

Recycling Focus Groups Report

Prepared for

City of Milwaukee—Department of Public
Works

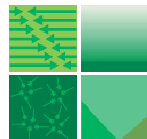
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STAPLES MARKETING

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Table of Contents	Page/s
I. Executive Summary	3
II. Introduction/Methodology	7
III. Detailed Findings.....	9
1.0 Motivations to Recycle	10
2.0 Knowledge of Recycling.....	14
3.0 Convenience.....	16
4.0 Social Norms.....	21
5.0 Benefits	26
6.0 Other Questions	28
IV. Recommendations.....	33
V. Appendices	
A. Recruitment Card Sample	54
B. Schedule/Demographics.....	55
C. Discussion Guide.....	57

I. Executive Summary

Introduction

The City of Milwaukee—Department of Public Works issued a Request for Proposal (RFP) for interested agencies to submit proposals to help the City increase recycling levels among residents and develop a comprehensive social marketing initiative, including messages and strategies to facilitate this effort.

The City of Milwaukee began providing curbside recycling to residents in 1989. Recycling is mandated by state law and City ordinance. The collection tonnage increased annually from 1989 through 1997 at which time it peaked at 33,112 tons. During the following nine years, the recycling tonnage declined each year to its 2006 total of 25,300 tons or approximately 24 percent less than the 1997 peak.

The last major recycling promotional campaign, involving vivid educational materials, public service announcements, short videos for classroom use and other advertising, was conducted more than ten years ago and most of the materials are outdated. Since then, most of the education and promotion budget has been spent on smaller scale campaigns and on producing recycling informational flyers and mailings. In 2005, there was a promotional campaign that involved displaying short recycling promos on buses through Milwaukee County Transit System's closed circuit televisions. Recent efforts such as these have not helped the City reverse its trend of declining recycling rates.

In addition to curbside collection, City of Milwaukee residents have access to two self-help centers that offer free disposal or recycling of household trash, recyclables, appliances, scrap metal, computers, car batteries, tires, yard waste, used motor oil and filters, antifreeze and household hazardous waste.

The City of Milwaukee was seeking an agency to develop a premiere social marketing initiative to engage residents to increase their recycling efforts. The premise of social marketing suggests that message source and personal contact can bear on how messages are received and the results the message generates.

Staples Marketing of Pewaukee, Wisconsin was the successful bidder for this project, and Mosaic Communications and Aceti & Associates were selected as subcontractors that partnered with Staples in responding to the RFP.

Purpose/Objectives

The goal of this project is to develop a social marketing campaign that includes developing messages and strategies to help increase City of Milwaukee residents' recycling behavior. As an initial first step, focus groups were held to get residents' feedback on why they recycle, why they don't recycle, who influences their behavior, and what messages resonate with them to engage them to recycle more.

The target audience for the campaign included residents of the City of Milwaukee for overall promotion of recycling with special emphasis on areas of lower recycling participation. One of the impediments to higher recycling levels has been the low participation rate of neighborhoods in the special emphasis area in the central city. For example, the average pounds recycled per household in 2006 was 51 pounds in the special emphasis area compared with 305 pounds in other parts of the City. Several possible reasons for this disparity were included in the RFP document, including the following:

- Lower owner occupancy and, therefore, a more transient population
- Residents have lower average incomes and, as a result, may generate less newsprint and magazines to recycle and may take their aluminum cans to scrap yards for cash.

In the central city there is predominantly weekly collection of 18-gallon bins, whereas in the rest of the city recyclables are collected monthly from 95-gallon carts.

Methodology

The City expressed that it prefers a social marketing approach for this project to affect residents' recycling behavior by motivating people to do something for the common good rather than personal gain. The City has chosen a measurable results-based goal of increasing the tonnage of recyclables collected by 15 percent over the year 2006 and was seeking the following services:

- Identify segments within the target population according to demographic, geographic and recycler versus non-recycler categories;
- Research target audience segments in terms of their perceptions about recycling and other characteristics that are relative to designing promotional activities;
- Develop tools and strategies highly relevant to target audience segments to increase participation in recycling; and
- Implement tools and strategies to promote recycling and work with the City to evaluate their effectiveness.

Key Findings and Emerging Themes

Utilizing a discussion guide developed by the Staples Marketing team and approved by the City of Milwaukee DPW, Mosaic Communications conducted five (5) focus groups in late January to gather information and get resident feedback on reasons why they do or don't recycle, problems they incur with recycling, assess message influencers and identify messages that resonate with low, medium and high recyclers.

Among the key findings and major themes are the following:

- Low recyclers, though they tend not to recycle newspapers, plastics and other items, are more likely than medium to high recyclers to recycle aluminum cans and materials where they can collect immediate cash incentives. To that end, low recyclers appear to be more motivated by “what’s in it for me?”
- Medium to high recyclers don’t usually recycle for cash incentives, but are more interested in the broader picture—the environment, concern for neighborhood cleanliness and “doing the right thing.”
- All recyclers appear to need more information about what is recyclable. Moreover, most recyclers indicated that they would like more information about the bigger picture, i.e., what happens if they don’t recycle (the impact)?
- There was a subtle difference with participants outside the Special Emphasis Area (OSEA) and inside the Special Emphasis Area (SEA) in that residents inside the SEA tended to recycle aluminum cans (for cash incentives) and OSEA participants tended not to, or if they did, they did so for a neighbor or the “can man” that comes through their neighborhood. For example, when asked, medium

to high recyclers (OSEA) indicated no one took aluminum cans to scrap yards for cash.

- Medium to high recyclers are more likely to be influenced by neighbors' than low recyclers. Most medium to high recyclers notice that their neighbors recycle and indicated their neighbors would notice if they stopped recycling.
- Some low, medium, and high recyclers indicated that they could be influenced by people such as the Mayor, their alderman and family members to recycle more.
- There appears to be dissatisfaction about recycling pick up service throughout the City of Milwaukee, however, this appears even more so among residents using the 95-gallon carts. They are unsure of their pick up dates. Recyclers who used the 95-gallon cart indicated they would probably recycle more, if they knew when the items would be picked up.
- Almost every group indicated that some type of "reward" or "incentive" would be a good way to get residents to recycle more. In addition, they also indicated that an advertising campaign or marketing initiative would be helpful with increasing recycling levels because it would keep the issue top-of-mind. Residents also indicated that community-wide, or neighborhood specific campaigns might be helpful.

Recommendations

Based on the input from focus group participants, the Staples Marketing team recommends a multi-faceted approach to increasing recycling participation in the City of Milwaukee. The strategy has four components: 1) neighborhood campaigns that link recycling with cleaner, more attractive neighborhoods; 2) collection system changes that make recycling easier and more reliable; 3) a city-wide publicity effort communicating that recycling is the norm in the City; that recycling makes a positive difference and that lesser-known materials such as junk mail and paperboard are recyclable; and 4) monetary incentives in the form of fines for disposing of recyclables in the trash.

II. INTRODUCTION/METHODOLOGY

The initial phase of this project focused on conducting qualitative marketing research. Aceti Associates developed the discussion guide to use in conducting focus groups which were scheduled for late January 2008. Aceti Associates recommended that five focus groups be held, segmenting recyclers (low, and medium to high), and non-recyclers.

Mosaic Communications and Staples Marketing developed recruitment cards with screening questions to solicit and pre-qualify participants (see Appendix A). These recruitment cards were distributed throughout the City of Milwaukee at a number of high-traffic venues. See table below:

Distribution Point	Address	Zip Code
YWCA of Greater Milwaukee	1915 N. MLK Drive	53212
Social Development Commission	4041 N. Richards Street	53212
Lena's Grocery Store (#1)	2322 W. Oak Street	53206
Lena's Grocery Stores (#2)	4623 W. Burleigh St.	53210
Lena's Grocery Store (#3)	3334 N. Holton St.	53212
Milwaukee Job Development	3967 N. Teutonia	53209
New Concept Self Development Center	4828 W. Fond du Lac Ave	53216
Christ the King Church	7798 N 60th St	53223
Gee's Clippers	4323 W. Fond du Lac Ave	53216
LGBT Community Center	315 W. Court St. Ste 101	53212
Martin Luther King Health Center	2555 N. Martin Luther King Drive	53212
Isaac Coggs Health Center	8200 W. Silver Spring	53218
16th Street Community Health Center	1032 S. Caesar Chavez Drive	53204
Strive Media Institute	1818 N. MLK Drive	53212
UWM	2200 E. Kenwood Blvd.	53201
MATC	700 W. State Street	53233
Bay View Library	2566 S Kinnickinnic Ave	53207
UMOS	2701 S Chase Ave,	53207
Latino Community Center	807 S 14th St	53204

Interested participants were asked to call Mosaic Communications to further determine if they qualified to participate in the survey. Over the course of two weeks more than 200 individuals called, with about 115 qualifying to participate.

Based on their addresses and responses to how they rated their recycling level (on a scale of 1 to 6, with 6 meaning they recycle all the time), individuals were placed in one of five groups. The goal was to have eight people participate in each focus group, so Mosaic Communications over-recruited by confirming ten (10) participants for each focus group. Selected participants were called to confirm their attendance on the date and time of the focus group they were chosen to participate in, and called a second time on the evening prior to the actual focus group.

Two focus groups were held on the evenings of January 28 and 29, from 4-6 p.m., and 6-8 p.m., at the YWCA on Dr. Martin Luther King Drive. A fifth focus group was held on January 30, from 11:30 a.m. to 1:30 p.m., at HeartLove Place, on Dr. Martin Luther King Drive.

All sessions were videotaped, and focus group participants in each session were given writing pads and pens and asked to write down their responses before sharing them with the group. Each participant was paid a \$50 cash incentive.

III. Detailed Findings

Prior to the focus groups, potential participants were pre-screened and asked to rate themselves on their recycling efforts based on a scale where low recyclers were defined as a 2 or 3 on a scale of 1 to 6, where 1 is “I don’t recycle at all,” and 6 is “I recycle all the time.” Focus groups were pre-screened and recruited as follows:

Focus Group #1—Residents **within the Special Emphasis Area** who live in buildings with 1 to 4 units, who recycle at a **medium to high level using 18-gallon bins** (4 to 6 on a scale of 1 to 6 where 1 is “I don’t recycle at all” and 6 is “I recycle all the time”).

Focus Group #2—Four residents **inside the Special Emphasis Area** and four residents **outside of the Special Emphasis Area** who live in buildings with 1 to 4 units, who **do not recycle at all** (1 on a scale of 1 to 6 where 1 is “I don’t recycle at all” and 6 is “I recycle all the time”).

Focus Group #3—Residents of the **Special Emphasis Area** who live in buildings with 1 to 4 units who recycle at a **low level** (2 or 3 on a scale of 1 to 6, where 1 is “I don’t recycle at all” and 6 is “I recycle all the time”).

Focus Group #4—Residents **of the Special Emphasis Area** who live in buildings with 1 to 4 units who recycle at a **medium to high level** (4 to 6 on a scale of 1 to 6 where 1 is “I don’t recycle at all” and 6 is “I recycle all the time”).

Focus Group #5—Residents **outside of the Special Emphasis Area** who live in buildings with 1 to 4 units who recycle at a **medium to high level** (4 to 6 on a scale of 1 to 6 where 1 is “I don’t recycle at all” and 6 is “I recycle all the time”).

A table showing the actual number of attendees and make up of the focus groups is listed in the appendices.

