

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING)
A 1999/00 BUSINESS WASTE REDUC-)
TION WORK PLAN, AUTHORIZING)
THE RELEASE OF A REQUEST FOR)
PROPOSALS, AND AUTHORIZING)
THE EXECUTIVE OFFICER TO ENTER)
INTO A CONTRACT)

RESOLUTION NO. 00-2932

Introduced by: Mike
Burton, Executive Officer

WHEREAS, Metro is responsible for coordinating regional efforts designed to meet the regional recovery goal of 52% by the year 2000; and

WHEREAS, the recovery rate has leveled-off at 43 percent in recent years and the region will not achieve its goals without increased efforts; and

WHEREAS, Metro has recently developed new waste reduction initiatives designed to increase these efforts; and

WHEREAS, outreach and education are one of the primary, effective mechanisms for Metro to improve recycling and waste reduction efforts throughout the region; and

WHEREAS, a peer-based advertising campaign will provide an excellent opportunity to focus businesses on ways to increase their recycling and waste prevention and illustrate through other successful businesses that waste prevention it is good for the environment, good for their image and good for their bottom line; and

WHEREAS, a business ad campaign is an integral part of implementing these new waste reduction initiatives by motivating businesses to increase their recycling and waste prevention, and to respond to specific calls to action; and

WHEREAS, funds for a business ad campaign have been duly appropriated in the Adopted FY 1999-2000 Metro Budget; and

WHEREAS, this appropriation is subject to a budget note and any associated contracts are designated significant impact requiring Council action; and

WHEREAS, the resolution was submitted to the Executive Officer for consideration and was forwarded to the Council for approval; now therefore,

BE IT RESOLVED, that the Metro Council finds that the 1999/2000 Business Waste Reduction Outreach Work Plan, attached as Exhibit A to this Resolution, satisfies the budget note; and

BE IT RESOLVED, that the Metro Council authorizes the release of Exhibit B, Request for Proposal for Advertising Services, and authorizes the Executive Officer to enter into a contract.

ADOPTED by the Metro Council this ____ day of _____, 2000.

WITHDRAWN
David Bragdon, Presiding Officer

ATTEST:

Approved as to Form:

Recording Secretary

Daniel B. Cooper, General Counsel

Exhibit "A"
Resolution No. 00-2932

FY 99-00 Business Waste Reduction Promotion Work Plan

What

- A key element of REM's new waste reduction initiative is to encourage businesses of the region to recycle more paper
- A regional-wide campaign to motivate businesses to "open the door" to the range of waste reduction resources being developed for them.

Why

- Metro's regional recovery rate goal is 52% by 2000. However, the region's current rate has stalled at 43.4 %, and we will not be able to achieve our goals without increased efforts.
- Commercial waste is the largest component of disposed waste in the region, accounting for more than 50% of what is landfilled. Twenty-five percent of this is recyclable paper that includes high grade office paper, corrugated cardboard and mixed paper.

Campaign Objectives

- Persuade business owners/top executives that recycling is good for the environment, good for their bottom line, and that there is more that they can do in they can do in their own business to increase recycling.
- Highlight successful businesses and allow businesses to speak to businesses about what challenges they faced with their recycling, what they did, and the results.
- Give businesses the basic information that they need in order to be able to increase their recycling through tools such as case studies, posters and other practical resources.

Campaign Message

The Problem

Recent research done by Dotten and Associates for Metro indicates that business executives have an interest in and awareness of recycling and waste prevention, but many believe that they are recycling all that they can. They also are interested in costs or savings that might be incurred by any increased efforts on their part, and they want to

know that they could get increased public relations benefits from undertaking those practices. Secondly, the employees who are personally responsible for doing the actual recycling in a business want simple, easy, step-by-step information on how to do it and the benefits of recycling.

The Message

- This campaign will identify and develop case studies and ads that illustrate that more recycling can be done, how to do it and why successful business chose to recycle and prevent waste. The message will be designed to motivate businesses to make specific calls to action for resources that will reduce their waste.

