



**WISCONSIN**  
UNIVERSITY OF WISCONSIN-MADISON

# IMPROVING RESIDENTS' LEAF MANAGEMENT PRACTICES



Photo by Bryce Richter / UW-Madison

## LIFE SCIENCE COMMUNICATION 5 15: PUBLIC INFORMATION CAMPAIGNS AND PROGRAMS

SPRING 2017





**WISCONSIN**  
UNIVERSITY OF WISCONSIN-MADISON

# **“Don’t Be That Neighbor”**

***Changing Social Norms to Change Leaf Disposal  
Behaviors in Monona***

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May 4th, 2017

## I. EXECUTIVE SUMMARY

The Sustainability Committee of Monona has asked for a marketing plan to address necessary behavioral changes in the City of Monona surround leaf disposal. As leaves naturally decompose, they release chemicals such as Nitrogen and Phosphorus. The rain carries these chemicals to nearby bodies of water and contribute of the excessive fertilization of lakes which lead to toxic algal blooms. This is a particular concern in the City of Monona, which is bounded on two sides by lakes.

Qualitative interviews and quantitative survey questions were used to assess the leaf disposal behaviors and perceived barriers to leaf management in Monona. One large issue we found is that Monona residents aren't choosing to compost or mulch due to perceived difficulty or unwillingness to expend effort. Another issue was that residents are not aware of when leaf pickup trucks will be collecting their leaves. This leads to leaves collecting on curbs for a long period of time, and residents indicated that it was hard to ensure leaves remain on the curb without ending up in the street.

**Our campaign aims to combat the barriers we addressed by focusing on audience specific outcomes, shifting in social norms, and creating a negative image of fallen leaves.**

We have two defined outcomes for two defined audiences. Our primary audience is residents currently unengaged with environmental issues. Our goal for this segment is to get them to keep leaves out of the street and to pile them onto their curb for pickup. Our secondary audience is those already engaging in curbside leaf pickup, we want to shift these people into even more ideal leaf disposal behaviors by pushing them to compost or mulch their leaves. This would decrease the number of leaves on the curb that blow back into the street.

Social norms are a powerful tool for driving behavior. Often, people aren't even aware of the power that social norms hold over them. In our campaign, we aim to use the power of social norms to shift behaviors. Our slogan "don't be that neighbor" calls on social norms and the idea that if you don't take care of your leaves your neighbors will judge you.

In order to catch people's attention, we are using the powerful method of surprise, as well as an eye-catching color scheme. In our communications over social media and using posters, we are using the imagery of fallen leaves either in a gutter or in piles in front of a house alongside comparable images of litter. These images strive to drive a more negative perception of fallen leaves, by comparing them to trash piles.

## **II. SITUATION ANALYSIS**

### **Situation Background**

The Monona Sustainability Committee is a group of city of Monona government employees who are implementing sustainable living practices, and hope to encourage their adoption across the city of Monona. One issue currently at the forefront of this discussion is the continuing problem of leaf disposal. As leaves naturally decompose they release minerals into their surrounding environment, this is why leaves are great fertilizer for lawns and gardens. However, when leaves are disposed of improperly and are left to begin decaying in streets, these minerals are picked up by rainwater runoff and cause issues in the water treatment systems and nearby bodies of water. Excessive amounts of these minerals directly lead to algal blooms, which in turn, make lakes unusable for a period of time, and can have a toxic effect on the aquatic life, animals, or humans which are exposed. (CEES, 2017) This issue is especially important to the city of Monona, which is bounded by lakes on two sides. Through the proposed campaign, the Monona Sustainability Committee is hoping to change the behaviors of Monona residents in order to reduce mineral runoff, and reduce the amount, and severity of algal bloom in local lakes. The campaign will aim to do this through education of the potential damage of leaves, and behavior change implementation to keep fallen leaves out of Monona's streets.

### **Research Methods**

Both qualitative and quantitative research methods were used to collect data for this project. Qualitative survey questions were designed first, students submitted individual qualitative survey questions and their reasoning for implementing the questions. These individual submissions were then compiled into one comprehensive list of questions. Then, students each conducted one in-person or over-the-phone interview with a Monona resident, yielding twenty-nine total interviews. In-person interviews mostly took place at the Monona public library and the community centers during a one-week period in February.

After the collection of detailed qualitative information from Monona residents about their leaf collection behaviors, each student then developed a list of quantitative survey questions with reasoning for each. These individual submissions were then compiled into another cohesive list of questions. These new questions were made into a survey. This survey was then reviewed by the class and a final version was determined. Surveys were then sent out to a mailing list controlled by the Monona Sustainability committee, and details about how to access the survey were also posted on the

Monona community website and advertised on the radio. Because of the methods of distribution of this survey, results may be slightly biased toward a pro-environmental viewpoint, as many respondents signed up with the Monona Sustainability committee. In return for taking the survey, participants names were added to a drawing for a \$50 gift card. 248 total Monona residents took the survey, 220 said they were responsible for their leaves.

### **Knowledge of Leaf Impact**

Based on the quantitative data collected by the surveys, over 97% of the respondents indicated that they believe their personal leaf disposal habits have some level of impact on the environment. 22.5% of the respondents indicated that these habits impact the environment “a great deal”. Based on this data, it can be inferred that regardless of what their leaf management habits are, Monona residents have a general understanding that proper leaf disposal is important for environmental health. However, it is important to acknowledge that this data represents only a small percentage of Monona residents and does not provide information about what this perceived impact is. Regardless, this information is still very valuable for campaign development.

### **Knowledge of Leaf Management**

Based on the survey results, respondents had a strong overall understanding of the leaf disposal practices that follow city guidelines (Q10). For example, the “mulched or chopped up by lawn mower”, “piled on curb for collection”, and “composted” answers had close to 100% of survey takers responding correctly that these answers followed city guidelines. Additionally, the “piled in street for collection”, “burned”, and “thrown in trash” answers had close to 100% of survey takers responding correctly that these answers were *against* city guidelines. Unlike these questions however, there were two disposal habits that lead to more uncertainty amongst respondents.

The findings from the survey data seemed to correlate with the findings from interviews done with Monona residents. Based on these qualitative interviews, most residents knew that burning leaves is against city guidelines. Many were also aware that raking leaf piles into the street is against guidelines as well. When asked about habits that do follow city guidelines, most residents responded that leaves should be raked to the curb (but not on the street) for collection by the City of Monona. Some residents also mentioned composting as an acceptable form of leaf disposal.

Overall, the Monona residents that participated in the interviews and the survey have a strong baseline knowledge of what should and should not be done in regards to leaf disposal. This information tells us that behavior change will likely have to come from

addressing barriers to proper leaf disposal as opposed to knowledge of proper leaf disposal.

## **Behavioral Tendencies**

Based on the results of the surveys collected, the majority of our respondents are concerned about the environment. Even participants who weren't directly involved with environmental organizations showed concern about the environment. In addition, 74% of respondents said that environmental causes were either very or extremely important to them. The high percentage of respondents who indicated a significant level of environmental consciousness would suggest a higher level of environmental interaction in correct leaf disposal methods citywide. However, the continuing problem of leaf disposal in the streets of the city of Monona would also indicate that the group reached by this survey is not totally representative of the larger population of Monona. The majority of survey respondents rake at least twice a month, and only about 15% rake less than once a month.

Overall, the leaf disposal behaviors indicated by residents in the survey generally follow city guidelines. It is important to note, however, that some indicated participating in behaviors at least some of the time that are against city guidelines, but these numbers are small in comparison to the majority of respondents who did follow accepted guidelines. More importantly, almost 60% of respondents indicated that they rarely or never compost leaves, which is a behavioral habit which will be addressed in our campaign.

## **Perceived Barriers**

One of the main barriers to keep in mind in this campaign is the perception that target behaviors are an extreme change for residents, thus discouraging them from changing their leaf management habits. For example, a resident that currently rakes their leaves properly onto the curb may be more likely to try composting their leaves than a resident who currently lets their leaves fall into the street without raking. Asking for too large of a behavior change, like asking a non-leaf-raker to now compost leaves, can cause residents to completely ignore the message.

A barrier that the campaign will need to overcome is a general lack of communication between the city and public. This lack of communication is referenced by the fact that roughly 20% (Q12) of all survey respondents were unsure where to find information about scheduled leaf pickup times. Because so many of the survey takers

responded by pointing out the lack of information available, or unsure where to discover this info, this indicates that it may prove to be an important concern.

One part of the overall social norms issue that may rear its head during the campaign involves the reluctance of the people of Monona to discuss this issue with their neighbors. According to the survey more than 70% (Q23) of respondents indicated that they would either be unwilling, or unsure if they would discuss proper leaf disposal methods with neighbors employing improper disposal methods. A second issue involving neighbors in Monona is based around the idea of injunctive social norms. A goal of this campaign will be in moving along the idea that when someone sees their neighbors raking their leaves in accordance with city guidelines, they will feel the need to do so as well.

An additional barrier for the campaign involves the residents of Monona's understanding of city guidelines regarding leaf removal. Although there was a strong understanding overall, nearly 30% (Q10) of respondents believed that it was against city guidelines to leave leaves where they lay. In general, the city would prefer residents rake, compost, or mulch their leaves in accordance to city guidelines. If residents choose to not take part in these actions, they still can keep leaves that have fallen on their property, as long as they are kept out of the street. One final barrier is the fact that the largest percentage of respondents, 21.92% (Q11), noted, when asked what the biggest obstacle to proper leaf removal was keeping leaves in a pile without them blowing into the street.

### **Current marketing strategies**

In Monona, leaf disposal is currently marketed in many different ways. Both the Monona Sustainability Committee and the City of Monona use their websites to get information out about sustainable yard practices. There is a printable flyer which on one side has an infographic about composting, mulching, and keeping leaves out of the street, and on the other has a slogan from myfairlakes.com "Love Your Lakes, Don't Leaf Them". However, the leaf disposal information on MyMonona.com (the city website) is not intuitively accessible and can be hard to find within the website... In addition, there is a mailing list which includes approximately one out of seven residents of Monona, which is used to send out email reminders to residents and for "news flashes", and there's a text-reminder system for leaf pickup that some residents are signed up for. The city of Monona also advertises on the local radio stations, and sends a newsletter to residents.

## Strategic Implications and Recommendations

With this data and these conclusions in mind, the campaign should approach the “leaves-in-the-street” issue in Monona with the overall goal of changing social norms by using audience-specific messaging.

Based on the collective data we have obtained between the interviews and survey of Monona residents, it appears that many residents are aware of the different ways of disposing leaves and what constitutes as acceptable and unacceptable behavior according to city guidelines. Many survey respondents also indicated that they care about protecting the environment and the quality of Lake Monona. However, these results may be slightly biased toward a more pro-environmental point of view due to distribution methods. As a result, our primary focus in the campaign will be on changing the baseline behaviors of residents, particularly young residents, that did not take part in the surveys, and may be less environmentally conscious. Focusing on changing the behavior of this group of Monona residents should decrease the amount of leaves on the street by increasing proper leaf disposal activities, like raking. Another significant focus will be on increasing the number of environmentally-conscious residents who choose to use alternative leaf disposal methods, like composting or mulching. While most survey-takers indicated that composting and leaf mulching is an acceptable and viable option for leaf disposal, a large number of residents still do not practice these habits. Increasing the number of residents who regularly compost and mulch would decrease the number of leaf piles in yards, therefore decreasing the number of leaves that blow into the streets and decreasing the burden on the city’s leaf pickup vehicles. When promoting these alternative leaf disposal methods and working to increase residential participation in composting and mulching, social norms can be utilized to make these disposal habits the norm for all residents of Monona and to stigmatize the idea of leaving leaves in the street.