Following are highlights of the focus group discussions:

FOCUS GROUP QUESTIONS

At the onset of each focus group participants were asked to raise their hands if they did not have City of Milwaukee recycling containers. Following are the responses to that question, based on a show of hands:

Group	People who do NOT have recycling containers
Focus Group #1	0 People of 4 (<i>everyone had 18-gallon bins</i>)
Focus Group #2	4 People of 7 (<i>did not have containers</i>)
Focus Group #3	3 People of 9 (<i>did not have containers</i>)
Focus Group #4	4 people did not have containers; 6 had 18-gallon bins; and 2 had 95-gallon carts (<i>12 people participated</i>)
Focus Group #5	0 (<i>all 8 people had containers</i>)

1.0 MOTIVATIONS TO RECYCLE

When asked what motivates them to recycle, low recyclers tended to indicate that they were motivated by some level of convenience for them versus environmental reasons. For example, they said there were space issues, where if they did not recycle the garbage would overflow; they did not want to get a fine, or they recycled aluminum cans for cash. Some verbatim comments were:

- *“My house creates a lot of trash, so recycling helps the garbage bin not overflow.”*
- *“(Recycling) makes it easier. That way I don’t have overflowing garbage.”*
- *“I get notices on the recycling cans. I’m afraid of getting a fine, and I have less garbage to take out when I recycle.”*
- *“I lived in Madison (Wisconsin) for a while and we did get fined there. I assumed they would do the same thing here. Fear of getting a ticket (for not recycling) works for me.”*
- *“Money. I recycle cans and I do it for the money.”*
- *“I recycle aluminum cans for extra cash. But if I don’t have the container, I can’t recycle.”*

- *“I’m mostly interested in cans and copper, and things that get me money. It’s a waste of time to recycle other things because there’s no money involved.”*
- *“There’s no money involved. Okay, you want the environment to be right; the ozone layer and all of that. (But) the economy is going up (prices) so you have to get the money.”*
- *“Financial incentives. Discounts on, say, the water bill. Discounts on the energy bill.”*
- *“(I would recycle more) If I got paid for my garbage I would recycle everything.”*
- *“(I would recycle more) If my personal life depended on it; (or) if it were detrimental to my health.”*

Conversely, individuals who indicated they were medium to high recyclers tended to be motivated by less tangible benefits, and more by the care and concern about the environment and their neighborhoods. Specific comments from medium to high recyclers were:

- *“I think it helps the community and helps with the pollution, and (I recycle) for environmental purposes. I also help my elderly neighbors. It’s a sense of community pride.”*
- *“I know I’m keeping the environment clean. Recycling is more affordable and it’s convenient. I do it for the environment. If you don’t (recycle) it makes the community look bad.”*
- *“(I recycle) to reduce the clutter in my house, and for the environment as well.”*
- *“I’m paranoid of bacteria. What motivates me is to keep the environment clean.”*
- *“The fact that I have a container outside (to recycle) motivates me. Also, it’s the right thing to do.”*

Participants were also asked if they knew when their recyclables were picked up. Following is a recap of the responses, by group, based on a show of hands:

Group	Know Recycling Pick up Day
Group #1	N/A; <i>(This question was added after the first focus group)</i>
Group #2	0 People knew their recycling container pick up date
Group #3	1 Person indicated that it was between Tuesday and Wednesday; no one else knew
Group #4	1 Person knew recycling container pick up day
Group #5	2 People knew their recycling container pick up date

When asked what would lead them to recycle more, low recyclers indicated more information or awareness, incentives, or penalties would motivate them to increase recycling. Specific comments were:

- *“...if they gave you fines. If I knew I would get fined, I would recycle more.”*
- *“I think some taxes should come back at end of the year for that (recycling).”*
- *“Getting paid to recycle would be an incentive. I already take cans to the scrap yard.”*
- *“They should give money for recyclables or some kind of incentive.”*
- *“If I had a list of what to recycle, and a bin that would sort itself.”*
- *“More information from flyers as reminders because I’m throwing things away out of habit.”*
- *“If I could see the results of how recycling is helping the world. What are the pros and cons? How much damage is it doing to the world (not recycling)? Some facts.”*
- *“Money would be a motivator for me (to recycle).”*
- *“Money. Other states pay money and we don’t. I see it on the bottles.”*
- *“If I had more information about recycling and more visibility about recycling.”*
- *“Advertisements to see the positive effects of recycling. Billboards, television, etc.”*

- *“Advertising in newspapers is a waste of more newspapers. Put (information) on something that you can use over and over again. It’s all about self awareness.”*
- *“I see information for all that type of stuff...it’s there, but it’s all about the money. You can’t get money for plastic or newspaper. Back in the day you used to get money for glass, cardboard, etc. ...You want us to recycle, give us a (financial) motivation to recycle.”*
- *“We can create ads all day, but I want to know why this is important and how can this help me and my family. What’s in it for me? We live in a community where everybody doesn’t have a job; it’s not equal for everyone.”*
- *“Most things are made out of recycled products and we don’t even know it. They should make the sign on recycled products more noticeable.”*
- *“If you could up the message (about recycling) on buses and billboards. It’s right in front of you; you’re going to see it constantly.”*

Medium to high recyclers indicated that they would probably recycle even more if the items were picked up more frequently or if they had more recycling bins or carts. One person indicated that he was not aware of where the self-help centers were and that, if he knew, he would take more recyclable items there. A few also said that money or financial incentives would be motivators. Specific comments were:

- *“Financial incentives or discounts on utility bills.”*
- *“I don’t know where to take my newspapers. I don’t know where the service centers are. If I knew, I would take them.”*
- *“More frequent pick ups from the City would motivate me. Right now, the pick ups are not consistent.”*
- *“Frequency of pick up. They (containers) get very full and you don’t want to leave it (trash) on the side. If I had containers in my garage it would help. It’s probably easy for me to get, but it’s not convenient for me to call and order them (more containers).”*

- *“Bigger carts would motivate me more. They are small, and once I put the boxes in there it’s full in three days. I have to put bricks on it (bin) so it doesn’t blow down the alley. They (bins) need to hold more.”*
- *“I really like the tax credit idea. We buy the recycled products and they use our recyclables to make things, so they should help us.”*
- *“Do more outreach to people because they don’t understand the importance of recycling. Have more convenient waste outlets. You have to travel so far out (to self-help centers). My hazardous waste just sits in my garage.”*
- *I wouldn’t do more unless there is a commitment from the City to pick up more. The City would have to step up its efforts for me to step up my efforts.*

2.0 KNOWLEDGE OF RECYCLING

Participants were asked to discuss their level of confidence in knowing *what* to recycle. After they responded to this question, they were shown recyclable materials that the City of Milwaukee actually picks up (see table below).

Medium to high recyclers appeared more confident than low recyclers about items that could be recycled. However, in every group there were one or two items that individuals weren’t sure about. For example, some of the medium to high recyclers did not think to recycle cardboard egg cartons, or atypical plastic bottles (#1 and #2) such as those that contain mouthwash. Verbatim comments from low recyclers were:

- *“Pretty confident. I recycle anything plastic.”*
- *“I didn’t know egg cartons (cardboard) were recyclable.”*
- *“I didn’t know magazines were recyclable.”*
- *“I’m not confident.”*
- *“If I had a bin, then I would be more comfortable (recycling), but I don’t have a bin.”*
- *“I don’t recycle, so I just don’t take the time to separate the cans, so I’m not really sure.”*

- *“I’m 70 percent confident about plastic, cardboard and glass.”*
- *“I’m not very confident. Televisions, old motors, fans – the garbage trucks won’t touch them, so I don’t know.”*

A few of the individuals in the medium to high recycling groups were aware of the recycling logo on plastics (#1 or #2) on it, indicating that items are recyclable. No participant was able to explain the significance of these numbers.

- *“I’m confident—cans, plastic, paper, bottles. We know what to recycle, the question is whether we do or not.”*
- *“I’m comfortable, but I’m not sure about plastic bags, colored glass, and aluminum foil.”*
- *“I know based on the labels on the boxes.”*
- *“I’m pretty confident. (I’m) just not sure about anything hazardous.”*
- *“I (recycle) paper, plastic and boxes. If I know it, I recycle it. If I’m not sure I put it in the trash.”*
- *“I’m 100 percent confident. I’ve been doing it for so long—since high school. So you get to know. Sometimes I throw things in the garbage and then I realize it’s recyclable, so I get it out of the trash.”*
- *“I know (to recycle) paper, plastic, aluminum and glass. Sometimes I put it in the container and just hope that it’s right.”*

There appeared to be some confusion (among low recyclers and medium to high recyclers) about recycling some items, such as glossy magazines; whether or not paper can be left on cans; and whether cans need to be rinsed before placing in the recycling bin.

At the end of this discussion, participants were shown recyclable items that the City of Milwaukee collects, to better assess their knowledge. Following are comments from each group:

Group Number	Comments when items shown
1	<ul style="list-style-type: none"> • 1 person didn't know cardboard egg cartons were recyclable • one person didn't know magazines were recyclable • everyone knew plastic bottles (Scope bottle) was recyclable • everyone knew cans were recyclable
2	<ul style="list-style-type: none"> • 4 people didn't know egg cartons (cardboard) were recyclable • 6 people didn't know magazines were recyclable • 1 person didn't know paper bags were recyclable • Everyone knew cans were recyclable; some people weren't sure about cans with labels on them.
3	<ul style="list-style-type: none"> • 1 person knew cardboard egg cartons are recyclable • Everyone knew magazines were recyclable • Everyone knew mouthwash bottles (plastic) were recyclable • 1 person knew paper bags were recyclable • Everyone knew cans were recyclable; some were not sure about cans with labels and whether they had to be rinsed to recycle
4	<ul style="list-style-type: none"> • 1 person didn't know cardboard egg cartons were recyclable • 1 person didn't know cardboard soda containers were recyclable • Everyone knew magazines were recyclable
5	<p>The display of recyclables and participants' responses were not captured on videotape. However, prior to that point, participants were asked what they believed could be recycled in the City's program.</p> <ul style="list-style-type: none"> • 6 people mentioned "paper" • 5 mentioned "plastic" • 3 people each mentioned glass and aluminum cans • 2 mentioned newspaper • 1 mentioned "cans" generally • 1 person mentioned each of the following items: plastic bottles and containers with the logo on them, soda cans, food cans, soda bottles, cardboard boxes, magazines.

3.0 CONVENIENCE

Most participants in the low recycling groups indicated that it was not that convenient to recycle. Of this group, some said that knowing what days the recyclables would be picked up would make it more convenient. Others indicated that having something inside the home to begin the initial sorting process would serve not only as a reminder to recycle, but make it more convenient for them to recycle. Verbatim responses follow:

- *“What would make it convenient is knowing the pick up date. Right now, it's inconvenient because it hasn't been picked up so I have to put them (items recycled) in garbage bags and store them in my house.”*

- *“It isn’t convenient for me. It makes a mess. It smells. You get flies (in the summer). There has to be containers for plastic and glass. They need extra trucks to pick the recyclables up. People are using more stuff, so they need to double up the trucks to pick the stuff up.”*
- *“If I moved, there would be less steps (for me to take the bin downstairs), or maybe if they started (giving) fines, I would recycle. Right now, I have to walk down three flights of steps to take my bin, and it’s difficult, so I don’t recycle. It’s (physically) difficult for me to take the bin down all those stairs.”*
- *“It’s somewhat convenient. I don’t like where the bins are located. They are in a dark alley. It (would be more convenient) if was a better location and more light.”*
- *“If they (City) treated us like they treated everyone else, it would be easier. (For example) in West Allis they have more (recycling) options. They have bins for newspapers, bins for plastics, etc. We get one bin.”*
- *“It would be more convenient if I knew the pick up date.”*
- *“Have something (to recycle in) for inside the house. Remove the divider in the blue cart (so you can get more in).”*
- *“I’m lazy. I have a bag for my cans, (but) I don’t know where to take papers and plastic so it tends to get blended together. Most things just go in the green can.”*
- *“It’s easier to recycle in the summer. I didn’t know I had to shovel my garbage can out in order for them to take it.”*
- *“I think they (City) should do more advertising so people will know how important recycling is...They should show what happens to the community if you don’t recycle. Look toward the school system and the younger kids. I learned in elementary school, and that’s why I know what to recycle.”*
- *“Containers inside the house would make it easier (to recycle). More frequent picks.”*
- *“It’s not convenient. If I had a specific day I knew they (City) were coming, that would help.”*

- *“It’s convenient if you have the proper containers.”*
- *“If they had a designated area where you can drop off your cans (that would make it more convenient). If there was a spot (location) where you could just drop (recyclables) off and let (the City) take them to the scrap yard. One large (community) bin.”*

Medium to high recyclers, for the most part, said recycling was pretty convenient, but, like the low recyclers, they also indicated that having something inside (to do initial sorting), would make it even more convenient. Specific comments were:

- *“Yes (it’s convenient). It’s (recycling container) right outside my door.”*
- *“I think I need a can in the house. Like the ones they have in the three-in-one garbage cans that match your kitchen. If the City could provide those, I would recycle more.”*
- *“The bin is close, it’s convenient.”*
- *“Convenient. I use a box for my bottles, plastics and cans. I keep boxes in my hallway.”*
- *“Very convenient. It’s something we want to do. It’s not inconvenient; it’s just a matter of doing it.”*
- *“I have three kids that take the garbage out, so it’s very convenient. We have a good cycle the way it works now.”*
- *“I think they (City) should do more advertising/commercials on television, billboards, talking about what they do with the recycled products...educate the public about the end uses for recyclables.”*
- *“I think a list for the refrig would be helpful, explaining what items go in the bins.”*
- *“The big carts are convenient. You have to have the space inside your home to start the sorting there, but if you don’t have the space (to pre-sort), it’s not convenient.”*
- *“More bins, so you have more room (to place recyclables).”*
- *There should be separate collection for glass. The bin (cart) overflows and glass breaks, leaving a mess in the neighborhood.*

When asked if they were satisfied with the recycling pick up service. The majority of the participants said no, particularly among the low recyclers. Recyclers in all groups often indicated that they did not know their recycling pick up date. Comments were:

- *“No. They don’t pick it (recyclables) up enough.”*
- *“The pick up is inconsistent.”*
- *“Sometimes it piles up. I’m satisfied when they pick it up and it’s empty. And other times, they leave things sitting there.”*
- *“No, because I prefer it to be more often than it is now.”*
- *“No.”*
- *“No. I don’t know when they (City trucks) are coming.”*
- *It’s cool. They come in my yard and get them. They come once a week.”*

