

Goal 3: Outreach and Education – Minimum Required Programs

The SWMD shall provide the following required programs:

*A Web site;
A comprehensive resource guide;
An inventory of available infrastructure; and
A speaker or presenter.*

The SWMD's solid waste management plan must demonstrate that the SWMD has or will have all four of the required programs in place.

Web Site – The SWMD shall create and maintain a web site to provide, at a minimum:

- basic information about the purpose of the SWMD;
- how to contact the SWMD;
- the recycling infrastructure in the SWMD; and,
- the services/programs offered by the SWMD and a schedule for those programs.

If the SWMD already has an active website, then describe the site in the program description in Chapter V Section D. If the SWMD does not have an active website, then explain the steps the SWMD will take to develop and provide a website, a schedule for developing the website, and a description of the content of the website in Appendix XX. If the SWMD has an existing website but intends to make changes, then describe and provide a schedule for making the changes in Appendix XX. The SWMD should also explain how it will keep the website up-to-date. After the SWMD completes the explanation in Appendix XX, the SWMD will transfer appropriate information to the program description in Chapter V, Section D.

Comprehensive Resource Guide – The SWMD will compile and make available a comprehensive resource guide for recyclable materials. This document is intended to be the “go-to” reference for the SWMD to answer questions from callers regarding where to recycle particular materials. Thus, the resource guide is meant to be a compilation of reduction and recycling outlets for specific materials. The SWMD will make this document as comprehensive as possible and periodically review and update the document to ensure that information remains accurate.

For example, the resource guide shall identify where residents and businesses can recycle unwanted items such as lead-acid batteries, pallets, used oil, compact fluorescent bulbs, home renovation items, household hazardous waste, electronic waste, etc.

If the SWMD already has a resource guide, then describe the guide in Chapter V, Section D. If the SWMD does not have a resource guide, then the SWMD must

describe the steps it will take to develop and a schedule for developing the guide in Appendix XX. Whether the SWMD already has or needs to develop the guide, the SWMD will explain how the SWMD will make the guide available and how the SWMD will keep the guide up-to-date in Appendix XX. After the SWMD completes the explanation in Appendix XX, the SWMD will transfer appropriate information to the program description in Chapter V, Section D.

Infrastructure Inventory – The SWMD shall maintain and make available up-to-date information about the solid waste recycling and management infrastructure in the counties that comprise the SWMD.

- Solid Waste Management and Disposal Infrastructure [The SWMD likely compiled most of this information in Section IV]
 - Landfill facilities
 - Transfer facilities
 - Scrap tire facilities
 - Incinerators/waste-to-energy facilities
 - Municipal and commercially-available trash collection services
- Waste Reduction and Recycling infrastructure [the SWMD likely compiled this information in the infrastructure analysis required as Section C (Program Needs Analysis) of Chapter V]:
 - Curbside Recycling Programs
 - PAYT programs
 - Drop-off recycling locations (both privately and publicly owned/operated)
 - Buybacks
 - Scrap Yards
 - Composting facilities
 - Yard waste collection programs
 - Recycling centers
 - Materials recovery facilities
 - Commercial and industrial recycling service providers
 - Limited-material recycling options (e.g. lead-acid batteries)

If the SWMD did not inventory all of the categories listed above, then the SWMD should gather that information and add it to the appropriate sections of the plan.

In Section V.D., the SWMD will describe how the SWMD will make the inventory available and how the SWMD will keep the inventory up-to-date. Rather than restate the inventory information in this section of the plan, the description in this section can refer to the sections of the plan where the inventory information can be found.

Speaker/Presenter – The SWMD shall either employ or have readily available someone who can function as a speaker or presenter when needed.

In Appendix XX, describe the speaker's relationship to SWMD (by contract, employee, other agency [such as solid and water conservation, OSU extension, keep beautiful program], the duties of the speaker, etc.). The SWMD will transfer appropriate information to the program description in Chapter V, Section D.

Goal 4: Outreach and Education – Outreach Plan and General Requirements

The SWMD shall provide education, outreach, marketing, and technical assistance regarding reduction, recycling, composting, reuse, and other alternative waste management methods to identified target audiences using best practices.

As prescribed by the 2009 State Plan, each SWMD will develop an outreach plan. This plan will be the SWMD's comprehensive strategy for providing education¹ and outreach to all of its constituents. The plan will also contain the SWMD's strategy for evolving its environmental education programs away from traditional awareness education toward outreach that is designed to change peoples' behaviors. The ultimate goal is to get more people to participate in recycling programs and recycle more waste.

This appendix provides information and instructions for preparing the outreach plan. The SWMD will replace this appendix with an appendix containing original text.

There are three components that all SWMDs shall incorporate into their outreach plans. These components are:

1. Each SWMD will address five target audiences;
2. Each SWMD will follow basic best practices when developing and selecting outreach programs; and,
3. Each SWMD will select an outreach priority and provide education and outreach programs to all appropriate audiences in the context of the priority. The SWMD's strategy for addressing the outreach priority will be a portion of the overall outreach plan.

