using their new automated **Curb It! Recycle and Roll** carts.

MWA's development and implementation of marketing programs and campaigns designed for this important target audience began in November 2009, nine months prior to the Phase II launch date. Strategically, MWA employed a broad, deeper reach using radio and print advertising.

Key Marketing Messages

» Metro Waste Authority is “rolling out” an easier way to recycle – **Curb It! Recycle and Roll**

» **Curb It! Recycle and Roll** eliminates the need to sort recyclables, is easy to roll to the curb and prevents recyclables from blowing into your neighbor’s yard.

» No sorting … no heavy lifting … no litter.

» Two convenient cart sizes to fit your needs. A 96-gallon cart will be provided unless you pre-order the 48-gallon at recycleandroll.com or by calling MWA helpline.

» Just lift the lid and throw in the same materials collected in Curb It!

» Recyclables collected at the curb are sorted at the recycling center, marketed and made into new materials.
Fourth Target Audience: News Media

Central Iowa is a medium-sized media market with five network broadcast stations, one cablecast local access channel, 22 radio stations, one broadsheet daily newspaper, one weekly business news tabloid and two major entertainment/news/alternative tabloids.

This group is an amplifier of the SSR message and benefits, potentially driving up participation through MWA’s media, marketing programs and campaigns identified in the Curb It! Recycle and Roll Marketing Plan as well as through communication tools and vehicles identified and subsequently developed and implemented by MWA staff to ‘spread the word’ to this target audience about the benefits of participating in Curb It! Recycle and Roll.

Key Marketing Messages

» Metro Waste Authority is “rolling out” an easier way to recycle – Curb It! Recycle and Roll

» Curb It! Recycle and Roll eliminates the need to sort recyclables, is easy to roll to the curb and prevents recyclables from blowing into your neighbor’s yard.

» No sorting … no heavy lifting … no litter.

» Making the recycling process simpler

   » Encourages residents to recycle more

   » Reduces landfill volume and

   » Increases revenue because the amount of recycled material goes up.

» Just lift the lid and throw in the same materials collected in Curb It!

» Recyclables collected at the curb are sorted at the recycling center, marketed and made into new materials.

Fifth Target Audience: Haulers & Community Staff

They experience direct contact on a daily basis with our target audiences 2 & 3 (140,000 residential customers participating in Curb It! Recycle and Roll). Consequently, they are an important target audience and need to demonstrate a positive and helpful attitude, especially during a major transition from multi-sort to SSR that will increase participation in this new mandatory solid waste program.

Most of these frontline workers are also Curb It! Recycle and Roll customers and receive the same marketing materials the rest of our new SSR customers receive along with extra instructions and support materials from MWA (talking points, information sheets, referral phone numbers for customer questions they can’t answer, etc.) with the expected result that they are well-informed and supportive in their communications with customers and can help drive additional participation in SSR.

Key Marketing Messages

» Metro Waste Authority is “rolling out” an easier way to recycle – Curb It! Recycle and Roll

» Curb It! Recycle and Roll eliminates the need to sort recyclables, is easy to roll to the curb and prevents recyclables from blowing into your neighbor’s yard.

» No sorting … no heavy lifting … no litter.

» Two convenient cart sizes to fit your needs. A 96-gallon cart will be provided unless you pre-order the 48-gallon at recycleandroll.com or by calling MWA helpline.

» Recyclables collected at the curb are sorted at the recycling center, marketed, and made into new materials.
### 2d. Goal Description of Curb It! Recycle and Roll
(Goals should be specific, realistic and measurable)

#### Measurable Goals
The two primary research studies informed the marketing plan and associated advertising, direct mail and event programs designed to increase participation with our residential customers by establishing measurable goals and strategic objectives to meet those goals successfully. MWA’s measurable goals for the Curb It! Recycle and Roll Marketing Plan:

1. 20 percent increase in recycling tonnage
2. Keep contamination rates below 10 percent (national averages for first year SSR vary from 15 percent or more)
3. Increase overall participation rate by 20 percent

To ensure these goals were achieved, MWA’s marketing staff was given the task of creating a new marketing plan, developing and implementing an advertising campaign, direct mail, and events (as well as communication, media, printed materials and educational tools and programs) to specific target audiences that would result in increased participation (and therefore increased recycling volumes) while keeping a lid on contamination rates.

