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Secondary Research

Organizational Research

Client Overview

Rutherford County Solid Waste Department:

Rutherford County Solid Waste is a collection of sites collecting both solid waste and recycling. Fourteen convenience centers are located across the region of Rutherford County. Rutherford County Solid Waste is also in charge of the Rutherford County Landfill. Due to an overflow of garbage, the landfill is running out of space, creating an urgent need for Rutherford County residents to recycle.

Rutherford County Solid Waste can be contacted by phone at 615-898-7739, by fax at 615-898-7859, or by email at solidwaste@rutherfordcountyttn.gov. Rutherford County Solid Waste is located at 1220 West College Street, Murfreesboro, TN 37130

Rutherford County Solid Waste is closed on Mondays and Thursdays. On Tuesdays, Wednesdays, and Fridays, they are open from 9:30-5:00. They are open from 7:30-3:00 on Saturdays and Sundays.

The Rutherford County Landfill is located at 6000 Landfill Rd Murfreesboro, TN 37130. They can be contacted by phone at 615-898-7874, by fax at 615-898-7804, and by email at landfill@rutherfordcountyttn.gov.

The Rutherford County Solid Waste website is <http://solidwaste.rutherfordcountyttn.gov/>.

You can contact Ashley McDonald, the Public Information Officer/ Programs Coordinator, by phone at 615-849-0340 or by email at amcd@rutherfordcountyttn.gov.

The Rutherford County recycling and convenience centers are listed as follows:

1. Almaville Center- 7693 Almaville Road, Smyrna TN 37014
2. Bradyville Center- 6615 Bradyville Pike, Murfreesboro, TN 37127
3. Buchanan Center- 10810 Manchester Pike, Christiana, TN 37037
4. Cranor Road Center- 1567 Cranor Rd, Murfreesboro, TN 37130
5. Eagleville Center- 1011 Ballpark Ave, Eagleville, TN 37060
6. Haley Road Center- 1140 Haley Road, Murfreesboro, TN 37129
7. Lascasses Center- 6883 Lascassas Pike, Lascassas, TN 37085
8. Leanna Center- 4303 Sulpher Springs Road, Murfreesboro, TN 37129
9. Christiana/Fosterville Center- 8101 Shelbyville Pike, Christiana, TN 37037
10. Rock Springs Center- 4060 Rock Springs Rd, Christiana, TN 37037
11. Rockvale Center- 8923 Rockvale Road, Rockvale, Tn 37153
12. Sand Hill Center- 300 Sand Hill Road, LaVergne, TN 37086
13. Walter Hill Center- 870 East Jefferson Pike, Murfreesboro, TN 37129
14. Rock Crusher Center- 3895 Shelbyville Hwy, Murfreesboro, TN 37127
15. Weakley Lane Center- 135 Weakley Lane, Smyrna, TN 37167

Mission

The mission of Rutherford County Solid Waste is to increase the rate of recycling in Rutherford County. The landfill is estimated to reach maximum capacity within 10-15 years. If that happens, county residents will need to pay to have their trash disposed of elsewhere. To prevent that, Rutherford County is trying to encourage everybody to become more responsible with their waste, which will save money in the future. (<http://solidwaste.rutherfordcountyttn.gov/>)

Goal

The goal of Rutherford County Solid Waste is to reduce the amount of waste in the landfill by encouraging Rutherford County residents to recycle. A Recycle Right program has been created in the hopes that it will teach people how to recycle correctly. By teaching people to recycle correctly and by teaching people what they can and cannot recycle, Rutherford County hopes that it can reduce the amount of waste taken to the landfill. (Greater Nashville Regional Council, 2019)

County Mayor Bill Ketron wants Rutherford County to be the first county in Tennessee to operate on zero-waste. (Brodén, 2019).

History

Previously, Rutherford County Solid Waste has pushed for recycling in schools and the education system.

In 2009, Rutherford County leaders decided to increase the recycling budget by 35%. These cuts were taken from the already established solid waste management budget. (Brodén, 2009).