When asked about the level of recycling pick up service, medium to low recyclers also indicated they would like more frequent pick ups. Verbatim comments were:

- *“No. They don’t come often enough and the bins get full. (They need to come) at least twice a month.”*
- *“In the summer it’s okay. In the winter, no. We have garbage issues this winter because our alley doesn’t get plowed.”*
- *“Not enough. How aware and conscious are the garbage pick up workers? I don’t see different trucks. I think they just put everything in one truck.”*
- *“It’s okay, but if they stuck to a schedule it would be better.”*
- *“I’m not satisfied.”*
- *“I think they can pick up more often than they do now.”*
- *“I’m not satisfied. We need a schedule (e.g., every other Thursday between 3 and 5 p.m.). Sometimes neighbors throw things in our bin because hers fills up.”*

Participants were asked if there are particular items that end up in their regular trash that should get recycled. Many of the low recyclers indicated that there are items in their garbage that should be recycled, and explained that the reason for this is that they

were too lazy to sort, or didn't know. Among the low recyclers, the only recyclable items that oftentimes didn't end up in the trash were aluminum cans. Typically, if the participant didn't take the cans to self-help centers or scrap yards, they were scavenged out of the garbage by homeless people or others for the cash incentives. Specific comments from low recyclers were:

- *“Yes...everything (ends up in the garbage).”*
- *“Some of everything because of all the things we consume. Sometimes there isn't enough room in the bin to recycle, and I don't have time to take it to a self service center.”*
- *“Everything. I just toss it in the trash.”*
- *“Everything. I don't take the time to do it, and I don't know what to put in there (recycling bin). It might make a difference now that I know.”*
- *“Most times I'm just lazy. I live with other people and if I don't initiate and take charge, my husband and daughter won't do it.”*
- *“Glass bottles and cans (go in the regular trash). Things that are dangerous to throw out. The recycling bin is going to sit there for a while and I don't want the kids to touch it (so it goes in the regular trash).”*
- *“Just about everything (goes into the regular trash). Just out of habit of throwing things away. I'm getting better at it (recycling).”*
- *“Cardboard. I never looked at it like that (as recyclable). I looked at it as trash.”*
- *“Plastic bottles and paper. On my block they don't come through to pick up that stuff (recyclables) so I just throw it in the garbage.”*
- *“Magazines end up in the trash. It's easier to throw them away if you're cleaning up the house and ripping up cardboard because it's (garbage delivery) convenient.”*
- *“There's no time to sort stuff out when it's cold and rainy, so you just throw it in the garbage.”*

Uncertainty appeared to be the determining factor when the medium to high recyclers put items in the garbage that should be recycled. Their comments were:

- *“Yes, because I didn’t know.”*
- *“Yes, items like egg cartons and Five Alive cans because I didn’t know (until today).”*
- *“Canned goods...I didn’t know.”*
- *“Empty soda cartons because I didn’t know.”*
- *“Magazines, aluminum foil ... still uncertain about aluminum foil.”*
- *“Yes, because of my kids not being as aware, or if we have company and they don’t do it due to lack of knowledge.”*

Because there was so much discussion about infrequency of recyclable pick ups, the moderator was asked by City of Milwaukee staff to ask participants if they would prefer recycling pick ups as follows: 18-gallon bin pick up weekly OR 95-gallon cart pick up monthly. With few exceptions, most people preferred the 95-gallon cart option. On their own, several respondents indicated they would like the 95-gallon carts, but wanted them picked up twice monthly (more than 15 people indicated they would like the 95-gallon cart picked up TWICE monthly). This was especially true among the medium to high recyclers inside the Special Emphasis Area. Of those, five indicated they would like the 95-gallon carts picked up twice monthly.

One low recycler indicated that he preferred the smaller bin because it was an easy reminder to recycle on a weekly basis.

4.0 SOCIAL NORMS

Participants were asked what 1) family members 2) friends and 3) neighbors would say if, among low recyclers, they started and, among medium to high recyclers, they stopped.

Most low recyclers indicated that family, friends or neighbors wouldn’t say anything, and probably would not care if they started recycling more. Some specific comments were:

- *“The family would wonder why; neighbors usually offer cans and I accept them. If they knew I wasn’t doing it (recycling), they would probably stop offering them (cans).”*
- *“I’m not sure my family would notice; they are worried about other stuff. My friends and neighbors wouldn’t notice.”*
- *“I’m in the ghetto. All my neighbors recycle cans.”*
- *“My family would wonder why (I started recycling). Friends wouldn’t care. I’m not sure about my neighbors.”*
- *“My family wouldn’t say anything. I don’t know my neighbors.”*
- *“(If I STOPPED recycling) my wife would trip because she would say the garbage is filling up too fast. The neighbors wouldn’t care because they don’t know what I do...everyone is in their own world. My friends wouldn’t care.”¹*
- *“(IF I STOPPED recycling) my family would care because we’d have to set things (trash) out and the garbage cans would get full and there wouldn’t be anywhere to put the garbage. My friends could care less. I don’t think I’ve ever talked about recycling.”*
- *“My family would join in (if I started recycling). My friends do anyway because I go their houses and see. My neighbors also recycle.”*
- *“My friends would laugh; it’s just not common (normal topic of discussion) to discuss. My neighbors would participate if I talked to them about it. The people I live with would cooperate.”*
- *“No one in my house would trip (if I started recycling). I would be the leader. I don’t have a relationship with my neighbors.”*
- *“My family would do it if I did it (recycle). My friends don’t do it so they wouldn’t acknowledge it. My neighbors don’t recycle either.”*
- *“Even though people don’t recycle in their homes, it (cans) still gets recycled because of the “can man” that comes through the neighborhood.”*

¹ This individual indicated that the little recycling he does enables his household to keep the regular garbage more manageable.

Recycling is not a topic of discussion among medium to high recyclers either. However, among those who recycle at a medium to high level neighbors' perception appears to be a greater influence. Most participants in these two groups said they notice if their neighbors are recycling (they see the recycling containers outside), and indicated that their neighbors would probably notice if they if they stopped recycling. Their specific comments were:

- *“It’s not a topic with my friends or neighbors. My friends wouldn’t care (if I stopped recycling). I think my neighbors would care because they like to keep the alley clean and my garbage would overflow.”*
- *“My family would think I was odd (if I stopped recycling). My neighbors would think I was dirty, but my friends wouldn’t care.”*
- *“My mom would care (if I stopped recycling). She calls me all the time. My neighbors would think I had turned into a real slob.”*
- *“My neighbors would think I got lazy (if I stopped recycling). They recycle.”*
- *“My family is not going to ask me any questions (if I stopped recycling). My neighbors would think something is wrong; it (surroundings) would get messy.”*
- *“My wife and daughter would ask me what’s wrong (if I stopped recycling).”*
- *“My family would think I didn’t care anymore (if I stopped recycling). Not all my friends recycle, so it’s not a big issue to them.”*
- *“My husband would be glad (because) he couldn’t have to separate stuff. My friends would think they didn’t have to save their cans for me (anymore).”*
- *“My family would think I was on drugs. My friends don’t know. My neighbors don’t recycle like I do; their cans are empty.”*
- *“My grandson would think that I was crazy and that I forgot (to recycle). My friends would ask questions.”*
- *“My neighbors would notice. My family wouldn’t care.”*

- *“My family would try to help out (if I stepped up my recycling efforts). My friends just think I’m neat.”*
- *“My family would ask why (I stopped).”*

Participants were asked who could influence them to recycle more or do a better job recycling. Some people in every segment indicated that the Mayor and their alderman could influence them to recycle. Others indicated the media could play a big role (education, information) in influencing them to recycle more, some specific responses from low recyclers were:

- *“City of Milwaukee could tell me why I’m recycling; what it’s going towards. We’re getting fined, so we need more information.”*
- *“A collective effort by the City—a citywide campaign. It doesn’t have to be anything big. It could start small. There could be ads or a day where (City officials) go to certain neighborhoods to educate people and actually show them and motivate them.”*
- *“Just listening to Kathy is going to influence me to recycle more. Just by bringing it to my attention.”*
- *“The President (of the United States), or a spokesperson from the recycling department.”*
- *“Somebody that cares and isn’t just getting a paycheck. Five people could come to a meeting, feed them and educate them, neighborhood by neighborhood.”*
- *“Family could influence me to recycle.”*
- *“Media...a threat from the media.”*
- *“Neighbors would influence me if they were to come to me and ask me.”*
- *“The Mayor or my alderman.”*
- *“Neighborhood Services. They give tickets for everything (else).”*
- *“The Mayor and alderman. If (Mayor) Tom Barrett was on the City Channel or on the news talking about recycling that would influence me. If the alderman came around and talked about the neighborhood.”*

- *“Community or district alderman. They could pay us for plastic. To me, news programs or neighborhood meetings would work.”*
- *“If it was going to make the air bad to breathe in (say) 2025 ...it would make me want to do it (recycle) because I have kids.”*
- *“The alderman or alderman would be a big influence. I listen to them.”*
- *“My grandma; I respect her a lot.”*
- *“Jay-Z or 50 Cent.”*
- *“My father and my brother. They’ve been recycling for so many years.”*
- *“If it was a law and there was a penalty.”*
- *“If we got paid.”*

Medium to high recyclers also indicated that public officials could or should play a role in influencing people to recycle more. Their comments follow:

- *“(Wayne Whittow) The (City) tax man, if I got a break on my property tax bill.”*
- *“This group has made me more aware.”*
- *“Our kids. (Create) more knowledge and awareness among them.”*
- *“My daughter. If I could recycle to put up for a college fund for her, I would go through every garbage can in the alley.”*
- *“The government. If they make an effort to make it a priority. If they talk about it and give incentives. In Brazil, the Mayor pays his people to recycle. Anything that’s not punitive.”*
- *“This class and the garbage man. Sometimes the garbage men complain about what’s in the garbage.”*
- *“This group. Because I wasn’t doing some things.”*
- *“My sons and my nieces and nephews—to try to set a good example for them.”*
- *“My mom and the media. Last week she called me and talked about the landfills getting filled up with water bottles so she changed over to the water filter. Now I’m going to do that.”*

- *“If we received a tax credit, and media coverage of the broader picture of recycling.”*
- *“I would listen to my friend.”*
- *“My husband because I live with him. My pastor, and maybe my mother.”*
- *“Mayor Barrett because I like him. Wayne Whittow (City tax assessor), if he gives me a credit.”*
- *“The government. I would think it (recycling) might be mandatory.”*
- *“My church, my pastor, some community leaders (e.g., Alderman McGee).”*

5.0 BENEFITS

In terms of benefits of recycling, medium to high recyclers were asked what they get out of recycling and low recyclers were asked their thoughts on the benefits of recycling. Low, medium and high recyclers all pointed to cleaner, safer neighborhoods and a cleaner, better environment as predominant benefits of recycling. There was discussion in almost every focus group about the fact that it would help to have information (with visuals) explaining the importance of recycling and its impact on the earth and the environment if we don't recycle. It was suggested that this be done in terminology and with visuals that “everyday” people can relate to, for example, X ton of materials *not* recycled could fill two footballs fields. Specific comments from the low recyclers were:

- *“Satisfaction that every little bit helps to save the environment.”*
- *“Cleaner streets, clean yard, peace of mind, better attitude.”*
- *“Cleanliness, knowledge of what to recycle.”*
- *“Doing something to help the environment.”*
- *“Money and saving the environment and the ozone layer.”*
- *“Knowing I'm doing my part to save the ozone layer.”*
- *“Personal contribution to the environment, and a cleaner, healthier community to take pride in.”*
- *“Cleaner environment; and looking out for future generations.”*

- *“I like living where it’s clean.”*
- *“It makes me know I’m doing what’s right and what’s positive for the earth.”*
- *“It doesn’t do anything for me. It’s just something that has to be done. I respect the earth, but I don’t think I’m going to be here that long. I don’t have any children.”*
- *“Helping the City and keeping the yard clean.”*
- *“A cleaner environment; feel better about myself because I’m not being lazy.”*
- *“It’s a good cause.”*
- *“To know that I got something from this focus group.”*
- *“Great organizational skills; a form of discipline (to recycle).”*
- *“Teaching my children good habits; taking care of the environment.”*
- *“A good feeling; it helps the environment.”*

Medium to high recyclers were concerned about the earth and doing their part to make the environment a better place to live. For the most part, they appeared to embrace the notion that “doing their part,” made a difference. Their specific comments were:

- *“Peace of mind that I’ve done my part in keeping the landfills down.”*
- *“The benefit of knowing I’m making a small difference.”*
- *“A sense of accomplishment; knowing I did something good makes me feel good.”*
- *“It’s a habit. It’s contributing to the environment.”*
- *“I don’t get anything. I’m used to it. It’s a normal thing to do (recycle).”*
- *“The idea that I did something by recycling.”*
- *“Knowing that every little bit helps.”*
- *“I feel I’m doing the right thing, but I don’t know what the bigger picture is.”*
- *“I feel like I’m making the environment cleaner for everyone else.”*

- *“Knowing that I’m doing a good deed, helping companies save money and cut their costs. But the money they’re saving needs to (somehow) benefit our community.”*
- *“Better environment in the long run, a clean home, instill something in my kids.”*

6.0 OTHER QUESTIONS

Participants were asked what the City of Milwaukee could do to encourage more people to recycle more. Most indicated that information and some sort of community participation, along with media awareness would help. Additionally, each group—low, medium or high recyclers—suggested financial incentives to recycle.