The effectiveness of the Curb It! Recycle and Roll Marketing Plan and supporting marketing campaigns and programs would be measured after one full year of SSR against the final statistics of participation rates, recycling volumes and contamination rates.

#### Strategies/Tasks Planned to Meet Goals
The chart on the following page identifies specific target audiences with strategies and tasks employed to increase participation. Because marketing categories are just one of several elements included in the new Curb It! Recycle and Roll Marketing Plan, by necessity, we must also include the other elements and programs as together they create the “Sum is larger than the parts” theory. However, all marketing strategies, programs, campaigns and tasks are highlighted in the chart on the following page.
## Target Audience

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>MWA Board, MWA Members, Municipal &amp; Political Leaders</td>
<td>City of Des Moines Resident Customers</td>
<td>MWA Suburban &amp; Rural Resident Customers</td>
<td>News Media</td>
<td>Haulers &amp; City Staff</td>
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## Desired Outcomes

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<tbody>
<tr>
<td>Single Stream is good for my constituents and residents.</td>
<td>Embraces new recycling program and increases participation.</td>
<td>Embraces MWA as environmental leaders, making it easier for readers/viewers to recycle rather than landfill.</td>
<td>I’m an Ambassador for new recycling program and my attitude will make it successful.</td>
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## Strategies

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<tbody>
<tr>
<td>Building consensus w/meetings/personal communication</td>
<td>Shared decision-making</td>
<td>Attend city council meetings</td>
<td>Share brochures</td>
<td>Ads on city newsletter and newspapers</td>
</tr>
<tr>
<td>10. Des Moines Press Conference</td>
<td>11. ‘Recycle/Roll’ Logo Campaign</td>
<td></td>
<td></td>
<td>10. 8,000 direct mail postcards</td>
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<tr>
<td>11. ‘Recycle/Roll’ Logo Campaign</td>
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<td>11. Cart stickers with pictures showing acceptable/non-acceptable</td>
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<tr>
<td>12. Direct mail letters to unincorporated areas</td>
<td>13. Local event programs</td>
<td>14. Articles in community bulletins &amp; city websites</td>
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## Responsible Parties

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## Measurement of Success

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</thead>
<tbody>
<tr>
<td>Timely approvals and consensus to move forward</td>
<td>Number of presentations to city councils</td>
<td>Number of officials participating in media events</td>
<td>Positive op-eds and news articles about SSR</td>
<td>Few complaints about switch</td>
</tr>
<tr>
<td>1. 1. Few complaints about switch</td>
<td>2. Improved compliance</td>
<td>3. Higher overall participation rates to 20%</td>
<td>4. Increase recycling volumes by 20%</td>
<td>5. Low containment rate of 10% or less</td>
</tr>
<tr>
<td>2. Improved compliance</td>
<td>3. Higher overall participation rates to 20%</td>
<td>4. Increase recycling volumes by 20%</td>
<td>5. Low containment rate of 10% or less</td>
<td>Number of stories placed in support of switch</td>
</tr>
<tr>
<td>3. Higher overall participation rates to 20%</td>
<td>4. Increase recycling volumes by 20%</td>
<td>5. Low containment rate of 10% or less</td>
<td>Number of articles acknowledging first year results locally and within trades</td>
<td>Number of positive/negative comments from haulers or MWA Helpline</td>
</tr>
</tbody>
</table>
2e. Anticipated Obstacles & Opportunities for Meeting Goals

Metro Waste Authority staff ANTICIPATED the following OBSTACLES that could possibly delay or derail the successful rollout for its new Curb It! Recycle and Roll single-stream program and diminish participation rates and subsequent failure to meet program goals:

Obstacle #1: Pre-Ordering a Smaller Sized Cart, if desired

Residents would be provided a 96-gallon cart for recycling unless they pre-ordered a 48-gallon cart. Residents could pre-order the smaller cart through www.recycleandroll.com, or by calling our dedicated customer phone line at MWA. Ordering began in January 2009 prior to the July 2009 actual launch date. Communicating this pre-ordering process was expected to be challenging.