In 2002, counties were said to have decreased their rate of trash by 25%, as enforced by a law proposed 10 years beforehand. There has been debate over whether that actual number was true, because people were accused of abusing loopholes in the system. (Morris, 2002)

In 2007, Middle Tennessee Kroger and Northwest Broad Kroger shut down their recycling drop-offs, forcing people to go elsewhere. (Hutchins, 2007)

In 2008, Rutherford County recycling got a 12-month extension for two more recycling centers. This will help fulfill the county's mandate to reduce landfill waste 20% by 2015.

(Brodén, 2008)

Structure

Rutherford County Solid Waste oversees Rutherford County's recycling and waste disposal. There are 14 convenience centers across Rutherford County. Rutherford County Solid Waste is also composed of the Middle Point Landfill and the Rutherford County Landfill.

(<http://solidwaste.rutherfordcountyttn.gov/>)

Performance

Middle Point Landfill accepts 3,700 tons of trash every day. Only 27% comes from Rutherford County. (Brodén, 2019).

As seen by their social media performance and by news reports, Rutherford County Solid Waste has shown a decrease in any media coverage. Laws and push for recycling have decreased over the years. Recently, however, attention has been drawn to the overflowing landfill. The landfill accepts waste from numerous counties surrounding Middle Tennessee. Davidson and Rutherford counties generate the most waste. At this rate, the landfill will reach capacity in 5-10 years. (Greater Nashville Regional Council, 2019)

Public Perception

Overall public perception is positive. The lack of consistent avenues for two-way communication causes some barriers for proper feedback and response times to those questions. Instances such as these can be seen on the county YouTube channel as well as various social

media platforms. Some likes and responses are seen but not enough consistent repetition in the messaging to address the lack of knowledge regarding the information that the county would like the public to have.

Financial Status (Funding)

In Middle Tennessee, Class 1 landfill tip fees cost anywhere from \$27-\$75 per ton. Recycling currently costs \$50 per ton. To add composting and recycling services would cost \$50 million. (Greater Nashville Regional Council, 2019)

The Middle Point Landfill costs approximately \$4 million a year. They collect \$900,000 a year from other counties. (De Gennaro, 2018)

Out of the \$132 million budget proposed by Rutherford County for the fiscal year ending in July 2020, \$6.6 million is dedicated to solid waste/sanitation (n.d.).

Internal Impediments

The landfill is overflowing. As of 2017, Rutherford County was estimated to generate 350,028 tons of garbage. Rutherford County residents are said to estimate 6.43 pounds per day every day. However, the landfill also accepts waste from other counties, which is causing even more garbage to pile up. (Greater Nashville Regional Council, 2019)

Rutherford and Davidson County are responsible for most of the waste in the landfill. The national recycling average is 35%. Nashville recycles and composts 24% of waste, which is one of largest recycling percentages in the state by city. (Reichner, 2019)

External Impediments

People are unaware of what and how to recycle. People also may not have the time to recycle correctly. Rutherford County Solid Waste has a lack of interaction with the community. Social media sites do not reflect ongoing communication with the community.

Media Audit

A. Media Coverage

1. Television:

Rutherford County uses a Government Access Channel via RCTV. The channel is located on Comcast Cable channel 19 throughout Rutherford County and AT&T U-verse channel 99 throughout Middle Tennessee. They air content on DTC channel 194 in Cannon, Dekalb, Smith and portions of Rutherford and Wilson counties. The overall goal of RCTV is to provide accessible and informative government programming for the residents of Rutherford County.

The programming is based around live broadcasts of board meetings, zoning rulings, school board meetings, etc. These meetings are recorded and rebroadcast later for residents to have access to the information and meetings. All programming aired on the channel is produced by or provided to RCTV. The general RCTV programming aims to be educational and informational regarding current issues or points of agenda within Rutherford County. RCTV also aims to act as a bulletin board for local events, job listings, and government meeting dates for Rutherford County. RCTV falls under the Rutherford County Office of Information Technology.