Following are some responses:

- *“Reward people and then it will become second nature.”*
- *“Create jobs for people (in the recycling industry).”*
- *“Money. Make it a law like other cities in Wisconsin. You should get money for more than cans. Give us something for it (recyclables).”*
- *“Let people know they are playing a big role in saving the world. Let them know they are playing a part. Have block parties.”*
- *“More advertising. Have meetings so people can start recycling. Make it a tax write-off (recycling).”*
- *“Canvass the community and educate people about recycling.”*
- *“(Offer) monetary rewards, e.g., consumer coupons for recyclable goods like a free gallon of milk or 50 percent off a gallon of milk.”*
- *“A combination of stricter laws, more advertising and more information about recycling...use flyers and television ads.”*
- *“More pick ups of recyclables; more motivational input when advertising. Something positive to catch people’s attention.”*
- *“(Offer) tax breaks. Just imagine how much recyclables they receive (City)...they (City) are making money off of it, so share the wealth.”*
- *“Sharing the wealth would be nice.”*

- *“Tax benefits, that’s number one. They have energy credits, they could give recycling credits for \$100 a year. Everyone across the board would get them.”*
- *“Maybe get incentives. You could take them (recyclables) into a center and get a credit, like we do with cans. Everyone would do that. Weigh the recyclables and give a credit.”*
- *“Get the kids involved in the neighborhood; have a bar-b-que, or a neighborhood rally to get them excited.”*
- *“Give incentives; gift certificates (for recycling).”*
- *“If everyone has bins they’ll recycle. People will just do it because it’s there.”*
- *“Better knowledge. Need to start out young with school age children.”*
- *“More commercials walking people through it (the recycling process). Show them how easy it is for them to do it. Show the pros and cons of recycling and make sure people have bins. Publicize the jobs that recycling creates. Have seminars in the community and talk about it at schools. Kids will nag you to death, but you have to make it fun for the kids.”*

Likewise, medium to high recyclers said that advertisements, community engagement and incentives would encourage more people to recycle. Some verbatim responses follow:

- *“Tax break or credit.”*
- *“Some type of incentive program.”*
- *“Maybe an end of the year tax credit.”*
- *“For kids, McDonald’s gift certificates.”*
- *“Some kind of geographical breakdown for a neighborhood to neighborhood incentive.”*
- *“Advertise more, explain more. Why is the cost of soda going up?”*
- *“City should do more advertising that shows the importance of recycling.”*

- *“Get information into schools that will get kids recycling at a young age.”*
- *“Produce a handy fridge magnet list that clearly shows WHAT can be recycled.”*
- *“More education about the bad effects of NOT recycling.”*
- *“Annual picnic for recyclers, block parties and neighborhood development where we live. Some sort of immediate gratification or reward.”*
- *“Recycling and Earth Day should be joined together into an event to promote recycling.”*
- *“Money.”*
- *“Something more than a fine for littering. Some type of incentive.”*
- *“Bins make (recycling) better. Take the divider out of the middle of carts. Everyone should have 95-gallon carts. When I grew up in Chicago we got five cents a bottle for soda bottles.”*
- *“More community education in the schools about recycling.”*
- *“Highlight the results of recycling.”*
- *“Offer cash for everything that’s recyclable.”*
- *“Money.”*
- *“(Host) a workshop or exhibit that shows what recycling does. Something visual.”*
- *“Market more through the media. Break it out through zip codes and offer incentives at the grocery stores because everyone gets everything that goes in the garbage from the grocery store.”*
- *“Make recycling sexy. Make it appealing. Environmental things make you think about radical groups.”*
- *“(Place) more recycling of cans around the city. Have recycling cans instead of garbage cans in fast food restaurants.”*
- *“Since recycling is supposed to save money for capitalism, donate the money saved, give us the option to decide how it’s being used in the community. Allow for citizen input on the savings.”*

- *“Too many Milwaukeeans are stuck in their ways of not recycling. It’s going to be hard to get people to recycle unless something really bad happens. It’s going to take time. Speaking about recycling to certain age groups isn’t going to help...you can’t even get them to pull up their pants!”*
- *“Have ads that show what we DO with recycled materials. Show end uses of recycled materials; that would really motivate people to recycle”.*
- *“Get partners like WE Energies on board to help; it would be good PR for them.”*
- *“Put picture labels right on recycling containers showing what items can be recycled.”*
- *“Work with supermarkets to use grocery bags that have pictures of what can be recycled right on them.”*

Finally, participants were asked their opinions on what recycling actually achieves (e.g., financial, environmental, social), or were asked to express their thoughts on the benefits of recycling. Across the board, whether they were low, medium or high recyclers, most people either explained they didn’t know, or gave vague, abstract responses. Medium or high recyclers typically pointed to a cleaner, better environment. Verbatim responses follow:

- *“Jobs.”*
- *“Financial.”*
- *“Products are made.”*
- *“Less landfills.”*
- *“Certain items get you cash.”*
- *“Clean neighborhoods.”*
- *“(Items) can be re-used.”*
- *“Tax breaks for homeowners.”*
- *“More space.”*
- *“Cleanliness.”*

- *“Less rodents.”*
- *“I do not know.”*
- *“It’s supposed to help save the environment.”*
- *“It reduces landfills, saves money and gives people a sense of contributing.”*
- *“A cleaner, neater earth.”*
- *“A cleaner environment.”*
- *“Makes environment cleaner for future generations.”*
- *“Less hazardous products; keeping things cleaner.”*
- *“A better world; global warming.”*
- *“Landfills are getting filled. Something you know isn’t right, but you can’t explain it.”*
- *“Helps maintain the ‘chain of life.’”*
- *“Self accomplishment; cleaner air.”*
- *“Cleaner neighborhood.”*
- *“Jobs.”*
- *“Slow healing of the earth.”*
- *“Less garbage in landfills.”*
- *“Cleaner environment.”*
- *“Cleaner health.”*

Group #5 (medium to high recyclers, outside the Special Emphasis Area) participants were asked to write down the names of three radio stations and television stations they listen to and watch, three local publications they read and three local websites they visit. For TV, many people gave specific shows, instead of stations, so that information is not included in the chart below. For web sites, many people gave national sites like Google and Yahoo!, so only local sites included in chart below:

Radio Stations	Publications	Web Sites
WMSE 91.7 FM (1)	Shepherd Express (3)	JSONLINE.COM (4)
WJZX 106.9 FM (5)	Gumbo (2)	
WNOV 860 AM (2)	Milwaukee Journal Sentinel (4)	
WMCS 1290 AM (2)	Milwaukee Community Journal (3)	

WJMR 98.3 FM (6)	Milwaukee Courier (5)
WKKV 100 FM (2)	CNI Marketplace (1)
WXSS 103.7 FM (1)	Milwaukee Magazine (1)
WRIT 95.7 FM (1)	MKE (1)
WGLB 1560 AM (1)	WISN.com (1)
WLDB 93.3 FM (1)	MKE.com (1)

IV. Recommendations

Prominent social marketer William A. Smith² is known for urging program planners to consider three powerful key factors that influence whether people adopt a behavior: Is it fun? Is it easy? Is it popular?

Fun: “Do I feel good when I do this?” “Do I feel pleasure, enjoyment, satisfaction or experience higher status?” “Do I feel competent or feel energized by being part of something larger than myself?”

Easy: Convenient. Simple to understand and use. Costs little in terms of money and time. Low Risk.

Popular: People consider the behavior of others when deciding what is appropriate behavior for themselves. That is, they are influenced by what the “norm” seems to be. We are influenced by what we perceive **many** other people to be doing. We also follow the lead of others whom we perceive to be **similar** to ourselves. Developing a positive norm around a behavior is also important because some research shows that if we feel that together with others we can make a difference, we are likely to act. If we feel little common purpose, we are likely to perceive that on our own, we can’t have a meaningful impact on the problem.³

Making it fun builds motivation to engage in an activity. Making it easy involves overcoming barriers to participation. Making it popular means making participation in and societal approval of a behavior as visible as possible. The strategy outlined below for increasing recycling participation in the City of Milwaukee involves making recycling fun, easy and popular.

The strategy has four components: 1) neighborhood recycling/beautification campaigns, 2) suggested collection system changes, 3) a city-wide publicity effort and 4) monetary incentives.

² William A. Smith is Executive Vice President of the Academy for Educational Development, a nonprofit organization that works globally to improve education, health, civil society and economic development.

³ McKenzie-Mohr, D. (1999). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*. New Society Publishers: Gabriola Island: British Columbia. p92.

Neighborhood Campaigns – Recycling and Beautification

Low, medium and high recyclers participating in the Milwaukee focus groups all pointed to cleaner, safer neighborhoods and a cleaner, better environment as predominant benefits of recycling. The Staples Marketing team suggests using a theme of beautifying our neighborhoods, our community and our earth in both the neighborhood campaigns and the city-wide publicity effort. Milwaukee residents are not unique in their association between clean, attractive neighborhoods and recycling. The Area 4 Recycling Participation Pilot Project (RP3) strove to improve recycling in a 4,700-household section of the City of Cambridge, Massachusetts with high renter occupancy (73%) and low income levels (\$24,665 median household income in 1990). Recycling rates on the curbside collection routes encompassing Area 4 were the lowest in the City, ranging from 15% to 24%. The Cambridge DPW partnered with a community organization, the Area 4 Community Connections Coalition (Area4CCC), to achieve the goal of increasing the amount recycled in Area 4. Members of the Area 4CCC were not specifically interested in recycling. Instead, they saw recycling as one part of beautification and primarily as a means to accomplish their goal of beautifying the Area 4 neighborhood. Recycling and beautification were associated as one in the minds of Area 4 residents.⁴

When asked what the City of Milwaukee could do to encourage people to recycle more, some focus group participants suggested that the City “share the wealth” that it earns from recycling. The Area 4 RP3 in Cambridge did this, giving Area 4 residents the opportunity to increase the amount recycled over the previous year and earn money for neighborhood beautification and youth activities. The Cambridge DPW chose the Area 4 CCC as the project partner and grantee of the money earned from increased recycling during a one-year period.

Area 4 recycling tonnage increased by an estimated 35% during the RP3 compared to the year prior to the RP3. The success in Area 4 occurred at a time when recycling tonnage was trending downward in other parts of the city.

One potential consequence of using an incentive to change behavior is that in some cases, when the incentive is removed, as it was at the end of the RP3, the nascent behavior will stop. Fortunately, this was not the case for the RP3. Recycling tonnage increased on the collection routes encompassing Area 4 in the year following RP3. This may be because the monetary incentive was not the main emphasis of the outreach efforts. The Area 4CCC preferred to focus on neighborhood achievement, rather than “the money” to motivate the neighborhood. Feedback to neighborhood residents about their accomplishments was primarily in the form of outreach pieces showing graphically how much recycling had increased compared to the same period the previous year, along with abundant praise and affirmation. Recycling “how-to” information provided to Area 4 residents generally ended with a plea to “Make Trash Extinct!” which was the

⁴ Nolan, Jessica. (December, 2000). Area 4 Recycling Participation Pilot Project Evaluation. Report prepared for the Massachusetts Department of Environmental Protection. p13.

campaign's theme message. The DPW's goal of a 45% increase in recycling tonnage, which, if achieved, would translate into a \$5,000 grant to the Area 4CCC, was rarely mentioned (Ultimately, a 35% increase was achieved, and a \$4,500 grant awarded). If the monetary incentive was not the primary motivation for increased recycling participation, it should not be surprising that recycling tonnage did not plummet when the monetary incentive was removed.⁵

Make it fun. The City of Milwaukee could take the same approach, providing performance-based grants as an incentive to community organizations to involve their staff and volunteers in fostering neighborhood accomplishments around recycling and beautification. Having neighborhood organization staff that can understand, relate to and motivate their membership is invaluable.

Milwaukee has already embarked upon a pilot that shares some of the characteristics of the Area 4 RP3, through its *Recycling with a Personal Touch* Pilot Program. One small scale test underway through that program involves providing recycling education and outreach to a neighborhood through a community group that will make door-to-door visits in the area. Outreach activities are to be conducted in early Spring of 2008. What is learned from that pilot will greatly inform the planning for the neighborhood recycling/beautification campaigns that are recommended here.