OPPORTUNITIES/SOLUTIONS: MWA had an opportunity to work directly with resident customers, which it normally doesn’t do on a large-scale. Consequently, MWA developed a widespread advertising campaign and targeted deep direct mail campaign to increase participation in SSR along with additional printed materials (communication area) to enhance and improve participation rates, such as; community newsletter and newspaper advertisements and articles, Website advertising in MWA’s service area, MWA info on city websites, direct mail in utility bills, print advertising, and participation in local events. We also hired an additional temporary customer service representative at MWA to take new cart orders on our customer helpline.

MWA staff visited every city hall and met with frontline staff to answer resident questions. A one-page summary of key information was provided to guide city staff. All city halls were encouraged to direct any resident questions to MWA.

RESULTS: Approximately 8,000 48-gallon carts were pre-ordered, with an equal amount being taken by phone versus the website. Customer contacts ran high during the six months prior to the launch and another two months post launch. The pre-ordering communication system and printed materials along with similar advertising messages proved a successful marketing strategy with high marks for customer service.

Obstacle #2: Cart Delivery & Exchanges and “HOW-TO” Cart Questions

Cart delivery was an anticipated obstacle since the automatic delivery of carts started in early April 2009 for the Phase II launch (customers in 22 communities) but could not be used until July. Residents needed to know when the carts were coming, how to recycle through June 30, and then how and when to start using the carts in July 2009. Mass confusion about the start of the program and how to ensure recyclables were collected during the transition could lead residents to abandon the program before it even started.

OPPORTUNITY/SOLUTION: Communicating directly and indirectly with over 75,000 residential customers, MWA implemented a second major wave of advertising, direct mail, events and information guides and messages in community letters, on websites, radio and print advertising that preceded the Phase II April delivery schedule alerting communities and individual residents when their carts would be delivered and instructions/ideas on where to store the carts until the program launched in July 2009, since the carts couldn’t be placed at the curb until July. Print advertising also provided schedules for cart delivery by community to encourage participation.

RESULTS: All carts were delivered to 75,000 residences on-time for the July 2009 launch and the advertising and direct mail guides’ ensured higher participation.
Obstacle #3: Confusion about What to Recycle and Collection Schedule

Customers had many questions about what could be recycled. Ensuring they put in only the accepted materials was key to keeping contamination low. Since our customers were switching from weekly to bi-weekly collection, MWA anticipated a possible obstacle to increased participation.

**OPPORTUNITY/SOLUTION:** MWA fielded over 500 customer calls, which would normally go to the collection/hauler. This was a great opportunity to serve our customers directly by assisting in solving their problems and answering their questions in real time by a real person as well as through community newsletters and newspapers, direct mail utility bill insert campaigns, advertising, direct mail letters and postcard drops and other local launch events to encourage participation in the program.

Residents received an individualized information sheet inside their new automated carts that included:

- First date to set the cart out for collection
- How to place the cart at the curb
- Photos of accepted materials
- An explanation of the recycling process and re-marketing functions
- Instructions on how to determine which week and day to set out the cart
- Who to call for questions

Print advertising also featured this information to drive participation figures up.

Additionally, two stickers were affixed to the top of each cart. One showed actual photographs of what materials could go in the carts and the other sticker showed the yearly pick-up/collection schedule. Print advertising also supported this information to encourage customer participation.

**RESULTS:** Higher than anticipated participation rates, exceeded 20 percent increase in overall participation rates, increased recycling volumes by 20 percent with lower than anticipated contamination rates of 4 percent.
3. IMPLEMENTATION/EXECUTION

3a. Describe how the program/project was implemented using a timeline of events that lists each activity/task.

The development and implementation of MWA’s marketing materials and programs served as parts of an overall comprehensive *Curb It! Recycle and Roll* Marketing Plan that called for strategic execution to targeted audiences of specific tasks that were timed to support increased participation of a two-phase transition from multi-sort to single-stream residential recycling program, which included a total of 140,000 single family residences located in a variety of communities; from dense city neighborhoods to sprawling suburbs and sparsely populated rural areas. The diversity of MWA’s service areas required a mix of wide and deep marketing programs that ranged from print and radio advertising to targeted direct mail and unique community media opportunities and events. The entire marketing, communications, education, leadership/community relations, and media tasks are included in this timeline that represents the Marketing Plan in action.