The one-way communication style of the programming seems great for delegating information to the County's greater publics but lacks in ways that correspondence and

critique may be shared. Open forum has a chance here but maybe is not being explored to the best of the capabilities of the platform.

2. Print:

Visible print media via Rutherford County Solid Waste is lacking. Most publications occur online via the Rutherford County Solid Waste Department website - solidwaste.rutherfordcountyttn.gov. Publications in the form of media alerts or advisories can be seen on the homepage of the solid waste website. The “quick links” subpage of the website allows access to current media advisories or contact information regarding the recycling centers and recycling initiative protocols.

General PSA’s and or advisories for Rutherford Landfill can be accessed via the Rutherford solid waste URL listed above. Contact information for the landfill is also available via the respective subhead menu within the solid waste homepage.

An Article recently published in the Daily News Journal in 2020 shows the impact of the COVID-19 pandemic on Rutherford County Solid Waste and its initiative to stay open and serve the public while the pandemic is going on. One of the bigger issues is that more and more people have been bringing larger bulk loads of trash to the centers, potentially increasing the risk for exposure to the virus.

With 203 confirmed cases in Rutherford County, coronavirus has posed a major threat to the centers and residents of the county. The threat comes from people ignoring Gov. Bill Lee’s “Safer at Home” order and exposing others to potential COVID-19 threats by coming to the centers.

If it continues in a drastic way and the number of cases rise and or someone at the centers were to contract the virus, then the centers may be forced to shut down. The majority of earned media regarding the landfill closing came in 2018. There was a big push to cover and alert residents to the information at hand with the issue. There is however a big gap in coverage from various newspapers, journals, etc.

3. Radio:

Most available earned media regarding Rutherford County solid waste happens on WGNS radio. The radio station is available online at www.WGNSradio.com. The radio broadcasts can be listened to on AM 1450, FM 100.5, or FM 101.9. WGNS radio is a Murfreesboro-based news radio station. Earned media ranges from landfill concerns dating back to October 2015 to more recent natural disaster initiatives taken by Rutherford County Solid Waste in relief efforts.

The overall presence of Rutherford County Solid Waste on the radio station can be seen prodigiously throughout the middle 2010's but has a current lack of coverage as the transition into the 2020's and the later 2010's occurred.

An April publication on WGNS detailed the constraints that the Rutherford County convenience centers are facing now that more bulk trash is being delivered due to the COVID-19 pandemic. Quotes of 101 bulk loads, loads filled with furniture, old appliances, etc., have been delivered to the centers — a sharp increase in loads delivered in correlation to before the pandemic.

The major concern once again is with more and more visitors to the convenience centers, an increased risk of exposure to the coronavirus comes with it. To ensure

everyone's safety and their dedication to serving the public to the best of their ability, the centers have limited the amount of accepted bulk loads per week and will no longer accept building materials until further notice.

Another article from WMOT Roots Radio in 2018 encouraged residents of Rutherford County to recycle at Greenland Drive recycling bins, opposed to creating more garbage to be delivered to the landfill.

B. Social Media Audit

1. Facebook:

Rutherford County Solid waste can be found on Facebook through @rutherford.county.solid.waste. The page currently has a 4.7 out of 5-star rating on just 3 reviews. At the time of review, the page has over 1,000 likes as well as followers. The page was created in August of 2014 and has seen a slow growth rate over the close to 6 years it has been active. All subsequent county government and solid waste employees contact information is available on the page. Up to date advisories on closings or hours of operation are given regularly on the page to its followers. Informational videos on proper recycling techniques are available to followers of the page as well.

One reviewer thinks that the Facebook page is "full of encouraging ideas, resourceful suggestions, and insightful information." The average Rutherford County Solid Waste "view per video" is around 100. Recent initiative videos regarding Recycle Rutherford Right are averaging just over 1000. 44 videos are available for followers to view.

