REDUCE YOUR WASTE SIZE PROGRAM

Solid Waste Association of North America (SWANA)
2012 Marketing Excellence Award
Executive Summary

For a city or agency with recycling and diversion goals, increasing a residential commitment to the smallest garbage cart through innovative methods can be difficult. Common to other jurisdictions, Castro Valley Sanitary District (CVSan), a special district located in the unincorporated portion of Alameda County, California, had reached a saturation point in encouraging more residents to participate in subscribing to the smallest garbage cart for mandatory municipal solid waste services amongst its single-family residents, or 80% of the population of 55,000.

In order to incentivize sustainable residential downsizing, CVSan developed an innovative program entitled the Reduce Your Waste Size Program. Funding for the program came from a settlement check for $64,000.00 that CVSan received following review of its hauler’s performance under the Collection Service Agreement. Rather than just deposit the check into the General Fund, staff conceptualized creative options to offer the funds back to the community. The Reduce Your Waste Size Program offers single-family residents a cash incentive of $50.00 to downsize their garbage cart to the smallest, a 20-gallon cart, until the funds are exhausted.

With the initiation of the Reduce Your Waste Size Program, up to 1,280 residences first come, first served were provided the opportunity to receive a cash incentive to do the right thing: right-size their garbage cart to represent what they actually send to landfill, recycle and compost more, save hundreds of dollars per year on their bill, and join over 4,400 residences (29% of 14,761) in using 20-gallon garbage carts. Tandem to the downsizing of garbage carts, residents were able to upsize their recycling and organics carts from 64 to 96-gallons each at no additional cost, and have all their carts exchanged on the same service day.

As of December 31, 2011, 743 residences have downsized their carts, and $37,150.00 has been credited to their garbage and recycling bills. By June 2012, residents who made the switch will have realized over $107,000.00 in savings on their bills, and based on full carts, over 772,720 lbs. or 386 tons will have been diverted from landfill in the first year.

CVSan is proud of its efforts towards meeting the California State 75% Diversion Goal by the year 2020, hopes to give back the full $64,000.00 to its community, and continues to promote waste diversion through recycling, education, and practices.
Statement of Intent

From July-December 2011, the *Reduce Your Waste Size Program* motivated 743 residences in Castro Valley Sanitary District (CVSan) to downsize their mandatory garbage service to the smallest size, a 20-gallon cart. $37,150.00 was credited to participating residential solid waste bills and 191.1 fewer tons were sent to landfill during the first 6 months.

The program has been met with overwhelming positive feedback from the residential community. Residents have commented that the $50.00 was just the push they needed to downsize their garbage and love that CVSan is giving settlement funds back to the community to do something that benefits the environment and their pocketbooks in these challenging economic times.

The *Reduce Your Waste Size Program* supports CVSan’s Mission Statement: “We are committed to provide safe, efficient, and effective wastewater and solid waste management. We promote waste diversion through recycling, education, and practices. We strive for public satisfaction through quality service, reasonable rates, and proper stewardship of our resources and the environment.”

CVSan is please to apply for SWANA’s 2012 Marketing Excellence Award because results have demonstrated that behavior change amongst Castro Valley residents to reduce their waste has been outstanding. Furthermore, the *Reduce Your Waste Size Program*, in a short period of time, has bolstered the number of CVSan residents with 20 gallon garbage carts striving to reduce as much waste as possible.
Research/Planning

Castro Valley Sanitary District’s (CVSan) Mission Statement is: “We are committed to provide safe, efficient, and effective wastewater and solid waste management. We promote waste diversion through recycling, education, and practices. We strive for public satisfaction through quality service, reasonable rates, and proper stewardship of our resources and the environment.” With this as CVSan’s Mission Statement and the California State goal of 75% diversion by the year 2020, the Solid Waste Department is responsible for developing recycling and diversion programs to send less to landfill.

Although CVSan began offering 20-gallon garbage cart service in 2001, and underwent major service modifications and a rate increase in 2009 which assisted in motivating residents to recycle and compost more, a potential saturation point was reached in 2010 when only about 200 residences elected for the smallest garbage cart, for a total of 4,363 participating accounts (of 14,761). Despite CVSan’s many recycling and composting program offerings, staff saw a slowing in residents willing to make the switch to the smallest cart. The primary research methodology for tracking residential participation was utilizing quarterly container counts of residential service levels. 2010 year-end data of Residential Container Counts was as follows: 4,363 (20-gallon); 9,121 (32-gallon); 1,237 (64-gallon); and 40 (96-gallon), for a total of 14,761.

The Diffusion of Innovation Model (below), which describes how new ideas and technologies spread in different cultures, was used as a primary framework for recognizing where CVSan residents were along the model and timeline. Staff determined that the Innovators, Early Adopters, and Early Majority of residents had already selected or made the switch to the 20-gallon cart. Examples of reasons why these residents subscribed to the 20-gallon service level included the following:

- The 20-gallon garbage cart is the cheapest (financial savings).
- There are only 1-2 residents living in the home (minimal generation).
- After recycling & composting, what remains fits in a 20-gallon (follows program).
- Creating as little garbage as possible is the right thing to do (environmental impact).

Despite the participation of the Innovators, the Early Adopters, and the Early Majority, there was opportunity for more residents (Late Majority and Laggards) to participate, and a variety of reasons why they were not participating (see Obstacles below).
Parallel to these observations, CVSan was conducting quality control audits of its contracted municipal solid waste provider’s performance under the Collection Service Agreement. As a settlement following a performance review of the hauler, CVSan received a settlement check for $64,000.00 on August 27, 2010. Rather than just deposit the check into the General Fund, CVSan’s Solid Waste Committee directed staff to conceptualize creative options to offer the funds back to the community. Staff developed program options and presented them to CVSan’s Board of Directors (composed of five elected officials), Solid Waste Committee (two Board members), and Community Advisory Committee (ten community members) for review and feedback. The program that received the most favorable response was the *Reduce Your Waste Size Program* to incentivize residents to reduce their waste and garbage cart to a 20-gallon.

With CVSan’s mission to “promote waste diversion through recycling, education, and practices” and the potential to attract more customers to reduce their garbage cart size through incentives, on February 1, 2011, the CVSan Board unanimously voted in favor of a campaign to offer single-family residents a cash incentive of $50.00 to downsize their garbage cart to the smallest, a 20-gallon cart, until the funds are exhausted.