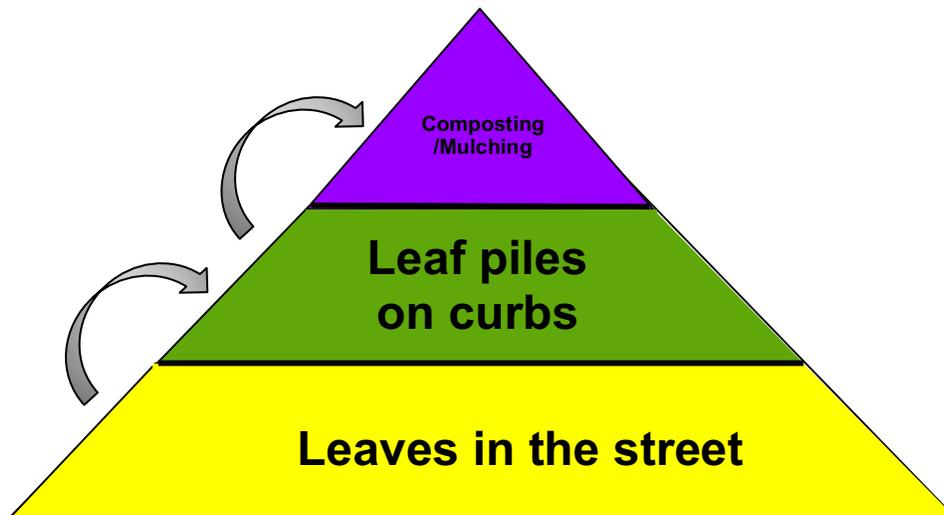
In addition, in both the qualitative and quantitative surveys, some respondents said they weren’t sure when leaves would be picked up. Having a rough schedule of pick-up days listed on the website could help with this. The text-alert system that some respondents knew about is a great way to let residents know when leaves will be picked up, but for that to be effective, more residents will need to be enrolled. While this is not a primary focus for our campaign, it would be another important step in encouraging proper leaf disposal in Monona.

After developing and implementing these key campaign strategies, further analysis and evaluation can be done to determine whether or not this approach is effective. Alternative campaign strategies could focus on evaluating current leaf impact

knowledge and educating Monona residents about the environmental impact of leaves in the street, since we do not yet have a solid data regarding residential understanding of leaf impact on the lakes. Therefore, this could be another potential approach for our campaign.

### III. CAMPAIGN STRATEGY

#### Operational Objectives



Our campaign is multi-tiered. Our ultimate goal is to have all Monona residents disposing of their leaves via composting and mulching. In order to be more realistic, we are focusing on multiple target audiences with outcomes specific to the current engagement of each audience.

The primary objective of the leaf campaign is to get currently unengaged, younger Monona residents to keep leaves out of the street. The secondary objective of the leaf campaign is to get already engaged Monona residents to begin composting and mulching, moving away from piles of leaves by the curb.

To reach these objectives, the campaign will aim to normalize alternative leaf disposal methods such as composting leaves and mulching leaves. These methods are affected less by irregularities of pickup trucks, and will likely result in fewer extra leaves in the street. At the same time, the campaign will aim to stigmatize the appearance of leaves in the street to encourage behavior patterns of habitually raking leaves out of the street.

## **Target Audience**

Our primary target segment is people 18-35 who are typically not engaging with environmental groups, and may not be concerned with how their leaves impact their lakes and their local environment. These people are also likely less aware of alternative leaf disposal methods, and may be more concerned with adhering to the behavior norm. The largest demographic group underrepresented by the survey was young people, so they are a good target audience to focus more efforts on. Focusing efforts on younger people will also have a more long-term effect on habits, which will be beneficial for future efforts in the city of Monona.

Our secondary target segment is people who are already engaging with environmental organizations within Monona, and are complying with Monona standards. This is the group that responded to our survey. Our efforts for this group will primarily encourage composting and mulching, as well as emphasizing when the trucks will pick up leaves. Although this group is complying with Monona standards, they are typically piling leaves by their curbs, we want to deemphasize this behavior, as it can still contribute to leaf waste in streets.

## **Persuasion Strategies**

As our main objective is to use social norms to instigate behavioral change, we aim to do this by creating a climate where composting, mulching and other alternatives to raking are deemed the norm, and where leaves in the street are stigmatized. In order to do this, we are targeting social media, radio ads and printed flyers and posters at our target audiences. These messages will focus on positive behaviors, and highlighting the idea that keeping leaves out of the street is the norm. Additionally, these materials will also work to showcase Monona residents who are already prime examples of leaf disposal behaviors.

Our understanding is that people may view mulching or composting leaves as more work compared to raking. Part of our campaign will focus on the option to leave leaves where they fall, with the exception of leaves on the roads, which will need to be raked to the curb. We feel that communication focused on this easier, and more environmentally friendly option will allow Monona residents, who do not normally rake their leaves, to take part in keeping leaves out of the street. As opposed to raking an entire lawn of leaves, these residents will be drawn to this easier option, which could eventually encourage more involved leaf disposal behaviors in the future.

Our campaign will separate itself from previous efforts by focusing primarily on changing behaviors via implementation of more acceptable social norms regarding leaf disposal. Our research shows that the residents of Monona are willing to do their part in keeping leaves out of the streets, so our campaign will be focused on helping them reach that goal more effectively, and efficiently.

## **Media Plan**

We will be using social media, printed paper material, and radio for our communication media plan. Our primary target audience is young adults between the ages of 18-35 so we will be communicating with them through social media. We will use mediums such as Instagram and Facebook because a lot of young adults get their news and information from social media.

Since our secondary target audience is Monona residents who are already involved in proper yard waste disposals, we will continue to encourage them and educate them on other available means to dispose of leaves. According to our surveys, this audience gets much of their news from printed paper material, so we will continue to make use of modes of communication they are familiar with in order to ensure that we reach them. Printed material, such as posters, will be displayed in the Monona Public Library and public park bulletin boards. Additionally, we will have digital versions of the printed material to post on social media to better target our primary audience.

Lastly, we will be using radio to reach both audiences. Monona residents get a lot of their news from their local radio stations, and will help us leave a lasting message with both of our audiences. We could also use the radio to announce events that we might hold, if any, to further help with our campaign efforts.

## **Campaign Partners**

In order to disseminate our messages, we will partner with The Nelson Institute for Environmental Studies, The Monona Public Library, and Voice of Monona. The Nelson Institute is part of the University of Wisconsin-Madison, and working with them would add a lot of credibility to our campaign. Additionally, they offer educational opportunities to individuals that fit our primary target audience. In January 2016, the Nelson Institute partnered with the city of Monona to boost urban sustainability in Wisconsin. Since they are already a familiar partner, it would be plausible to work with them again on this campaign.

We can also use the public library to distribute print materials, as it is a central location and a familiar place to Monona residents. Since our secondary target audience gets much of their news from print materials, this is an opportunity to better reach them. In partnering with the Library, we could also post flyers and information on their message boards.

Lastly, partnering with Monona's main radio station, WVMO, would further support our message since we plan to use radio to reach both of our target audiences. We would like to have a weekly segment to promote our campaign and also speak directly to the community about leaf management-related topics.

## **Evaluation Plan**

A large part of evaluation for this campaign will be measured by observing the amounts of leaves collected compared to past years. Data for this evaluation will be collected by leaf trucks drivers as observational data. This will be done by marking down problem streets, or houses that do not make an effort to remove the leaves from the street.

The effectivity will be measured bi-annually through collecting water samples from the "spouts". These samples will be tested in the beginning and end of fall to measure how phosphorous levels are changing. Since we will be partnering with the Nelson Institute at the UW-Madison, running tests on water samples can be done cheaply, and efficiently.

An online survey will be conducted by the Sustainability Committee, and can be compared to the pre-campaign survey. This evaluation method will indicate levels of changing in knowledge and behavior surrounding leaf disposal methods. It is also a medium to ask people if they feel that any change in their behavior is based on the stigmatization surrounding leaf disposal after this campaign. In addition to previous channels, it should also be posted on City of Monona's social media pages in order to reach our primary audience, who did not have a strong presence in the pre-campaign survey. This will be an effective way to measure behavior change, and a moderately effective way to know if people are aware of the basis behind their behavioral changes.

The influence of social media in our campaign will be assessed using social media analytic tools, which offered free of charge on many platforms. A rise in social media engagement and reach would indicate a better reach to our primary target audience.

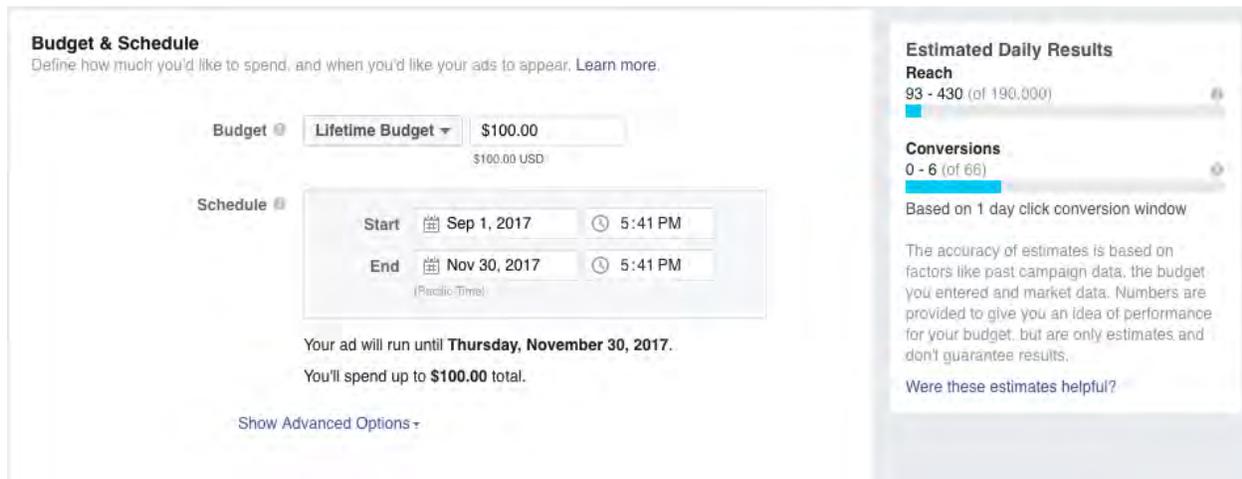
## Budget

For this leaf management campaign, the short-term budget is \$500. With this budget, we will allocate funds as follows:

- Social media promotion (\$100)
- Print materials (\$200)
- Radio ad production (\$200)

We hope to obtain some volunteer help from members of the Sustainability Committee, including the survey and print material distribution.

Social media promotion budget will be used to grow a following on Monona's pages by promoting content. The following graphic outlines reach and conversions estimated by sponsoring content on Facebook.



Print material funds will be used to cover the cost of printing posters and flyers.

Radio ad funds will be used to rent recording equipment in order to produce a quality ad.

In the rare chance that the budget extends up to \$5,000, we would grow our social media promotion and print materials budgets to extend our reach. The campaign would also benefit from being able to compensate campaign workers for their contribution. In addition, residents who participate in the survey could be eligible for a cash prize, which would increase the number of residents who would take our survey and thus improve our evaluation efforts. Lastly, the remaining funds within the increased

budget would be used for expected costs as well as any extra strategic campaign ideas that arise after campaign evaluation.

## Timeline

While flexible, the projected campaign timeline is as follows:

- Late June 2017:
  - Begin recruitment for radio advertisement production
  - Increase activity on social media pages in order to increase followers
- Early July 2017:
  - Create, edit, and finalize poster design
  - Create and edit radio ad
  - Begin drafting social media posts for future use
- Late July 2017:
  - Print posters and create map of poster locations
  - Begin volunteer recruitment for poster distribution
  - Discuss broadcasting schedule with WVMO for radio ad
    - Try to broadcast at various times throughout the day
- Mid-Late August 2017
  - Begin distributing posters at each location, saving some for future use
  - Inform leaf pickup drivers to carefully observe leaf disposal habits around the city
- Early-Mid September 2017
  - Begin broadcasting radio ad
  - Post leaf pickup schedule to social media pages, as well as other informative posts about leaf disposal
  - Continue to grow social media presence - use analytics to evaluate engagement and make adjustments to improve
  - Begin using paid promotional content on social media
- Late September - Late October 2017
  - Continue broadcasting radio ad and posting to social media
  - Remind residents about leaf pickup schedule via social media and radio
  - Distribute additional posters in areas that they were tampered with
- November 2017
  - Ask leaf pickup truck drivers to report their observational data
  - Evaluate social media reach and engagement, find areas for improvement
  - End paid promotional social media content
- Early December 2017
  - Distribute survey via owned social media, website, radio, email, and other mediums that may be beneficial.
- Late December 2017
  - Close survey and evaluate results; compare to pre-campaign data and draw conclusions about campaign success

## IV. CAMPAIGN MATERIALS

Facebook Post #1: Primary Target Audience



Facebook Post #2: Secondary Target Audience



# DON'T BE THAT NEIGHBOR

*Keep your leaves off the street!*



For more information on leaf disposal and city leaf pick-up, visit:  
[www.mymonona.com](http://www.mymonona.com)

# **DO**N'T BE THAT NEIGHBOR

***Compost your leaves!***

***What you see....***



***What your neighbors see...***



**For more information on how to compost your leaves, visit:  
[www.mymonona.com/1009/Sustainable-Yard-Practices](http://www.mymonona.com/1009/Sustainable-Yard-Practices)**

### **Radio Ad #1: Primary Target Audience**

“Hey...yeah you! Don't be *that* neighbor...you might think you're just leaving leaves in the street, but it looks like garbage to your neighbors. Rake your leaves onto the curb. Runoff from leaves in the streets pollutes our lake and waterways. Protect your lake, and your reputation, by keeping leaves off the street! For more information, visit [mymonona.com](http://mymonona.com)”

### **Radio Ad #2: Secondary Audience**

“Hey...yeah you! Don't be *that* neighbor...you might see an ordinary leaf pile in your yard, but your neighbors think it looks like a *garbage* pile. Composting your leaves is good for your yard, your lake, *and* your reputation. For more information, visit [mymonona.com](http://mymonona.com).”