Another comment on the Facebook homepage was questioning if the county had curbside pickup services. This comment came in January of 2018.

2. YouTube:

Rutherford County Government created their YouTube page in September of 2009. Currently, the channel has 1,270 subscribers and has amassed 184,000 views over the 10-year span. The channel acts as a full coverage channel for everything Rutherford County Government. The channel is branded with the county's respective TV channel "RCTV." On February 3, 2020, the RCTV YouTube channel put out a Recycle Rutherford Right video, detailing the plans and information for the new initiative. It received 139 views and has comments disabled for the video. The post is the first dedicated recycling publication on the channel since September of 2015. The previous video received 5,654 views. There is no two-way communication available between the community and the county due to the constraints of comment blocking on the platform.

3. Twitter:

Rutherford County Government can be found on Twitter @RutherfordTn. The handle was created in September 2013. The account currently has 3.3k followers and is linked to the rutherfordcountyttn.gov website.

When reviewing Recycle Rutherford Right tweets, five top options come up. Two of those tweets are internally generated by the county in the form of PSA's or links to informational recycling videos.

There is little two-way communication happening on Twitter about the initiative. Twitter has the largest following on any of the Rutherford County Government social

media platforms and this is a certain area of interest when addressing what to do next in awareness and public information regarding the initiative.

4. Instagram:

The @rutherfordcounty Instagram is the official Instagram of Rutherford County Government. It boasts 993 followers and has 189 posts dating back to November of 2013.

A week ago, a post regarding the acceptance of household trash at all the convenience centers was made. The post generated 8 likes and 1 comment.

The commenter made it clear that the post was helpful because another source of recycling within the community was no longer available to do so at that point in time.

Situation Analysis

Problem Statement

Rutherford County Solid Waste faces a shrinking timeline for the Rutherford County Landfill before it becomes entirely full. As Rutherford County seeks alternative methods of waste management, recycling has been brought to the front of the county's list of concerns.

Background

The county's recycling initiative, Rutherford Recycle Right, has been seeking ways to effectively inform its residents of the option to recycle products, as well as the proper way of recycling that will ensure the least amount of wasted product at waste processing centers. This initiative, as detailed in the Greater Nashville Regional Council's 2019 Master Plan, is "intended to serve as a roadmap for Tennesseans to use for guiding effective management of discarded

materials.” Included in the initiative is a list of areas of concern brought up through a survey of state and local leaders. Some of these most striking concerns include “capacity and lifespan of current landfills,” “rising costs of solid waste management and disposal,” and “impact of growth and development on production of waste.” (Greater Nashville Regional Council) These factors, as well as others on the list, are the prime motivators for the county’s latest push to advocate conscientious waste disposal alternatives for their residents including recycling drop-offs and composting. Due to practical and legal limitations on meaningful recycling programs organized by the state, a greater dependence has been placed in the hands of individual residents to facilitate these initiative actions. In the master plans section titled “Assessment of Regional Needs,” the first two identified needs listed state, “Education and outreach focused on recycling and waste reduction with consistent messaging,” and “Uniform guidelines across the area to create a simple, easy to follow residential recycling system.” (Greater Nashville Regional Council, 2019). Through these listed needs, it is evident that the council is placing a strong emphasis on the ability of those living within the region to bring about change through individual efforts. Therefore, the focus of Rutherford Recycle Right is primarily centered around education and advocacy outreaches to residents.

Rutherford County’s landfill, Middle Point Landfill, is used by 33 other counties—an immense number. However, 70 percent of the waste that arrives at Middle Point comes from just two counties, Rutherford and Davidson. These two counties hold the cities of Murfreesboro and Nashville respectively, so Rutherford Recycle Right has made it their mission to inform the citizens of the county about methods of recycling that they hope will lengthen the life expectancy of the landfill. The landfill is predicted to close in as little as five years and as many as ten, so the county has realized the window for action on this issue is quickly shrinking. The city of