Campaign Methods

- Metro will be hire an advertising firm to develop an advertising strategy to best reach our audience. Research has indicated that business owners/executives find messages and examples from their peers to be credible and persuasive, so a business-to-business approach will be the foundation of the strategy. Phase I of the campaign will probably be primarily a print campaign focusing on ads in business newspapers, business sections of the local papers, and business publications.
- An important objective of the campaign is to generate a call to action. The advertisements will list Metro's Recycling Information phone number as the source to call for more information. Callers to the Recycling Information Center will receive resources from a "tool kit" under development by Metro's waste reduction staff and local governments. These tools are "news they can use" such as information about what can be recycled; case studies of successful businesses that practice recycling and waste prevention; and referrals for hands-on evaluations conducted at a business.
- Six to ten different businesses will be identified to serve as "poster businesses" for a peer-to-peer strategy. Selected business executives will be interviewed regarding the challenges they faced, what they did to meet the challenges, their results.
- This campaign will also be coordinated with the Agency's overall theme of creating livable communities and protecting the nature of the region.

Campaign Timeline

This campaign will be in two phases. Phase I will be developed in May, 2000 and will run in June of 2000. An evaluation of the campaign will be conducted upon its completion. The outcome of this evaluation, coupled with results from a separate analysis (currently underway) of local government waste evaluation programs, will guide Phase II of the business outreach plan that will be completed in FY 00/01.

Campaign Evaluation

- Calls to Metro Recycling Information will be tracked.
- The number of information pieces mailed to business callers will be tracked.
- The percentage of businesses reached through selected media will be measured.
- A telephone survey following the campaign will help measure campaign effectiveness.
- Increased requests to local government field staff for business site visits will be measured.

Campaign Budget and Reach

- Total budget for campaign development and advertising is \$225,000. Phase I will be conducted in FY 99/00 in the amount of \$75,000. The balance of the campaign, \$150,000, will be expended in FY 00/01, providing a request to Council to carry funds over is approved.
- Reach has yet to be determined, depending on the strategy to be developed with advertising firm, but will be region-wide in scope.

Exhibit "B"
Resolution No. 00-2932

REQUEST FOR PROPOSALS

FOR

Advertising Services for Business Recycling Campaign

I. INTRODUCTION

The Regional Environmental Management Department (REM) of Metro, a metropolitan service district organized under the laws of the State of Oregon and the 1992 Metro Charter, located at 600 NE Grand Avenue, Portland, OR 97232-2736, is requesting proposals for a Business Recycling Campaign. Proposals will be due no later than _____ p.m., _____, 2000 in Metro's business offices at 600 NE Grand Avenue, Portland, OR 97232-2736. Details concerning the project and proposal are contained in this document.

II. BACKGROUND/HISTORY OF PROJECT

Metro is the regional government responsible for coordinating regional waste reduction efforts designed to meet the state mandated regional recovery goal of 52% by the year 2000. The region has achieved a recovery rate of 43.4%, but this rate has stalled. While more than 80% of the region's citizens participate in curbside recycling at their homes, commercial waste is the largest component of disposed waste in the region – accounting for more than 50% of what is landfilled. Twenty-five percent of that material is recyclable paper that includes high grade office paper, corrugated cardboard and mixed paper.

Recent research conducted for Metro by Dotten and Associates, indicates that business owners and top executives have an interest in and awareness of recycling and waste prevention, but many believe that they are recycling all that they can. They also are concerned about costs or savings that might be incurred by any increased efforts on their part, and they want to know that they could get increased public relations benefits from undertaking those practices.

Secondarily, staff who are personally responsible for the actual recycling and waste prevention want simple, easy, step-by-step information on how to implement these practices and to know that the practices are going to be appealing to the executives. This research also indicated that businesses find messages and examples from their peers to be credible and persuasive.

Metro works in partnership with local governments to achieve increased waste reduction and recycling. This campaign will support the joint commercial waste reduction initiative undertaken by Metro and local governments that includes, among other efforts, increasing technical assistance for businesses and

providing outreach on waste prevention, (a tool that is in many ways attractive to businesses because it can help them save money).