The Staples Marketing team recommends that up to four neighborhood campaigns, each targeting about 5,000 households, be launched in Year 1. If the budget allows, two campaigns can be initiated in low recycling areas, such as in the Special Emphasis area and in the area encompassed by recycling routes N-4, N-5, N-7, N-8 and N-9. Two campaigns can be initiated in medium to high recycling areas, such as recycling routes N-10 through N-13 and recycling routes S-1 through S-4. Areas similar to these four sections of the City could be chosen as controls. Since the citywide publicity effort will be going on simultaneously with the neighborhood campaigns, control areas will allow the City to gauge the effect of the neighborhood campaigns plus city-wide publicity effort combined, vs. the citywide publicity effort alone.

The areas to be targeted for the initial neighborhood campaigns could be shifted depending on the results of the Recycling Potential Project currently being completed by Staples Marketing's subcontractor, R.W. Beck. If budget considerations limit the number of neighborhood campaigns, carrying out two of them in low recycling areas would be the priority. Conducting campaigns of this sort is time-intensive and can be resource intensive as well. The City should expect to take some years to complete these campaigns throughout the City. Starting small will allow the City to assess the effectiveness of this approach and to strengthen latter campaigns based on lessons learned early on.

⁵ Nolan, Jessica. (December, 2000). Area 4 Recycling Participation Pilot Project Evaluation. Report prepared for the Massachusetts Department of Environmental Protection. p9.

The Staples Marketing team recommends that each neighborhood campaign run for a full year. It takes time to build relationships, recognition and momentum for behavior change. Some additional involvement by the City after a campaign would be important to help each neighborhood celebrate its accomplishments and implement beautification projects. A timeline might look like this:

April 2008	Based on phone survey results and the Recycling Potential Project, refine and finalize overall strategy for increasing recycling in the City of Milwaukee.
May 2008	Issue a Request for Grant Proposals, inviting community organizations to propose beautification projects and to describe the qualifications that will enable them to run a successful campaign. Publicize this opportunity among community groups.
June 2008	Evaluate proposals and choose partner organizations in a competitive process.
July – Aug 2008	Work with partner groups to plan and prepare for campaigns
Early Sept. 2008	Carry out campaign kick off events
Sept 2008 – Aug 2009	Carry out campaigns
Sept 2009 – Oct 2009	Implement beautification projects

This schedule requires that plans be made to provide the partner organizations with campaign support (e.g. logistical support, customized promotional materials, training on recycling “how-tos,” impacts, etc.) beyond the duration of the current Staples Marketing contract.

If desired, efforts could begin in Fall/Winter 2008 to recruit partner groups for a second generation of neighborhood campaigns with a Spring 2009 start date. Doing this would speed up completion of the neighborhood campaigns. Spring start dates would allow more time for outdoor events during the spring and summer. The disadvantages would be that 1) the City would not be able to fully assess the effectiveness of the first generation of campaigns before starting the second generation; and 2) limits on City staff time may not permit too many campaigns to be in progress simultaneously.

The Cambridge DPW’s partnership with the Area4CCC was unique in that the Area4CCC’s Coordinator was able to devote the majority of her time to the RP3. The City of Milwaukee should consider providing two-part grants to its organizational partners. The partner groups would use part of the money to support an investment of staff time. The other part of the grant would be a performance-based award for a beautification project.

Because of the association between recycling and cleaner, more attractive neighborhoods in many people’s minds, it would certainly be worthwhile to explore how Keep Greater Milwaukee Beautiful (KGMB) can work with the partner groups and the City to promote recycling, neighborhood clean ups and other beautification activities through the

neighborhood campaigns. KGMB's website indicates that they already blend recycling and beautification in defining their mission and choosing their activities.

Make it easy. Low recyclers who participated in the focus groups were less confident than medium to high recyclers about their knowledge of what can be recycled. Not surprisingly, there is a pervasive pattern across studies showing that participation in recycling is strongly correlated with knowledge of what and how to recycle.⁶ To make recycling easy, it is important to help low recyclers become more knowledgeable about it. While medium to high recyclers indicated that they are more confident about what to recycle, it is important to address any gaps in their knowledge about paper recycling, in particular. Waste composition studies conducted in various locations in the US frequently find that the four commonly recycled materials that still tend to be present in the waste stream in the highest percentages by weight are mixed paper (including junk mail), cardboard, newspaper and glass. The order in which the four are ranked does differ from place to place.⁷

The Staples Marketing team will use phone survey research to determine whether levels of awareness displayed by focus group participants about the recyclable nature of each material are representative of various segments of the Milwaukee population as a whole. Knowing more precisely which materials are the least understood as being recyclable will help target educational efforts.

Make it fun to learn about recycling. Neighborhood campaign events that feature beautification, community participation and fun can always incorporate recycling education.

- ◆ A neighborhood clean up can be followed by pizza and educational activities for kids:
 - The “Recycling Guessing Game” involves children in pulling items out of a black plastic garbage bag and deciding if it belongs in a recycling bin, a paper bag or in the trash.
 - In the “Recycling Relay,” kids race across a field clutching a bag of recyclables, rapidly sort the items in the bag into the proper sides of a recycling cart and run back to tag the next child in line, who repeats the process. While there are generally several lines of kids on the field participating in the relay simultaneously, there are no identified teams and no winners or losers. Nevertheless, kids love this activity
- ◆ A neighborhood festival can incorporate the Recycling Scavenger Hunt, in which residents are asked to bring in their recyclable paper, glass, metal and plastic to “pay” for tickets good for a snow cone or cotton candy or to go on a ride.

⁶ Aceti, J. (2002). Recycling: Why People Participate; Why They Don't. Report prepared for the Massachusetts Department of Environmental Protection, Boston, MA.

⁷ Aceti, J. (2006). Market Research Results and Recommendations for Improving Recycling Efforts in the Tunxis Region. Report prepared for the Tunxis Recycling Operating Committee, Bristol, CT.

Make it fun. The events described above make it fun to learn about recycling while beautifying neighborhoods and bringing people together. Other event ideas might include an autumn tulip bulb planting party in a park, followed by outdoor dancing, a recycling rap contest, pumpkin painting and hay rides. A winter event could feature hot chocolate, cider and holiday music and encourage people to drop off post-Christmas cardboard, wrapping paper and other recyclables at one of the self-help centers. The materials brought by participants in each neighborhood campaign could be weighed separately and added to that area's tonnage. The winter would also be a good time for a contest, in which local youth organizations compete to see which can collect the most recyclables, including materials that the young people bring from home. Prizes for the groups recycling the most material do add excitement to the contest.

An idea suggested by the Staples Marketing team in its original proposal would also add fun and excitement to neighborhood recycling campaigns: a competition would challenge area art students to develop and design compelling recycling images using the City's blue recycling carts as their canvas. Upon completion, these carts would be strategically placed throughout the neighborhood, allowing residents to interact with them. Alternatively, residents could request that their cart be painted by the students. The presence of the recycling cart art is sure to be noticed when carts are at the curb after being emptied. People who take their recycling and/or trash out to the alley will also notice their neighbors' colorfully painted carts, which communicate that recycling is fun, popular and a source of neighborhood pride.

A recycling bin would not be as noticeable a canvas as a cart. Nevertheless, residents who use bins for recycling (or pledge to begin doing so) might also appreciate a piece of artwork created just for them using their bin. We can imagine an event in which residents receive their colorfully painted bin and meet the artist who created it for them. The young artist might ask her "clients" if they will recycle regularly to give her work visibility on the street.

Note: Given the almost universal preference for 95-gallon carts by low, medium and high recyclers, it could be a problem to ask SEA residents to participate in neighborhood campaigns with the goal of recycling as much as possible, without giving them what they perceive as the tools necessary to do so. Strategies for addressing this issue should be developed in conjunction with the community groups partnering with the City to carry out the neighborhood campaigns.

Make recycling fun and high status. When asked who could influence them to do a better job of recycling, some participants in every focus group indicated that the Mayor and their alderman could influence them to recycle. Others indicated that the media could play a big role (education, information) in getting them to recycle. An event that was part of the Area 4 RP3 in Cambridge can serve as a model for bringing together the influence of politicians and the media. Two-hundred fifty members of the press, city and state officials and select members of the community were invited to an outdoor press conference and gourmet luncheon. Both the City's Mayor and City Manager spoke at this event, and mingled with residents during the luncheon. Several neighborhood

residents commented that they were impressed to have seen these two important figures at this event.

The press conference/luncheon could also be used to cultivate support for the campaign and for recycling from those neighborhood residents who seem to “know everyone.” The adoption of new behaviors frequently occurs as a result of friends, family members or colleagues introducing us to them. This process is referred to as social diffusion.⁸ But, not all people have equal influence in social diffusion. Some people have much larger social networks than others. All of us are familiar with people who seem to “know everyone.” Individuals with large social networks are often opinion leaders. If individuals who have a reputation for “knowing everyone in the neighborhood” come to support recycling and the campaign, they will speed the diffusion of recycling because of their influence and because of the size of their social networks.

Make it popular. The type of door-to-door visits being tested in the *Recycling with a Personal Touch* Pilot Program could also be integrated with the neighborhood campaigns, as could the DPW Environmental Service’s partnership with the Milwaukee Summer Youth Internship Program Talking with people about recycling is a powerful way to communicate that recycling is the norm.

Make it fun (satisfying) by communicating about the impact of recycling. At events, show videos or use exhibit boards to show what happens to recyclables after they are collected. Have door-to-door outreach workers show residents photographs of piles and bales of materials at the MRF, and maps showing where Milwaukee’s recyclables go and what they are remanufactured into. Have door-to-door outreach workers wear t-shirts made from recycled PET. They can point to the t-shirts as a concrete example of a recycled product.

Collection System Changes

Make it easy to recycle all of the material generated in the household. On their own, many focus group members, regardless of recycling level, expressed a preference for 95 gallon carts and twice monthly pick up. This was mentioned specifically by medium to high recyclers when asked what would lead them to recycle more. In a waste composition study report prepared by DSM Environmental Services for the City of Cambridge, MA, the authors note, “It has been DSM’s observation that high generating households appear to set out greater quantities of recyclables if they have sufficient bin storage capacity.”⁹ Since monthly pick up of a 95-gallon cart offers little more capacity than weekly pick up of 18-gallon bins, the City is wise to continue evaluating whether twice monthly collection leads to increases in recycling tonnage.

⁸ McKenzie-Mohr, D. (1999). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*. New Society Publishers: Gabriola Island: British Columbia. p92.

⁹ DSM Environmental Services. (April, 2004). *City of Cambridge Analysis of Curbside and Drop-off Recycling Programs*.

Make it easy to get a replacement recycling container. A careful search of <http://www.mpw.net/Pages/MilwaukeeRecycles.htm> and all pages that are part of AI's Tour did not reveal any information about how to obtain a bin or a cart. Nor does the City's Fall 2007 mailer provide any information about how to obtain one. Providing this information prominently would make it more convenient for residents to obtain a recycling container or replace a lost or broken one. Providing a phone number that residents can call 24 hours a day to leave a message requesting a container makes it more convenient for people to attend to this task outside of busy daytime hours. The phone number and 24 hour access should be prominently displayed on outreach materials. Allowing residents to email a request via the City's recycling website would also make it more convenient to obtain a container. Further, consider allowing door-to-door outreach workers to take orders for bins and carts, which are then delivered with how-to information. If 18-gallon bins continue to be used for recycling in the City, have some on hand at neighborhood campaign events in the Special Emphasis Area to distribute to those who need them.

Make it easy to remember when collection day is by moving towards a set, reliable pick up schedule for all residents that is not disrupted by snow plowing. While it is not clear to the Staples Marketing team that this change would be feasible for the City, it has a number of important advantages and should be seriously considered. It communicates to residents that recycling is important enough for the City to collect consistently all year round. There can be little doubt that residents' perceptions of how important recycling is to the City influence their conclusions about how important it is for them to participate. A reliable pick up schedule reduces the instances of recyclables being trashed when carts and bins overflow because they are not emptied regularly. Further, having to move a full recycling bin back in from the curb after collection day is a major irritant. Finally, people are slower to adopt behaviors when it is uncertain that doing so will bring about the anticipated outcome.¹⁰ This is already a barrier to increased recycling participation, because the efficacy of recycling in averting environmental damage is uncertain for many people. The uncertainty is compounded if recyclables collection cannot be relied upon.

Make it easy to remember when collection day is by distributing door hangers to households on each recycling route prior to collection day as part of neighborhood campaigns. This approach would be a less volunteer-intensive alternative to the reminders from block captains that are being tested as part of the *Recycling with a Personal Touch* Pilot Program. Of course, the door hangers would be also be less personal than a reminder note or visit from a block captain who is a familiar figure in the neighborhood. However, in a neighborhood campaign reaching out to 5,000 households, it may be more practical.