### **Campaign Slogan**

“Don't be that neighbor - keep your leaves off the street!”

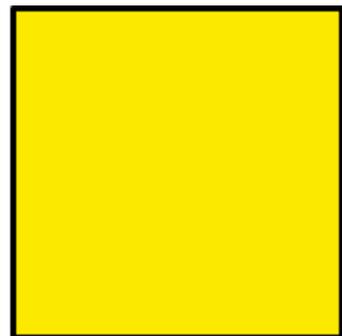
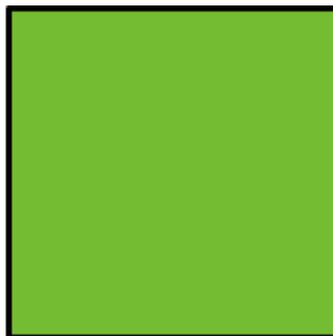
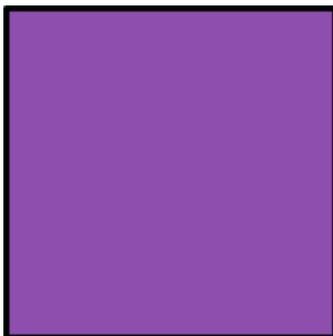
\*Focused on primary audience

“Don't be that neighbor - compost your leaves!”

\*Focused on secondary audience

These slogans will be effective because they elicit social peer pressure, giving residents feelings that their neighbor will judge them for being the “bad” neighbor. We want to establish this pressure to drive people into new social norms surrounding leaf behaviors. There are two slightly different, but very similar slogans which will accompany the messages for our two target audiences.

### **Color Scheme**



## **Description of campaign materials and unified theme**

Our campaign is focused on changing social norms surrounding leaf disposal behaviors.

Our primary target audience is those that are less engaged in environmental issues. For this group, our main goal is to get them to rake their leaves out of the street. To elicit this change via social norms, we are using peer pressure of their neighbors' opinions. Our slogan will tell people to keep their leaves out of the street and not end up being "that neighbor", and our visual will draw a comparison between garbage in gutters and leaves in gutters. By drawing comparisons between leaves and garbage, we can begin to push social norms in the way we want.

For our secondary target audience, we're trying to reach people who are raking leaves out of the street properly but raking them into piles on their lawn. We are continuing the trash metaphor into these messages to have a cohesive campaign, but for this group, we will be focusing on piles of leaves on your curb looking like piles of trash. We recognize that demonizing curbside leaf piles is an about-face from previous communications by Monona about leaf behaviors. However, we see this shift as presenting a two-fold advantage. First and foremost, leaf piles on curbs have the potential to be moved into streets by strong winds or rain storms, contributing to the problem of leaves in the street. Secondly, reducing leaf piles reduces the burden on the city of pickup, and problems caused by the unfamiliarity with pickup schedules.

To reach both of our target audiences we will also run radio ads during the campaign. These ads will carry the same message, but will use narrative instead of pictures to communicate the message.

All posters will be 18"x24". All of our visual communications retain the same color scheme, and text appearance, regardless of the message, this will keep our campaign cohesive.

## **Explanation of how materials will get attention**

This visual comparison of leaves being garbage will get people's attention because it is unexpected. People typically view leaves in the fall as very attractive, but in piles and on the street, leaves lose their aesthetic appeal. Focusing our imagery on turning these already less attractive piles into trash piles, we hope to draw a lot of attention to leaves.

This idea is surprising, but is “post-dictable” (Heath, 2009). Most people will not be used to seeing leaves portrayed as garbage, but after they have taken in the concept of leaves as trash, it makes more sense. Leaves are treated the same way as trash at the end of their lives, they’re put into garbage bags or picked up by the side of the road.

The surprise will catch people’s attention and the unexpected blending of ideas will make readers think more about the concept and will likely encourage them to read on though the link or details in the post. (Silvia, 2005)

Aesthetically, the posters will have a yellow background to grab our audience's' attention. Then we placed images of what they might natural perceive and what we want to influence them to perceive. For example, leaves on the streets as shown in poster #1 is just leaves on the streets to our audiences. However, by having a relatively mirrored image, but with trash piles instead of leaves, then our audience can see a side by side comparison. Instead of having them imagine what a trash pile on the streets would look like, we are showing it to them. We believe this will leave a more salient message with our audience and further influence their behavioral change.

### **Explanation for overall effectiveness of materials**

These materials will be effective because they will push Monona residents into new social norms. Studies have shown that social norms are very powerful in influencing behavior, focusing on normalization and stigmatization of the behaviors we want to affect are examples of using social patterns to change behaviors. (Griskevicius, 2008) (Goode, 2014)

By creating a sense of judgement by neighbors about leaf “trash”, Monona residents are meant to be made a bit uncomfortable. This discomfort is what will drive their behavior change. Without a bit of discomfort, we believe behavior change is harder to achieve. We are also using the idea of peer pressure from neighbors to drive a behavioral shift.

The underlying message throughout the campaign reinforces the new social norms (composting and mulching) by making people more aware that raking isn't the only method of leaf disposal, and that huge piles of leaves detract from curb appeal. We think this curb appeal factor may be a large reason why people don't like just leaving leaves on their yard, which is why the behavioral change focuses on composting and mulching, which would make leaves much less visible.

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Silvia, P.J. 2005. Volume 5, No. 1, 89-102. What Is Interesting? Exploring the Appraisal Structure of Interest. American Psychological Association.

Unexpected: Heath, C., Heath, D. 2009. Made to Stick.

## IMAGE SOURCES

House: <http://www.freeiconspng.com/png-images/house-png>

Leaf pile: <http://blog.onbase.com/wp-content/uploads/ECM-beats-pile-of-leaves-e1416862582821.png>

Trash pile: <https://www.emaze.com/@AZIOQRQC/The-Great-Pacific-Garbage-Patch>

Trash in Gutter: <http://media.gettyimages.com/photos/pedestrian-walks-past-a-gutter-filled-with-garbage-in-the-govandi-of-picture-id466558998>

Leaves in Gutter: <http://sustainablejill.com/wp-content/uploads/2013/05/Autumn-leaves-in-gutter-201304.jpg>

# **RAKE FOR YOUR LAKE**

**Monona Sustainability Campaign Booklet**



**Jourdan Buchler, Amanda Lo, Morgan Merkatoris,  
Erlanda Pociute, Kylie Schwarz**

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# Executive summary

The purpose of this campaign is to support the City of Monona Sustainability Committee in encouraging residents to engage in proper leaf disposal and management behaviors. Both quantitative and qualitative research methods were used to gather information about residents' current behaviors. This information indicated that residents are aware of the correct behaviors but currently the schedule is not effectively communicated. We believe that if the Monona Sustainability Committee improves communications with the city's residents, the leaf disposal system will be much more effective and have an increased positive impact on the environment. This campaign offers strategies to communicate the leaf pick-up schedule to Monona residents in order to improve collection rates. The campaign is designed to target individuals responsible for leaf disposal with communication channels including print and media tactics. The specific communication channels include flyers, Facebook, twitter, and when the budget increases, magnets will also be distributed to each household in Monona. The overall objectives are to increase awareness and knowledge about leaf disposal behavior, importance, and timing. It intends to emphasize the significance of their contribution to the community by supporting the committee's efforts to improve the environment. A strategic partnership with Monona Elementary Schools will get students and parents involved, as well. Persuasive strategies to encourage behavior changes include the use of humor, social norms, and education. To evaluate the effectiveness of the campaign, a second survey will be distributed to residents to analyze how the campaign's communications impacted their knowledge of and engagement in proper leaf disposal.

# Situational Analysis

## Situation Background

Monona is a small city that borders and is within minutes of Madison, Wisconsin. It is located along the eastern and southern shores of Lake Monona and has a population of roughly 8,000 people. It has the comfort of a small town lifestyle but offers the convenience of a big city. It is home to many middle-aged couples with children as well as elderly couples. Monona provides everything needed for residents to enjoy an active and healthy lifestyle, many local convenience stores and restaurants, and affordable housing that makes Monona one of the top places to live. The city features more than 330 acres of beautiful parks, woodlands and wetlands, and a number of community facilities such as swimming pools and libraries for residents to use.

The Monona Sustainability Committee is a part of the city government in which they assist the city in executing their vision to meet the current needs of residents in order to make resources available for the next generation. With this effort, it is important for the committee to assure that the lakes will be clean to protect the environment. Because the city of Monona is surrounded by beautiful landscapes, it is easy for leaves to accumulate. When it rains, the leaves get flushed into the storm-water sewer system. This creates phosphorous, nitrogen, and carbon dioxide in the lakes, which ruins the conditions of the lakes. With this in mind, the Monona Sustainability committee wants to further develop their efforts in informing residents to properly dispose their leaves to prevent leaves from entering the water sewer system.

The Monona Sustainability Committee hopes to bridge the gap in communication between themselves and Monona residents in order to achieve better results in proper leaf disposal behavior. Clear communication and emphasized concern for the environment can motivate residents to contribute to the work started by the Monona Sustainability Committee. The

committee is doing an excellent job in general maintenance of leaves. However, they need individual participation and willingness to be active from residents. Along with these, the Monona Sustainability Committee hopes to engage all residents to be aware of sustainability within their community.

## **Research Methods**

The research methods used was a quantitative survey and qualitative interviews with current Monona residents. 29 qualitative interviews were conducted in person by LSC 515 students over the course of a two week period in February 2017. We collected information from residents about their current knowledge of leaf issue, understanding of proper leaf disposal procedures, personal interest in the environment, community involvement, interaction with neighbors, and reactions to specific situations related to yard appearance. Qualitative interview questions were generated by students based on readings and lecture information covering effective interview strategies. The interview questions were also created based on information provided by the Monona Leaf Sustainability Committee about the issue, resident behavioral goals, and the campaign's purpose.

The quantitative survey, distributed online to Monona residents, covered a variety of topics. These included personal leaf disposal responsibilities and compliance with guidelines, concerns, age and gender, disposal methods used, leaf activity frequency, information and communication sources, leaf collection timing, and participation in city functions. Questions also covered opinions on environment importance, perception of personal impact, preferred influencers, concerns, and main obstacles. Out of the total of 263 Monona residents who took the survey within the two-week period, 235 interview respondents were responsible for disposing their own leaves. The incentive offered was the opportunity to be entered for a chance to win a \$50.00 gift card if participants included their email address or phone number with the survey.

# Research Findings

## Background from the Committee

In our first meeting with Brad Bruun, he explained the current situation and what the Monona Leaf Sustainability Committee's goals for this project are. He described that the committee has implemented a curbside leaf pickup system and they installed 7 storm water treatment devices, but that still isn't solving the problem. They have tried to educate the public on storm water management through a rain barrel program, but that has not been very effective either. Their main thought is that if 30% of people comply with the proper leaf clean-up routine, then they city will become a much cleaner place. We also learned from Brad that the committee has social media sites (Facebook and Twitter), a city website and city newspaper/newsletter, a local radio channel, and a website named "Next Door Monona" where people can complain about things happening in Monona. According to Brad they reach about 1 in 7 people through social media. They also only send out a newsletter two times a year in the spring and fall.