Each of the three components is explained under a heading corresponding to the component.

Some SWMDs may continue to provide many of the programs they have traditionally provided. However, each SWMD will align the information and message communicated through those programs with Goal 4. Other SWMDs will find it necessary to develop new programs in order to achieve the intent of the outreach plan. This is particularly true for programs the SWMD will use to achieve its outreach priority.

Target Audiences

Each SWMD's outreach plan must address, at a minimum, five target audiences. As is shown, each target audience can be broken down into multiple segments. The SWMD

¹ The primary difference between education and outreach is that education is used to teach how to think and outreach is used to change behavior. Education is akin to awareness whereas outreach is similar to a marketing campaign. Providing outreach may involve using education.

may need to take differences among segments into account when developing programs for a target audience. The five audiences are as follows:

1. **Residents:** This target audience includes all people living in residential dwellings. Segments include:
 - single family homes; and,
 - multi-family facilities (i.e., condominiums, apartments, and mobile home parks).
2. **Schools:** This audience encompasses primary (K-12), secondary (colleges, universities), and vocational schools and includes the following segments:
 - students;
 - teachers/professors/instructors;
 - administrators (principals, board members, superintendents), and other support staff (e.g. librarians, office staff, etc.); and,
 - other staff (e.g. janitorial, cafeteria staff).
3. **Industries:** This target audience consists of manufacturers categorized as industrial under the North American Industry Classification System (NAICS)². The manufacturing sector is characterized under NAICS codes 31-33.
4. **Institutions and Commercial Businesses:** This target audience includes people in the following segments:
 - government offices;
 - non-profit organizations;
 - commercial businesses (retail and service);
 - hospitals;
 - churches;
 - non-residential quarters (e.g. campgrounds, nursing homes, prisons, etc.)
 - special event/sports venues (arenas, stadiums, concert halls, convention centers, fairgrounds, etc.);
 - transportation centers (such as airports); and,
 - amusement parks and other tourist attractions.
5. **Communities and Elected Officials:** This target audience includes the following segments:
 - policy makers;
 - elected officials, such as:
 - county commissioners
 - city representatives, including the mayor and city council members
 - township trustees
 - community leaders;
 - influential members of society;
 - community groups such as homeowners associations, citizen groups, grass-roots organizations, etc;

² NAICS is the current system of classifying businesses according to type of economic activity. In 1997, NAICS replaced the Standard Industrial Classification (SIC) system. For a listing of NAICS codes and information about the classification system, visit the U.S. Census Bureau's website at <http://www.census.gov/eos/www/naics/>.

How a SWMD addresses a particular target audience or segment of a target audience will be determined by the available recycling programs in the SWMD. This is also true for the message that is delivered and, the attention devoted to an audience, and a target audience's role in the overall outreach plan.

Demonstrating Target Audience Not Priority

A SWMD can demonstrate that it does not need to address a particular target audience if that audience does not have a strong presence in the SWMD. Furthermore, a SWMD with multiple counties may have different target audiences in each county depending upon the presence or absence of an audience in a county.

As an example, a single county SWMD without an appreciable industrial sector may not need to include extensive outreach programs for industrial generators in its outreach plan. Similarly, a SWMD with two counties where there is a strong industrial sector in only one county will likely provide more extensive outreach to industrial generators in that county than the county lacking the industrial sector.

Best Practices

When selecting programs and strategies to address each audience, the SWMD will adhere to the following best practices:

- 1. Be familiar with the solid waste management infrastructure.**

Understanding the available reduction and recycling infrastructure is crucial to understanding how outreach can be the most effective. Thus, the first step in developing an outreach plan is to have a complete inventory of the existing primary recycling infrastructure. The SWMD should have developed most of this inventory in the needs analysis that the SWMD completed in Chapter V. Furthermore, this inventory is the same as the inventory that is required for Goal 3.

- 2. Provide outreach within the context of the infrastructure.**

The ultimate goal of an outreach plan is to get more people and businesses to recycle/to increase the amount of material people recycle. People can't recycle if they don't have access to recycling infrastructure. Furthermore, educating people about the need to recycle without first providing them with a way to recycle can needlessly frustrate them and is unproductive. So, one of the fundamental principles of providing effective outreach that the SWMD will follow is to align its outreach strategy to the available recycling infrastructure.

For example, the largest city in a SWMD has a very active downtown with numerous retail shops, restaurants, bars, and office complexes. Each building owner is responsible for obtaining waste collection services, and there are

several waste companies that serve the downtown area. Some of those companies provide recycling services and some do not. Only a small number of the buildings currently receive recycling services. The SWMD's outreach to commercial businesses will promote establishing a downtown recycling program. This will require the SWMD to work with the business owners, local planning commissions, landlords, the waste companies, and city officials. The ultimate goal is to establish a unified downtown recycling program with the maximum number of businesses participating.