Nashville recently received a grant to fund a curbside pickup initiative to retrieve recycling from residents every two weeks, and the city is aiming to achieve “zero waste” as quickly as possible. However, Rutherford County has received no such grant for curbside pickup and requires its citizens to visit solid waste processing centers in order to have their materials recycled. (Reicher, Mike)

In 2019, Murfreesboro Mayor Bill Ketron recommended pursuing a zero-waste composting and recycling operation; however, neither a composting operation nor curbside pickup operation has been instituted at this time. (Broden, Scott). In April 2019, Mayor Shane McFarland stated that he was committed to making Rutherford County the first zero-waste county in the state of Tennessee. He also entertained the idea of adding a pilot curbside pickup recycling service to an area in 2020, yet the incentive has not yet been reported this year. (Broden, Scott)

In the midst of widening COVID-19 concerns during the spring months of 2020, the Rutherford County Solid Waste Department reported safety concerns as their number of trash loads processed doubled at the beginning of April—likely a result of the yearly trend of spring cleaning. This prompted the department to issue a new limitation on residents’ recycling hauls, limiting each household to one bulk item per trip. Solid Waste Directors believed that their employees’ lives were being risked providing the service of recycling processing. (Spears, Joseph)

While the recycling initiative has been overshadowed by the widening coronavirus pandemic, the institution of a curbside pickup program could drastically reduce the amount of person-to-person exposure endangering employees at waste processing centers.

The issue of slashing landfill waste extends back further than 2019, however. A 2004 Daily News Journal article reported on a growing concern of landfill waste due to a rapidly increasing population. As the article states, “The counties around Nashville have seen considerable population growth since 1994. Meanwhile, the amount of trash produced by the average American is going up over time - 4.4 pounds per person per day in 2001, up from 2.7 pounds per day in 1960, according to the federal Environmental Protection Agency.” (Morris, Joe) The article also quotes Bruce Wood, a member of the Nashville group, BURNT (Bring Urban Recycling to Nashville Today), about the health risks associated with a reliance on landfills. “...We're poisoning our drinking water and groundwater in Tennessee with our waste that we should be recycling and composting," says Wood.

In the Greater Nashville Regional Council’s 2019 report, titled “Solid Waste Master Plan for Middle Tennessee,” the council details a series of key issues and trends they seek to address as the region moves forward to reduce waste. The stated issues cover topics such as construction and demolition, composting, food waste, and recycling as multiple focal points for reduction efforts. Under the recycling category, it states, “the concept of recycling is popular among the public and is successful in diverting some portion of materials from a landfill. However, the fluctuating markets for recycling materials and the cost associated with handling, transportation, and management of these materials can limit services provided to consumers.” The “Key Issues & Trends” section also explains the underlying philosophy of zero-waste, an effort to conserve materials and resources from production, consumption, and reuse of all products. As stated, “The goal is not necessarily 100 percent diversion from landfills, but to divert as much waste as possible. It requires a shift in our perception from the habit that solid waste materials belong in the trash, to every material has value.” (Greater Nashville Regional Council, 2019)

The council also laid out a series of proposed actions in response to the rising issue of waste management. The paper states, “GNRC will coordinate among local partners and state agencies to move forward on the following priorities identified in the plan.” These proposed efforts of coordination include the intention to “Take steps to increase the amount of recycled material used across the region. Particularly in construction projects for public infrastructure,” “Establish a working group to evaluate best practices for multi-county regional solid waste authorities to help design a framework and implementation strategy that would benefit Middle Tennessee communities,” and most crucially “Develop an online tool that provides a one-stop shop for residents to find information about where they can recycle and/or dispose of materials of any type.” (Greater Nashville Regional Council, 2019)

As stated before, Rutherford County is examining ways to effectively reach and educate its citizens on the importance of sorting their personal waste products and recycling properly. Therefore, this “online tool” would provide an extremely important service in easily informing households about how and where to recycle. The county currently has a newly created website (<http://solidwaste.rutherfordcountyttn.gov/>) that has taken steps to both educate residents on proper recycling procedures and inform them of the closest recycling center to their location. This website has taken the important first step of synthesizing information that concerns Rutherford County citizens into a centralized location that can be accessed with ease.