## Qualitative Interviews

After reading through the qualitative interview transcripts, we noticed a lot of different areas that we could address in our campaign. The first thing that we noticed was that the people we interviewed, under the age of 60, were all responsible for taking care of their own leaves. We didn't find anyone that paid someone else to take care of their leaves or other yard work. We also learned through the interviews from other people that a majority of residents know what the overall guidelines for leaves are. They know that a truck comes to pick up the leaves, but they usually don't know when they are coming so their leaves sit there and blow into the street. Some people also use tarps to cover the leaf piles, but the leaves are still sitting there for a long time and end up blowing into the street. We also learned from the class's interviews that a lot of people got their community news from the local radio station, WVMO 98.7. Other sources of information

were neighbors, local news sources, emails, and community events. Only a few people mentioned social media in their answers.

## **Quantitative Surveys**

### **People Responsible for their Leaves**

The quantitative surveys were the most informative research that we did. We had 235 residents of Monona respond to the survey who are responsible for taking care of their leaves, and 118 of those respondents have lived in Monona for more than 10 years. A total of 146 people pile up their leaves and leave them on the curb for collection either all the time or often. Mulching or chopping up the leaves with a lawn mower is the second most common method of taking care of leaves. There were also a handful of people that wrote in that they transport their leaves to a specific leaf dump site in Monona. Like we saw in the interviews, most people know that they are supposed to leave their leaves on the curb for pickup, but they don't know when. Of the people responsible for their leaves, 182 put them out two to four or more days before they get picked up. Shockingly, not a single person said that they put their leaves out the day of collection and only 10 people put them out the day before.

### **Knowledge of Leaf Guidelines**

As we said earlier, most people know what the general guidelines are for proper leaf cleanup. When asked about what the guidelines were for the city 98.16% said that "mulching or chopping up leaves with a lawn mower" is in the guidelines, and 98.62% said "piling up leaves and leaving them on the curb for collection by Monona collection truck, with none in the Street" was also accepted. Both of these methods are encouraged by the city as good behaviors. On the other hand, 95.41% said that "piled up and some or all of the leaves are left in the street for collection (i.e. in the gutter or on the road, not up on the curb)", was against guidelines. So it is clear that people know what is okay to do and what is wrong, so how do we fix that?

## **Perceived Obstacles**

The eleventh question in the survey, “How much of an obstacle to proper leaf disposal are each of the following things”, gives insight into how we can fix the problem. The first obstacle with the most people saying it is an obstacle was, “Inconsistent leaf pickup dates/times make it difficult to know when the collection truck is coming”. The second obstacle “difficulty of keeping leaves in piles – when piled by the road, they blow into the street easily”, had 129 people rate this as a big problem. Lastly, the “collection is not frequent enough, making it more likely that leaves will blow into street”, 104 people said it was “quite a big obstacle” or a “very big obstacle”.

## **Potential Solutions**

We want to target people who are responsible for taking care of their leaves. We feel that we will be most successful with this group, because we aren’t asking them to drastically change their behavior. Since it is not a huge behavioral change and the residents are interested in the well-being of the lakes and the city, people are more likely to comply. This group is interested and motivated to properly clean up their leaves, we just need to find a way to encourage the behavior to happen more often. Since a majority of residents know the guidelines, our campaign needs to create a way that lets people know exactly when the truck is coming for pickup. The mass of people who responded to the survey, said that they get their information via the city website, email or text, and word of mouth. Also, 104 people agreed that they like to surround themselves with people who have a good sense of humor. We could combine those two things and create a message that is funny and memorable that can be posted on the city site next to a schedule or sent via email as a reminder. Something funny and catchy will remind people to put their leaves out and will drum up positive connotations about proper leaf cleanup. One thing that we need to be aware of is that barely over 200 people responded to the survey, which means that there are thousands of more residents that didn’t respond.

## **Current Market Strategies**

The current marketing strategies that are in place for the leaf management campaign involve the “MyMonona” website, emails, texts, brochures/flyers, and the Monona Sustainability Committee Facebook page. The Monona Sustainability Committee page has not been updated since February 27. The “MyMonona” website contains information about leaf pickup only when it is in season. There is a “notify me” button on the side for people to be able to put in their contact information. With this action, people are supposed to receive all the information that they will ever need regarding certain updates and news. Texts and emails are a quick way to get Monona residents to be aware of the information, but they would need to be signed up for them to receive it.

## **Strategic Implications and Recommendations**

In summary, the key points we found to be important in the campaign include using the right communication channels in strategic ways, , making a clear schedule and guidelines, targeting the right groups and using the right messages. To improve communications, we think that it would be beneficial to go through channels that people reported they use frequently. According to results of the survey, text messages, emails and the city website are the three most used sources. Communicating through these channels would most likely to reach a higher number of residents. It is also important to consistently communicate this information because it would motivate Monona residents to adopt a behavior in habit of leaf disposal.

Making clear guidelines on when the city will pick up leaves will also help people become more likely to routinely pick up their leaves because they know what is expected of them. The current guidelines do not use clear wording and this confusion could deter residents from proper disposal. Making a specific schedule of leaf pickup in each district is important for residents to know that their raking efforts will be acknowledged. If there is a clear schedule posted for residents to see it will help motivate them to rake

by the date and time of pick up, without the specific dates and times there is less motivations for them to get their raking done.

It is important for the communications to be targeted at the person responsible for picking up the leaves. This is because it will not be a drastic behavior change for these people and it is easier to modify a behavior as opposed to adopting a new one. If we were to target the people in each household that are not currently responsible it would take a lot more effort to get them to adopt to a whole new behavior. From the survey results we found that 104 of the 219 people surveyed reported that they were the responsible leaf disposer and that they surround themselves with humor. This is an important statistic because it can help us to better tailor our messages to something that they would respond well to. Including humor in campaign materials, like the clever slogan, would be beneficial to getting people interested. If we combine the channels that they prefer to get information with the types of communication they prefer we are much more likely to get their attention and have them adapt the correct behavior.

Based on the survey results, residents are knowledgeable of what actions are proper when it comes to disposing of leaves. Over 98% said that they know mulching and piling leaves curbside for pick up are correct actions and 95% said that leaves should not be piled in the street. These are what the city reports as the correct actions. It is important to know that almost all residents know the proper actions and that is not the reason as to why leaves are still ending up in the streets. Even though residents know how to dispose properly they are still unsure of when to dispose. We believe that the lack of routine schedule is the disconnect for people doing the proper actions.

These key points are what we think are the most important in changing the leaf disposal behaviors of the residents of the city of Monona. Actions like improving the communications by targeting the people responsible for leaf disposal, using the correct messages that they would respond well to, and making sure they are aware of a clear schedule and guidelines are important to making this campaign successful.

# Campaign Strategy

## Operational Objectives of Campaign

The operational objectives of this campaign focus on awareness, knowledge, and perceived importance. The goals encourage residents to engage in proper leaf disposal behavior consistent with the pick-up schedule.

### Goals:

1. Increase awareness of timing and frequency of pick-up
2. Increase knowledge among residents of the issue's significance
3. Emphasize the importance of their behavior on improving the city's environmental impact

### Outcomes:

1. Increased number of households participating in leaf disposal
2. Increased knowledge regarding residents' current leaf disposal participation and if it coincides with the schedule
3. Increased understanding of factors influencing behavior (i.e. social norms)

## Target Audiences

Based on our interviews and surveys the vast majority of people that responded said that they took care of their own leaves. Over 50% of respondents also that they "very concerned" to "extremely concerned" about the environment. Also, 98% of people know what the guidelines are and why it matters to properly clean up leaves. Therefore, our primary target audience will be the people who take care of their own leaves. We will have the most success by targeting those in charge of their leaves, because we don't need to spend a lot of time and effort in educating them or trying to drastically change their behaviors. We know that they want to receive information through emails, the city website, and text messages.

## Persuasion Strategies

There are multiple ways to increase behavior change and persuade people. We feel that with our target audiences, using humor, social norms, and education, will be the most effective. These persuasion strategies will help gain attention and encourage the behavior and habit of proper leaf disposal.

**Humor:** With our target audience, we believe this strategy is useful for eliciting positive responses and attracting attention through flyers and pamphlets. Humor has a positive impact on attention, and attention creates opportunities for more extensive information processing. Along with this, if humor is displayed on a flyer, people are more likely to take time and read the information on the flyer, rather than ignoring it and throwing it away. This communication mode will grab attention and be prominent within our campaign as we elevate the activeness of our target audiences. This technique will help students to be more engaged because of its likeable and memorable messages, and therefore, informing their parents of current issues of leaf disposal. Our flyers and pamphlets will include positive humor to stress the impact of proper leaf disposal.

**Social Norms:** Encouraging young students to inform parents about the conditions of the lake due to leaf disposal will hopefully motivate parents to properly dispose their leaves. Our goal is to influence the behavior of parents through their children; so as children are gaining information about proper leaf disposal, they will bring these information home to their parents. If parents see that other parents are motivated to properly dispose leaves due to their children's learned information from school, it is likely that more parents will be influenced to take action. We hope that over time, parents will take action and properly dispose their leaves, ultimately, leading their

neighbors to do the same. We want Monona residents to develop a perception that proper leaf disposal is a common behavior because people often go off of what is normal in their surrounding communities. This is an effective, and cost efficient way to persuade our target audience to follow the trend we hope to start within the Monona community.

Education: Teachers have a very important role in a child's life, and children take what they learn in school with them for the rest of their lives. By talking to teachers in the community about the importance of this issues and the value in their students lives, they will want to partner with us. Learning about this issue through various activities, students will also learn about the environment, their community, and even math and reading. We will also be offering to help teachers develop lessons plans and activities, that will incorporate the main goals of our campaign to make it easy for teachers to implement. This is an effective way to promote proper leaf clean-up, because education is so important in our society.

## **Media Plan**

Our modes of communication consist of a combination of a variety of elements. These include printed flyers, social media, email and text, events with partners, and magnets upon budget expansion. The printed flyers will be delivered to all Monona residents and include facts about the issue, the City of Monona website address, and the leaf pick-up schedule. Emails and/or text message notifications will include facts about the issue and a link to the "Brush, Leaves, and Yard Waste" page on the City of Monona website. The main social platform will be the "City of Monona" community Facebook page featuring the print flyer, a link to the website, and reminders for leaf pick-up and other community events. The page will be optimized with pictures of Monona and, specifically, the lake to emphasize the commitment to their community. It will also be updated to be more user friendly. The most interactive form of communication involves a partnership with the

Monona Public School Administration. The Monona Sustainability Committee would partner with teachers to create a leaf art activity with students to send home with a campaign flyer. This encourages parents to become more involved. There could also be a fall event held at a local park following the school leaf activity, hosted by groups such as PTA moms. Lastly, upon budget expansion, magnets with the leaf schedule and facts will replace the flyers. Magnets are a better promotion tactic since they are less likely to be thrown away.

## **Campaign Partners**

One partner group we would work with would be teachers of elementary classrooms in the Monona public school district. This is our secondary audience, but it also allows us to have another way to get our message to our primary audience. We think that if children learn about why it is important to clean up leaves, then they will go home and pressure their parents to properly take care of their leaves. Teachers like to use real life examples and situations to help students understand certain concepts. We will work with teachers to create lesson plans and activities that they can incorporate into class. Students will learn about the effects of leaves on the environment through science lessons and math problems. Lastly, we will have a pamphlet with information about leaf cleanup that kids and their parents can sign to pledge that they will properly take of their leaves for the year. Teachers can display the signed pledges in the room during the fall for everyone to see when they are in the classroom. We will also look into holding an event in a local Monona park for the students to have fun and celebrate how much they learned about leaves with their families.

## **Budget Considerations**

Considering a budget of \$500 we think that this will be best spent on print flyers. For the 4,000 full page, color flyers we are recommending, it will cost around \$500. We also feel that a member of the Sustainability Committee can provide the time and effort necessary. Things that would need to be done are social media posts, texts and email reminders. Two

larger things we are proposing that need time and effort from someone are a partnership with the schools and an event in a local park. Another thing that would need to be done is flyer distribution. Due to the low budget, an unpaid intern may be necessary to complete these tasks.

If the budget were to increase the main change, we think is best is to change the print flyers to magnets. For 4,000 magnets it will cost around \$1,500. While this would be a large price increase, we think it would be worth it because the magnet could be placed on a fridge and be more readily visible to the residents. Upon budget expansion there could also be a paid intern to help with the tasks mentioned above.