Once a recycling program is established, then the SWMD will provide outreach to business owners and landlords to promote participation in the program. The SWMD may also provide outreach to business employees or office workers regarding how the program works – what materials are collected, how to prepare materials, etc – and internal logistics – how to set up the internal collection program. Outreach to city officials likely will be limited and may consist of periodic reports regarding the success of the program.

As another example, if a SWMD's counties already have adequate residential recycling infrastructure and programs, then the SWMD's outreach to residents will promote using the infrastructure and programs. This may require the SWMD to rework existing residential education programs to align them with Goal 4 of the 2009 State Plan. If the SWMD doesn't need to establish additional infrastructure, then the SWMD may not provide extensive outreach to community decision makers and elected officials. Instead, the SWMD may provide community leaders with periodic progress reports or involve them in publicity events to keep them engaged. In this scenario, the SWMD will likely spend significantly more time and resources providing outreach to the residents than it will to elected officials. The outreach will promote using the infrastructure to the residents.

Conversely, if there are inadequate or ineffective residential recycling programs, then community decision makers will play a much more important role in the SWMD's outreach plan. The message delivered to community leaders will encourage them to establish new or improve existing residential recycling programs. Until the necessary infrastructure is in place, the SWMD will devote more resources and time providing outreach to community decision makers than it does to residents. Thus, the SWMD will alter its existing residential education materials to promote using whatever recycling programs already exist. The SWMD will not devote significant time or resources to providing new residential outreach programs until the necessary recycling infrastructure and programs are in place.

3. Develop and implement outreach effectively.

There is a great deal of guidance available for how to develop outreach that is effective at changing behavior. Most of this guidance is based on the principles of social marketing. Social marketing is similar to commercial marketing.

However, instead of promoting a product, social marketing is aimed at influencing people to behave in ways that are in society's best interest, such as recycling.

In short, social marketing is a strategic planning process that involves understanding an audience before trying to develop programs for that audience. This involves understanding what motivates the target audience to do or prevents the audience from doing the behavior, tools that can be used to get the audience to do the behavior, how to reach the target audience etc. Because doing the behavior is voluntary, the SWMD must convince the target audience to do the behavior. For recycling, this means convincing people to recycle.

Social marketing can be applied to many recycling opportunities. It can be used on a large scale, such as influencing residents in multiple neighborhoods to participate in composting programs, to a small scale, such as influencing city officials to implement curbside recycling in a specific city.

Ohio EPA encourages SWMDs to learn more about the social marketing process prior to developing their outreach plans. Additional information about social marketing is provided at the end of this section. Ohio EPA encourages SWMDs to review this information prior to developing their outreach plans.

The five principles discussed below are central to the social marketing methodology. If a SWMD follows these principles when developing its outreach plan, then the SWMD is likely to have outreach programs that have a greater chance of achieving the desired behavior change. A SWMD's outreach plan will be developed using the following five principles:

- a. *Understanding the different needs of different audiences.* The five target audiences differ from one another in terms of why they do or don't recycle and what they want and need to recycle. Key factors to understanding different audiences include:
 - Why members of an audience do/do not engage in the desired behavior (often differences between recyclers and non-recyclers are key to understanding how to encourage more people to recycle) ;
 - What prevents members of the target audience from engaging in the desired behavior (i.e. barriers);
 - What do members of the target audience want and/or need in order to engage in the desired behavior (i.e. benefits and incentives); and,
 - What the best way is to reach members of the target audience (i.e. how/where do they obtain information, how to get their attention).

A great deal of information already exists about why people do or do not recycle given a specific situation and how to get more people to recycle in that situation. The SWMD may be able to obtain some of the information that it needs about a target audience by researching secondary sources.

[Placeholder for list of suggested sources]

Assuming that there is a recycling program in place in a community, common reasons why people might not use the program include:

- They do not know about the recycling program
- They feel recycling takes too much time;
- They believe that the current recycling program is inconvenient;
- They can't remember to recycle;
- They feel that recycling costs too much;
- They don't believe that recycling is important;

- b. *Focusing on changing behavior not just creating awareness.* Research shows that simple awareness education is not effective for getting people to change their behavior. Thus, traditional information campaigns that increase the public's knowledge of recycling do not necessarily result in more people recycling. People may know that they should recycle but don't follow through or in some cases don't have access to recycling programs.

Campaigns that market desired behaviors to specific target audiences have been proven to change behavior. These campaigns borrow from commercial marketing and are based on understanding why people aren't doing a desired behavior and offering them something they want in exchange for doing the behavior.

- c. *Having measurable outcomes to achieve.* It is not possible to determine whether a program is successful if the results cannot be measured and compared against pre-program conditions. Ohio EPA encourages SWMDs to define factors of success that can be measured.