Importance

This issue is not only important to the Rutherford County Solid Waste Department, but to the regular citizens that live in the region as well. When the Middle Point landfill eventually reaches its maximum capacity, Rutherford County residents, as well as residents of all other 33 counties that depend on the landfill for waste, are going to need their waste to be deposited at a

location further away. This almost certainly means that waste disposal fees will increase for all citizens, and another county's landfill will be burdened with an influx of waste before it too reaches capacity.

As the Greater Nashville Regional Council's report stressed, education and outreach to citizens and students will be an important step in making the county's residents aware of the issue facing them. Not only will education efforts increase the amount of recycling and composting enacted by schools, but it will foster knowledge and appreciation among children as to the importance of waste reduction in a society. By urging all citizens to follow the practice of Reduce, Reuse, and Recycle, the landfill will be able to stay open for a longer period. This will, in effect, allow Tennessee state and county legislature to have more time to seek alternative methods of waste disposal.

Audience Analysis

Overview

Middle Point landfill affects not only Rutherford County, but it also affects the counties around Rutherford that use it. The people involved would be everyone who uses the landfill. Once it is at max capacity, there will be nowhere to put trash besides paying for it to go to Nashville (Recycle Rnd). Everyone needs to do their part, so seeing who is not involved in recycling is the main goal. Overall, there is education out there, but the reach is not getting to people. Recycling centers take in recyclables at certain times which can be difficult for some people. There are people who cannot make it to the centers at all and may be interested in curbside pickup. It is important to look at the separate categories of publics, but it is also important to analyze the active, aware, and latent public.

Categories of Publics

A. Customers:

People who are actively recycling are already the main customers, but Rutherford County should also look at potential customers. People who have easy access to the recycling centers and education on how to recycle properly are customers. Parents and older adults can receive information via their children as education on recycling can be given to them through the school system. Rutherford County also has been involved in school related recycling programs that only recycle with the school. This can educate children and parents on how to properly recycle in the future (Rnd).

The hours for the recycling centers can be good for those that fit with that schedule, but there will always be a group of people that are not able to come to the centers during open hours. This leads to people who are turned away by the customer service of the center.

Grandparents and the older generation may not be physically able to bring the recycling to the centers and will require a different service to include them.

Potential customers could be audiences that do not have access to education on the subject. Rutherford County Mayor Bill Ketron has also taken people to events in 2019 to learn about composting and recycling alternatives to get a better grasp on the education needed (Broden).

There are also the other counties that are putting their trash in the Rutherford landfill which is adding to the issue. They are adding to the problem and are a factor that should be investigated.

B. Producers:

Suppliers are going to make products in cheap ways to cut corners on expenses. Making recyclable packaging can be expensive so it is in the counties interest to work around the materials themselves. There are also specific suppliers that work in making products eco-friendly that could be worked with in the future. There are networking opportunities with these kinds of companies that can lead to a broader public as the customers can see the work effort in their government and suppliers.

Employees of the recycling centers have signs for educating on how to recycle properly and take active calls for customer service. These employees are important to the flow of the recycling centers and making sure that contamination is limited.

Taxpayers are important to take into consideration as the mayor has stated that he does not want taxes to go up in the process of changing the recycling center. This can be difficult in making decisions that may need more in the budget, but it is something to look out for.

C. Enablers:

Rutherford County sends their recyclables to a Materials Recovery Factory in Nashville. This place then sorts the recycling and sends it off to producers to use the material. This place is a clear partner to the recycling program as they are able to deal with our materials at certain prices, but people are usually unaware of places like this as it is not broadcasted out to the public or in the education of recycling (Rnd).

Media and news coverage are not as extensive as they used to be. There seems to be a boom in coverage in 2015 from the Daily News Journal, but fewer articles in the following

years up until this point. More news coverage about the severity of the landfill can reach the latent public.