## **Timeline**

We cannot go into great detail for the specific dates of when we will be distributing the flyers, because we are not aware of the pick up schedule for the new season. As soon as the pickup dates are announced, we will post the schedule and send out reminders to all the residents. We are collaborating with the elementary schools to create a leaf theme week. The planning for this week would begin in August and would be put into place after the first week of school in September. The kids would bring the assignment home to work on with their family to make sure everyone in the household is involved. The parents would have to sign a paper before returning it to school on the following Monday. This would show us that the family had talked about the assignment and about proper leaf management. We would work with the teachers to create a follow-up plan for a day in April regarding the spring collection. We would also start planning for the in March to make sure we have everything set.

## **Evaluation Plan**

In order to determine the success of the campaign we think it would be best to send out another survey via email. It would be shorter than the original and ask questions about whether or not they put their leaves out properly and if they were picked up as they were supposed to.

## Measurement of outcome goals:

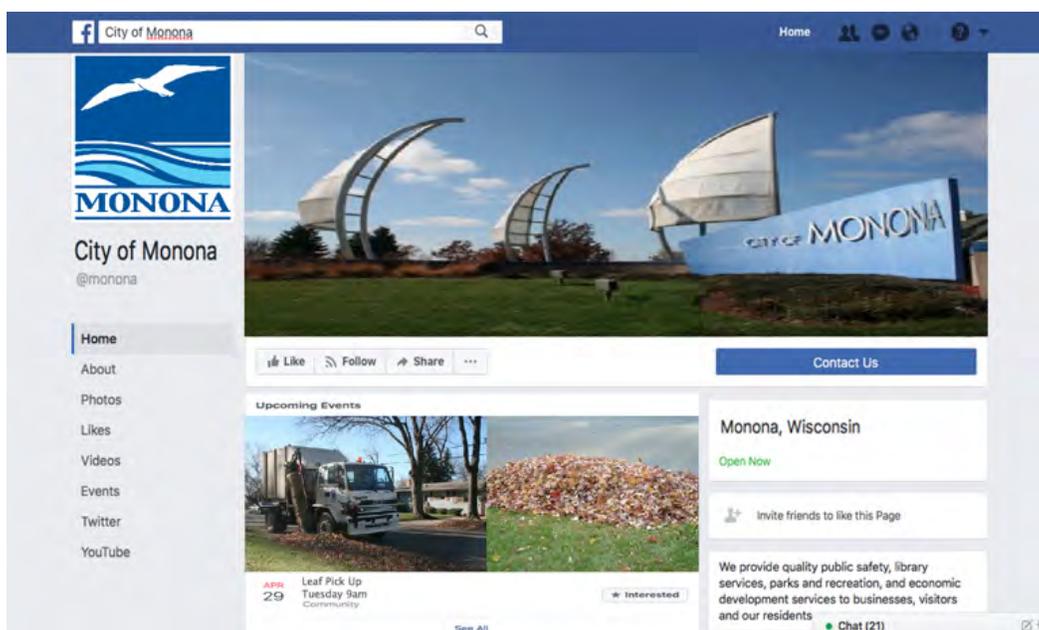
Number of houses with leaves prepared for pick-up: This would be measured by the truck driver who tracks the number of times he picked up leaves that were properly prepared. This data is important, because it is an accurate measurement of how many people actually adopt the behavior.

Survey distributed via email: The survey's purpose is to gain an understanding of how many people put their leaves out on time. It evaluates the impact of schedule distribution and social norms as a factor for behavior engagement. The survey would include questions like:

- For the last pick-up day of X, did you put your leaves out for pickup?
- Were they picked up?
- Did you put your leaves out because you saw the schedule?
- Did you notice if any neighbors put out their leaves for pickup?

# Creative Plan

## Example Images





City of Monona  
October 27, 2016

Don't forget to put out your leaves out for pick-up tomorrow!  
Help us keep our lakes clean and #RakeForYourLake

Like Comment Share

Events



- MAY 9** Leaf Pick-Up  
Tue 12 PM · Monona Community
- MAY 13** Sat 10 AM · Monona Community
- MAY 16** Leaf Pick-Up  
Tue 12 PM · Monona Community



### 2017 Leaf Pick-Up Dates

JANUARY	FEBRUARY	MARCH	APRIL
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1 2 3 4 5 6 7	1 2 3 4	1 2 3	1 2 3 4
8 9 10 11 12 13 14	5 6 7 8 9 10 11	4 5 6 7 8 9 10	6 9 11 13 14
15 16 17 18 19 20 21	12 13 14 15 16 17 18	11 12 13 14 15 16 17	15 16 17 18 19 20 21
22 23 24 25 26 27 28	19 20 21 22 23 24 25	16 19 20 21 22 23 24	22 23 25 27 28
29 30 31	26 27 28 29	25 26 27 28 29 30 31	29 30
MAY	JUNE	JULY	AUGUST
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
6 7 8 9 10 11 12	3 4 5 6 7 8 9	8 9 10 11 12 13 14	5 6 7 8 9 10 11
13 14 16 18 19	10 11 12 13 14 15 16	15 16 17 18 19 20 21	12 13 14 15 16 17 18
20 21 22 23 24 25 26	17 18 19 20 21 22 23	22 23 24 25 26 27 28	19 20 21 22 23 24 25
27 28 30	24 25 26 27 28 29 30	29 30 31	26 27 28 29 30 31
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
2 3 5 7 8	1 2 3 4	1 2 3	1
9 10 11 12 13 14 15	7 8 9 10 11 12 13	4 5 6 7 9 10	2 3 4 5 6 7 8
16 17 19 21 22	14 15 17 19 20	11 12 13 14 15 16 17	9 10 11 12 13 14 15
23 24 25 26 27 28 29	21 22 23 24 25 26 27	18 19 21 23 24	16 17 18 19 20 21 22
30	28 29 31	25 26 27 28 29 30	23 24 25 26 27 28 29
			30 31

Rake for your Lake!  
<http://www.cityofmonona.com/>



What did the street say to the leaves?



Leaf me alone, go back to the curb!

If leaves are left in the street to rot, they produce phosphorus that runs off into lakes and that creates algae.



Leave your leaves on the curb, NOT IN THE STREET OR GUTTER, for our truck to come pick them up.

### Pick up days in November

5	6	7	8	9	10	11	12
13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28
29	30	31					

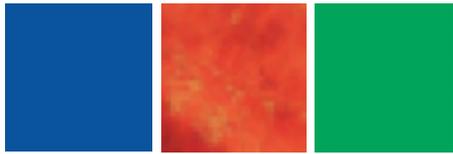
For more info head to:  
<http://mymonona.com/255/Brush-Leaves-Yard-Waste>

## **Slogan – Rake For Your Lake!**

This slogan will be effective for our campaign because it uses strategic language to establish the campaign’s purpose. The four-word phrase is direct and concise, hitting on both points of what the desired behavior is and why adoption of the behavior is important. Memorability is promoted by the rhyming technique because it gives the phrase a unique element. The slogan is likely to be especially effective with our target audience who are already involved in leaf disposal efforts. This is because, “rake” references the desired behavior that they already engage in and is, thus, personally relevant. The likelihood that it will resonate most with the target audience benefits the overall effectiveness of the campaign.

## **Color Scheme**

The colors that we picked are royal blue, orange, and green.



## **Description of Campaign Material**

All campaign materials will have a unified theme that allows residents to recognize that it is all part of one campaign. In order to achieve a unified theme across the different campaign materials, each will feature the slogan “*rake for your lake,*” offer the same content and information, and use the same color scheme.

### **8.5x11 inch Printed Flyers**

4000 flyers will be distributed to the homes of all Monona residents. The content will include information regarding the problems with run-off and its negative impact on the city’s lakes, the City of Monona website address, and the pick-up schedule.

## **Social Media – City of Monona Community Facebook Page**

The Facebook page will be optimized to improve the user experience and be consistent with all campaign materials. This will be done by uploading photographs of the lakes to emphasize the commitment to the city and community. The page will feature the same visuals as the flyers. Content will include a link to the Monona website and one to their “Brush, Leaves, and Yard Waste” page. The “About” section will give the same facts as the flyer and the overall pick-up schedule. Lastly, there will be frequent posts with reminders for the next leaf pick-up date and community event updates.

## **Email and Text Notifications**

Email and texts notifications will be sent out weekly and the day before a pick-up date. Content will include the link to the “Brush, Leaves, and Yard Waste” page on the City of Monona website. Because this is a notification and not a persuasion tactic, it is the only campaign material without the facts or color scheme but still includes the same schedule and resource information.

## **Events**

Events with Monona Public Schools would involve an art activity for kids to bring home to their parents along with a flyer. This will have the same content as those distributed to each home. This may present extra costs beyond the budget, which means it would depend on the number of flyers needed to be given to all students.

## **4x6 inch Postcard Magnets**

If the budget increases, 4,000 magnets would, ideally, replace flyers. They would still have the same content with the few facts, pick-up schedule, and website address.

## **Explanation of how Materials will get Attention**

The leaf logo itself will be used on multiple different campaign materials, as it will help to make sure people know that all the materials go together. This will help increase the clarity of the message we are trying to give. This will also help grasp the attention of the audience. Another way that we are obtaining attention is by using photos. We did this by posting an image of the polluted lake that may be shocking to some. On the Facebook page and on the flyer are photos of the lake and what happens as a result of improper leaf disposal. We hope these can grab people's attention and get them to change their behavior in hopes that they do not want their lakes to be polluted, harming the current and future environment. We also hope that the frequency of posts on the Facebook page, texts and email reminders will help to hold people's attention throughout the campaign.

## **Explanation of Overall Effectiveness of Materials**

Our three goals for this campaign were to increase awareness of timing and frequency of pick-up, increase knowledge among residents of the issue's significance and emphasize importance of their behavior on improving the city's environmental impact. One way that our campaign will be effective is through our informative flyer. This will have the times and days of when the leaf pick up is happening. Along with that information, there will be images of what the lakes could look like if we do nothing about it. Seeing images of our specific lakes will show the residents that this isn't a joke and needs to be taken seriously. This will help all residents of Monona be on the same page and be aware of when their leaves will be picked up. We will also use social media, specifically their Facebook page. This will be effective because after doing our research, we found out that almost half of the people we interviewed, got their information from some form of social media platform. Another thing that we found was that the ages of the residents, are about the same age of common Facebook users. If there is anything that the residents need, they could find it all on the page. Lastly, by having events with the Monona public schools, it will allow us to get the information out in a fun and educational way. Including the families will be

really effective because it will get everyone talking about the topic and require them to do an activity. Our goal is that at the end of this, the family will really think about what they can do to manage their leaves and if they could do anything better.



Department of  
**Life Sciences Communication**  
COLLEGE OF AGRICULTURAL & LIFE SCIENCES • UNIVERSITY OF WISCONSIN-MADISON



# **Monona Stormwater and Leaf Management Campaign**

**Sydney Chason, Nicole Dunn, Madeline Fischer,  
and Francisco Martinez**

**May 4, 2017**

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### **Executive Summary:**

The Monona Sustainability Committee has partnered with the Life Sciences Communication (LSC) Public Information Campaigns and Programs capstone class in order to develop a campaign to help educate citizens on proper leaf disposal techniques. Our group's campaign plan has a special focus on environmental sustainability, which can be seen in the minimization of print marketing materials. The campaign will target Monona residents who know very little about proper leaf disposal (otherwise known as "leavers-in-the-streets") by providing them with leaf disposal information during the two major leaf pickup seasons, spring and fall. This strategy led to the necessary production of two very different creative materials, each with a season-specific color scheme. Overall, our campaign addresses each of the concerns expressed to us by the Monona Sustainability Committee and we hope to execute a detailed, timely, and successful launch.

### **Situational Analysis:**

#### **Situation Background**

Our client is the Monona Sustainability Committee (MSC), a group whose mission is to "guide and assist Monona's government, residents, and businesses in becoming a community that meets the needs of the present without compromising the

resources available for future generations."<sup>1</sup> The MSC presented our LSC 515 capstone course with the issue of Monona residents not disposing of their leaves properly. Specifically, residents are putting leaves in the street when they should be placing them on their curb so that the city's curbside leaf pickup service can collect them and compost them properly. This problem is an environmental sustainability issue for the City of Monona because when leaves are left in the streets, nitrogen and phosphorus are leached from the leaves when they're rained on, and these nutrients are then drained into the lakes, where they create algal blooms. These algal blooms not only disturb the local flora and fauna, but they can make the water too dangerous for people to enjoy recreationally. The MSC is hoping to change the behavior of residents so that they do not place their leaves in the streets, which will help to preserve the health of the local waterways. The MSC also recognizes that the City of Monona can improve their communication of days and times of leaf pick-ups. Additionally, the MSC has an underlying goal of saving money for the City by keeping leaves out of the storm sewer system, which is expensive to repair and maintain.<sup>2</sup> Residents of Monona are generally affluent, with the median

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<sup>1</sup> Sustainability Committee. (2017). City of Monona. Retrieved March 15, 2017 from <http://mymonona.com/381/Sustainability-Committee>

<sup>2</sup> Bruun, Brad. (2017). Monona Stormwater and Leaf Management Campaign Summary. Presented at the University of Wisconsin-Madison.

household income being \$64,200. The majority of Monona households are composed of one or two people, without children.<sup>3</sup>

### Research Methods

In order to help the Monona Sustainability Committee reach their goal of educating citizens about proper leaf disposal, it was important for our group to understand what citizens already knew about the process. Through qualitative, in-person and phone interviews and a quantitative survey, our class was able to collect a wide range of answers from Monona residents that helped to inform our campaign.