This campaign will be conducted in two phases. This first phase will identify and feature businesses that are successfully practicing waste prevention and recycling in the workplace. The goal is for businesses to contact Metro for more information about or assistance with recycling. Businesses who contact Metro will receive case studies of business success stories; offers of free waste evaluations to be conducted by local government staff; and posters or other practical "how-to" pieces that research has indicated businesses would find helpful.

This first phase of this campaign will be a total contract amount of \$75,000 and will be completed by June 30, 2000. Several evaluation components will be included in this campaign. These include the numbers of calls to Metro Recycling Information in response to the campaign; the number of calls to local governments from businesses seeking waste evaluations; and a pre and post campaign survey of businesses regarding the effectiveness.

Pending the outcome of the evaluation of this campaign strategy, Phase II of the campaign will be launched and will be approximately \$150,000. This will be a separate RFP, to be issued after the completion and evaluation of Phase I.

Local governments are also reviewing their waste evaluation programs, and the outcome of this evaluation may also shape Phase II of the campaign to reach businesses most effectively.

III. PROPOSED SCOPE OF WORK/SCHEDULE

Metro is seeking proposals from qualified firms to perform the following services and to deliver the products described:

The contractor will develop a promotional strategy targeted at the business community. The goal is to influence business owners and executives to call Metro to find out how they can recycle more paper in their businesses.

The contractor will develop a strategy that uses a professional, engaging, peer-to-peer approach to get a business owner's/executive's attention, and to motivate them to recycle more paper in their businesses. Motivating factors will include economic incentives (good for your bottom line), environmental incentives (good for the environment), and /or corporate-image incentives (it's the right thing for a business to do).

Contractor is to develop the creative approach for the campaign, and then research, write and produce printed ads and collateral printed pieces, and then

place ads in targeted publications. Metro desires that the first of the ads be completed and placed in target publications as soon as possible.

Contractor will meet with Metro and local government representatives to identify targeted businesses and individuals to be featured in the promotion, and to brainstorm the messages, tone and style of the ads. Promotion will feature a range of business types.

Contractor will:

- Meet with Metro and local government representatives to identify businesses and key messages
- Conduct interviews with identified businesses (8 to 10 businesses)
- Art direct and conduct one photography session in each business setting (one location per business; one to three people in each photograph; use medium-format camera to achieve good resolution in case Metro wants to use images in tradeshow booth)
- Write ad copy
- Design ads
- Place ads in targeted papers (To be determined, but could include Daily Journal of Commerce, Business Journal, business section of Oregonian, professional journals/trade publications)
- Ads to run through June 2000 under this contract
- Use the photographs and copy to develop one-page fact sheets or case studies of each of the targeted businesses

Contract shall not exceed \$75,000, and will include all photography, writing, graphic design and cost of running ads. Metro will pay for cost of reproducing case studies.

IV. PROJECT ADMINISTRATION

Vicki Kolberg, Project Supervisor
Regional Environmental Management Department
Metro
600 NE Grand Avenue
Portland, OR 97232
(503) 797-1514
kolbergv@metro.dst.or.us

V. PROPOSAL INSTRUCTIONS

A. Submission of Proposals

Seven (7) copies of the proposal shall be furnished to Metro, addressed to:

Metro
Regional Environmental Management Department
600 NE Grand Avenue
Portland, OR 97232-2736

B. Deadline

Proposals will not be considered if received after _____ p.m.,
_____, 20_____.

C. RFP as Basis for Proposals:

This Request for Proposals represents the most definitive statement Metro will make concerning the information upon which Proposals are to be based. Any verbal information which is not addressed in this RFP will not be considered by Metro in evaluating the Proposal. All questions relating to this RFP should be addressed to Vicki Kolberg at (503) 797-1514. Any questions, which in the opinion of Metro, warrant a written reply or RFP amendment will be furnished to all parties receiving this RFP. Metro will not respond to questions received after _____

D. Information Release

All proposers are hereby advised that Metro may solicit and secure background information based upon the information, including references, provided in response to this RFP. By submission of a proposal all proposers agree to such activity and release Metro from all claims arising from such activity.

E. Minority and Women-Owned Business Program

In the event that any subcontracts are to be utilized in the performance of this agreement, the proposer's attention is directed to Metro Code provisions 2.04.100.