There are not many opinion leaders in Rutherford County that talk about recycling besides the Mayor. Bill Ketron has discussed the issue publicly multiple times and will discuss it in public forums as well (Broden).

D. Limiters:

Companies can find it difficult to create recyclable products as the alternative is much cheaper. Companies that make specific wastes like plastic can be a huge competitor when it comes to recycling.

Main opponents would be people who refuse to recycle. People who find it to be inconvenient and time-consuming will not want to recycle. This can lead back to education as they are not aware of the changes they need to make before the landfill is full.

Situational Theory of Publics

A. Latent Public:

Latent publics include those who are not interested in recycling and who are not aware of Rutherford County's Recycling Convenience Centers, Solid Waste Department, or Rutherford County Landfill. They are unaware of the current situation with trash overflowing and the harm that it can produce in communities. These groups of people are uninformed about how recycling can better the economy, health, and overall look of Rutherford County.

B. Aware Public:

Residents in Rutherford County who are purposely not participating in recycling are considered an aware public. These people recognize there is a problem with overflowing landfills and understand that recycling is a great solution to the problem. However, because of obstacles they face when recycling, people limit their ability to help. For example, the cities of Smyrna and La Vergne do not provide any waste collection or disposal services. If desired, residents in these cities must pay monthly fees. This brings an inconvenience to many homes and extra steps to the process of recycling. Residents must gather recyclables and drive to a recycling convenience center. In Murfreesboro, however, curbside pick-up is an option because property taxes mainly pay for this service. Therefore, those residents have easy access to recycling. Those who have this access and still choose not to participate are considered an aware public.

Businesses who participate loosely in recycling are considered an aware public. Sharon Smith, assistant director of Metro Nashville Public Works, believes small-medium businesses can do more of a better job recycling. She once said in the Tennessean that if every business recycled the paper they generated, there would be a huge decrease in waste going towards the landfills (Reicher, 2019).

Construction sites who put small efforts into recycling are an aware public. Smith also believes they could do a better job in recycling the materials they use on sites such as wood, bricks, concrete, metals scraps, etc. (Reicher, 2019).

C. Active Public:

Rutherford County's residences who are actively recycling are considered an active public. Some of these people are from the areas of Murfreesboro, Smyrna, La Vergne,

Eagleville, and Walter Hill. The residents who intentionally recycle are involved and care about how Rutherford's County Recycling and Convenience Centers and Landfills perform. For example, a landfill in Stones River used to accept radioactive waste but ceased due to the public's concern (Brodén, 2019). The residents of Rutherford County have a voice and are actively using it in the matter. They tend to become more active when their community is in danger.

Schools in Rutherford counties are also considered an active public. Schools provide students access to recycling, and then trucks are sent forth to pick up the recyclables at the facilities. Although schools may have options to recycle, much of it ends up in the landfills according to the Daily News Journal (Brodén, 2019). There are certain protocols not being followed, which causes some recyclables to be rejected from Rutherford County's recycling centers, hindering the efforts of the staff and students. Numbers are already at an all time low with the younger generation's efforts to recycle. A poll conducted in America Recycles Day Survey found that younger Americans are not as "green" as other generations even though they have had more of an exposure to an environmental education (Leblanc, 2019).

County officials are an active public. Mayor Shane McFarland voiced a concern in 2019 to a crowd of 100 people in a community meeting and decided to implement a five-dollars-per-household trash fee in order to help pay for the budget of solid waste services. Landfills are overflowing with trash and Middle Point Landfill is estimated to be closed in approximately nine years so officials are left to look for solutions to the county's waste problem. Some thought expanding Middle Point Landfill would momentarily subside the issue; however, the County Commission voted against it (Brodén, 2019). County officials have also tried to reach out to food businesses and construction crews to recycle in hopes of

reducing waste. Officials of Rutherford County are an active public, seeking the public's health and interest.