<table>
<thead>
<tr>
<th>2007</th>
<th>2008</th>
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<tbody>
<tr>
<td>SEP</td>
<td>OCT</td>
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<tr>
<td>---</td>
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</tr>
<tr>
<td>Conducted customer research – Crawford Johnson Northcott</td>
<td>MWA Staff Feasibility Study on Strengths &amp; Weaknesses of SSR</td>
</tr>
<tr>
<td>Presented Research Results to Target Audience #1</td>
<td>Presented Feasibility Results to Target Audience #1, including all city council members (21)</td>
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<table>
<thead>
<tr>
<th>JUN</th>
<th>JUL</th>
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<th>SEP</th>
<th>OCT</th>
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</thead>
</table>
| Hired Marketing Consultants | Developed Strategies for Marketing and Communication Campaigns, Special Events & Direct Mail For Phase I (Des Moines Launch in Oct.) | Produced Advertisements | Shared Items Below with Target Audience #1 and Implemented for Target Audience #2:  
- Advertising Campaign Rollout  
- Special Media Events Rollout | Target Audiences #1, 2 & 5 – Phase I Launch of Curb It! Recycle and Roll in Des Moines |
| Identified Target Audiences | Developed Ad Billboard and Radio Copy; Bought Schedule | Placed Ad Buys on Radio and Billboards | Distributed Cart Stickers & Printed Materials to Target Audience #2 |
| Developed Timeline & Budgets | Developed Printed Materials for SSR; Customer Handouts, Brochures, SSR “How-To” Brochures, Stickers on Carts for Automated Delivery & Accepted Recycling Materials Media Plan Done | Photographed, Designed & Printed Brochures, Handouts, Guides & Print Materials Associated with Phase I Launch | Developed Informational Handouts & Helpline to Target Audience #5 |
| Developed Website SSR concept | Continued Building Support & Consensus with Target Audience #1 Through Meetings & Updated Marketing Plans & Developments | Produced Curb It! Recycle and Roll logo | Distributed Cart Stickers & Printed Materials to Target Audience #2 |
| Published Item Below with Target Audience #1 and Implemented for Target Audience #2: Advertising Campaign Rollout Special Media Events Rollout | Developed/Produced News Releases & News Kits for Phase I Launch | Produced & Printed Direct Mail Postcards; Ordered Labels | Developed/Produced News Releases & News Kits for Phase I Launch |
| Advertising Continued | Photographed Carts & Visual Cart Labels for Collection Schedule & Accepted Materials | Distributed Cart Stickers & Printed Materials to Target Audience #2 | Distributed More Printed Materials in Public Places: Des Moines Public Works, Des Moines City Hall, Des Moines Libraries & Community Centers |
| Distributed More Printed Materials in Public Places: Des Moines Public Works, Des Moines City Hall, Des Moines Libraries & Community Centers | Advertising Continued | Developed Artwork for Curb It! Recycle and Roll | Helpline Working & Busy |
| | | Photographed Carts & Visual Cart Labels for Collection Schedule & Accepted Materials | Recycleandroll.com Up & Receiving Hits |

Screen Capture of www.RecycleandRoll.com
**Phase II Cart Ordering Began** – Target Audience #3

Produced & Placed Cart Order Alerts & SSR Articles on Ankeny City Website, Channel 7 & DM Register’s Ankeny Section and in Following Town Newsletters & Newspaper Sections: Clive, Altoona, Grimes (website), Johnston, Polk City, Windsor Heights, Polk City, Prairie City, Runnells, Sheldahl

Produced & Placed Cart Order Alerts (Direct Mail) Inserts into Water Utility Bills in: Urbandale, West Des Moines, Mitchellville, Norwalk, Pleasant Hill

Carts on display in Public Offices and Libraries, City Halls & in MWA Offices & Facilities

Community Website Cart Ordering Info: West Des Moines, Urbandale, all other cities with websites

Wrote & Distributed News Releases to Media re: Cart Order Alert

Developed Advertising Plan, Bought Schedule & Produced Print & Radio Adverts for Phase II

Developed Special Launch Events & Summer Promotions Schedule (parades, Home Show, Natural Living Expo)

Developed Media Kits Specific to Phase II Launch

Distributed Printed Materials

Purchased Promotional Items (yard sticks) for Cart Placement, SSR Program

Daily Updates to RecycleandRoll.com

Kept Customer Helpline open M-F, 8:430 & Hired Additional Staff

Produced Presentations for MWA Staff to Educate Civic, Public and Business Groups as well as all City Frontline Staff (21 meetings)