Copies of that document are available from the Risk and Contracts Management Division of Administrative Services, Metro, Metro Center, 600 NE Grand Avenue, Portland, OR 97232 or call (503) 797-1714.

VI. PROPOSAL CONTENTS

The proposal should fully describe the ability of the consultant to perform the work requested, as outlined below. The proposal should be submitted on recyclable, double-sided recycled paper (post consumer content). No waxed page dividers or non-recyclable materials should be included in the proposal.

- A. Transmittal Letter: Indicate who will be assigned to the project, who will be project manager, and that the proposal will be valid for ninety (90) days.
- B. Approach/Project Work Plan: Based on the content of the RFP, briefly discuss how you might approach this campaign including the general creative direction and media strategy and any public relations elements you might recommend, given the objectives and budget. Describe how the work will be done within the given timeframe and budget. Include a proposed work plan and schedule. Clearly identify the percentage of the budget to be spent on running the ads, and the frequency with which they would run.
- C. Staffing/Project Manager Designation: Identify the agency team that would work on this campaign, including account executive, creative director, art director, copywriter, media buyer, photographer and production manager. Briefly describe their experience, percent of their time on the project, and special qualifications they may bring to the project.
- Metro intends to award this contract to a single firm to provide the services required. Proposals must identify a single person as project manager to work with Metro. The consultant must assure responsibility for any subconsultant work and shall be responsible for the day-to-day direction and internal management of the consultant effort.
- D. Experience: Indicate how your firm meets the experience required for this project. List projects conducted over the past five years which involved services similar to the services required here. For each of these other projects, include the name of the customer contact person, his/her title, role on the project, and telephone number. Identify persons on the proposed project team who worked on each of the other projects listed, and their respective roles.
- E. Cost/Budget: Present the proposed cost of the project and the proposed method of compensation. List hourly rates for personnel assigned to the project, total personnel expenditures, support services, and subconsultant

fees (if any). Requested expenses should also be listed. Metro has established budget not to exceed \$75,000 for this project.

- F. Exceptions and Comments: To facilitate evaluation of proposals, all responding firms will adhere to the format outlined within this RFP. Firms wishing to take exception to, or comment on, any specified criteria within this RFP are encouraged to document their concerns in this part of their proposal. Exceptions or comments should be succinct, thorough and organized.

VII. GENERAL PROPOSAL/CONTRACT CONDITIONS

- A. Limitation and Award: This RFP does not commit Metro to the award of a contract, nor to pay any costs incurred in the preparation and submission of proposals in anticipation of a contract. Metro reserves the right to waive minor irregularities, accept or reject any or all proposals received as the result of this request, negotiate with all qualified sources, or to cancel all or part of this RFP.
- B. Billing Procedures: Proposer are informed that the billing procedures of the selected firm are subject to the review and prior approval of Metro before reimbursement of services can occur. Contractor's invoices shall include an itemized statement of the work done during the billing period, and will not be submitted more frequently than once a month. Metro shall pay Contractor within 30 days of receipt of an approved invoice.
- C. Validity Period and Authority: The proposal shall be considered valid for a period of at least ninety (90) days and shall contain a statement to that effect. The proposal shall contain the name, title, address, and telephone number of an individual or individuals with authority to bind any company contacted during the period in which Metro is evaluating the proposal.
- D. Conflict of Interest. A Proposer filing a proposal thereby certifies that no officer, agent, or employee of Metro or Metro has a pecuniary interest in this proposal or has participated in contract negotiations on behalf of Metro; that the proposal is made in good faith without fraud, collusion, or connection of any kind with any other Proposer for the same call for proposals; the Proposer is competing solely in its own behalf without connection with, or obligation to, any undisclosed person or firm.

VIII. EVALUATION OF PROPOSALS

- A. Evaluation Procedure: Proposals received that conform to the proposal instructions will be evaluated. The evaluation will take place using the

evaluation criteria identified in the following section. Interviews may be requested prior to final selection of one firm.

B. Evaluation Criteria: This section provides a description of the criteria which will be used in the evaluation of the proposals submitted to accomplish the work defined in the RFP.