Prior to the *Reduce Your Waste Size Program*, there was no cash incentive program. The primary incentive to use a smaller cart was a lower rate, thereby saving the customer money on their bill. Included in the rate is weekly collection service for the selected garbage cart, a 64 or 96-gallon recycling cart, and a 64 or 96-gallon organics cart. Residents who select a smaller garbage cart pay a lower rate. The table below shows what a resident would save monthly and annually by downsizing to a 20-gallon garbage cart.

<table>
<thead>
<tr>
<th>Monthly Rate &amp; Savings (effective July 1, 2011)</th>
<th>20-gallon</th>
<th>32-gallon</th>
<th>64-gallon</th>
<th>96-gallon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate</td>
<td>$21.78</td>
<td>$33.78</td>
<td>$58.66</td>
<td>83.60</td>
</tr>
<tr>
<td>Savings to a 20-gal</td>
<td>($12.00)</td>
<td>($36.88)</td>
<td>($61.82)</td>
<td></td>
</tr>
<tr>
<td>Annual Savings</td>
<td>($144.00)</td>
<td>($442.56)</td>
<td>($741.84)</td>
<td></td>
</tr>
</tbody>
</table>

The target audience was residences with 32, 64, or 96-gallon garbage carts and the complete audience was all single-family residences 1-4 units, or 14,761 in total. With the initiation of the *Reduce Your Waste Size Program*, up to 1,280 residences first come, first served were provided the opportunity to receive a cash incentive to do the right thing: right-size their garbage cart to represent what they actually send to landfill, recycle and compost more, save hundreds...
of dollars per year on their bill, and join over 4,363 residences (29% of 14,761) in using the smallest garbage carts.

**Goals:**

- **Goal 1** - Execute the project on time and on budget
- **Goal 2** – Successfully have at least 320 residences signed up for the *Reduce Your Waste Size Program* in the first 6 months of the program.
- **Goal 3** – Give at least $16,000.00 back to participating residences within the first 6 months of the program.

Staff’s goal was to see at least 25% ($16,000.00) of the funding given back to the community within the first 6 months of the program (July-December 2011), which equates to at least 320 residences receiving $50.00 each for downsizing.

- **Goal 4** – See single-family residential garbage tons to landfill decrease by at least 83.2 tons in the first 6 months of the program.

Residential tonnages to landfill compose the largest percentage of CVSan’s tonnages every year. In 2010, single-family residents sent 43% (8,391.74) of the total 19,529.43 tons to landfill. With more residents limiting themselves to 20 gallons of garbage per week, the anticipated outcome and goal was at least 20 lbs. less per residence per week, which equates to at least 166,400 lbs. (83.2 tons) less total in the first 6 months (over 26 weeks).

**Strategies to Meet Goals:**

**Project Timeline** - In order to meet these goals, CVSan staff created a Project Timeline and Marketing Plan (*Implementation/Execution* below) including activities and their associated deadline. CVSan planned many marketing activities for the *Reduce Your Waste Size Program* such as press releases, local newspaper advertisements, website information, social media posts, and promotion at events over the course of the first year of the program. Staff ensured that the tasks were completed by their deadline by communicating about the Project Timeline with the affected staff and contracted hauler, conducting check-in meetings, and receiving verification that activities were completed in a timely manner and at the agreed upon cost.

**Preparation & Consistency** - Anticipated questions from the public were discussed and responses were drafted as a script for staff so that messaging was consistent. Staff authored guidelines for the program (*Attachment A*) in the categories of Customer, Migration, Cart Exchange, Timeframe, Incentives/Finance, Call Center, and Overages and these were posted on CVSan’s website so that residents had access to all the details of the program in writing. One month prior to the release of any public education or marketing materials, staff training was conducted.

**Social Engineering** - CVSan used social engineering messages to influence the behaviors of the target audience. Because people are influenced by their peers and how widespread they think a particular action is, CVSan used the strategy of communicating how many residences
were already participating (over 4,400) and as the number increased, this was communicated in local newspaper advertisements. Combined with this information, CVSan used the action word “join” i.e. “Join over 4,400 residences and save $144.00/year.” Author Alexis de Tocqueville published his observations in 1835 in Democracy in America and noted that the United States is a nation of joiners; that Americans have recognized the distinctiveness of their voluntary tradition. In a mandatory solid waste program, the choice to join others in an action that will save money and resources is empowering to residents.

Make it Easy - In order to streamline the process, CVSan and its hauler developed an online request form and created a local phone message center to specifically handle requests for the program. Where feasible, select media detailed what information would be required on the message center or online form to request the downsize so that residents could prepare their request and account information in advance. This was particularly valuable for tenants renting houses and CVSan’s large senior citizen community. Tandem to the downsizing of garbage carts, residents were able to upsize their recycling and organics carts from 64 to 96-gallons each at no additional cost, and have all their carts exchanged on the same service day.

Obstacles & Opportunities for Meeting Goals:

Goal 1 - Execute the project on time and on budget.

• One obstacle for meeting Goal 1 was the possibility of program errors due to all the moving parts of the project and because CVSan was relying on its contracted hauler (Team, below) to correctly set up the message center, train its Customer Service Representatives to answer program questions over the phone, accurately issue the $50.00 credits on residential bills, and operationally swap out carts on the scheduled appointment date.

• Another obstacle was that staff from different departments at CVSan were involved in the project, and two members of the team went on extended leave during the execution of the marketing pieces, which required additional coordination and training.

• An opportunity for meeting Goal 1 was to expose as much of the target audience as possible to the information about the program through CVSan’s marketing efforts due to the first come, first served nature of the limited program.

Goal 2 – Successfully have at least 320 residences signed up for the Reduce Your Waste Size Program in the first 6 months of the program.

One anticipated obstacle for meeting Goal 2 was that a fairly large number of residents (the Innovators, Early Adopters, and Early Majority) had already signed up to receive 20-gallon service (29% or 4,400 residents) before the program began.

• Obstacles to receiving a commitment from new residences included the perceived extra effort to reduce the service and doubt that 20 gallons would be sufficient space for weekly garbage.
• An opportunity for meeting Goal 2 would be for residents to see how little can go in the garbage after maximizing all that is recyclable and compostable and therefore sustain their decision to downsize.