Although the specific measurements will depend upon the type of program selected and the behavior being affected, following is a list of common measurements:

Examples of measurable outcomes include:

- Number of communities that establish new recycling programs;
- Number of new customers that sign up for a curbside recycling program;
- Number of customers that set-out containers for curbside recycling;
- Number of residents that use a drop-off location;
- Increase in the number of times a drop-off bin is emptied;
- Number of residents that use a special collection event;
- Number of schools that establish new in-school recycling programs;
- Increase in material collected for recycling;
- Decrease in waste disposed;

- Number of organizations requesting recycling containers for special events;
 - Decrease in the number of times a company's trash container is pulled by the waste hauler.
 - Decrease in contamination;
- d. *Using a consistently and frequently repeated message.* People may be willing to and want to recycle, but are inconsistent about it or forget. Thus, even though people may recycle immediately following a campaign, they may quit if they are not continuously reminded. It is crucial that the target audience be continuously reminded, or prompted, to recycle.

The message conveyed and how it is conveyed must be appropriate for the intended audience. Further, the meaning of the message and the information conveyed must be consistent each time the message is repeated. Finally, an outreach campaign that uses different media must have a unified, consistent theme among those media.

- e. *Evaluating the results to determine if the program is achieving the desired outcome.* This involves measuring the results of a marketing campaign against the measurable outcomes/factors of success that are defined for the program. This will require the SWMD to have both pre and post program data.

Outreach Priority

In addition to providing outreach to the five target audiences, the SWMD will select an outreach priority and provide programs in the context of the chosen priority. The results of the needs assessment that the SWMD conducted for Section **XX** may help the SWMD identify an outreach priority.

The outreach priority can be a new program, an improvement that the SWMD determines is needed for an existing program, a goal that the SWMD wants to achieve, or some other priority that the SWMD identifies. The SWMD's outreach plan will describe what the SWMD wants to accomplish, the audiences that will be addressed, and the programs that the SWMD will provide to the appropriate audiences to accomplish the priority.

A SWMD's outreach priority may change from one year to the next and may differ from one area to another depending upon local programs or circumstances. Furthermore, a multi-county SWMD may have different priorities for different counties.

As an example, after performing its needs assessment, a SWMD determines that there is an excessive amount of yard waste still being disposed. The SWMD learned that there are two reasons for this. There are no publicly-available composting facilities within the SWMD. In addition, there are a number of large, commercial landscaping

companies that currently dispose of their yard waste in the local landfill facility. Because there aren't any local composting facilities, the landfill owner isn't able to direct the companies to a composting facility. Furthermore, none of the communities in the SWMD have yard waste collection programs because they have no place to take the collected material. The SWMD does provide residents with information about backyard composting, but the SWMD has not actively promoted backyard composting for several years.

The SWMD chooses increasing yard waste diversion as its overall outreach priority. Within that priority, the SWMD will first focus its efforts in 2012 and 2013, the first two years of the planning period, on getting composting facilities established. The SWMD will contact the largest commercial landscaping companies to gauge their interest in operating either captive or publicly-available facilities. Next, the SWMD will work with the owner or operator of the landfill facility and with elected officials in remaining underserved areas to establish other needed facilities. If none of those efforts result in new facilities then, in 2014, the SWMD will evaluate the feasibility of establishing one or more facilities or a network of satellite collection locations and a central composting facility.

For any company or community that chooses to establish a facility, the SWMD will assist with completing any permit applications or other necessary. The SWMD has also set aside a total of \$100,000 to distribute as grants to help off-set start-up costs.

Once there are adequate composting facilities, the SWMD will provide outreach to market available facilities to generators of yard waste, including landscaping and land-clearing businesses and residents. The SWMD's education specialist will develop the majority of this outreach program during 2012 and 2013. Provided facilities are operating, the SWMD will finalize the outreach program during January and February of 2014 and launch the outreach campaign in March 2014.

In June 2014, the SWMD will begin contacting officials from the three largest municipalities about establishing at least seasonal yard waste collection programs. The education specialist will also revamp the SWMD's backyard composting program and begin promoting it to residents both through the SWMD's web page and in community forums.

As another example, a multi-county SWMD has a large city school district that does not have a district-wide recycling program. Individual teachers at several buildings have independently implemented limited recycling programs. These programs were implemented as a way of teaching students about recycling. Because the programs are independent of one another, the materials that are collected differ from one school to another. Further, the program is labor intensive, and relies on volunteers, usually the teachers, to transport recyclable materials from the school to a local drop-off. None of the schools have central locations to accumulate materials so the teachers must collect materials from each classroom before they can take the materials to the drop-off. Even at the buildings that have recycling programs, significant quantities of recoverable

materials are still being thrown away.

Other schools within the SWMD are served by a free paper recycling program. Most of the schools are diverting minimal amounts of paper. Not all classrooms at these schools participate in the free service, and those that do participate aren't recycling all types of paper. The service provider is considering discontinuing the service because the costs of servicing the schools are higher than the revenues generated by the paper.