Distribution of these door hangers before each collection day would continue long enough to fix the collection day in most people's minds, but would not continue indefinitely, A reminder about recycling pick up day left at the door also sends a message that recycling is expected behavior. While the core message on the door hangers would

¹⁰ Rogers, E.M. (2003). *Diffusion of Innovations*. Fifth Edition. Free Press. p234.

be a reminder of the upcoming collection day, consider modifying the content and graphics to keep people's interest. Content might include: 1) a picture of their alderman or the mayor, and a message from that elected official about the importance or impact of recycling; 2) feedback on the neighborhood's progress in increasing recycling or 3) instructions for obtaining a recycling bin (in the SEA).

Make it more convenient to recycle and easier to remember to do so. Low, medium and high recyclers who participated in the focus groups indicated that having something inside the home to sort recyclables into would make recycling more convenient. Some also said that such a container would also serve as a reminder to recycle.

As a rule, it does not appear that communities in the U.S., even those with high recycling rates, tend to provide interior recycling containers except, perhaps, in apartment buildings. The City of Cambridge, MA did seek feedback from a small number of apartment dwellers in that City on lightweight, durable, nylon recycling bags.¹¹ Residents of buildings with seven or more units in Cambridge ultimately take their recyclables to 95-gal carts stored in basements or outdoor areas near their building. People who take their recyclables out on their way to work did not find the nylon bags convenient. It was more convenient to take their recyclables out in a paper bag that they could also recycle rather than carrying the nylon bag around during the day or returning it to their apartment before they left for work. Nylon recycling bags have been well received by residents of senior housing complexes in New York City, where they are used routinely.¹²

The Staples Marketing team recommends that the City further explore the idea of interior bins or bags by first confirming interest in such containers through the upcoming phone survey. It would also be useful to get input on the most useful shape and size for such containers or bags from residents who live in different types of housing stock. Finally, the Staples Marketing team suggests piloting the interior containers/bags on a small scale to determine if they do increase the quantity of recyclables recovered.

An alternative to providing interior recycling containers would be to demonstrate to residents on how they can procure and use an interior recycling container themselves. Demonstrating a desired behavior has been shown to be an effective method for increasing adoption.¹³ Outreach materials could feature actual residents explaining what they bought and how they made it work smoothly for themselves (e.g. "I bought a plastic kitchen trash can for \$5.99 and put it under my sink. I keep it lined with a paper bag so it stays clean. When it's full, I just take the paper bag-full outside to my cart on my way to work. The containers go in the right side, the paper bag in the left.") Because everyone's interior space is different, residents could be pictured/quoted as describing solutions for a number of different interior configurations. This approach **may** have an advantage over a

¹¹ www.multibag.com

¹² Kelly Dunn, Cambridge Recycling Program Manager. Personal communication with author. February 19, 2008.

¹³ McKenzie-Mohr, D. (1999). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*. New Society Publishers: Gabriola Island: British Columbia. p96.

“one-size-fits all” interior container provided by the City. Another idea would be to provide people with a coupon for a discount on a container of their choice at a local hardware store. Promotion around the coupon offer could direct people to MilwaukeeRecycles.com to access and print the coupon; thus driving people to the website. However, for low-income households, lack of access to the internet could be a barrier to obtaining the coupon. Promotional materials directed to SEA households, where income is lower than average, may need to include the coupon in print.

Citywide Publicity Effort

To make recycling fun, easy and popular, the neighborhood campaigns depend more on personal interaction, participation in neighborhood events and door-to-door distribution of reminders, how-to information and feedback on neighborhood accomplishments. The Citywide publicity effort uses media, the web and citywide mailings to convey the message that recycling is popular, fun and easy. Essentially, the theme of the Citywide publicity effort would be: “Lots of people in Milwaukee recycle, including people like you. Here’s why. Here’s how.”

Demonstrate popularity. A citywide publicity effort will communicate to residents who are exposed to the neighborhood campaigns that the whole of the City supports and is involved in recycling. It communicates to residents who are not exposed to a neighborhood campaign in a particular year that they are acting in concert with others, increasing the likelihood that their individual effort will make a difference.

Popularity, or positive community norms, are conveyed by communicating that lots of people recycle and that people similar to you recycle. A survey of recycling carts in Milwaukee in 2002 - 2003 found that 75% to 85% of them contained recyclables. A statistic like this can be used to fashion a message communicating that a lot of people recycle in Milwaukee. However, stories and testimonials are also vivid ways of communicating that others recycle. One can:

Demonstrate popularity by holding and publicizing a video contest. Families who begin recycling during the contest can make a video (or have the Staples Marketing team video tape their story) about their family’s experience. Put the best videos on MilwaukeeRecycles.com, or use them to make television spots. Or, put the videos on YouTube and link to them from the recycling website.

Demonstrate popularity by doing man-on-the-street interviews with people about why they currently recycle. As above, make it known that these man-on-the-street interviews can be viewed on the City’s recycling website or on YouTube.

Demonstrate popularity by featuring the mayor and aldermen in TV spots explaining why they recycle or demonstrating some aspect of recycling.

Make recycling popular by featuring regular Milwaukeeans talking about the norms around recycling that influence them and others. Some low recyclers mentioned that if

they began recycling, they felt that their family would join in. Messages to this group could communicate that you can be a leader in your family when it comes to recycling (e.g. “I knew my family would do it if I did it, and sure enough, they did. In fact, my husband has gotten even better at it than I am!” or “I want to demonstrate good behavior for my kids so they will grow up with those values.”) Medium to high recyclers were more likely to cite neighbors’ perceptions as an influence. Normative messages to high and medium recyclers could evoke the concept of one’s reputation among neighbors (e.g. “It’s one way my neighbors and I express pride in our neighborhood. We like to see people recycling.”)

The City’s data show that fewer than 10% of households in the Special Emphasis Area set out material for recycling. Messages communicating that “lots of people recycle” are unlikely to be very credible in this context. Media channels more likely to be used by SEA residents should guide them to stories and testimonials that provide anecdotal evidence that people similar to them recycle. The MilwaukeeRecycles.com website could be configured to guide people to videos of families, individuals and politicians from their part of town (e.g. “Click here for videos from the central city.”)

Demonstrate popularity by showing that many organizations support the City’s recycling effort. Outreach pieces for every audience and the MilwaukeeRecycles.com website can include a list of participating organizations: KGMB, the Summer Youth Internship Program, BeSmart, city agencies, the organizations running neighborhood campaigns, etc.

Make recycling fun (satisfying and energizing) by communicating with Milwaukee residents about the impact of recycling (“Here’s **why** lots of people in Milwaukee recycle.” The Staples Marketing team recommends that the impact of recycling be communicated in terms of:

- ◆ Community accomplishment (i.e. the City’s progress in increasing recycling) and community pride;
- ◆ Beautification of the community through plantings, art, clean-ups, street-side trash receptacles, other infrastructure, etc., financed by a portion of the savings/revenues from increased recycling. (These projects would be in addition to the projects carried out as a result of the neighborhood campaigns.); and
- ◆ Beautification of our earth, which results from the reductions in pollution and energy use that occur when products are manufactured from recycled materials rather than new feedstocks.

Community Accomplishment and Pride

Increases in recycling tonnage or recycling rate can be communicated through print, TV, radio or billboard advertising, earned media, MilwaukeeRecycles.com and/or city-wide mailings.

When asked what they get out of recycling, medium to high recyclers who participated in the focus groups appeared to value the notion that they were making a difference by “doing their part.” It may be desirable to target sections of the City that are recycling at a

medium to high level with outreach pieces containing messages consistent with this idea (e.g. “You will feel great knowing that you make a difference by recycling all of the junk mail that you receive! Go to MilwaukeeRecycles.com to find what recycled junk mail gets made into, and how recycling it keeps our environment clean.”). Medium to high recyclers also were more likely to mention community pride as a reason why they recycle. Some of the comments they made implied that when recycling is taking place, it’s one of the signs that you are living in a community that you can be proud of (i.e. “I can take pride in a community that recycles.”). Low **and** medium to high recyclers would probably all be likely to relate to something like, “Recycling means a cleaner, healthier community to take pride in.” This message may be a good one for city-wide dissemination.

Beautification of the Community

Communicate to residents in a concrete way that savings and revenues from recycling help beautify the city. In particular, inform residents of the location of new trees, flower beds, street-side litter or recycling receptacles, park benches (made from recycled plastic) and other beautification measures that the City was able to afford as a result of additional savings/revenues from increases in recycling tonnage. Communicate about the savings/revenues from recycling in terms of the salaries of parks workers or other employees who keep the City clean and looking good.

The Town of Great Barrington, MA has installed public area recycling containers on its main streets that are also exciting pieces of public art.¹⁴ Each bin is made by local artists from reclaimed materials. Some eye-catching examples:



¹⁴http://www.cetonline.org/recycling_services/ArtBins_photos.php and <http://www.cetonline.org/AboutCET/PressReleases/WasteAge.php>



Using savings/revenue from increased recycling to launch an initiative such as this in Milwaukee could generate enthusiasm and visibility for the City's recycling and beautification efforts, not to mention providing opportunities for Milwaukeeans to recycle when outside of their homes.

The Citywide publicity effort could include a goal for increased recycling. In response to a question about whether they would be motivated to recycle more if they knew there was a drive or campaign to reach a quantifiable goal/level of recycling, two-thirds of BeSmart online survey respondents said yes.¹⁵ A survey of 264 U.S. recycling programs revealed that those communities that had set recycling goals were more successful than those who had not (although other differences between programs may have affected their success rates as well).¹⁶ While these research results indicate that setting a goal can be worthwhile, there is also evidence that gains in recycling participation can fade once a campaign that is focused on a goal is complete. Aceti Associates ran a neighborhood campaign in Dedham, MA that aggressively publicized a recycling goal, which if reached, would lead to a neighborhood reward: four maple trees to be planted at the local elementary school. Recycling tonnage increased by 17% during the three-month campaign, compared to another, similar part of town where no outreach was done. However, when the tonnage in the test neighborhood and in the comparison neighborhood were monitored for 7 1/2 months after the campaign ended, the behavior change that endured was a 10.5 % increase in recycling tonnage. Interestingly, the 10.5% increase was consistent throughout the 7 1/2 month follow up period, providing some indication that it would continue.

If the citywide publicity campaign is to incorporate a goal, it would be important to communicate about it in terms of intrinsic motivations that are likely to continue to

¹⁵ Cityresearch Solutions, LLC (December 2007). Recycling Motivation Research Results: Final Report Presentation. Prepared for BeSmart.

¹⁶ McKenzie-Mohr, D. (1999). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*. New Society Publishers: Gabriola Island: British Columbia. p96.

influence people long after the intensive phase of the outreach effort is over. As with the neighborhood campaigns, the key would be to balance communication about the goal itself with feedback about community accomplishment and messages about community pride and beautifying our neighborhoods, our community and our earth. It may also be helpful if a series of increasingly challenging goals were publicized (and met) over a number of years, rather than a single goal figuring in a one-year campaign. A longer time period provides more of an opportunity for positive norms to be established around recycling, which will reduce the chances that participation will fall away once a goal is met and intensive publicity ends.

Setting a goal that is just slightly above the tonnage that the community is currently recycling increases the likelihood that success can be declared. If, partway through the city-wide publicity effort, it appears that the community is going to significantly exceed the goal, one can continue to provide motivation **and** point to the community's accomplishments by announcing that the community has done so well that the bar is being raised and a higher goal established.

Make it easy for people to understand how they can help meet the community goal: "If you and every household in Milwaukee recycles one more bag of paper each collection day, we'll save enough energy to heat ___ homes, reduce as much pollution as taking _____ cars off the road, and save \$_____ for the City, which pays the salaries of two Parks workers and two police offers -- keeping our City cleaner and safer. Here's how you can recycle that one more bag of paper: recycle junk mail, cereal and cracker boxes and catalogs."

Beautification of our Earth.

There was discussion in almost every focus group about the fact that it would help to have information (with visuals) explaining the importance of recycling and its impact on the earth and the environment if we don't recycle. "Keeping the environment clean" was common phrasing used to describe why some people recycled and what they believed recycling accomplished. This suggests that Milwaukeeans would relate to descriptions of the environmental benefits of recycling that are expressed in terms of the air, water and greenhouse gas pollution, and degradation of wilderness areas due to mining that would occur if Milwaukeeans stopped recycling. Focus group participants advocated for expressing the impact of recycling in terms that "everyday" people can relate to. There are numerous resources available that can be helpful in expressing environmental benefits in vivid, concrete, and accessible terms.¹⁷

When asked their opinions on what recycling actually achieves, focus group participants had difficulty coming up with specific, concrete responses. It would be important to convey to Milwaukeeans that recyclables are returned to productive uses, and further, that

¹⁷ http://www.climatechange.ca.gov/events/2005-09-23_CALEPA/2005-09-23_FERLAND_USEPA_GCC+RECYCLING.PDF
<http://epa.gov/climatechange/wycd/waste/index.html>
<http://www.epa.gov/climatechange/wycd/waste/downloads/fullreport.pdf>

manufacturing products from recyclables rather than from scratch is one of the reasons that recycling keeps the environment clean. It would be helpful to place videos on the website showing how recyclables are processed at the MRF after they are picked up. Videos showing some phases of remanufacturing recyclables into new products would also be vivid and concrete. Placing photos on the website showing the products that recyclables are made into will make messages about the impact of recycling more vivid as well. City-wide advertising or mailings can be used to drive traffic to the website for this information.