20%	Approach	
25%	Past work	
20%	Agency team	<i>ad agency</i>
15%	Budget	<i>plan</i>
20%	Balance of de: media purcha:	<i>expenses</i> <i>exp</i>

IX. NOTICE TO ALL PROPOSERS -- STANDARD AGRE

The attached personal services agreement is a standard agreement approved for use by the Metro Office of General Counsel. This is the contract the successful proposer will enter into with Metro; it is included for your review prior to submitting a proposal.

EXHIBIT A to Request for Proposals

Project _____
Contract No. _____

PERSONAL SERVICES AGREEMENT

THIS AGREEMENT is between Metro, a metropolitan service district organized under the laws of the State of Oregon and the 1992 Metro Charter, located at 600 NE Grand Avenue, Portland, OR 97232-2736, and _____ referred to herein as "Contractor," located at _____

In exchange for the promises and other consideration set forth below, the parties agree as follows:

1. Duration. This personal services agreement shall be effective _____ and shall remain in effect until and including _____, unless terminated or extended as provided in this Agreement.

2. Scope of Work. Contractor shall provide all services and materials specified in the attached "Exhibit A — Scope of Work," which is incorporated into this Agreement by reference. All services and materials shall be provided by Contractor in accordance with the Scope of Work, in a competent and professional manner. To the extent that the Scope of Work contains additional contract provisions or waives any provision in the body of this Agreement, the Scope of Work shall control.

3. Payment. Metro shall pay Contractor for services performed and materials delivered in the amount(s), manner and at the time(s) specified in the Scope of Work for a maximum sum not to exceed _____ AND _____/100THS DOLLARS (\$_____).

4. Insurance.

a. Contractor shall purchase and maintain at the Contractor's expense, the following types of insurance, covering the Contractor, its employees, and agents:

(1) Broad form comprehensive general liability insurance covering bodily injury and property damage, with automatic coverage for premises, operations, and product liability. The policy must be endorsed with contractual liability coverage; and

(2) Automobile bodily injury and property damage liability insurance.

b. Insurance coverage shall be a minimum of \$500,000 per occurrence. If coverage is written with an annual aggregate limit, the aggregate limit shall not be less than \$1,000,000.

c. Metro, its elected officials, departments, employees, and agents shall be named as ADDITIONAL INSUREDS. Notice of any material change or policy cancellation shall be provided to Metro 30 days prior to the change or cancellation.

d. Contractor, its subcontractors, if any, and all employers working under this Agreement that are subject employers under the Oregon Workers' Compensation Law shall comply with ORS 656.017, which requires them to provide Workers' Compensation coverage for all their subject workers. Contractor shall provide Metro with certification of Workers' Compensation insurance including employer's liability. If Contractor has no employees and will perform the work without the assistance of others, a certificate to that effect may be attached, as Exhibit B, in lieu of the certificate showing current Workers' Compensation.

e. If required by the Scope of Work, Contractor shall maintain for the duration of this Agreement professional liability insurance covering personal injury and property damage arising from errors, omissions, or malpractice. Coverage shall be in the minimum amount of \$500,000. Contractor shall provide to Metro a certificate of this insurance, and 30 days' advance notice of material change or cancellation.

f. Contractor shall provide Metro with a certificate of insurance complying with this article and naming Metro as an additional insured within fifteen (15) days of execution of this Contract or twenty-four (24) hours before services under this Contract commence, whichever date is earlier.

5. Indemnification. Contractor shall indemnify and hold Metro, its agents, employees and elected officials harmless from any and all claims, demands, damages, actions, losses and expenses, including attorney's fees, arising out of or in any way connected with its performance of this Agreement, or with any patent infringement or copyright claims arising out of the use of Contractor's designs or other materials by Metro and for any claims or disputes involving subcontractors.

6. Maintenance of Records. Contractor shall maintain all of its records relating to the Scope of Work on a generally recognized accounting basis and allow Metro the opportunity to inspect and/or copy such records at a convenient place during normal business hours. All required records shall be maintained by Contractor for three years after Metro makes final payment and all other pending matters are closed.

7. Ownership of Documents. All documents of any nature including, but not limited to, reports, drawings, works of art and photographs, produced by Contractor pursuant to this Agreement are the property of Metro, and it is agreed by the parties that such

documents are works made for hire. Contractor hereby conveys, transfers, and grants to Metro all rights of reproduction and the copyright to all such documents.