The SWMD recognizes the potential for collecting significant quantities of recyclable materials, particularly paper, from schools. The company that provides the free paper recycling program is willing to share revenues with the schools provided enough schools participate in the service and the schools can collectively supply an adequate amount of paper to the company.

The SWMD develops an outreach program to get all or as many schools as possible participating in the paper recycling program. The program has two phases. The first phase targets school administrators. That phase is designed to persuade administrators to secure a contract with the service provider. For those schools that elect to participate, the SWMD also will visit each school and to help establish the most efficient internal collection system. During the second phase, the SWMD's education specialist provides in-school outreach to school children, teachers, and support staff regarding how to use the program. When necessary, the education specialist also instructs support staff (such as the janitorial staff) about the logistics of the program.

Other examples of outreach priorities:

- A trash hauler in the largest community in the SWMD offers subscription curbside recycling service. Few residents have signed up for the service, and the hauler is preparing to raise its subscription fees. The SWMD sees this as an opportunity to work with the mayor and city council on upgrading the curbside service to non-subscription service.
- The bars and restaurants in a local college town currently dispose of their glass bottles. The SWMD sees potential for significant diversion. Thus, the SWMD targets its outreach efforts to the bar owners and commercial recycling providers to establish recycling services.
- A SWMD has an established network of drop-off recycling locations, and residents are using the drop-offs. However, the SWMD is finding too much trash in the collection receptacles. The SWMD chooses as its outreach priority to educate residents on what materials can and cannot be placed in drop-off receptacles.
- After analyzing results from a recent industrial survey, a SWMD notices that a number of large manufacturers reported that they dispose of large amounts of waste. The SWMD chooses as its outreach priority to work with these manufacturers on developing recycling programs.

Developing and Selecting Programs

A SWMD has the option of developing its own programs (which can be original or based on programs found through research) and/or selecting programs from a compilation of “model” programs collected by Ohio EPA. These model programs are outreach and education programs that have been implemented and have successfully resulted in changing reduction and recycling behavior. Regardless of whether a SWMD develops its own programs or selects programs from the compilation of model programs, development and selection of programs will occur within the context of the best practices.

The purpose of the model programs is to simplify the solid waste management plan preparation process by giving the SWMD’s policy committee the ability to select proven programs rather than research and develop new programs. The model programs can also serve as inspiration to the policy committee for developing original programs. All SWMDs will retain the ability to develop their own outreach programs, and no SWMDs will be required to implement any model programs.

By identifying these programs as models, Ohio EPA has determined that these programs can meet the requirements of Goal 4 provided the programs are implemented effectively. Although these programs can meet the requirements of Goal 4, ensuring success will mean that the SWMD may need to adapt the program to that SWMD’s specific local circumstances.

To be a model, a program must meet the following minimum criteria:

- The program has previously been implemented by a
 - SWMD or another party either within or outside of Ohio.
- The program is about reduction and recycling or can be adapted to reduction and recycling.
- The implementing party has information documenting the success of the program.
- The program incorporates measuring results whenever possible.
- The program allows for collection and comparison of pre and post program data and/or information whenever possible.

Each model program is described in a one to three page summary (similar to a case study). This summary includes a description of the target audience, a summary of the research and conclusions, a description of the program, a summary of the results, and contact information. The model programs are available on DSIWM’s SWMD/Planning Page and will be updated on an ongoing basis.