**Goal 3 – Give at least $16,000.00 back to participating residences within the first 6 months of the program.**

• An obstacle for meeting Goal 3 was the perceived extra effort to issue a residence the $50.00 credit.

• An opportunity for participating residences is the realized savings annually of $144.00 for a migration from a 32 to a 20-gallon, $442.56 from a 64-gallon, and $741.84 from a 96-gallon in addition to the $50.00 incentive.

• Another opportunity is for CVSan to be commended by the community for developing an innovative program on a fairly small budget that furthers its Mission Statement and incentivizes people to do the right thing in these tough economic times.

**Goal 4 – See single-family residential garbage tons to landfill decrease by at least 83.2 tons in the first 6 months of the program.**

• One anticipated obstacle for meeting Goal 4 was that the Late Majority and Laggards would likely require some convincing due to their reasons for not having participated earlier, such as:
  o 20 gallons isn’t enough space
  o I don’t have enough space for recyclables and organics
  o I didn’t know that there was something smaller than 32 gallons
  o It’s too much work to make the change
  o Who would really participate in this?

• An opportunity for meeting Goal 4 is progress towards California State’s goal of diverting 75% by the year 2020 and CVSan’s Mission Statement.
Implementation/Execution

The *Reduce Your Waste Size Program* was developed by CVSan’s Solid Waste Supervisor by integrating direction from the Board of Directors, recommendations from the Community Advisory Committee, and researching requirements under the Collection Service Agreement with the franchised hauler; no outside consultants were involved.

The Implementation Team was made up of CVSan staff including the General Manager, Solid Waste Supervisor, Solid Waste Specialist, Administrative Assistants, Solid Waste Office Assistant, and Office Assistant, and Waste Management of Alameda County, Inc. (WMAC) staff including the Customer Experience Manager, Customer Service Supervisor, Contract Compliance Representative, Recycling Coordinator, Route Managers, Container Delivery Manager, and Customer Service Representatives.

A Project Timeline and Marketing Plan was approved by the Board of Directors March 1, 2011. The timeline for this plan is shown below, with additional activities that took place after the initial plan end date of 7/1/2011:

<table>
<thead>
<tr>
<th>Activity/Task</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct CVSan staff training and review FAQs</td>
<td>3/07/2011</td>
</tr>
<tr>
<td>2. Create Confirmation Postcard</td>
<td>3/16/2011</td>
</tr>
<tr>
<td>3. Receive Postcards from Printer</td>
<td>3/30/2011</td>
</tr>
<tr>
<td>5. Create new webpage on <a href="http://www.cvsan.org">www.cvsan.org</a> with FAQs</td>
<td>4/01/2011</td>
</tr>
<tr>
<td>6. (510) 613-8745 phone line set up by WMAC</td>
<td>4/01/2011</td>
</tr>
<tr>
<td>7. Post on Social Media site</td>
<td>4/05/2011</td>
</tr>
<tr>
<td>10. Advertisement (CV Forum)</td>
<td>5/25/2011</td>
</tr>
<tr>
<td>12. Launch acceptance of phone requests</td>
<td>6/01/2011</td>
</tr>
<tr>
<td>14. Post on Social Media site</td>
<td>6/22/2011</td>
</tr>
<tr>
<td>15. Launch cart exchanges</td>
<td>7/01/2011</td>
</tr>
</tbody>
</table>
As shown on the chart above, a month prior to the release of any public education or marketing materials, staff training was conducted. Anticipated questions from the public were discussed and responses were drafted as a script for staff. Staff authored guidelines for the program (Attachment A) in the categories of Customer, Migration, Cart Exchange, Timeframe, Incentives/Finance, Call Center, and Overages. These guidelines are available on [http://www.cvsan.org/reduceyourwaste](http://www.cvsan.org/reduceyourwaste).

The partnership and collaboration with the hauler contributed to making this program a success. Prior to the development of any marketing materials or public information, CVSan conducted meetings with the hauler to brainstorm together, develop solutions to proactively mitigate issues, and review and edit drafts. Staff processed the service changes on a regular basis, answered program questions, and promoted the program at the annual 2-day Castro Valley Fall Festival event in September 2011.

In order to streamline the process, CVSan and its hauler developed an online request form and created a local phone message center to specifically handle requests for the program in order to proactively redirect phone traffic away from the everyday Call Center which handles Customer Service calls. Where feasible, select media detailed what information would be required on the message center or online form to request the downsize so that residents could prepare their request and account information in advance. This was particularly valuable for tenants renting houses and CVSan’s large senior citizen community.

CVSan and its hauler agreed upon a delivery schedule (on a resident’s regular collection day to minimize disruption) and created and produced a Confirmation Postcard (Attachment B) so that residents would be clear what appointment date the hauler would be coming to swap out their cart(s), and that their request had been processed.

Components of the Marketing Plan were implemented over a two-month period: press releases, several advertisements in the local newspaper, social media posts on Facebook and Twitter,
articles in the quarterly Pipeline Newsletter mailed to all residents, and information on CVSan’s website (Attachment C). Materials highlighted benefits of the program and clearly disclosed where the funds came from to diffuse the potential for critique that the program was a gift of public funds or that a rate increase may be coming in order to fund the program. Once the program was underway, the tone of the message was one of community-based social marketing: residents were encouraged to “join” others in participating. Updates on how much had already been credited and how many residences had the smallest cart was also a key marketing tool to create a social norm.

Residents were able to begin calling June 1, 2011 with cart exchanges beginning July 1, 2011, and bills were prorated from the date the resident called, even if their cart(s) were delivered a few weeks later.

Aside from the $64,000.00 dedicated to incentives for residents, the program budget for marketing was $2,603.85, with $1,603.85 for materials and services, and $1,000.00 for 20 staff hours. CVSan’s total audience was the population of 55,000, which made the per person cost $0.04. Including settlement funds, the per person cost was $1.21. Funding for marketing materials did not come from increased rates – funding came from CVSan’s existing budget.

The following are the elements of the Marketing Plan, and the corresponding measurement of how well it was accomplished based on the number of residents who signed up.

Advertisements:

As of December 31, 2011, there were 7 advertisements that ran in the Castro Valley Forum newspaper with the following results:

- The 4/3, 5/11 and 5/25 ads were run (the Spring Pipeline Newsletter article also ran in late May) prior to the program start date of 6/1. As a result, **365 residences signed up in the span of 17 days** by 6/17.
- The 6/22 ad was run with the result of **89 residences signed up in the span of 18 days** between 6/20 and 7/8.
- The 8/31 ad was run (the Summer Pipeline Newsletter article also ran in late August) with the result of **120 residences signed up in the span of 12 days** from 8/29 to 9/9. In the previous 14 days, 12 residences signed up.