“Here’s How.”

The third prong of the city-wide publicity effort involves communicating effectively about how to recycle, or how to recycle more.

Make it easy to gain new knowledge about what is recyclable. While many people know that traditional recyclables such as newspaper, glass, metal and some plastic containers are accepted in their community’s recycling program, people are less likely to know that materials such as paperboard and junk mail, which have been added to programs more recently, are also recyclable. Even if this new information has been included in comprehensive recycling mailers, people may not review lists of recyclable items carefully if they think their knowledge is complete.

The Staples Marketing team proposes using the phone survey to gauge whether people remember receiving the annual trash and recycling mailing and whether they find it engaging and informative. If recall of the mailer and its content is low, this is an indication that the mailer is not capturing people’s attention. If this is the case, we recommend supplementing it with a series of oversized postcards that each feature **one** item that people may not be so familiar with, with straightforward steps laid out about how to recycle that material. For cardboard, an illustration of how to easily break down cardboard boxes could be featured on the postcard. See <http://www.cambridgema.gov/TheWorks/departments/recycle/materials.html#paper> for an illustration.

A simple message or “hook” about something that matters to people could also be incorporated into each postcard, with the intended effect of driving people to the website for more information (e.g. “Take our online recycling quiz and be entered into a drawing for an ipod!”)

MilwaukeeRecycles.com

While media use habits among Americans are rapidly changing, the biggest change in media use since 2000 has been in use of the internet. Internet use has jumped by 30% in that time period, with 72% of adults going online in 2005.¹⁸ The share of Americans online is highest among teens and younger adults.

¹⁸ Richard Greif, Project Manager, Opinion Dynamics Corporation. (April 10, 2006). Personal Communication; Fox, S. & Madden, M. (2005, December). Generations online. Data Memo prepared for the Pew Internet & American Life Project.

Age	12-17	18-28	29-40	41-50	51-59	60-69	70+
Go Online	87%	84	87	79	75	54	21

Changing media use habits are illustrated by how Americans get their news. According to the Pew Research Center for People and the Press, “The age gap in newspaper readership continues to widen. Six-in-ten Americans age 65 and older say they read a newspaper on a particular day, compared with just 23% of those under age 30.” Conversely, the percentage of Americans who get news online three or more days per week increased from 2% in 1995 to 29% in 2004. “Internet news, once largely the province of young, white males, now attracts a growing number of minorities. The percentage of African Americans who regularly go online for news has grown by about half from 2000 to 2004. More generally, the Internet population has broadened to include more older Americans. Nearly two-thirds of Americans in their 50’ and early 60s (64%) say they go online, up from 45% in 2000.”¹⁹

For all audiences, the World Wide Web is increasingly the place to learn and connect to an issue. A number of prominent public health campaigns promoting anti-tobacco messages, obesity reduction and exercise use funny, cryptic and light ads to draw the audience to a website. The website conveys the real information.²⁰ For example, the Small Step Campaign is a national multimedia initiative designed to promote healthier lifestyles among Americans at risk of obesity and long term chronic disease. The message is to take small steps each day to increase physical activity and improve eating habits. “Television, radio, newspaper, online, out-of-home and magazine ads direct audiences to a user-friendly, interactive website with comprehensive information, interactive tools and an electronic newsletter.”²¹ An ongoing campaign called “Fight Mannequinism” seeks to motivate 18-24 year olds to actively participate in civic and political life. A multimedia advertising campaign directs traffic to a website where young people can share stories about how they became involved in an issue that matters to them, link to sites to volunteer for a particular cause, submit digital mini-films to illustrate their involvement or sign up for mobile alerts on their cell phones.²²

The Staples Marketing team makes a number of recommendations for increasing recycling participation that utilize a revamped recycling website for the City: MilwaukeeRecycles.com. The budget for website development will allow a relatively simple site to be launched in Year 1 of the outreach campaign. However, in response to changing media use habits, we recommend that the City continue to invest in creating a more user-friendly and interactive website over time, and use a variety of media to drive traffic to the website.

¹⁹ Pew Research Center for the People and the Press. (2004, June 8). News Audiences Increasingly Politicized; Online News Audience Larger, More Diverse. <http://people-press.org/reports/display.php3?ReportID=215>, p3.

²⁰ Healy, M. (2006, January 2). A new media blitz – plus the powers of the federal government, business and advocates – just might get Americans moving. Los Angeles Times.

²¹ The Henry J. Kaiser Family Foundation. (2006, March). Re-Powering the Public Interest: New Media and the Future of Public Service Advertising. <http://kff.org/entmedia/entmedia032206pkg.cfm>

²² The Henry J. Kaiser Family Foundation. (2006, March). Re-Powering the Public Interest: New Media and the Future of Public Service Advertising. <http://kff.org/entmedia/entmedia032206pkg.cfm>

Monetary Incentives

Monetary incentives were frequently mentioned by low recyclers participating in the focus groups as a motivation for current or increased recycling activity. The nature of their comments indicates that the RecycleBank approach would be likely to resonate very well with low recyclers. RecycleBank is a for-profit company that provides householders with ongoing rewards based on how much they recycle. The rewards are in the form of coupons good at area stores. The weight of material recycled by each household is determined using on-truck scales that also recognize an identifying barcode embedded in each household's 35, 64 or 96 gallon recycling cart. The RecycleBank approach has resulted in some very impressive recycling rate increases.²³ Contracting with RecycleBank to provide services, however, would require wholesale changes in the City's current operations, including switching from dual stream to single stream collection, retrofitting collection trucks, replacing the City's recycling carts with RecycleBank carts and sharing disposal savings with the RecycleBank company. Such an endeavor is outside the scope of the Staples Marketing contract. Further, RecycleBank is very new, having launched its first pilots in 2005. While the company appears to be expanding rapidly, much remains to be learned about how the RecycleBank approach performs in various situations. Chances are that the City of Milwaukee, along with the rest of the recycling community, will be watching developments closely.

User-fee systems for trash collection/disposal are another way that municipalities provide residents with monetary incentives to recycle. However, gaining approval to implement user-fee systems (also known as Pay As You Throw (PAYT) programs) can be an enormous political challenge, because user fees are often viewed as a new tax. Gaining approval for and implementing a user-fee system is outside the scope of the Staples Marketing contract.

Some communities have experimented with recycling lotteries, in which a random recycler is rewarded with a gift certificate or cash prize for having put a recycling bin out in any given week. When such lotteries are short-term, any increases in recycling tonnage tend to fade when the lottery ends. Indeed, there is a strong consensus among researchers that when incentives are removed, behavior changes that resulted from the incentive also die away.

Of course, the City of Milwaukee could run an ongoing recycling lottery, with awards being made regularly on a permanent basis. The challenge would be to make the incentive continually visible. An incentive will have little or no impact if people are unaware of its existence.²⁴ Although a recycling lottery would be likely to garner initial attention from the media, that publicity would be unlikely to continue for long. Although the lottery might be ongoing, it could easily seem to most Milwaukee residents that it had ended. There is a further danger in introducing incentives to promote recycling, and then appearing to remove them. Some individuals engage in recycling because it makes them feel they are making a positive contribution. When such intrinsic motivations are

²³<http://www.epa.gov/rcc/2006news/08-bank.htm>

²⁴ McKenzie-Mohr, D. (1999). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*. New Society Publishers: Gabriola Island: British Columbia. p111.

replaced with external motivations such as incentives, internal motivations can be undermined.²⁵ If a recycling lottery is initially visible, but does not remain so, recycling tonnage could actually decline below pre-lottery levels. For this reason, the Staples Marketing Team does not recommend that the City implement a recycling lottery.

Some of the low recyclers participating in the focus groups indicated that disincentives, such as fines for disposing of recyclables in the trash, would motivate them to recycle more. Within the past few years, a number of communities in Massachusetts have enacted by-laws that are based on state regulations banning a variety of recyclable materials from disposal. The by-laws stipulate that banned materials visible to trash collection crews (without ripping open trash bags) will not be picked up unless properly prepared for recycling. The enforcement mechanism has been to leave the materials behind, sometimes with a florescent sticker on them. The by-laws have been enforced primarily in regards to cardboard, the most visible recyclable item commonly placed with trash for disposal.

Massachusetts communities that have enforced bans on picking up visible recyclables have seen fairly dramatic reductions in their trash tonnages, and generally, small increases in recycling tonnage. Although recyclable materials other than cardboard are rarely left behind, the increases in recyclables tonnage have been across all materials, indicating that there is carryover. However, the increases in recycling tonnage do not match the reductions in trash tonnage, indicating that there are some additional factors that are also influencing this phenomenon.

In Massachusetts, the by-laws have thus far been implemented mostly in suburban communities with predominantly single family, owner-occupied housing and strong norms around maintenance of property. Thus, when trash crews leave cardboard behind at the end of a driveway by the trash crews, it is usually retrieved by the homeowner and recycled. When its by-law was implemented, one metro-Boston suburb, Chelmsford, did leave cardboard on the curb indefinitely if it was not retrieved by the homeowner. "It was not pretty," Chelmsford Recycling Coordinator Jennifer Almeida said. However, after a time, Chelmsford residents began to comply with the cardboard recycling requirement, and the problems dropped off.

As early as the late 1990's, the City of Cambridge, Massachusetts, with a high percentage of renter occupied housing (61%), began leaving cardboard behind if it was not properly prepared for recycling. In many cases, the cardboard would remain on the sidewalk for extended periods of time, leading to complaints from neighbors. Eventually, the City instituted a practice of stickering the cardboard, leaving it at the curb for several days if not retrieved, and then picking it up and sending a warning to the householder indicating that a fine would be forthcoming for a second offense. In Cambridge, a larger, much more transient community, disposal of cardboard with the trash was an ongoing problem that did not appear to improve over time.

²⁵ McKenzie-Mohr, D. (1999). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*. New Society Publishers: Gabriola Island: British Columbia. p112.

The practice of leaving visible recyclable materials on the curb indefinitely may create large-scale litter problems in Milwaukee neighborhoods where low levels of homeownership exist and neighborhood pride or positive norms around property maintenance are lacking. Alternatives might be for Milwaukee enforcement personnel to inspect a sampling of trash set outs each day before they are reached by Sanitation crews. Set outs with visible recyclables that can be traced to a particular household (through an address on visible paper or cardboard or because the recycling container clearly belongs to a particular household) could be targeted for fines. However, the Staples Marketing team does not recommend that such penalties be imposed in Year 1 of the recycling outreach campaign. The strategy discussed above strives to generate visibility and develop support for recycling in Year 1. Subsequently, penalties can more easily be framed as a way to bring along those who are not yet doing their fair share.