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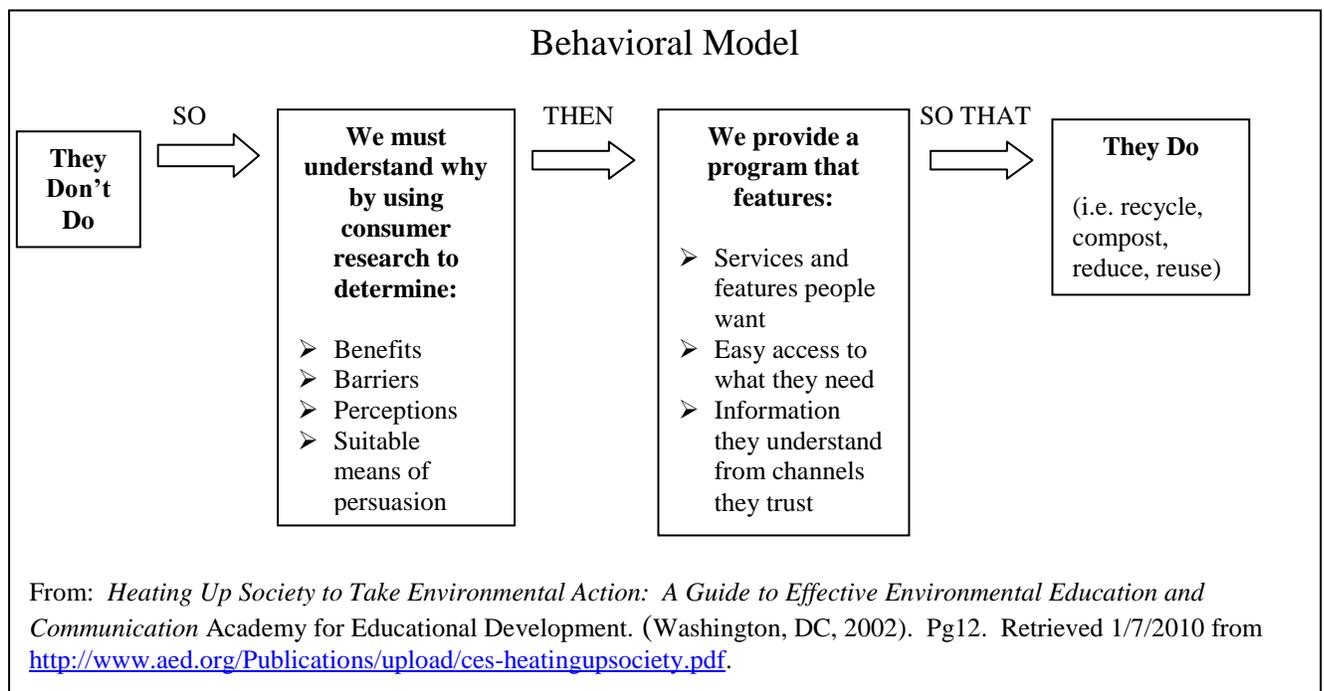
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Social Marketing

Social marketing is the process of using commercial marketing principles and tools to influence a target audience's behavior to benefit society. The focus is on changing behavior, not changing attitudes or awareness. Members of the target audience must voluntarily choose to change their behavior. Therefore, any campaign to "market" the behavior must convince the target audience to do the behavior. This requires program developers to understand the target audience and develop a campaign that addresses what the target audience wants/needs and how it receives information. Social marketing also involves setting measurable standards to determine whether the marketing campaign results in the desired behavior.

The following text box illustrates the social marketing process.



There are six steps in developing and implementing an effective environmental outreach program.

1. Identify the problem, the desired behavior change, and the target audience(s) that needs to make the change.
2. Assess and Research the Audience;
3. Plan and Design;
4. Pretest and Revise;
5. Implement; and,
6. Monitor and Evaluate.

Steps 1 through 3 will be completed during the plan preparation process. Steps 4

through 6 will likely be completed after the plan has been approved.

1). IDENTIFY THE PROBLEM, THE DESIRED BEHAVIOR CHANGE, AND THE TARGET AUDIENCE(S)

The first step involves identifying:

- The problem to be addressed;
- The behavior change(s) needed to overcome the problem
- The target audience(s) that needs to change its behavior.

The behavior(s) to be changed will depend upon the available infrastructure. For recycling, there are two general behaviors that can be affected - getting people to establish infrastructure and getting people to use infrastructure. Once the project developer identifies the behavior that needs to change, then the developer will determine which target audience(s) needs to adopt that behavior.

It is important to identify the desired behavior change and not the desired outcome. An example of an outcome is less recyclable material being disposed in landfills. An example of a behavior is putting more recyclable materials in a recycling bin.

2). ASSESS AND RESEARCH THE TARGET AUDIENCE

To influence a target audience's behavior, the project developer must first understand the target audience. This will require the project developer to do research.

A great deal of information already exists about why people do or do not recycle given a specific situation and how to get more people to recycle in that situation. The project developer may be able to obtain most of the information that he/she needs about a target audience by researching secondary sources. Even so, however, the project developer may gain valuable information by gathering some primary information.

The project developer will need to learn about the target audience in terms of the following categories:

- Current behaviors (what the target audience currently is/is not doing);
- Barriers (what prevents the target audience from doing the desired behavior?);
- Benefits (What does the target audience want in exchange for doing the behavior?);
- Perceptions and beliefs (what does the target audience think about recycling?);
- Obtaining information/best persuasion techniques (how does the target audience get information , where are the best places to reach the target audience, and what will get the target audience's attention?); and,
- Demographics.

Current behaviors: Understanding current behaviors involves knowing:

- What the target audience is doing instead of the preferred behavior.
- Why doers recycle.
- Why non-recyclers don't recycle.
- What actions people can take to make a difference

Understanding the differences in behaviors between recyclers and non-recyclers may help identify the key to changing the behavior of non-recyclers.

Barriers: To address existing barriers to recycling, the program developer must understand what prevents the target audience from recycling, what makes recycling easy and hard to do for the target audience, and what can be done to minimize or eliminate the barriers to recycling. Some common barriers include:

- Recycling options/infrastructure are not available;
- Knowledge/lack of knowledge (Note: Having knowledge/being aware of recycling may increase the target audience's willingness to recycling, but knowledge alone is not a motivator. Conversely, the lack of knowledge can be a barrier);
- Time constraints;
- Personal convenience/inconvenience (e.g. no space for bins, hard to move bins to the curb, bins too small, drop-off too far away);
- Established habits (can't remember to recycle);
- Cost;
- Beliefs, perceptions, and misinformation (recycling isn't important, recyclables get thrown into the trash, I have to pay to recycle but trash collection is free.);
- Apathy (indifference to recycling).