Event Promotion:

At the 2-day Castro Valley Fall Festival event, CVSan and its hauler had two booths and promoted the program with signage to “Reduce Your Waste Size – Receive $50.00!” Residents were able to ask questions in person and sign up to have a representative call them to process the downsize. The results of this effort, combined with the 8/28 ad and late August Pipeline article, were that **54 residences signed up over a span of 11 days** from September 12-23rd.
Press Releases and Newspaper Articles:

Two press releases were issued regarding the program, the first on 4/1/2011 and the second on 8/31/2011. The results of those press releases were two published articles in the Castro Valley Forum newspaper about the program, one on June 15, 2011 entitled “CV Sanitary District Promotes Use of Smaller Garbage Carts” and one on September 7, 2011 entitled, “Reduce Your Waste Size.”

Pipeline Newsletter:

The Reduce Your Waste Size Program was highlighted with articles in CVSan’s quarterly Pipeline newsletter Spring 2011 (published late May 2011) and Summer 2011 (published late August 2011). As a result (and due to corresponding newspaper ads above), 365 residences signed up in the span of 17 days by 6/17 and 120 residences signed up in 12 days from 8/29 to 9/9. All residential bill payers received a copy of the Pipeline newsletter with their quarterly solid waste bill.

Website Publicity:

The program was featured on the CVSan website homepage slideshow for 7 months, from program start through the end of 2011. In addition, the Announcements box frequently featured a teaser to entice people to click to learn more, and completed the Online Request Form.

A dedicated webpage http://www.cvsan.org/reduceyourwaste was available for viewing starting in June 2011 and narrated guidelines in the categories of Customer, Migration, Cart Exchange, Timeframe, Incentives/Finance, Call Center, and Overages.

As a sample, dashboard viewing statistics of the program webpage were as follows:

<table>
<thead>
<tr>
<th>Week</th>
<th>Unique Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 23-May 29, 2011</td>
<td>74</td>
</tr>
<tr>
<td>May 30-June 5, 2011</td>
<td>226</td>
</tr>
<tr>
<td>June 6-June 12, 2011</td>
<td>116</td>
</tr>
<tr>
<td>June 13-June 19, 2011</td>
<td>69</td>
</tr>
</tbody>
</table>
Social Media Posts:

Social media messages were posted during 2011 on the Reduce Your Waste Size Program. The following were the actual posts on CVSan's Twitter and Facebook accounts:


June 22nd: “Reduce Your Waste Size – Downsize to a 20-gallon garbage cart, receive $50! 357 residents have already cashed in! www.cvsan.org”

July 26th: “Reduce Your Waste Size – Downsize to a 20-gallon garbage cart, receive $50! 455 residents have already cashed in! Call 510-613-8745”

August 31st: “Join 5,300 residences & save $144 a year! – Downsize to a 20-gallon garbage cart now & get a $50 credit too www.cvsan.org/reduceyourwaste”

In many ways, the Reduce Your Waste Size Program is unique. For a city or agency with recycling and diversion goals, increasing a residential commitment to the smallest garbage cart through innovative methods can be difficult. Common to other jurisdictions, CVSan had reached a saturation point in encouraging more residents to participate in subscribing to the smallest garbage cart for mandatory municipal solid waste services. Rather than just deposit the settlement check of $64,000.00 into the General Fund, the Reduce Your Waste Size Program offers single-family residents a cash incentive to downsize their garbage cart to the smallest until the funds are exhausted. Residents, on their honor, are encouraged to commit to the smallest garbage cart for at least a year. This is a very unique usage of funds which benefits the entire community by ultimately reducing tonnages to landfill and motivating sustainable behavior. The program has won two awards from the California Association of Public Information Officials in 2012 for Innovation and Dollar Stretcher.

The program is an improvement upon previous efforts as 20-gallon garbage service was not highlighted or marketed in a specific way as has been targeted by the Reduce Your Waste Size Program. This program focuses on the reduction of creating garbage in the first place (source reduction), the savings realized (financial motivation), the number of residents who have already signed up and are benefiting (social norming), and materials not sent to landfill through recycling and composting (environmental impact). As an example, in later advertisements, the images of the garbage carts were superimposed using images of garbage in a landfill. Residents were encouraged to “join” over 5,500 residences in participating.
Results/Evaluation

The *Reduce Your Waste Size Program* has been met with overwhelming positive feedback from the target audience of residences with 32, 64, and 96-gallon garbage carts. Residents have commented that the $50.00 was just the push they needed to downsize their garbage carts, and love that CVSan is giving settlement funds back to the community to do something that benefits the environment and their pocketbooks in these challenging economic times. As of December 31, 2011, 743 residences have downsized their carts, and $37,150.00 has been credited to their garbage and recycling bills.

<table>
<thead>
<tr>
<th>Residential Container Counts</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-gallon</td>
<td>5,772</td>
<td>4,363</td>
</tr>
<tr>
<td>32-gallon</td>
<td>8,819</td>
<td>9,121</td>
</tr>
<tr>
<td>64-gallon</td>
<td>949</td>
<td>1,237</td>
</tr>
<tr>
<td>96-gallon</td>
<td>51</td>
<td>40</td>
</tr>
<tr>
<td>TOTAL</td>
<td>14,961</td>
<td>14,761</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary of Tonnages to Landfill</th>
<th>Single-Family</th>
<th>Multi-Family</th>
<th>Commercial</th>
<th>Roll-Off</th>
<th>Self-Haul &amp; Bulky</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>10,481.02</td>
<td>4,032.41</td>
<td>5,790.75</td>
<td>2,919.05</td>
<td>2,864.42</td>
<td>26,087.66</td>
</tr>
<tr>
<td>2009</td>
<td>8,822.60</td>
<td>3,394.36</td>
<td>4,874.48</td>
<td>2,694.08</td>
<td>1,595.30</td>
<td>21,380.82</td>
</tr>
<tr>
<td>2010</td>
<td>8,391.74</td>
<td>3,228.59</td>
<td>4,636.43</td>
<td>1,823.75</td>
<td>1,448.91</td>
<td>19,529.43</td>
</tr>
<tr>
<td>2011</td>
<td>7,806.85</td>
<td>3,003.57</td>
<td>4,313.28</td>
<td>1,523.25</td>
<td>1,694.71</td>
<td>18,341.66</td>
</tr>
</tbody>
</table>