Recommendations for Phone Survey Topics

The Staples Marketing team suggests that the following topics be explored through the upcoming phone survey research (the topics are listed by category, not necessarily in the order in which they would best be addressed in a phone survey instrument):

Recycling Behavior

1. Quantity of various items generated in the household
 - a. # of daily newspapers
 - b. # of weekly newspapers
 - c. # of Sunday newspapers
 - d. # of weekly magazines
 - e. # of monthly magazines
 - f. Average # of catalogs received/day
2. Respondents' level of overall recycling participation
3. Self-reported recovery rates for various items (i.e. the % of each recyclable material generated in the household that is actually recycled)

Knowledge

4. Awareness of recycling ability of various items
5. Awareness of preparation requirements for various recyclable items
6. Awareness of recycling collection day

Barriers to Recycling

7. Percentage of people with recycling containers
8. Understanding of how to obtain a recycling container
9. Barriers to obtaining a recycling container
10. Percentage of people with recycling instructions
11. Convenience issues
12. Satisfaction with various aspects of collection service and preferences
 - a. Reliability
 - b. Lack of knowledge of pick up day
 - c. Frequency
13. Perceptions of whether recycling containers are big enough and preferences

14. Perceptions of need for interior recycling bin and preferred size and shape

Perceptions of Recycling “How-to” Information

15. Recall of recycling mailer and mailer contents
16. Ratings of recycling mailer on
 - a. Ease of use
 - b. Information value

Appeal of various motivations for recycling

17. Monetary incentives
18. Clean home
19. Clean neighborhood
20. Clean community
21. Clean environment
22. Doing the right thing/doing my part
23. Community pride
24. Level of support for penalties for visible recyclables in the trash

Social Norms and Influences

25. Credible messengers (who could influence you to start recycling or recycle more)
26. Family expectations
27. Neighbors’ expectations
28. Friends’ expectations

Media Use Habits

29. TV stations, radio stations, websites that people use most often

Testing messages about recycling impact

30. Beautification
31. Community accomplishment
32. Pollution reduction
33. Degradation of wilderness areas
34. Energy savings
35. Landfill savings
36. Financial savings to city
37. Negatively vs. positively framed messages (i.e. loss from not recycling vs. gain from recycling)

Other

38. Preferred beautification initiatives for the City
39. Appeal of having artwork done on carts and bins

Demographics

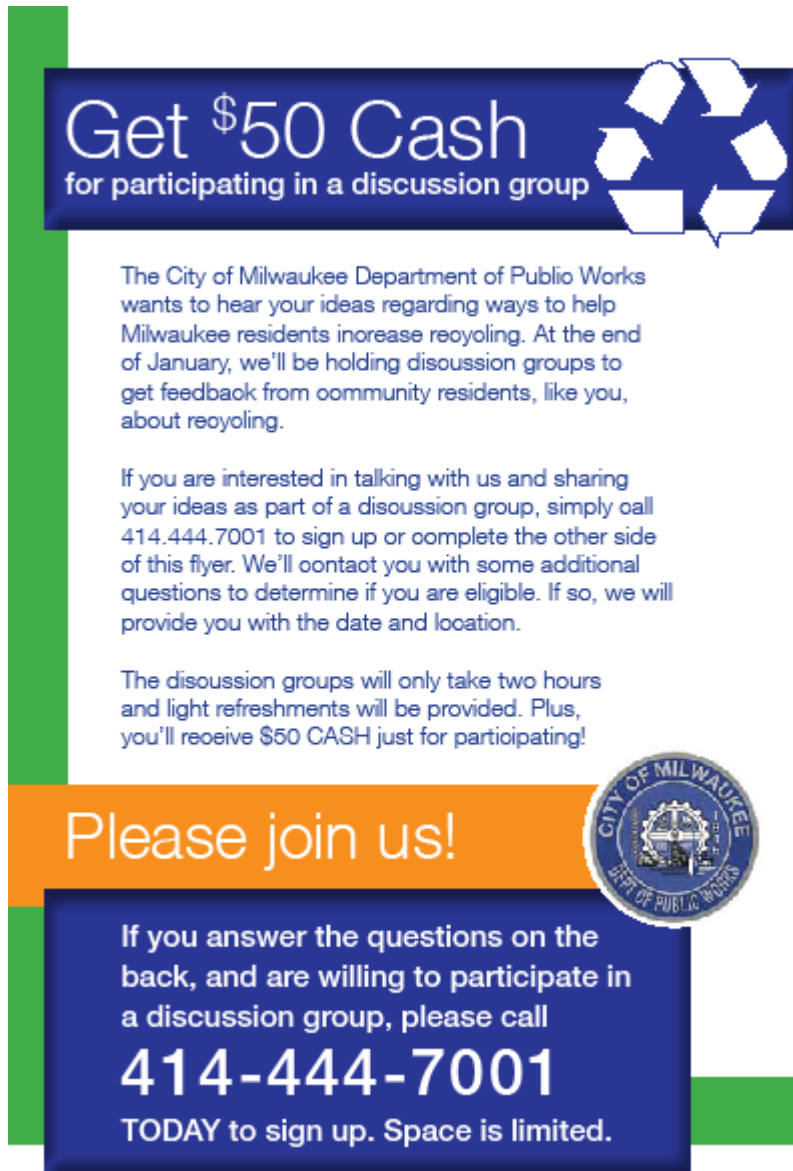
40. # of units in building
41. household income

42. age
43. presence of children at home
44. rent vs. own
45. education level


Appendices

Recruitment Card (Appendix A)

(front)



Get \$50 Cash
for participating in a discussion group




The City of Milwaukee Department of Public Works wants to hear your ideas regarding ways to help Milwaukee residents increase recycling. At the end of January, we'll be holding discussion groups to get feedback from community residents, like you, about recycling.

If you are interested in talking with us and sharing your ideas as part of a discussion group, simply call 414.444.7001 to sign up or complete the other side of this flyer. We'll contact you with some additional questions to determine if you are eligible. If so, we will provide you with the date and location.

The discussion groups will only take two hours and light refreshments will be provided. Plus, you'll receive \$50 CASH just for participating!

Please join us!



If you answer the questions on the back, and are willing to participate in a discussion group, please call
414-444-7001
TODAY to sign up. Space is limited.

(back)

You must respond to ALL of these questions to be selected to participate.

How often do you recycle?
 Never Sometimes All the time

What do you use to recycle? Check all that apply.
 18 Gallon Bin 95 Gallon Cart Scrap Yards
 Other drop-off sites

Do you live in:
 Apartment/Condo with 1-2 units Apartment/Condo with 3-4 units
 Single Family Home Duplex Other

Do you: Rent your home Own your home

How old are you?
 16-19 20-29 29-35
 35-55 55+

Gender: Female Male

What is your zip code? 532_____

PLEASE PRINT your personal information. (Please note, you MUST include a phone number so that we can call to confirm that you've been selected to participate.)

Name _____
(First name) (Last name)

Address _____

Phone number _____
(Daytime) (Evening)

Email address _____

Race (optional):
 Caucasian African American Hispanic
 Other (please specify): _____

Please call 414-444-7001 no later than January 24, 2008 at noon to sign up and earn \$60 CASH!

Appendix B: Demographic Table

Focus Group	Date of Group	Total Participants	Demographic Make Up
1. SEA, medium to high recyclers (bins)	Jan. 28, 4-6 p.m.	4	1 woman; 3 men
2. 4 SEA; 3 OSEA; don't recycle at all	Jan. 28, 6-8 p.m.	7	4 women; 3 men
3 SEA, low level recyclers	Jan. 29, 4-6 p.m.	9	8 men; 1 woman
4 SEA, medium to high recyclers	Jan. 29, 6-8 p.m.	12	8 women; 4 men
5 OSEA, medium to high recyclers	Jan. 30, 11:30 a.m.-1:30 p.m.	8	7 women; 1 man

OSEA = Outside Special Emphasis Area
SEA= Special Emphasis Area

Appendix C (Discussion Guide)

Focus Groups to Evaluate Views on Curbside Recycling in the City of Milwaukee

Guide for Focus Groups to Take Place January 28-January 30, 2008

General Protocol

- a response is obtained from each participant on every question;
- once feedback from each person has been received, the group is asked if there is anything else that they would like to share (if time is running short towards the end of the session, these follow up discussions can be eliminated in order to finish the session on time)
- the discussion is focused on the topic/question at hand and is commenced and completed on time (2 hour meeting duration);
- participants in the groups outside the special emphasis area will each be provided with a pen and paper and will be asked to jot down their responses on the provided paper prior to sharing them with the group. Participants inside the SEA (and participants in the non-recyclers group) will be asked to think about their response for a moment before sharing them with the others. They will each be provided with a pen and paper, and will be given the option to note down their thoughts if they would like to.
- the note-taker records the full range of responses for each focus question, enabling frequencies to be easily determined for the purposes of preparing the meeting summary;

1.0 OPENING REMARKS AND INTRODUCTIONS (5 minutes)

Hello, my name is Kathy Gaillard. I work with Mosaic Communications, a Milwaukee-based advertising and public relations firm.

My job is to chair the meeting. My colleague, Nepherterra Skala, will be taking notes during the meeting.

Before we start, I'd like to thank you all for coming. We're looking forward to hearing your ideas and perspectives during the meeting.

So why have we asked you here?

We'd like to get a sense of what Milwaukee residents think about recycling. We would also like to know what you believe the City can do to make it easier to participate in curbside recycling. We chose you from a pool of Milwaukee residents to take part in tonight's meeting.

Before we start, I'd like to bring a few things to your attention...

First, this meeting is one of several that are being conducted with City of Milwaukee residents on this topic.

Second, I'm not an employee of the City of Milwaukee, and am unlikely to be able to answer any specific questions you may have about recycling. If you do have specific questions you'd like to ask the City, we will take your name and number after the meeting and have one of their representatives contact you in the next few days.

[For SEA participants and the group of non-recyclers] Third, we will be taking notes and videotaping the session. You should know that anything you say will be treated in confidence. We will use our notes and the videotape to prepare our report on this meeting, and no names will be used. So, please feel free to speak frankly.

[For OSEA participants] Third, we will be taking notes and videotaping the session. For most questions we will also be asking you to jot down your responses on the provided paper prior to sharing them with the group. You should know that anything you say or write will be treated in confidence. We will use our notes, your written responses and the videotape to prepare our report on this meeting, and no names will be used. So, please feel free to speak frankly.

Finally, in just a minute, I'm going to ask you a series of questions. Be assured...there are no right or wrong answers...just your opinions, ideas and perspectives. The more different points of view that come up, the more interesting the evening will be for all of us.

Introductions...

Please tell me your name, the number of people in your household. By a show of hands, how many of you do not have City of Milwaukee recycling containers?

2.0 FOCUS QUESTIONS (2)

1. If you recycle some or all of the time, what motivates you to do this? If you don't recycle or don't recycle as much as you could, what has stopped you?
[15 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their response.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

2. [For recyclers (groups 1-4)] Is there anything that you can think of that would lead you to recycle more than you do now? [15 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their response.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

3.0 KNOWLEDGE OF RECYCLING (12)

3. [For recyclers (groups 1-4)] How confident are you that you know what to recycle and how to recycle it in the City's recycling pick-up program? [10 minutes]

[For non-recyclers (group 5)] Say for a moment that you decided to start recycling. How confident are you that you would know what to recycle and how to recycle it in the City's recycling pick-up program? [10 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their thoughts on this question.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

[show recyclable items provided by the City of Milwaukee]

4.0 CONVENIENCE

4. How convenient is it to recycle? If you don't find recycling convenient, what would make it more convenient? [15 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their thoughts on this question.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

5. [For recyclers (groups 1-4)] Are you satisfied with the recycling pick-up service? Why or why not? [10 minutes]

[For non-recyclers (group 5)] Have you heard anything about the quality of the recycling pick-up service, and if so, what have you heard? [10 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their thoughts on this question.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

6. [For recyclers (groups 1-4)] Are there any particular items that the City accepts in its recycling pick up program that sometimes end up in the trash in your household? If so, why? [10 minutes]

[For non-recyclers (group 5)] Say for a moment that you decided to start recycling. Do you anticipate that some items would be harder for you to recycle than others? If so, which ones? Why? [10 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their thoughts on this question.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

5.0 SOCIAL NORMS

7. [For medium to high recyclers (groups 1 and 3)] What would the following people think if you stopped recycling? 1) The people you live with 2) your friends 3) Your neighbors [10 minutes]

[For low level recyclers (group 2 and 4)] What would the following people think if you really stepped up your recycling activities? 1) The people you live with 2) your friends 3) Your neighbors [10 minutes]

[For non-recyclers (group 5)] What would the following people think if you started recycling? 1) The people you live with 2) your friends 3) Your neighbors [10 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their thoughts on this question.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

8. [For recyclers (groups 1-4)] Let's assume for the moment that you could be recycling more than you currently are. Who could influence you to really step up your recycling activities, if they asked you to? [10 minutes]

[For non-recyclers (group 5)] Who could influence you to start recycling, if they asked you to? [10 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their thoughts on this question.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

6.0 BENEFITS

9. [For recyclers (groups 1-4)] What do you personally get out of recycling, if anything? [10 minutes]

[For non-recyclers (group 5)] Do you think that you'd personally get anything out of recycling, if you were to start doing it? If so, what? [10 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their thoughts on this question.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

**If time permits, mention the specific benefits and get a response of how each of these benefits would motivate people? (Financial, environmental, social)*

7.0 QUESTIONS TO ASK (IN ORDER OF PRIORITY) IF THERE IS EXTRA TIME...

10. What do you feel is the most effective way for the City of Milwaukee to encourage people to recycle as much as they possibly can? [15 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their response.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

11. What, if anything, would make it easier to know what items can be recycled and how to recycle them? [10 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their thoughts on this question.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

12. In your opinion, what are some of the benefits of recycling (environment, financial, social)? [10 minutes]

Give people a minute to write down [think about] their answers, and then ask each person to share their thoughts on this question.

Now that you have had a chance to hear everyone's opinion, do you have anything else that you would like to add?

8.0 WRAP UP

13. Do you have any additional comments that you would like to share? [5 minutes] [This wrap up question could be eliminated if time were running short.]

Ask each person if they have additional comments that they would like to share

9.0 CLOSING REMARKS (1 minute)

On behalf of City of Milwaukee, I would like to thank you for participating in this meeting. We appreciate your answers and perspectives. These will be very helpful in further development of the City of Milwaukee's recycling program. The feedback we received from you tonight will help us to develop the best possible program for Milwaukee residents. Thank you.