Qualitative interviews consist of asking open-ended questions that seek to get detailed answers rather than short and measurable responses. With these kinds of questions, it's important to take into account the way in which they are worded, so that interviewees are able to give longer responses rather than just answer with a "yes" or "no". For this campaign, our class sought to learn more about attitudes and behaviors of residents regarding the environment and involvement in their community. In order to conduct these interviews, it was important to make us accessible to residents, while also creating a comfortable environment for them to answer these questions. It was suggested that we

conduct the interviews in two distinct locations in Monona: their public library and community center (or by phone). Both locations are frequently visited by residents so based on the usual flow of visitors, our class developed a schedule in which students would go in order to find participants. The interview schedule consisted of two hour shifts from 10am to 6pm lasting from Wednesday February 15th to Tuesday February 21st. In total, we were able to get 29 interviews, four of which were conducted by phone while the other 25 were conducted in person. Each of the interviews were valuable in that we really got a glimpse of what citizens thought about the current leaf pickup strategy and other relevant information.

The quantitative survey was conducted once the qualitative interviews were finished and discussed amongst the class, in terms of what was learned from participants. Unlike the qualitative interviews, these survey questions allowed for participants to choose an answer rather than elaborate and it also allowed for us to measure attitudes and behavior in a way that made it easier to quantify attitudes and behaviors. The survey was distributed through email lists created for residents interested in getting information about brush collection, a link on the Monona website, and a radio advertisement. Questions were released on March 1st and closed on March 8th and for completing the survey, participants were entered into a raffle to win a \$50 gift card to either Starbucks, Target, WalMart, or Amazon, which they could choose if they

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<sup>3</sup> Nielsen Segments. (2017). MyBestSegments. Retrieved March 14, 2017 from <https://segmentationsolutions.nielsen.com/mybestsegments/Default.jsp?ID=20&menuOption=ziplookup&pageName=ZIP%2BCode%2BLookup>

won. In that time frame, the total amount of respondents that finished the survey and lived in Monona ended up being 248, which gave us a solid place to start segmenting our audience.

### Research Findings

Our main target is the leavers-in-street segment for this campaign. These are the Monona residents who didn't do anything with the leaves that fell in the streets and let them decompose. We feel that it is important to focus on this group because this could make the greatest difference in the environment if we can change and alter their behaviors. This group out of all the other segments including, all people responsible for leaf disposal, early-putter-outers, men responsible for leaf disposal, opinion leaders, and women responsible for leaf disposal, tend to care the least about the environment and behave in ways that are harmful to the environment as well. It is important to note several different traits of this group including behavioral tendencies, knowledge of environmental issues, and perceived barriers to proper leaf disposal based on qualitative and quantitative interviews and survey questions.

Based on the transcripts from qualitative interviews held at the Monona Public Library the Monona Community Center, we could potentially think that most residents in the area are fairly knowledgeable and inclined to behave properly in terms of proper leaf disposal based on the participants who were interviewed being a representation of the wider population.

Much of the demographic interviewed were adults age 30 and above. The content within the transcripts can be contradicted based on the results from the quantitative survey.

Although, the content from the transcripts did show that these people would be willing to talk to their neighbors or just demonstrate to them what it looks like to collect and pile leaves on the curb properly, we will see in the next three sections how this may not be true for all people living in Monona.

### Behavioral Tendencies

Everyone who took the quantitative survey agreed that they were responsible for disposing of fall leaves for where they live in Monona. What indicated that there was a segment of the population that left their leaves sit in the street was based on the question in the survey that asked the resident to indicate how often certain methods are used to dispose of leaves at their house and apartment. One of the methods said, "piled up and some or all of the leaves are left in the street for collection (i.e. in the gutter or on the road, not the curb). This is where we could see that 100% of the leavers in street segment said they left their leaves on the street at least once. An important thing to note is that about 50% of this segment have occasionally, often, and all the time leave their leaves in the street. This is the biggest indicator of the segment of leaver-in-streets, but we can also infer from other questions in the survey that these people may just not be knowledgeable about what can happen when you let leaves decompose in your lawn and in the streets.

### Participation in Leaf Disposal Methods

This segment has a lack of knowledge of leaf disposal methods. These people are most likely not looking to find information and may not even be that involved in the community. This can be supported by question 15 where we asked, “How frequently do you participate in community organized events or activities like clubs, meetings or gatherings?” Two of the answers being never and once every 2-3 months indicate that a great deal amount of people fall into this group. The survey showed that 81.42% of the respondents indicated they never or rarely participate. With a lack of participation from Monona residents creates a lack of communication being spread through the entire community. This is an issue as indicated from the response of question 23 which asks, “Suppose that some of your neighbors did not dispose of leaves properly. If so, would you be willing to talk to them and encourage them to change to proper disposal methods.” About 50% of the respondents said they would either definitely not or probably not talk to their neighbors about the issue and try to influence their behaviors. This leads me into perceived barriers the residents of Monona think about with the issue of proper leaf disposal.

### Perceived Barriers

Many Monona residents perceive multiple barriers to proper leaf disposal. Some perceived barriers are indicated based on question 11, which asks, “There are many factors that can sometimes make it difficult to dispose of fall leaves properly. For most

Monona residents, how much of an obstacle to proper leaf disposal are each of the following things?” These answers that had the most concern of being a big or very big obstacle were as follows: inconsistent leaf pickup dates/times make it difficult to know when the collection truck is coming (52.86%), people are unwilling to compost their leaves (55.07%), difficulty of keeping leaves in piles – when piled by the road, they blow into the street easily (68.57%), and finally, collection is not frequent enough, making it more likely that leaves will blow into street (58.57%). These difficulties could potentially prevent people from properly disposing their leaves, which is something the city of Monona could easily take care of with the distribution of bags, more frequent leaf pickup, etc. If these difficulties could be taken care of in an efficient way, we believe that this could fix a lot of problems for this segment of Monona residents.

Overall, based on our research findings, we concluded that the leavers-in-street segment is the group we feel is most important to target. This is the main segment that leaves a negative impact due to their behaviors, lack of knowledge, and perceived barriers of collecting and disposing of their leaves. Later in the report, we will be focusing on ways to potentially change this behavior and improve the environmental impact Monona residents could have based on proper leaf collection and disposal.

### Current Marketing Strategies

Monona has had and is having a lot of trouble with their leaf disposal marketing efforts. There have not been many campaign efforts or initiatives in regards to leaves other than signs that echoed the My Fair Lakes campaign “Love your lakes, don't leaf them”. When Brad came into our class to speak to us he spoke on how this specific campaign wasn't very successful and didn't really cause any changes in the Monona community, thus has reached out to the University for help. We see this and it is a huge thing to note that no one is aware of when their leaves are to be picked up given that in the past, and currently, there is no notification that the leaf collection trucks are coming to specific streets, neighborhoods, or houses. This is a problem because as Brad mentioned in an email to the class, the people who put their leaves out ‘two or three days before collection’ for example, this likely meant two or three days before collection begins for the whole city, rather than two or three days before their leaves actually get collected from their house, which can mean that some houses may be waiting weeks to have their leaves picked up. Moreover, there is not a set plan which is currently in place to reach out to the residents of Monona about leaf disposal. If there techniques set, they are not reaching everyone or the great majority of residents. The main communication channels used are emails and the city’s website, which itself is complicated to navigate and it’s outdated, to the point where it is not clear how to find the information of leaf disposal and or schedule for disposal. In the surveys we conducted we

learned that other than the Internet, people resort to calling to find out or simply looking for the truck in a nearby neighborhood to know when the pickup will happen. In short, what currently is set does not work, but one key thing to have in mind is that the Internet is a huge outlet for the residents. Going forward, using the Internet would be and will be essential for the our campaign.

### Strategic Implications and Recommendations

After completing the above sections and with the knowledge we have gained through the qualitative and quantitative interviews/surveys, we as a group have come to the consensus that the most important group for us to put our primary focus on is the “leavers-in-streets”. Given the information we received from Brad, the surveys, and the interviews, we know that there are many strategic ways to connect with this group. This group relies on the web to get most, if not all, information about the community. The “leavers-in-streets” have said that they use the Monona website to look for information specifically for the leaf disposal schedule. Given this group, just as many of the Monona residents, rely on the web for information we recommend that the city of Monona puts time into improving the website so that it contains valuable information about the leaf disposal schedule and is user-friendly. Currently, the information displayed on the website is very outdated and navigating it is complicated and unclear. People in this group as well as other residents of Monona reported that they

are unaware of/do not know how to access the leaf pick up schedule. Making the website more user friendly and direct as well as actually making/having a consistent leaf pickup schedule available is key.

Using social media marketing could also be an effective way to reach this audience. As a result of this group's inclination to receive information from the web, social media could be used to not only provide them with information, but establish social norms surrounding leaf disposal procedures. In this case, social norms have the potential to be beneficial in two distinct ways: first, they would serve as a way to continually educate residents of Monona on proper leaf disposal and ensure that proper behaviors are maintained, and second, norms can act as a tool to persuade those not participating in the desired behavior to do so. This could be done by using opinion leaders, who would be self-identified influencers in the community. These leaders could create videos or other interactive content showing how they dispose of their leaves, which could in turn motivate their friends, family, and peers to participate in similar behaviors. This group of leaders could also be asked to share content created by the city, such as infographics, which would expand the reach of these materials in ultimately changing leaf disposal behaviors.

With these two methods, we feel that the Monona residents will be more likely to change their behavior regarding proper leaf pickup. In the survey, the "leavers-in-the-streets" are generally

concerned with environmental causes, most notably about 41% consider environmental issues "very important". However this segment seems to be uneducated about the fact that proper leaf pickup is a small but effective way to help the environment. This provides an opportunity to apply the cognitive dissonance theory to our campaign. This theory can be defined as the discomfort felt when one holds two opposing beliefs. Since this segment finds environmental causes important yet doesn't do their part to help in their community, employing this theory and playing on this feeling of discomfort will cause Monona residents to change their behavior. With proper education materials distributed through social media and a functioning website with information regarding the leaf pickup schedule and the eco-friendly benefits of proper disposal techniques, this campaign could have the potential of being successful.

### **Campaign Strategy**

#### **Operational Objectives**

Leaf disposal behaviors: We will be targeting people who properly rake and dispose of their leaves and those who leave their leaves in the street.

Knowledge: How educated the residents of Monona are about the negative results that decomposing leaves have on the environment.

Perceived social norms: The behavior someone is expected to follow. In Monona,

the perceived social norms should be to collect and dispose of leaves properly.

Attitude toward leaf disposal: The positive or negative emotions the Monona residents have toward leaf disposal. We will be measuring annoyance toward raking and disposing leaves as well as desire to keep your lawn clean.

Perceived barriers: The different reasons why some residents may not be disposing of their leaves properly such as: inconsistent leaf pickup dates/times make it difficult to know when the collection truck is coming, people are unwilling to compost their leaves, difficulty of keeping leaves in piles – when piled by the road, they blow into the street easily, and finally, collection is not frequent enough, making it more likely that leaves will blow into street. .

A way to measure behavior is by taking pictures of streets and lawns before the campaign launches and after it launches to measure the change of behavior.

### Target Audiences

We determined that the most effective group to target would be Monona residents that tend to put their leaves in the streets. After analyzing the results from the survey, we found that this group was the least knowledgeable about the benefits of proper leaf disposal and, therefore, would get the most out of a fully developed campaign. To further segment, we feel that it would be most effective to gear our efforts towards parents aged 35-50 that have children in the

Monona schools. This age group falls into the demographic that took our survey and many were included in the original segment of leavers in the streets, so they could greatly benefit from a campaign that would teach them the proper ways to clean up in the fall months. We believe that having children included in this demographic further emphasizes the want in our campaign to target people that care about the environment and want their children to live in a cleaner Earth in the future.