Staff has evaluated the program via monthly coordination meetings with its hauler, periodic check-ins with staff who answers the phone and manages the front counter at CVSan offices, and has presented updates to its Board of Directors and various CVSan Committees. CVSan has required monthly reports from its hauler to see weekly breakdowns of how many residences have reduced their waste size, and has tracked these as indicators for how the community has responded to the frequency and dissemination of public marketing materials. Just three (3) reports of inconsistent responses and one (1) delivery delay have been received, and CVSan has immediately relayed the information to its hauler for correction. Castro Valley Sanitary District (CVSan) hopes to give back the full $64,000.00 to its community and continues to “promote waste diversion through recycling, education, and practices.” Success can be measured by how CVSan achieved its four program goals.

*Goal 1 - Execute the project on time and on budget.*
• The project was completed on time and on budget.

Goal 2 – Successfully have at least 320 residences signed up for the Reduce Your Waste Size Program in the first 6 months of the program.

• As of December 31, 2011 (the first 6 months), **743 residences** have downsized their carts to the 20-gallon. By comparison, the same period in 2010 (July through December) saw only 117 residences switch to a 20-gallon.

Goal 3 – Give at least $16,000.00 back to participating residences within the first 6 months of the program.

• As of December 31, 2011 (the first 6 months), **$37,150.00** has been credited to participating residential garbage and recycling bills. The $37,150.00 in represents 58% of the total settlement funds and has far surpassed staff’s 25% goal of $16,000.00.

• By June 2012, residents who made the switch will have realized over $107,000.00 in savings on their bills, and based on full carts, over 772,720 lbs. or 386 tons will have been diverted from the landfill in the first year.

Goal 4 – See single-family residential garbage tons to landfill decrease by at least 83.2 tons in the first 6 months of the program.

• During July-December 2011, single-family residential tonnages to landfill totaled 3,982.74. During the same period in 2010, tonnages to landfill totaled 4,173.84. Tonnages decreased **191.1 tons** during the first 6 months of the program.

As with the evolution of any ongoing program, there are always improvements that can be made such as updating marketing materials based on the current environment due to market or legislative changes. During 2012, staff has been working on improvements to the program, such as seeking stories from residents. The following was recently posted on CVSan’s website: “Did you Reduce Your Waste Size? CVSan would like to hear from you! Did you reduce from a 32, 64 or 96 gallon cart? Did you increase your recycling and organics cart size? Was it fun for your family to find more ways to reduce waste? Whatever your story is we would like to hear it, and we may share it with Castro Valley too.” With these stories, CVSan is considering creating advertisements or articles with the residents’ photos and quotes in order to reinforce behavior and personalize who has been participating. One consideration for a future modification may be a smaller retroactive credit for those residents that selected or downsized to the 20-gallon cart prior to the start of the program.

The **Reduce Your Waste Size Program** is highly replicable in other communities for similar target audiences. Even without a cash incentive, highlighting and marketing a jurisdiction’s smallest garbage cart service is replicable. Because this program focuses on the reduction of creating garbage in the first place (source reduction), the savings realized (financial motivation), the number of residents who have signed up and are benefiting (social norming), and materials not sent to landfill through recycling and composting (environmental impact), all of these aspects can be accomplished and assist a jurisdiction in meeting its diversion goals.
ATTACHMENT A - Reduce Your Waste Size Program Guidelines

CUSTOMER

Who is eligible: CVSan single-family customers (4 units or less) are eligible. The $50.00 incentive will be credited to the bill payer of the single-family customer account. Tenants may discuss the incentive with the bill payer.

Who may call to request the change: Bill payers or those whose names are on the account to make changes may call WMAC to request (see Call Center on pg. 5 regarding the phone number and methodology for handling requests). A customer who calls the main WMAC phone line inquiring about a downsize will be informed by the WMAC Customer Service Representative (CSR) about the 20-gallon incentive and will be explained what kind of migration is eligible (see Migration on pg. 2).

MIGRATION

What kind of migration is eligible: A downsize of a garbage cart from a 32, 64, or 96-gallon cart to a 20-gallon garbage cart is eligible. In the case of 2-4 units, the number of garbage carts currently on the account that downsize are eligible.

- Eligible example: 4-unit townhouses who share 2x32-gallon carts may migrate down to 2x20-gallon carts and receive 2x$50.00 incentives, totaling $100.00.

Eligible Combinations:

<table>
<thead>
<tr>
<th>1 Unit</th>
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<tbody>
<tr>
<td>Starting Service</td>
<td>Desired Service</td>
<td>Amount</td>
</tr>
<tr>
<td>1 x 32, 64 or 96-gal</td>
<td>1 x 20-gallon</td>
<td>$50.00</td>
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<tr>
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<tr>
<td>Starting Service</td>
<td>Desired Service</td>
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<td>2 x 20-gallon</td>
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<td>1 x 20-gallon 1 x 32-gallon</td>
<td>2 x 20-gallon</td>
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<tr>
<td>2 x 32, 64 or 96-gal</td>
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<tr>
<td>1 x 32, 64, or 96-gal</td>
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<tbody>
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<td>Desired Service</td>
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<tr>
<td>3 x 20-gallon</td>
<td>1 x 20-gallon</td>
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<tr>
<td>1 x 20-gallon 2 x 32, 64 or 96-gal</td>
<td>2 x 20-gallon</td>
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<td>1 x 32, 64, or 96-gal</td>
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<tr>
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<tr>
<td>3 x 32, 64 or 96-gal</td>
<td>2 x 32, 64, or 96-gal</td>
<td>$50.00</td>
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</table>
### What kind of migration is not eligible:

A downsize of a garbage cart from a 32, 64, or 96-gallon cart to any size other than a 20-gallon. Migration of recycling or organics carts are allowable but are not eligible for the incentive. In the case of 2-4 units, the number of garbage carts currently on the account that downsize are eligible.