8. Project Information. Contractor shall share all project information and fully cooperate with Metro, informing Metro of all aspects of the project including actual or potential problems or defects. Contractor shall abstain from releasing any information or project news without the prior and specific written approval of Metro.

9. Independent Contractor Status. Contractor shall be an independent contractor for all purposes and shall be entitled only to the compensation provided for in this Agreement. Under no circumstances shall Contractor be considered an employee of Metro. Contractor shall provide all tools or equipment necessary to carry out this Agreement, and shall exercise complete control in achieving the results specified in the Scope of Work. Contractor is solely responsible for its performance under this Agreement and the quality of its work; for obtaining and maintaining all licenses and certifications necessary to carry out this Agreement; for payment of any fees, taxes, royalties, or other expenses necessary to complete the work except as otherwise specified in the Scope of Work; and for meeting all other requirements of law in carrying out this Agreement. Contractor shall identify and certify tax status and identification number through execution of IRS form W-9 prior to submitting any request for payment to Metro.

10. Right to Withhold Payments. Metro shall have the right to withhold from payments due to Contractor such sums as necessary, in Metro's sole opinion, to protect Metro against any loss, damage, or claim which may result from Contractor's performance or failure to perform under this Agreement or the failure of Contractor to make proper payment to any suppliers or subcontractors.

11. State and Federal Law Constraints. Both parties shall comply with the public contracting provisions of ORS chapter 279, and the recycling provisions of ORS 279.545 - 279.650, to the extent those provisions apply to this Agreement. All such provisions required to be included in this Agreement are incorporated herein by reference. Contractor shall comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations including those of the Americans with Disabilities Act.

12. Situs. The situs of this Agreement is Portland, Oregon. Any litigation over this agreement shall be governed by the laws of the State of Oregon and shall be conducted in the Circuit Court of the state of Oregon for Multnomah County, or, if jurisdiction is proper, in the U.S. District Court for the District of Oregon.

13. Assignment. This Agreement is binding on each party, its successors, assigns, and legal representatives and may not, under any circumstance, be assigned or transferred by either party.

14. Termination. This Agreement may be terminated by mutual consent of the parties. In addition, Metro may terminate this Agreement by giving Contractor seven days prior written notice of intent to terminate, without waiving any claims or remedies it may have against Contractor. Termination shall not excuse payment for expenses properly incurred prior to notice of termination, but neither party shall be liable for indirect or consequential damages arising from termination under this section.

15. No Waiver of Claims. The failure to enforce any provision of this Agreement shall not constitute a waiver by Metro of that or any other provision.

16. Modification. Notwithstanding and succeeding any and all prior agreement(s) or practice(s), this Agreement constitutes the entire Agreement between the parties, and may only be expressly modified in writing(s), signed by both parties.

METRO

By _____

By _____

Title _____

Title _____

Date _____

Date _____

Metro Contract No. _____

Attachment A

SCOPE OF WORK

1. Description of the Work.

2. Payment and Billing.

Contractor shall perform the above work for a maximum price not to exceed

_____ THOUSAND _____
_____ HUNDRED AND _____ DOLLARS (\$ _____
_____).

The maximum price includes all fees, costs and expenses of whatever nature. Each of Metro's payments to Contractor shall equal the percentage of the work Contractor accomplished during the billing period.

Contractor's billing statements will include an itemized statement of work done and expenses incurred during the billing period, will not be submitted more frequently than once a month, and will be sent to Metro. Metro will pay Contractor within 30 days of receipt of an approved billing statement.

STAFF REPORT

CONSIDERATION OF RESOLUTION NO. 00-2932 FOR THE PURPOSE OF APPROVING THE FY 99/00 BUSINESS OUTREACH WORK PLAN, AUTHORIZING THE RELEASE OF A REQUEST FOR PROPOSALS, AND AUTHORIZING THE EXECUTIVE OFFICER TO ENTER INTO A CONTRACT.