Developed & Produced Printed Materials Specific to Phase II – Brochures, Instruction Sheets, Recycling Brochures & Distributed to 22 Communities in Phase II Launch

Implemented Advertising Plan, Purchased Ad Buys, Rolled Out Advertising Campaign for Phase II

Pre-Press Media Outreach; News Release Kit Distribution, Radio Tours

Recycle & Roll Events (Green Days Parade, Lite Listener Lunch in the Park)

Continuing to Place Launch Articles in Community Newsletters & Websites

Distributed Promotional Items

Direct Mail Letters to Polk County Unincorporated Residents

Haulers Received Talking Points, Helpline No., Printed Handouts

MWA Staff Trouble-shooting with City Members & Providing More Printed Materials to Customers

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**Place these items in your cart**

**Cardboard**
break down and cut to fit into container

**Mixed paper**
including junk mail, phone books, magazines

**Tin/aluminum cans**

**Plastic containers**
"necked" bottles and yogurt/margarine tubs NO LIDS

**Newspaper**
including inserts

**Glass Jars & Bottles**
ALL colors

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**DO NOT place these items in the cart:**
garbage, yard debris, styrofoam, plastic bags, containers which previously contained hazardous materials (such as motor oil or paint), electronics, or anything not listed above.

**WHEN IN DOUBT, THROW IT OUT!**

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Questions or concerns? Missed pick up? 24-GREEN More about MWA & Curb It! 244-5021 Or www.mwatoday.com

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**Example of the cart label placed on the top of the carts.**
### Phase II Launch

- Continued Advertising
- Distributed Launch Press Releases
- Updated RecycleandRoll.com
- Manned Helpline Over Holiday Weekend
- Continued Placing Articles & Information on Community Websites and in Newsletters
- Continued Distributing Printed Materials on Curb It! Recycle and Roll Guidelines, Information Sheets, Collection Schedules and How To information
- Recycling Participation Rates & Volumes Tracked & Reported to Target Audience #1 & Media
- Wrote & Distributed News Release on High Participation Rates (90%)
2010

Maintenance

Print Advertising Continued but with Different Maintenance Reminder Messages & Specific Holiday Recycling Tips to Target Audience #2 & 3

Statistical Analysis of Participation & Recycling Volumes Updated & Reported to Target Audience #1.

Ordered and distributed promotional materials (2010 Collection Schedule magnets) to customers directly at trade shows and events, and through city halls.

Statistical Analysis of Participation & Recycling Volumes Updated & Reported to Target Audience #4 through News Releases

Community Member Media Outreach Reminding Customers of Proper Cart Placement & Recycling Guidelines in Community Newsletters & Websites

Special SSR Customer Helpline Taken Down but MWA Customer Phone Line Remains Functioning to Receive Customer Questions

Continued Distribution of Printed Materials, Resupplying for Customers & City Members

Continued MWA Staff Presentations

“How-To” Video Series Produced for Website & Community Presentations; distributed to MWA member communities

Culmination of Success

Marketing Plans & Marketing Programs that included the Development & Execution of an Advertising Campaign, targeted Direct Mail and Special Events Programs produced the results MWA intended, reaching and exceeding measurable goals.

Continuous Improvement

There is still room for improvement and in the following years, MWA's Marketing Staff will continue to set measurable and reasonable goals and create a marketing plan and develop and implement strategies and programs to reach those goals.
3b. Discuss budget, including any funding leverage and if any activities exceeded budget

The total cost of the implementation of the Marketing Plan Budget for Curb It! Recycle and Roll used — with slight variations — for both the roll-out of the City of Des Moines’ 65,000 residents in October 2008 followed by the rollout to 75,000 residences in the suburban and rural communities MWA serves was $343,250 or $2.45/household.

There were no budget overruns.

3c. Partnerships & Collaborations

The transition from a multi-sort to single stream program required the largest Marketing and Communications Budget in our history, which begins and ends with buy-in, partnership and 100 percent support of our 22 community members who opened up their communication vehicles so MWA could save thousands of dollars and cost-effectively reach our target audiences.