- Not eligible example: 4-unit townhouses who share 2x64-gallon carts desire to migrate down to 4x20-gallon carts and receive 4x$50.00 incentives, totaling $200.00. Under this program, the 4-unit townhouses are only eligible to migrate from 2x64-gallon carts to 2x20-gallon carts and receive 2x$50.00 incentives, totaling $100.00. If the property migrates the 2x64-gallon carts down to 3 or 4x20-gallon carts, they can do so, but the migration is not eligible for the incentive.

### CART EXCHANGE

**What type of cart exchanges will take place:** In addition to residents requesting cart migrations down to 20-gallon carts, customers may also request an increase from a 64-gallon recycling or organics cart to a 96-gallon recycling or organics cart. There is no financial incentive for a customer increasing a recycling or organics cart to a 96-gallon cart, nor is there an increase to the monthly rate (see Incentives/Finance on pg. 5 regarding how many exchanges are free per calendar year). There is a possibility of up to three (3) cart exchanges taking place per each residence/unit at one time.

**How many cart exchanges WMAC will handle:** WMAC "normally" handles a maximum of 50 cart exchanges/deliveries per service day (250 per week) with one (1) route in CVSan. In addition to conducting regular business for customers who are requesting cart swaps or replacements, WMAC is

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<table>
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<tr>
<th>Starting Service</th>
<th>Desired Service</th>
<th>Amount</th>
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<td>3 x 32, 64 or 96-gal</td>
<td>2 x 20-gallon, 1 x 32, 64, or 96-gal</td>
<td>$100.00</td>
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<tr>
<td>3 x 32, 64 or 96-gal</td>
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<td>$150.00</td>
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</table>

### 4 Units

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<th>Desired Service</th>
<th>Amount</th>
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</thead>
<tbody>
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<td>3 x 20-gallon</td>
<td>$50.00</td>
</tr>
<tr>
<td>4 x 20-gallon</td>
<td>2 x 20-gallon</td>
<td>$100.00</td>
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<tr>
<td>4 x 20-gallon</td>
<td>1 x 20-gallon</td>
<td>$150.00</td>
</tr>
<tr>
<td>1 x 20-gallon, 3 x 32, 64 or 96-gal</td>
<td>2 x 20-gallon, 2 x 32, 64, or 96-gal</td>
<td>$50.00</td>
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<tr>
<td>2 x 20-gallon, 2 x 32, 64 or 96-gal</td>
<td>3 x 20-gallon, 1 x 32, 64, or 96-gal</td>
<td>$50.00</td>
</tr>
<tr>
<td>2 x 20-gallon, 2 x 32, 64 or 96-gal</td>
<td>4 x 20-gallon</td>
<td>$100.00</td>
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<tr>
<td>3 x 20-gallon, 1 x 32, 64 or 96-gal</td>
<td>4 x 20-gallon</td>
<td>$50.00</td>
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<tr>
<td>4 x 32, 64 or 96-gal</td>
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<tr>
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prepared to add another route for volume spikes under this incentive program as needed, which will handle an additional 50 cart exchanges per service day (additional 250 per week). CSRs will schedule a maximum of 50 cart exchanges per day under this program, and up to a maximum of 100 cart deliveries per day total (50 for the Cart Incentive program, 50 for regular business). Because appointments are scheduled starting June 1st for July 1st, this allows regular cart deliveries scheduled in July to take place in July per contract time requirements.

**TIMEFRAME**

**When the program will be in effect:** Callers may request a downsizing and be eligible for the incentive starting June 1, 2011. The incentive will not be retroactive for requests made May 31, 2011 or earlier.

**When cart exchanges will begin:** Cart exchanges will begin July 1, 2011 and will be scheduled as an appointment by WMAC (similar to the scheduling of a bulky goods pick-up).

**How a cart exchange appointment will be confirmed:** By the next business day after an appointment is scheduled, a CSR will mail a confirmation postcard confirming the date of the scheduled cart(s) swap.

- For example, a customer calling June 2nd whose appointment is July 15th will receive their confirmation card during the first or second week of June.

**What day cart exchanges will take place:** Cart exchange(s) will take place on the day of regular service (for example, an exchange on a Wednesday service day) by appointment. WMAC is prepared to remove a cart whether it is full or empty by the time the cart exchange route arrives on the service day. Materials will not be commingled per contract requirements.

**If a customer wants to expedite their cart exchange:** If a customer does not want to wait until after July 1st to receive their cart exchange, for whatever reason, the CSR will offer the customer an "Opt-Out" option in which the customer can opt-out of the incentive in order to have their cart exchange scheduled on the next service day.

- For example, a customer calling June 3rd (Friday) whose service day is Monday can schedule a cart exchange for June 13th (Monday) and forego, or opt-out, of the incentive program.

**When cart exchanges will end:** Incentivized downsizing will end when the $64,000.00 has been fully used ($50.00 per residence/unit = 1,280 maximum residences/units) or until CVSan determines that the program will no longer continue. If the maximum number of appointments were made starting July 1st (50 per service day and aligned with service days), the program could end as early as August 5th.

**INCENTIVES/FINANCE**

**What form and when the incentive will come:** Incentives will be in the form of a credit on the next quarterly WMAC bill (issued around August 25, November 25, February 25, May 25 of each year).

**What form and when the downsize savings will come:** Savings between the rate of the 32, 64, or 96-gallon cart and the 20-gallon cart will be effective the date the Customer Service Representative receives a complete request (see Call Center on pg. 5 below regarding the required information). Bills will be prorated from that date and the bill payer will see the change to the rate on their next quarterly WMAC bill, regardless of the date that the cart exchange is scheduled.

**What the fee is for migrating:** Each customer may exchange at no charge (free) one (1) garbage cart, one (1) recycling cart, and one (1) organics cart per calendar year. Exchanges in excess of one per year cost $54.67 per cart through June 30, 2011. This fee increases 9.35% effective July 1, 2011 per the annual rate adjustment. WMAC plans to assess this charge for customers who request to exchange again.
How CVSan will reimburse WMAC for the credits issued: WMAC will invoice CVSan monthly for the number of credits issued. CVSan will write WMAC a check from the $64,000.00 already received from WMAC.