As can be seen from the list above, some barriers can be addressed through outreach whereas others must be addressed through the design of the recycling program.

Benefits: The program developer needs to understand what motivates people to recycle, what benefits members of the target audience could realize if they began recycling, and how the program developer can make those benefits available.

Some common benefits of recycling are:

- financial (earn money, decrease trash bill)
- social pressure, (friends and neighbors do it)
- recognition; and,
- sense of obligation ("it is expected of me" and "it is the right thing to do")

Perceptions and Beliefs: The program developer needs to understand what members of the target audience think about recycling. This includes understanding

- What the target audience sees as pros and cons of recycling;
- What the target audience sees as consequences of recycling/notrecycling;
- How important recycling is to the target audience;

- How effective the target audience perceives recycling to be; and,
- How concerned the target audience is about recycling.

Obtaining information/best persuasion techniques – The program developer needs to understand what the best way is to market recycling to the target audience. This involves knowing:

- The best way to reach the target audience;
- The best time and place to reach the target audience;
- How the target audience receives information;
- Who or what the target audiences consider to be a credible source of information;
- The groups or individuals that most influence the target audience and how those groups/individuals can be involved in an outreach strategy;
- The combination of mass media, interpersonal communication, and print materials that should be used
-

Demographics

Primary Research

It is possible that the project developer will need to supplement secondary information with information obtained through primary research. There are a number of techniques the project developer can use to obtain primary information. The techniques include:

- Observational Studies
- Group Meetings
- Focus groups
- Surveys
 - Intercept
 - In-depth reviews
 - Self-administered questionnaires
 - Phone surveys
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3). PLAN AND DESIGN

During this step, the project developer will create the strategy for marketing recycling to the target audience. The project developer will:

- develop and/or select programs;
- create a marketing campaign including the message and the appropriate techniques and media for delivering the message;
- identify incentives;
- establish measurement tools; and
- determine criteria for success/failure, etc.

The project developer will create its strategy using information gathered during the research phase and in the context of the best management practices identified earlier. The strategy must address benefits, barriers, and messages that are relevant to the target audience. Thus, the strategy must identify the audience's stated needs and wants, not what the project developer perceives as the audience's needs and wants.

Using assessment information, the project developer will identify:

- Specific actions people can take to begin recycling. Members of the target audience need to be able to do what they are being asked to do.
- Any subgroups within the target audience that should be the focus of initial outreach attempts. Examples include people who already recycle but do it only part of the time, people who are willing to voluntarily recycle, and influential or prominent members of the target audience,
- The benefits that the target audience will receive as a result of recycling. The target audience must want these benefits and must be able to obtain the benefits by doing recycling (from *The Manager's Guide to Social Marketing*, page 8).
- Barriers that need to be lowered/eliminated so the target audience recycle.
- The best media to reach and involve the target audience (the most important messages, most important times, most effective combination of mass (print and traditional media, such as newspapers, newsletters, radio and television ads, billboards, etc.) and electronic media (such as the Internet (a Web page, e-mail, and social media [such as Facebook, Twitter, etc.])).
- Other groups and individuals who need to be included as partners.

Some common tools that can be incorporated into programs include³:

[Note: as with barriers, some of these tools can be incorporated into the outreach strategy, but some address changes to recycling programs and infrastructure.]

Commitment - Research shows that people are much more likely to do something when they have made a commitment to doing it. Furthermore, written commitments are much stronger than oral commitments. Thus, if someone isn't currently recycling, it may be possible to get them to recycle by getting them to commit in writing to recycle.

Commitment should be obtained for only behaviors people express an interest in doing. Commitment will work only if it is given voluntarily.

Prompts – Prompts are reminders and can be useful for members of a target audience that intermittently recycle, usually because they don't remember to recycle regularly. Prompts need to be provided frequently, be highly visible, and catch the audience's attention. Prompts will be successful with only people who are willing to engage in the desired behavior. The intermittent recycler is already inclined to

³ (much of the following discussion was taken from *Social Marketing for Recycling in Ohio: A Guide to Understanding Planning and Conducting Social Marketing Projects*)

recycle and, therefore, represents “low hanging fruit”.

Feedback - People are more likely to begin recycling or to continue recycling if they know that their behavior will make/is making a difference. Providing information that ties their behavior to success is one way of encouraging additional recycling.

Identify block leaders/recycling advocates - People often look to others to guide behavior. If they see that people they trust or admire do the behavior, then they will be more apt to do the behavior as well.