Two other major partners collaborated with MWA on marketing efforts: Waste Management (MWA’s new hauler) and Greenstar (new material recovery processor for SSR). Both contributed to joint advertising and special event participation during Phase I and Phase II rollouts.

3d. Discuss how well the elements described in the planning phase were accomplished

Our comprehensive research and planning detail and information made all the difference when it came to developing materials, hitting our timelines (on time), maintaining our budgets and controlling costs during the implementation and execution roll-out of our marketing plan.

Planning was the key! All of the complex elements in our planning phase accomplished the tasks they were designed to accomplish and were critical to our success when it came to implementation. What hiccups we did experience, were quickly overcome with our customer helpline, constant contact with our city hall members and public works officials, and commitment to solving problems before the day was out.

3e. Creativity: Describe how your program is unique or an improvement over a similar project/program

MWA is not aware of any other single stream first-year launch program that used all of the creative marketing elements listed below. Consequently, MWA believes the total sum of the listed creative elements are both an improvement and unique over a similar program. The creative elements of our marketing efforts included renaming the new single-stream recycling program by building on MWA’s 15-year-old familiar and popular multi-sort residential recycling program name: Curb It! With a better environmental recycling program like single stream, we added a few more words to the original recycling program name that also served to instruct residents on how to use their new automated carts: Curb It! Recycle and Roll. Other creative elements included:

- Developing a new dedicated website that gave residents information and instructions: www.recycleandroll.com preceding and after launch dates
- Developing two cart label affixed to 140,000 new automated recycling carts; one with photographs on the acceptable recycled materials and the other label showing collection schedules for each neighborhood in the City of Des Moines and MWA’s service areas.
- Presentations to all city councils, civic groups, and other organizations on the Curb It! Recycle and Roll.
- Creation of dedicated customer helpline for MWA’s launch, which quickly solved resident
How do you curb it!? 

Plastic containers 

Mixed paper 

Tin/aluminum cans 

Glass containers 

Newspaper 

Cardboard 

www.mwatoday.com 515-244-0021 

problems and answered questions about the new SSR program. 

» One-page flyer attached to 75,000 carts distributed in Phase II, draped over the cart lid, so residents could see it and read the instructions on how the program worked, what materials were acceptable using actual photographs rather than graphics since photographs are more effective. 

» Direct mail inserts in utility bills – reached our target audiences 

» Advertising and information sharing on community websites 

4. RESULTS/EVALUATION 

4a. Describe how target audience participated in, or reacted to, the program 

MWA Member Communities & Government Leader Target Audience 

There was widespread participation. They continued a positive reaction even during a few weeks of hiccups around cart distribution. They were a constant source of helpful information and opened up all their city communication vehicles (utility bill mailings, websites, community newsletters, city council meetings, etc.) to our marketing efforts during Phase I & II. 

Area Resident Customer Target Audience 

The final results after the first full year of launching Curb It! Recycle and Roll with over 140,000 new automated carts, the proof is in the pudding. Our resident target audience heard our messages and responded with overwhelming support and in some cases, surpassing our initial goals by adopting Curb It! Recycle and Roll’s required new recycling practices, taking their carts out for collection on the right days every other week, and participating in greater numbers despite the ‘newness of the program.’ 

News Media Target Audience 

Based on the number of news stories (local and national print, television, radio) and participation by the press in our news conferences and special launch event programs, the local news media has been supportive and helpful in our marketing efforts to reach residential customers through earned media. 

Haulers and Community Staff Target Audience 

MWA has enjoyed a long and positive relationship with the community public works and other frontline staff. During this launch, we worked even closer to communicate the “new rules” and pick-up dates to ensure resident understanding and increase participation. These staff members added a local and friendly face to our marketing messages and helped make SSR a successful program almost immediately. 

Waste Management, the new hauler chosen for Curb It! Recycle and Roll, made a substantial positive impact on the success of our new SSR program. Its management and frontline employees worked hand-in-hand with MWA to ensure consistent and positive communications between residents and the haulers, which vastly increased our chances of meeting our goals.
4b. Demonstrate how success was measured (Results should be quantifiable and directly relate to the goals stated in the Research/Planning section).