CALL CENTER

How WMAC will handle the anticipated spike in call volume: WMAC will set up a special (510) 613-8745 message center and email address dedicated to handling requests under this program. Residents may call the special phone number or complete a web-based form on www.cvsan.org with the following tentative required fields:

1. Name on the Service Account
2. Your Name (may be the same as the Name on the Service Account, or the name must be listed on the bill as a contact in order to make changes to the account)
3. Service Address
4. Account Number
5. Your Phone Number (so that a CSR can call back if there is a question)

With this information, WMAC can process the request, make the appointment on the next available service day starting July 1st, complete the confirmation postcard, and mail the postcard (from 98th Avenue offices in Oakland) to the bill payer. The (510) 613-8745 number will be set up by April 1st with a message stating that customers must call back starting June 1st in order to coincide with the Public Education & Outreach plan. Customers may call the WMAC (510) 537-5500 or CVSan (510) 537-0757 numbers to ask questions, but staff will not be able to take, transfer, or process requests under this incentive program. Residents may only make a request by calling the special (510) 613-8745 message center or by completing the web-based form to make changes. This will be noted on public education & outreach pieces and CSRs will be instructed not to make exceptions for any customers calling to make a change under the incentive program. Customers who want to make a regular business cart delivery/exchange request or want to opt-out may call the (510) 537-5500 number.

It will also be noted in the CSR/CVSan staff notes that the incentive funds are from a settlement with WMAC and is provided by CVSan. When the program nears the end or call volumes dwindle, the (510) 613-8745 message center and www.cvsan.org will have a message that explains that there are a limited number of incentives left, and to call the (510) 537-5500 in order to speak with a CSR. WMAC has stated that they do not have the staff to handle the anticipated spike in call volume, and would not be able to provide excellent customer service to CVSan customers or the rest of their customer base without setting up the message center. Neither CVSan nor WMAC wants to see a repeat of anticipated long phone wait times like those during the April/May 2009 cart swap. Contractually, customers may not wait in excess of two (2) minutes on average, or in any case in excess of ten (10) minutes to speak with a CSR.

OVERAGES

How a customer can handle occasional overages: A customer who has an occasional garbage overage while transitioning down to a 20-gallon cart may purchase Bag-It Bags from WMAC or CVSan offices for $5.73 per 30-gallon bag. This fee increases 9.35% effective July 1, 2011 per the annual rate adjustment. CVSan is reviewing its inventory and will make sure that it has an adequate supply of Bag-It Bags.

CONTAMINATION

How WMAC will address contamination: It is anticipated that some customers will use their recycling or organics carts to dispose of garbage overages. Currently, notification tags are being updated and reprinted, and drivers will be using them in 2011 when contamination is found. Recycling or organics carts that are contaminated are collected as garbage and WMAC bills for extra garbage service. The rate for overages is charged at $0.27/gallon; an extra 30-gallon bag would be collected at $8.10.
Dear Castro Valley Sanitary District Customer:

Congratulations on reducing your waste size! Because you have decided to reduce your garbage cart to a 20-gallon size, you will be:

- “Right-sizing” your garbage cart to better represent what you actually send to landfill.
- Saving approximately $12.00 per month on your bill, or $144.00 per year (per 32 to 20-gallon cart migration). Your next bill will be prorated from the date your request was confirmed with Waste Management of Alameda County, Inc. (WMAC).
- Receiving a $50.00 credit on your next WMAC bill (please note that due to the timing of processing, your credit may not appear on this upcoming quarterly bill, but on the next). Funds are provided by Castro Valley Sanitary District from a settlement with WMAC.

Please set out the following carts for exchange:

- Garbage Cart(s)
- Recycling Cart(s)
- Organics Cart(s)

When will my cart(s) be exchanged?

Day: 
Date: 

Please place cart(s) curbside by 6:00 a.m. on your scheduled cart exchange day. Carts will be exchanged full or empty — please DO NOT remove carts from the curb if they have been emptied before the cart exchange team arrives.

For more information call Waste Management at 510-537-5500

Your cart exchange confirmation
See back for details!
Homepage with Link to Reduce Your Waste Size Webpage – April 1, 2011
Press Release – April 1, 2011 and Newspaper Article June 15, 2011

CV Sanitary District Promotes Use of Smaller Garbage Carts

By Robert Bueno

The Castro Valley Sanitary District has launched a new program to encourage residents to switch to smaller garbage carts. The district estimates this program will result in significant decreases in waste volume. ‘We’re excited to be part of this initiative,’ said Gary Baker, Manager of Customer Services. ‘The goal is to help residents reduce their impact on the environment while saving money on their monthly bill.’

The program offers residents the opportunity to switch to a smaller cart at no cost and receive a $10 credit on their next bill. Residents can sign up for the program at CVSan.org and provide information about their current cart size and usage. A district representative will then contact them to arrange for a new cart to be delivered. Residents can choose from a variety of cart sizes, including a 20-gallon cart and a 28-gallon cart.

Since the program launched last month, over 100 residents have signed up and received smaller cart sizes. The district expects this number to increase as more residents learn about the program. The program is expected to reduce waste by over 100,000 pounds per year, which is equivalent to the amount of waste generated by 50 households.

For more information, please contact Gary Baker at 510-537-1350 or gbaker@castrovallsan.org.

REDUCE YOUR WASTE SIZE – RECEIVE $50.00!

Castro Valley Sanitary District single-family residents (4 units or less) are eligible to receive a $50.00 credit on their next recycling & garbage cart by reducing their waste and garbage cart down to a 20-gallon size.

Bill payers may request a downsize starting June 1st by calling the (510) 613-8745 message center with required account information. Cart exchanges will begin July 1st and will be scheduled by appointment. Visit www.cvsan.org or call (510) 537-5500 for program details, eligibility guidelines, and the required account information to be left on the message center starting June 1st.

By reducing your garbage cart to a 20-gallon size, you will:

- “Right-sizing” your garbage cart to better represent what you actually send to landfill.
- Saving approximately $12.00 per month on your bill, or $144.00 per year (per 20 to 28-gallon cart migration).
- Your next bill will be prorated from the date your request was confirmed with Waste Management of Alameda County, Inc. (WMAC).
- Receiving a $50.00 credit on your next WMAC bill.

Funds are provided by Castro Valley Sanitary District from a $64,000.00 settlement with WMAC, and the program is available to customers on a first come, first serve basis. – 30 –
Newspaper Advertisement – April 13, August 31 & November 30, 2011
CASTRO VALLEY SANITARY DISTRICT
SWANA 2012 Marketing Excellence Award - Reduce Your Waste Size Program
ATTACHMENT C

CVSan Pipeline Newsletter, Spring 2011 – May 25, 2011
CVSan Pipeline Newsletter, Summer 2011 – August 25, 2011

Reduce Your Waste to Increase Your Wallet Size

Castro Valley Sanitary District single-family residents (four units or fewer) are eligible to receive a $30.00 credit on their next recycling & garbage bill by reducing their garbage cart down to a 20-gallon size.