Case Study

Campaign: “Let’s Recycle Right” Global PSA Campaign

The “Let’s Recycle Right PSA Campaign” was a global campaign effort that Recycle Right Rutherford had nods to. After analyzing the Rutherford Recycle Right Campaign, it was evident that there were quite a few similarities involving the two approaches. Both campaign's actions were used as an informational tool and outreach to educate others. During these times, there is an ever-approaching deadline to the resources. The campaign dealt with the issue finding well-known testimonials to appear on their ads.

Research: Objectives of the “Let’s Recycle Right” PSA Campaign “Dear Humans”

The major reason for conducting this program was to educate people of all backgrounds and ages of the benefits of recycling, how to recycle, the do’s and don’ts, and the astronomical impact it has on our Earth if we do not start. Targeted audiences that were focused, for their most recent campaign launched this year, was for all young adults to seniors.

Their campaign involved a call to action advertisement as voiced from our mammals of the sea. In the form of a letter, various kinds of sea animals wrote a note to humans encouraging the recycling process. Strengths of the campaign involves the viewer to see the types of animals that are affected because of the amount of trash polluting our planet. Weaknesses of the campaign would be that seniors may not be as technologically savvy when it comes to the texting links and code.

Planning: “Let’s Recycle Right” PSA Campaign Assessment

Overall assessment of the campaign is very positive with little to no changes or feedback. Being able to both educate while also being visually stimulating is no easy task. The time frame for the launch of their most recent “Dear Humans” campaign is optimal timing. Any timeframe used for education is a positive time used.

Communication: Key Messages

The implementation of celebrity endorsements, along with well-made social media and YouTube videos, and eye-catching campaign advertisements with clear messages were huge successes when it came to the execution of the “Let’s Recycle Right” PSA Campaigns. The strongest tactic and main channels were used for celebrity involvement in their public service announcements for both online and print media.

Evaluation: “Let’s Recycle Right” PSA Campaign Measurement

Each of the case objectives were separately evaluated. There were a variety of media that users, once visiting the page or reading the print spread, could easily navigate to. The information is conveyed both without clutter and thoughtfully. It was appropriate to have strong testimonials and well-done advertisements because of the severity of the issue. Campaigns such as Recycle Right Rutherford and Let’s Recycle Right are doing their part implementing effective methods to educate more people than before. The Let’s Recycle Right Global PSA campaign achieved its stated objectives.

SWOT Analysis

Strengths:

- Extensive education on how to properly recycle
- Recent rebranding and launch of a new website
- Educational outreach and school education with a pay it forward mindset
- YouTube presence
- Not using taxpayers' dollars
- Incentives to recycle
- Events about recycling program
- Multiple recycling centers across the county
- Social media presence and active responses to questions and calls

Weaknesses:

- Social media outreach, cannot reach the proper audience to push initiative
- Timing
- Lack of budget
- Lack of education outside of schools
- Website can be difficult to navigate
- Other counties relying on the landfill
- Locations of the recycling centers
- Hours of operation
- No curbside pickup
- Lack of convenience leads to lack of motivation from public
- Lack of precise and simple educational material on how to recycle correctly leads to lack of motivation and hazardous materials being recycled by accident
- Contamination due to improper recycling methods
- Lack of education on crisis with landfill closure

Opportunities:

- Independent research from students like us
- Community events
- Public forums

- Free marketing flyers
- Using MTSU as a resource and outlet
- Curbside pick-up initiative
- Informational PSA
- Frequently asked questions section on the website
- Connecting all social medias together with links that lead to them
- Advertising
- Advertising social media and YouTube
- Using similar tactics that other recycling programs have used in the past
- Spreading the word outside of school education
- Teaming up with companies around Rutherford County

Threats:

- Landfill closure becoming more and more prevalent
- Hazardous waste
- Contamination of recycling
- Exporting our trash somewhere else will cost money
- No motivation from people who don't recycle
- Timing
- Mayor's request that taxes will not be raised
- Allowing other counties to have access to the landfill
- Lack of funding
- Working through county ordinances

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