### Persuasion Strategies

Social norms can serve as a way to continually educate residents of Monona on proper leaf disposal and ensure that proper behaviors are maintained. Therefore, a message based on the idea that residents of Monona always dispose of their leaves properly would help to ensure that this behavior is sustained. Social norms can also act as a tool to persuade those not participating in the desired behavior to do so. This should be done by encouraging opinion leaders, who would be self-identified influencers in the community, to create videos or other interactive content showing how they dispose of their leaves, which could in turn motivate their friends, family, and peers to participate in similar behaviors. This group of leaders could also be asked to share content created by the city, such as infographics, which would show how to properly dispose of leaves and inform residents of the proper time to put their leaves on the curb depending on where they live.

Our target audience could also be persuaded to change their behaviors using cognitive dissonance. According to our survey, 41% of this group believe environmental issues are “very important,” so creating a message that connects the negative environmental effects of leaving leaves in the street could be very convincing to this group of people.

The most important aspects of our messages will be that we clearly show that the proper disposal of leaves is a social norm and a behavior that is carried out by leaders in the community and that not disposing of leaves properly directly combats the importance of environmental stewardship.

Our campaign is novel in how our messages are delivered, however a central theme of protecting Monona’s lakes will still be prevalent. Instead of using signs as the primary way to deliver a message as was done in the “Love your lakes, don’t leaf them” campaign, we will focus on more social media marketing as well as directly contacting Monona residents through fliers and email. This will allow the messages to be more personalized than a sign, and can even allow the messages to be ‘custom made’ for different residents (i.e. target locations based on when the region’s leaf pickup is scheduled). Even though email has been used in the past, we feel that continuing to use and expanding this communication channel will further ensure that every resident puts their leaves on the curb in accordance to the pickup schedule.

### Media Plan

For our campaign we want to make a huge push on the message of sustainability thus we will make sure to keep it paperless or the closest thing to it. Thus the media plan will be huge for our campaign being that social media and the web will be our main form of outreach to our group. For our media plan we will focus on using the website (with renovations), Facebook, Facebook Ads, and email. All of these together will work to create a successful campaign. Our social push will be heavy in the months where leaves are usually an issue thus we heavily will be outreaching via these mediums in the fall and spring. It is key that the month before each period of leaves being on the ground we use the mediums to educate and give all the information needed for the residents to correctly dispose of their leaves.

It is key that prior planning is done to create a successful media plan and campaign thus the incorporation of a content calendar that helps with pre planning and creating content that will later be posted on Facebook. The plan is to make sure to keep residents of Monona informed and constantly have available for them the schedules, time and procedures for leaf disposal. Thus we will use Facebook, the emails, and a revamped website to together so that information is always readily available throughout multiple mediums. Given the limited budget which will speak about later in the campaign strategy volunteer interns from UW Madison well versed in media will take hold of running the media plan, for instances students from the LSC department. Who are

taking a capstone course that is needed for graduation, which will be interns or volunteers for the campaign. Also we will work in collaboration with the computer sciences department to have a student and or students work on the revamping of the website that needs many changes.

### Campaign Partners

Apart from working with the Monona Sustainability Committee to get our message out to residents, we believe it would be beneficial to also form partnerships with the Public Works Department, the Midwest Environmental Advocates group, and the Monona Public Library. The Public Works Department is directly involved with leaf collection and our campaign will focus on improving the methods of communicating messages from this specific department. Also, though very broad in scope, we think that the Midwest Environmental Advocates group could provide numerous resources to help fully develop our campaign. This group specifically works to make sure the water is clean and usable in Wisconsin, which is the ultimate goal of the Monona Sustainability Committee. Additionally, we believe that the public library would be an effective location to display some of our messages, since it is visited by our target audiences. Also, through interviews, they seemed to be involved and interested in the cause so making sure that they had a larger role in the campaign could be beneficial to us.

### Evaluation Plan

Ultimately, the success of our campaign will be defined by the amount of residents behavior we change in a positive way. The goal is to create a greater awareness of the issue of proper leaf disposal in order to get people to take responsibility in Monona. We will measure the objectives defined in the operational objectives section which include, leaf disposal behaviors, knowledge, perceived social norms, attitude toward leaf disposal, as well as perceived barriers. Leaf disposal behaviors will be measured on how many households or streets follow instructions of how to dispose of their leaves properly by city officials who will be keeping track of this data through records that show which houses or streets followed the proper leaf disposal instructions. Knowledge, perceived social norms, attitude toward leaf disposal, as well as perceived barriers can be measured the best through in-person and online interviews. We can re-evaluate our plan every six months to see if we need to change strategies. If our current evaluation plan doesn't work, and if it does we can leave it alone.

### Budget Considerations

The budget for this campaign is very limited for the campaign. With that being said we have been given a number of \$500, for the budget of this campaign. That makes it very hard for us to create a plan due to the restrictions. Thus it is critical that we maximize our resources, but still try to meet our goals as best as we can. To make this campaign successful even with the tight budget most of the work if not all

the work will be done by volunteers/interns from UW Madison. As mentioned in the Media Plan, we will have students from the LSC department as well as the Computer Sciences department predominantly working on this campaign.

The website will be revamped and created to be more accessible to the residents of Monona. Redoing a website is very costly and could cost thousands of dollars, thus we will have a student(s) from the Computer Sciences department to make this happen. Using the skills they have acquired to create something not seen before in a Monona website. This could be a capstone or final project for the major, or a type of service learning class/credit within the department. Students from the LSC department who have taken courses and are versed in social media marketing, and graphic designs will be the volunteers/interns to take charge of the content calendar, fliers, creating content to post, emails and posting fliers in public places of Monona.

What will come from the budget is inevitable. We will print out the fliers, that can withstand climate conditions and need to be large for all to see when at the public spaces. We will be budgeting \$75-100 on fliers, which will pay for about 200-250 fliers. The next expenses will be the content calendar which we will purchase a year plan, which has many functions and allows for automated posts. A good content calendar such as Tweetdeck or Hootsuite for a year runs \$15-20 dollars a month and about \$150 for a yearly subscription. The rest of the

funds will go to Facebook which primarily are most effective with the more money you put in. We will be using Facebook Ads for all 12 months but focusing most on the month when there will be leaves on the ground, and weeks prior. We have budgeted \$250 dollars for Facebook ads. Given our budget we believe our plan will be the most effective and will allow us to reach the best possible results given or circumstances.

### Timeline

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Facebook Ads			■	■			■	■	■	■	■	
Email			■	■					■	■	■	
Website Updates			■						■			
Fliers			■	■					■	■	■	

We will focus on times of the year that leaf disposal is most relevant. This means there will be many messages delivered in the fall when the leaves are falling from the trees, and in the spring when leaves that may have been covered in snow are exposed once again. We also decided to begin our messaging on Facebook in July so that the presence of this campaign is well-recognized by fall, and so we can connect the algae that is on the lake in late summer to the lack of proper leaf disposal a tangible way. Additionally, using fliers along with an online presence will help these communications feel more personal and targeted in a way that online advertisements and mass emails may not be able to accomplish. The website will be key to keep people informed year round thus we will make sure to constantly keep it updated and make it user-friendly. This will be especially important to use within Facebook

Ads and a content calendar where we would link the website on posts and content so that any questions that are still imminent can be answered by the website.

### Creative Plan

#### Example image(s)

- Flyer, street clean up announcement (upper)
- Ad for FB (lower)



#### Slogan + Explanation

“You won’t *beleaf* how easy it is to keep your lakes clean!”



We think that this slogan will be a prominent part of our campaign because it is memorable, creative, and incites action. It grabs people’s attention and adds a playful tone to an otherwise serious campaign, which we think will be effective when trying to change leaf pickup behaviors. In addition, it has the ability to convince residents that this behavior is easy and manageable, which will also be a motivator to follow correct protocol.

#### Color Scheme

We will have two different color schemes which will be seasonal.

Fall:

1. Brown-Orange
2. Red
3. White



Spring:

1. Green
2. Blue
3. Black



#### Description of Campaign Materials and Unified Theme

We will be printing 500, 8.5" X 5.5" fliers that will be distributed to individual houses around the time of that specific street's leaf pick-up. We hope that this strategy will be able to effectively prompt Monona residents to participate in the desired behavior. These fliers will include our slogan, and will give specific instructions regarding proper leaf disposal. Additionally, the fliers themselves will be aesthetically pleasing by including pictures of trees and leaves similar to those seen in the ads above, and they will be printed on heavier paper so that people will

be more likely to keep them or hang them on their refrigerator.

The Facebook advertisements will match the style of the fliers by including the tree icon and the slogan, while also matching the content of the fliers by focusing on clear instructions of how leaves should be disposed of. The Facebook ads will also include a link to the website, so people can easily be connected to more information about proper leaf disposal.

We will send out an email to Monona residents five times during the campaign. The email is meant to connect people who may not be active on social media with information about proper leaf disposal, therefore it will look very similar to the Facebook advertisement.

#### Explanation of How Materials Will Get Attention

The different materials that we are developing for our campaign will grab our target audience's attention in various ways. To start, we will be directly distributing flyers, emails, and Facebook ads to the residents of Monona. The flyers will be distributed five times during the first year, each with a different message on it helping to give them a great deal of attention. Aesthetically, they will have all a seasonal color scheme. Above we stated that there will be two color schemes: one for fall and one for spring. These colors and images will reflect what leaves and trees look like during the specified seasons, which we think will look aesthetically pleasing since the

campaign materials will match the seasons. Emails will be sent out five times during the first year as well, and our Facebook ads will be posted seven times in the first year. Since we are distributing our campaign materials so often and on a set schedule, we feel that the repetitive message of our campaign will resonate with Monona residents.

### Explanation of Overall Effectiveness of Materials

The campaign materials will help to reach our behavior change goals by using aesthetically-pleasing images to convey messages that will play on our target audience's environmentally-conscious beliefs. By using blue and green colors while including pictures of trees and leaves will attract the attention of our targeted audience. The Monona residents will learn about how improper leaf disposal is directly connected to poor water quality of the local lakes, and because our target audience cares about the environment, this knowledge will cause cognitive dissonance that will encourage them to change their behaviors. This will hopefully then prompt a community-wide perceived norm of correct leaf disposal. The campaign will create a positive attitude among Monona residents towards leaf disposal, because they are doing the 'right thing' while also performing actions that align with their environmentally-focused beliefs. At the start and end of the campaign we will be taking pictures of the streets to measure the change of behavior, which we know will make an impact on the health of the surrounding lakes.

# **Monona Leaf Management Campaign: “Like Clean Lakes? Use Your Rakes!”**

**Monona Sustainability Committee**

Group 4:

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Life Sciences Communication 515

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May 4, 2017

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# Situation Analysis

## Executive Summary

The Monona Sustainability Committee seeks to change the behavior of Monona residents that leave the leaves from their property in the street. Leaves left in the street clog storm drains and the nutrient-rich leaf runoff contributes to algal blooms in the lake. These issues lead to costs to the environment, the health of people and animals, and the City of Monona. Through our qualitative interviews and quantitative surveys, we found that most Monona residents are aware of which leaf disposal methods follow the Monona Sustainability Committee guidelines. All residents surveyed also expressed concern for the water quality of Lake Monona. We plan to use this knowledge in our campaign, which focuses on resident appreciation for the lake and its conservation. Our campaign focuses on building awareness about the impacts that leaf management behaviors have on the algal blooms on the lakes. We also want to appeal to resident appreciation for the lakes, and encourage them to care more about increasing behaviors that promote lake conservation. We plan to accomplish these goals through the use of cognitive dissonance and social norms in our creative materials. Our campaign slogan is, "Like clean lakes? Use your rakes!" which reinforces both of our core points - lake conservation and building awareness. We plan to reach Monona residents through new creative materials on the Monona City website, Monona Sustainability Committee's Facebook page, email newsletters, flyers, rack cards, and a community event. The Monona Sustainability Committee's budget for this campaign is currently \$500.



## **Situation Background**

Brad Bruun of the Monona Sustainability Committee (MSC) approached the students of Life Sciences Communication 515 to create a public information campaign for the City of Monona. The MSC seeks to influence human behavior pertaining to leaf and lawn waste management, specifically - stopping people from putting their leaves in the street after collecting them. When leaves are left in the street, they begin to decompose and leach phosphorous into the storm drains that lead into local waterways. Phosphorous and other nutrients from the leaves contribute to the growth of algae and weeds in the lake. This algae growth harms the ecosystem, can lead to beach closures, and can threaten the health of animals and people if ingested.