Bill payers may request a downgrade, starting June 1, by calling CVSan’s message center at (510) 633-8811 with required account information. Cart exchanges will begin July 1 and will be scheduled by appointment.

By reducing your garbage cart to a 20-gallon, you will:
- **right-sizing** your garbage cart to better represent what you actually send to landfill.
- save approximately $12.00 per month on your bill, or $144.00 per year for each change from a 30- to 20-gallon cart. Your next bill will be prorated from the date your request was confirmed with Waste Management of Alameda County, Inc. (WMAC).
- receive a $5.00 credit on your next WMAC bill.

Funds are provided by Castro Valley Sanitary District from a $64,000 settlement with WMAC. This program is available to customers on a first-come, first-served basis.

Visit www.cvsan.org or call (510) 537-5500 for program details, eligibility guidelines, and a list of the account information required for the message center starting June 1.

Reading Your Recycling & Garbage Bill

For single-family residents four units or fewer, you may have noticed this quarter’s recycling and garbage bill includes three lines of monthly rates, plus an additional fourth line that reads “Credit for June.”

At the May 3, 2011, Board of Directors meeting, the Board accepted rates effective July 1, 2011, that include a 9.33% increase, approved at the April 5, 2011, Board meeting following a Public Hearing. This quarter, your bill reflects the month of June and the rates of July and August at the new rate-effective July 1, 2011. Next quarter, your bill will reflect the months of July and August at the new rate.

Please see our article above to learn more about Castro Valley Sanitary District’s upcoming “Reduce Your Waste Size” program. This program provides a credit to customers who reduce their garbage cart size.

Reduce FOG to Prevent Clogs

CVSan continues to partner with restaurants to reduce the amount of fats, oils, and greases (FOG) chugging Castro Valley’s sewer pipes. FOG can clog the sewer system through kitchen sinks, drains, and poorly maintained grease traps. CVSan works with restaurants to make sure FOG is disposed of properly and kitchen drains are connected to a fully functional grease trap.

FOG creates blockages that can damage property and create environmental problems. As a result, FOG can impact the cost of sewer maintenance. Every step taken to prevent FOG buildup not only helps reduce the restauranteur’s plumbing costs, but also helps CVSan keep its streets clean. CVSan currently has the second-lowest Sewer Service Charge in all of Alameda County.

Good People. Great Service.

Senior Collection System Maintenance Worker Greg Williams was on his lunch break, thinking he was just going out for some pizza, when he came across a number of notes, placed on the windows of several businesses. The notes indicated serious concerns with a nearby property leading to vagrancy. Greg contacted the tenant at the property and found that a pump customer was inappropriately discharging into the City’s collection system.

FOG can cause problems for sewer service customers. Your maintenance workers are here to help you solve problems and prevent potential issues from arising.

Please recycle when finished reading.

CVSan Pipeline Newsletter, Spring 2011 – May 25, 2011
CVSan Pipeline Newsletter, Summer 2011 – August 25, 2011

Reduce Your Waste Size

Downsize to a 20-Gallon Garbage Cart and Receive $50.00 ($50.00 already credited).

Long-term conservation: CVSan customers who reduced their recycle and garbage cart by downsizing to a 20-gallon cart received an additional $50.00 credit.

Bill payers may request a downgrade, starting June 1, by calling CVSan’s message center at (510) 633-8811 with required account information. Cart exchanges will begin July 1 and will be scheduled by appointment.

Funds are provided by CVSan from a $64,000 settlement with WMAC. The program is available to customers on a first-come, first-served basis. CVSan has once again allocated $55,000 to the CVSan 2012/2013 “First Year” program. Since its inception, the program has distributed over $75,000 to over 415 property owners. For complete program details or to obtain an application, visit www.cvsan.org and click CVSan at (510) 537-5505.
CASTRO VALLEY SANITARY DISTRICT
SWANA 2012 Marketing Excellence Award - Reduce Your Waste Size Program
ATTACHMENT C

Press Release – August 31, 2011
Newspaper Article – September 7, 2011

For Immediate Release
8/31/2011

Contact: Neomi Lugo
(510) 537-1509

JOIN OVER 5,300 RESIDENCES & SAVE $144.00 A YEAR;
REDUCE YOUR WASTE SIZE NOW & RECEIVE A $50.00 CREDIT TOO!

In addition to saving $144.00 per year, Castro Valley Sanitary District (CVSan) single-family residences (4 units or less) are now eligible to receive a $50.00 credit on their next recycling and garbage bill by reducing their garbage cart down to a 20-gallon size.

The “Reduce Your Waste Size” program began on June 1st, and over 500 residences have already scheduled a downsizing of their garbage cart, and will be receiving more than $25,000 in credit.

Bill payers may request a downsizing by calling (510) 613-8745, or by sending a message center with required account information. Cart exchanges will be scheduled by appointment. Visit www.cv-san.org/ReduceYourWaste or call (510) 537-5500 for program details, eligibility guidelines, and the required account information to be left on the message center.

By reducing your garbage cart to a 20-gallon, you will be:

✓ “Right-sizing” your garbage cart to better represent what you actually send to landfill.
✓ Joining more than 5,300 Castro Valley residences that are already saving approximately $12.00 per month on their bill, or $144.00 per year (per 32 to 25-gallon cart migration). Your next bill will be prorated from the date your request was confirmed with Waste Management of Alameda County, Inc. (WMAC).
✓ Receiving a $50.00 credit on your next WMAC bill.

Funds are provided by CVSan from a $94,000.00 settlement with WMAC, and the program is available to customers on first come, first served basis.

Filed with CVForum.DailyReview.Plech.com

Reduce Your Waste Size
Castro Valley Sanitary District single-family residences that are eligible to receive a credit for downsizing the recycling garbage cart by reducing their cart to 20-gallon size. This credit is in addition to receiving a $14.00 per month reduction in the refuse cart. The program, known as “Reduce Your Waste Size,” begins on June 1st.

21049 Marshall Street, Castro Valley, CA 94546-6020 | (510) 537-8717 | Fax (510) 537-1312 | www.cv-san.org