Date: April 3, 2000

Presented by: Terry Petersen

PROPOSED ACTION

Approval of Resolution No. 00-2932 would approve a work plan for the FY 99/00 business outreach campaign. It would also authorize the following:

- Release of an RFP to advertising agencies
- The Executive Officer to enter into a contract with the selected firm.

EXISTING LAW

The adopted Metro FY 1999-2000 budget includes a "budget note" that requires Council review and approve a work plan prior to expenditures on a business waste reduction outreach campaign. Council also designated contracts for this campaign as "significant impact".

BACKGROUND

The purpose of this staff report is to explain the goals, objectives and timelines of the business outreach work plan pursuant to the budget note requirement. The work plan is attached to Resolution No. 00-2932 as Exhibit A.

The business waste reduction outreach campaign is a critical part of Regional Environmental Management's efforts to achieve the region's recycling goals. The region has achieved a recycling rate of 43.4% (1998 DEQ Oregon Material Recovery Survey Report), but the recycling level has stalled. While more than an 80% of the region's citizen participate in curbside recycling at their homes, commercial waste is the largest component of disposed waste in the region - accounting for more 50% of what is landfilled. To achieve Metro's recovery goals, increased recycling and recovery from the commercial sector is vital.

Last fall, staff determined that a significant business outreach campaign would be an effective method of improving recovery rates, based on research and focus group work conducted with local businesses. Funds for a business campaign were included in the FY 99/00 budget, with the exact message and outreach methods to be determined.

Metro works in partnership with local governments to achieve increased waste reduction and recycling. This campaign will support the joint commercial waste reduction initiative undertaken by Metro and local governments that includes, among other efforts, increasing technical assistance for businesses and providing outreach on waste prevention (a tool that is in many ways attractive to businesses because it can help them save money).

SUMMARY OF THE WORK PLAN

The attached work plan describes the objectives, message, methods and timeline to be employed in the residential outreach campaign. The specific goal is to influence business owners and executives to recycle more paper in their businesses. Paper is targeted because 25% of commercial waste is comprised of recyclable paper, including corrugated cardboard, high-grade paper and mixed paper.

One component of the work plan is to utilize a contractor to develop a strategy for getting the attention of business owners and executives, and to motivate them to recycle more paper. Motivating factors will include economic incentives (good for your bottom line), environmental incentives (good for the environment), and/or corporate-image incentives (it's the right thing for a business to do).

Research has indicated that businesses find messages and examples from their peers to be credible and persuasive; therefore, this campaign will identify and feature businesses that are successfully practicing waste prevention and recycling in the workplace. These "case studies" will be delivered using a professional, engaging, peer-to-peer approach. Paid ads in local business publications will form the foundation of the outreach strategy.

These selected businesses will also be featured in fact sheets or case studies that will be part of a "tool kit" that will be developed by Metro and local governments. These tool kits will also include free waste evaluations conducted by local government staff; brochures, posters or other practical "how-to" pieces that research has indicated businesses would find helpful.

The campaign will be conducted in two phases. Phase I, featuring businesses that are successfully practicing waste prevention and recycling in the workplace, will be a total contract amount of \$75,000 and will be completed by June 30, 2000. Several evaluation components will be included in this campaign. These include the numbers of calls to Metro Recycling Information in response to the campaign; the number of calls to local governments from businesses seeking waste evaluations; and a pre- and post-campaign survey of businesses regarding the its effectiveness.

Pending the outcome of the evaluation of this campaign strategy, Phase II of the campaign will be launched in FY 00/01. Local governments are also evaluating their waste evaluations, and the outcome of this evaluation may also give the opportunity to modify the campaign to reach businesses most effectively.

BUDGET IMPACT

The Adopted FY 1999-2000 Regional Environmental Management budget includes \$225,000 in funds for the campaign. Phase I of the campaign will expend \$75,000 in FY 99/00. As this campaign is scheduled to run into next fiscal year, any unexpended funds will be requested to be carried over into FY 01/01.

EXECUTIVE OFFICER RECOMMENDATION

The Executive Officer recommends adoption of Resolution No. 00-2932 approving the FY99/00 business outreach work plan, authorizing the release of a Request for Proposals, and authorizing the Executive Officer to enter into a contract.