Any member of a community that is willing to become active and set the example for neighbors can be a block leader. Block leaders can engage neighbors to address local environmental issues (such as recycling, composting, etc.) either passively by example or actively by interaction and persuasion.

Norms/Motivation (desire for social acceptance) the more people see recycling as something others do is a motivating factor

Making recycling a norm involves making it the typical behavior instead of the exception. This is done by making recycling more visible/noticeable. Making something a norm relies on peoples’ desire to fit in. People are more likely to engage in a behavior if they see other people doing the behavior.

Incentives - Incentives can be used to entice people to participate in recycling programs by rewarding them for their participation. Incentives can be monetary (such as financial awards, coupons, or gifts) and non-monetary (such as public recognition). To be effective, the incentive offered has to be something the target audience wants.

Examples of incentive-based programs include RecycleBank, combined pay-as-you-throw trash collection and curbside recycling services, awards, and media announcements.

The danger with incentives is that once they are discontinued, the target audience may discontinue the desired behavior.

Persuasive/effective Communication - In order for a promotional campaign to be successful, the message of the campaign needs to:

- capture the attention of the target audience;
- be personalized to the target audience;
- come from a credible source;
- be appropriate based on the perceptions of the target audience;
- be easy to read and understand (e.g. based on reading level of target audience, not the creator); and,
- be easy to remember.

Enhance Convenience – Although not something that can be changed through outreach, improving the convenience of a recycling program sometimes is the easiest way to affect behavior. Some common convenience factors include:

- reducing sorting requirements,
- increasing the size of collection receptacles,
- upgrading subscription curbside service to non-subscription service,
- placing drop-off locations in high travel areas/convenient to normal destinations,
- maintaining consistent collection times,

Measureable Outcomes:

When developing programs, the project developer will define targets or standards that can be measured to evaluate whether the desired behavior is happening as a result of the outreach efforts. Measureable outcomes need to be achievable, specific, quantifiable, realistic, and time-based.

Defining measurable outcomes requires that the project developer determine what data will be collected and how to collect, manage, and analyze the data. In order to measure the relative success of a program on behavior, the project developer will also need pre-program data to use as baseline data. The program developer will likely gather the baseline data during the research and assessment phase.

Before establishing measureable outcomes, the project developer must first consider the types of data that can and cannot be collected. For example, it is very difficult to determine total waste generated by the population that can potentially use a specific drop-off location. Without total waste generation, it isn't possible to calculate a recycling rate for the drop-off. Therefore, determining the change in the weight of recyclables collected as a result of a marketing effort is a better measurement than the change in the recycling rate. (Dave Landis, pg. 25).

Examples of measureable outcomes include:

- Number of communities that establish new recycling programs;
- Number of new customers that sign up for a curbside recycling program;
- Number of customers that set-out containers for curbside recycling;
- Number of residents that use a drop-off location;
- Increase in the number of times a drop-off bin is emptied;
- Number of residents that use a special collection event;
- Number of schools that establish new in-school recycling programs;
- Increase in material collected for recycling;
- Decrease in waste disposed;
- Number of organizations requesting recycling containers for special events;
- Decrease in the number of times a company's trash container is pulled by the waste hauler.
- Decrease in contamination;

4). Pretest and Revise

Pretest

Prior to implementing a program on a full-scale basis, it is a good idea for the project developer to pretest the program with the target audience. Pretesting is usually associated with marketing campaigns, but may also be done for other types of programs. Pretesting can help the project developer avoid wasting resources on ineffective programs. Pretesting can help the project developer make sure that he/she truly understands the target audience's wants and needs, has developed a marketing strategy appropriate to the target audience, and can obtain the desired result. When pretesting, the project developer should select a representative sample of the target audience.

Pretesting can do all of the following:

- Involve the target audience in designing an outreach program and the marketing strategy.
- Make sure an outreach program is something the target audience is interested in.
- Make sure the target audience understands the message being conveyed.
- Make sure that the target audience doesn't interpret the message in unintended or unforeseen ways.
- Determine if the message is relevant to the target audience.
- Make sure the message is something that catches the target audience's attention and that the target audience finds persuasive enough to engage in the desired behavior.
- Determine if the target audience finds the message and the messenger/delivery vehicle credible.
- Result in additional ideas that can be incorporated into the program.
- Result in refining the program to make the message and overall program more appealing and effective.

Some potential pretesting tools include:

- Pilot programs - limited implementation of a program to test its effectiveness on a representative sample of the target audience
- Focus Groups
- Individual Interviews
- Intercept Interviews
- Self-administered Questionnaires
- Readability Testing

Revise

Once the project developer has finished pretesting, he/she will review the results and

determine what changes to the program need to be made to address the target audience's recommendations. If the project developer makes significant revisions to the program to address the target audience's input, then it may be a good idea to conduct a second round of pretesting, provided the project developer has the time and resources to do so.

5). Implement

What to say about this step?

6). Monitor and Evaluate

What to say about this step?