<table>
<thead>
<tr>
<th>MWA Goal</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase recycling tonnages by 20%</td>
<td>20% increase in recycling tonnage</td>
</tr>
<tr>
<td>Keep contamination rate below 10%</td>
<td>Average contamination rate of 4%</td>
</tr>
<tr>
<td>Increase participation by 20%</td>
<td>20% increase in overall participation zooming to 90% in some communities with overall across MWA Service Area’ participation rate of 72%</td>
</tr>
</tbody>
</table>

As a result of Metro Waste Authority’s effective Marketing Plan and effective execution and implementation through advertising, direct mail, and special launch events our switch to single stream has been a resounding success.

4c. Discuss how the program can be improved

Although 99 percent of our effective marketing efforts hit the target and helped us reach our goals, we would recommend the following changes (which includes marketing as well as other communication strategic components in our Marketing Plan):

- Start advertising as early as possible to create awareness and increase participation. Phase I launch only received radio and billboard ads. More could have been done if we were given more time and budget.
- Compile address lists well in advance. Each community might have a different way of collecting and storing them. Pulling them together in a workable, comprehensive database proved challenging.
- Rethink approach to special launch events, such as participating in local parades. Pushing the new carts down hot cement streets didn’t give enough attention to our message. Not an effective use of time or resources.
- Some promotional items, such as the magnet recycling schedule calendar and the yard stick (to measure proper cart distance to curb), needed to be better marketed to communicate the message and weren’t widely used.
- Create video news releases as part of Media Launch Kit.
- In today’s world, incorporate social media vehicles such as Facebook and Twitter. These vehicles were not being widely used at the time of the launch, so were not a viable option for the marketing campaign.

4d. Is the program replicable in other communities for similar target audiences?

The Curb It! Recycle and Roll Marketing Plan and advertising and direct mail campaigns and event launch programs – as well as other strategic communication elements included in the plan – are completely replicable for most communities with similar target audiences.

While some elements can and should be altered to meet specific community or organizational needs and goals, most can easily be retrofitted to meet the objectives of any solid waste organization looking to transition from multi-sort to single stream or launching any mandatory program that requires increased participation and targeted to specific audiences.
FOR IMMEDIATE RELEASE

CONTACT: Amy Hock, Public Relations Specialist
515-244-0021 (office)

Largest single year increase in recycling using new Curb It! program
Contamination rate remains one of lowest in the nation

DES MOINES, Iowa – July 21, 2010 – Metro Waste Authority is happy to announce the first year of collection of the new Curb It! recycling program with the wheeled carts resulted in the largest single year increase in recycling in the 16 year history of Curb It!. The program experienced an increase of 3,000 tons. A total of 26,357 tons were collected across the metro area. That equates to 5,271 garbage trucks diverted from the landfill this year.

Tom Hadden, Executive Director of Metro Waste Authority says, “We are pleased with the increase in recycling as a result of the new, wheeled carts. Our hat’s off to our residents for being such avid recyclers and growing the program.”

The change to new, wheeled recycling carts didn’t change the low amounts of non-recyclables in the recycling either. It’s not uncommon to see an increase in the amount of non-recyclables being put into the recycling when communities change from the sort at the curb recycling program to the large wheeled carts.

“The best way to keep a recycling program viable is to keep non recyclable materials from going into the cart,” said Hadden. “Thanks to our residents being conscientious, our citizens and communities are achieving excellent results.”

Typical items that appear in the recycling carts that are not part of the Curb It! program include plastic shopping bags, Styrofoam peanuts, and miscellaneous plastic containers.

200 households join Curb It!
In addition to the increase in tonnage and low contamination rate, 200 additional households in Unincorporated Polk County joined the Curb It! program July 1, 2010. Each year the Public Works Department reviews the service area for the Curb It! program July 1, 2010. Each year the Public Works Department reviews the service area for the Curb It! program and recommends to the board of Supervisors the areas to be included.

-30-

About Metro Waste Authority
Metro Waste Authority is an award-winning regional government agency that manages the Metro Park East Landfill, the Metro Park West Landfill, the Metro Compost Center, the Metro Recycling Center, the Metro Transfer Station, and the Regional Collection Center for Household Hazardous Materials. MWA also coordinates recycling programs for its member communities and is a leader in many environmental issues in Central Iowa. Metro Waste Authority is self-funded through fees charged to those who use the landfill and its other services. The agency does not receive tax dollars.