The City of Monona has a population of approximately 7,745 people and is located on the southeast corner of Lake Monona, which is part of a chain of four lakes in Dane County. The City of Monona currently has a leaf pickup truck that vacuums up leaves piled on the terrace, or the space between the street and a resident's front lawn. The city also hopes to encourage more people to mulch or compost their leaves in their yard. The client's goals to reduce leaf runoff include human and habitat health benefits, following policy, and reducing costs for the city. With improved leaf management, there will be less algae in the lakes, more dissolved oxygen for wildlife, fewer overall pollutants, and cooler waters due to less infrared absorption. The MSC is also aware of their requirement to comply with the EPA Clean Water Act requirements, the Wisconsin Department of Natural Resources (DNR) Municipal Separated Sewer System Permit requirements, and Dane County permit requirements. They also seek to improve leaf management to reduce strain and the need for maintenance on the Storm Sewer System. If this system can run more efficiently, the money saved on maintenance could potentially lead to tax reductions and put money back in the pockets of residents.

## **Research Methods**

The target audience for this campaign are people living in Monona, Wisconsin. In order to get an idea of their knowledge on fall leaf waste disposal, we conducted qualitative interviews and quantitative surveys to develop this campaign.

### **Qualitative Interviews**

Each student in class came up with 8-10 open-ended questions relevant to our topic with justifications to back up why responses to these questions would be valuable to our campaign. The professor gathered all these questions and designed a single interview script of the 10 best questions for all the students to use while conducting their

interviews. Each student carried out one qualitative interview over the phone or in-person at the Monona Public Library or the Community Center. A total of 29 qualitative interviews (4 phone and 25 in-person) were collected over a period of one week. The objective of these qualitative interviews was to learn more about the behavior of Monona residents towards leaf and lawn waste management practices.

### Quantitative Surveys

Based on the responses from the client interviews each student came up with 15-20 close-ended survey questions with justifications of their question choices. The professor selected the best 22 questions and sent the survey made up of these questions to the Monona residents. This survey was created and distributed using UW-Madison Qualtrics, a survey software that allows the campus community to create surveys, distribute them, collect data, and create reports. It was sent to several email lists of Monona residents who had signed up to receive emails about brush collection, posted on the City of Monona website and announced as a radio advertisement on the local radio. People who took the survey had a chance to win a \$50 gift card at Starbucks, Target, Walmart or Amazon. A total of 253 responses were received within a period of one week. The purpose of this survey was to generate insights that will provide sufficient information needed to plan and create an effective social marketing campaign that would encourage Monona residents to dispose leaves using proper techniques.

### Research Findings

Below is a compilation of findings based on the information our client provided on Monona’s previous and current leaf disposal management. The findings also include Monona residents’ responses to our qualitative and quantitative research. The information is categorized into four sections: Background Information of Leaf Disposal Management in Monona, Behavior and Attitudes, Current Leaf Management Strategies, and Perceived Barriers.

#### Background Information of Leaf Disposal Management in Monona

The city of Monona does not currently have a set schedule for leaf collection during the fall. However, it does have a brush collection in early April to late October. The city is divided into four districts (District 1-4) for the brush collection. During the

District 1	District 2	District 3	District 4
April 10, 2017	April 17, 2017	April 24, 2017	May 1, 2017
June 5, 2017	June 12, 2017	June 19, 2017	June 26, 2017
July 31, 2017	Aug. 7, 2017	Aug. 14, 2017	Aug. 21, 2017
Oct. 9, 2017	Oct. 16, 2017	Oct. 23, 2017	Oct. 30, 2017

spring and fall seasons, the city partners with the Johnson Tree Service company to collect residents' leaves. As shown in the chart, each district is assigned specific dates throughout early April to late October. Collections take place once each month, every Monday morning, for each district. The city requests that leaves be put out no more than 14 days before their assigned pick up dates (City of Monona, 2017). The organization and scheduling of the brush collection in Monona could possibly be adapted to the leaf collection for future years.

On unassigned weeks, residents have the option to take their own leaves to certain yard drop off sites such as Edna Taylor Parkway (City of Monona, 2017). In addition to monthly leaf collections, the city encourages alternative sustainable yard practices. These suggestions include composting, leaf mulching, and leaf molding which residents can do themselves and benefit the health of their yards.

### **Behavior and Attitudes**

Based on Monona residents' responses from the qualitative interviews and quantitative survey, we identified a few common behaviors and attitudes they had towards leaf disposal management in their community.

We learned that residents care for the environment. We also found that they have very strong attitudes towards the surrounding bodies of water like Lake Monona. The quantitative results showed that 100% of residents surveyed expressed some extent of concern about the water quality of Lake Monona.

When Monona residents were asked to indicate which methods of leaf disposal technique they thought were correct according to Monona's leaf management guidelines, 94.95% indicated that burning leaves was not. Additionally, 95.81% of residents answered that throwing away leaves in the trash was also discouraged by the City of Monona. This shows that many residents are aware of the standard restrictions to leaf management.

According to the responses to the qualitative interviews and quantitative survey results, it was brought to our attention that many residents are unaware of the dates and times of when the city is collecting their leaves. When residents were asked on the survey where they get their information on when leaf collection is scheduled to pick their leaves, many said the city website. However, many respondents also selected the choice "Other". A few respondents answered that they "Watch what my neighbors do", use the "Monona news booklet", and "When I see the truck in the neighborhood".

## **Current Leaf Management Strategies**

In the quantitative survey distributed to Monona residents, we asked about their current leaf management strategies. They were provided with numerous leaf disposal methods and asked to rate on a scale how often they do each behavior. The scale included five options: Never, Rarely, Occasionally, Often, and All the time. The most popular “All the time” answer was “Piled up and left on the curb for collection by Monona collection truck, with none in the street.” This showed that almost 25% of residents surveyed responded that they participate in “correct leaf management strategy all the time”. The next most popular “All the time” answer was composting leaves, which is also a behavior that the MSC approves of.

A strategy worth highlighting is “Piled up and some or all of the leaves are left in the street for collection.” 5.88% of residents surveyed did this either all the time or often, 9.31% did this occasionally, and 19.12% did this rarely. It is interesting that this strategy is used when residents could simply chop their leaves with their lawnmower or even leave them in a pile on their lawn. According to some of the qualitative interviews with residents, some hold the belief that their lawn will die if the leaves sit on the lawn for too long. We must also assess if this practice of leaving leaves in the streets is due to other barriers.

## **Perceived Barriers**

To continue further in the social marketing campaign, we need to recognize barriers that prevent residents from participating in proper leaf disposal techniques. Listed below are a few barriers we found from the data, and the MSC’s communication platforms.

We found that the overall, residents think a major obstacle to proper leaf disposal is due to “inconsistent leaf pick up”. If it is feasible, a schedule for leaf collections would relieve the inconsistency in leaf management in Monona. It could be organized similarly to the city’s brush collection schedule, which demonstrates an efficient structure to collecting Monona residents’ brush.

The MSC and its environmental initiatives often lack community interaction. A few ways that the committee communicates to residents are through social media platforms such as Facebook and Twitter. They also send email updates and make announcements on local radio stations. However, it is unclear how often are they posting on their social media sites and how often are they making public service announcements. After reviewing the MSC’s Facebook page, we noticed there was not much engagement with their followers. Although they have a Facebook page, they do not have a high social media presence in their community.

## **Current Marketing Strategies**

Leaf disposal techniques are currently marketed to Monona residents using the city website, flyers, and social media channels such as Facebook.

The City of Monona website provides information and requirements for fall leaf collection and yard waste drop offs. This is a convenient way for residents of Monona to get any news on disposing leaf waste. However, there is no way to measure how many people look at the city website and make an effort to dispose off leaves correctly.

A partnership between the Madison Area Stormwater Partnership (MAMSWaP) and the Dane County Land & Water Resources Department came up with the “Ripple Effects,” formerly known as the “myfairlakes.com” website. This group made signs that said, “Love your lakes and rivers, don’t leaf them! Keep leaves out of the streets.” However, it is unknown how these flyers were used and how they were distributed.

The City of Monona also created flyers and coasters that were made available to residents. These flyers were poorly designed and provided minimal information. They also failed to catch the attention of residents because of their location on the Monona website and because of their poor design. They were overcrowded with images and the font size was very small. Some of the material on the flyers was also poorly aligned, making the information difficult to read. Additionally, we are also unaware of how and to what extent these flyers were used in the city. In fact, Brad Bruun himself did not know how the materials were used. Thus, we do not know how effective these marketing materials were in encouraging people to practice the correct leaf disposal techniques.

Lastly, the MSC has a Facebook page where they occasionally post some information about surveys and what is going on in the community. However, they have only 126 followers and there is minimal interaction on the page.

## **Strategic Implications and Recommendations**

Through our survey results and interviews, we have come up with key implications and recommendations for our Monona Leaf Management Campaign. Our recommendations are based off of the top four implications we took from the survey and interview results.

### **Implications**

For implications, we found four that we believe will be most useful to our campaign. The first implication is that *most* residents are aware of the proper leaf disposal, and *many* follow this process “all the time.” Because a majority of residents are aware of correct

leaf disposal, we assume that if we use this information as a social norm, people will believe if these residents are aware of the correct disposal process that their actions will follow suit. Being able to use social norms in our campaign will help in creating a feeling that everybody else is following the correct leaf management protocol, so they should as well.

Second is that *many* residents are aware of some restrictions to leaf management, such as burning leaves or placing them in bags for pick up. This is important for our campaign because it proves that most Monona residents are aware of what *not* to do when disposing of their leaves. This will help with education and awareness efforts in the future.

Third is the fact that *most* residents believe that there are not enough leaf pickup dates. This is extremely important in our campaign because we can assume that if there are more pickup dates added, people will be more willing to put their leaves out in a desirable amount of time before the leaves are picked up.

Fourth is the fact that *very few* residents get their information from the City of Monona or the MSC Facebook Pages. The City of Monona and the MSC Facebook Pages should be used in more efficient and effective ways in order to gain more awareness about leaf pickup dates and how to correctly dispose of leaves.

## **Recommendations**

For recommendations, we used our implications to create ideas for how the city and the MSC can work together in order to gain awareness about leaf management among the residents of Monona.

The first recommendation we have is to create more pickup dates for each district. Through the survey, we found that many residents believe that there aren't enough pickup dates. In creating more pickup dates, more residents will be willing to rake their leaves in a desirable amount of time before the pickup date because there will be more dates that work better with their personal schedules.

Second, the City of Monona and the MSC need to get more residents to interact with their Facebook pages so they can be used as a more efficient means of communication. In order to get more residents to follow the correct leaf management protocol, they need to be aware of the pickup dates. Facebook is the ideal platform for informing people of an event. If these Facebook pages are able to connect with more residents, it will be an effective and inexpensive form of communication.

Third, the City of Monona and the MSC need to find and implement a better way to inform residents on pickup dates for their districts. Whether it is the Facebook recommendation above, or flyers that are sent in the mail, the city and the MSC need to create a new communication channel between Monona and its residents.

Fourth, the City of Monona and the MSC need to educate residents on why leaf disposal matters. There are people who believe that leaving leaves in their yard will kill their grass. Educating residents on why leaf disposal matters is a great area where the city and the MSC can work together to create education materials.

## **Campaign Strategy**

### **Operational Objectives**

#### **Psychological outcomes**

- Increase positive attitudes about leaf disposal
- Increase awareness of proper leaf disposal techniques through social marketing strategies.

#### **Behavioral outcomes**

- Increase correct leaf disposal of the City of Monona as a whole
- Increase education on why leaf disposal is important for the City of Monona

### **Target Audience**

- Monona, Wisconsin residents are our target audience for this campaign strategy.

Targeting City of Monona residents is important to our campaign because they are responsible for the leaves in their yards, and if they don't dispose of the leaves correctly, then the water in Lake Monona will have larger amounts of nutrients that contribute to algae growth. The people who live in the City of Monona are the only people who have control over the current situation regarding the water quality, and therefore, are the only people who should be targeted through our campaign.

The primary target market consists of Monona residents ages 30-65 who leave their leaves in the street. We chose this age group because the data from the survey suggests that most residents are within this age group. With a median age of 45 years old, we think that 30-65 is a fair range around the median age to target. We also want to target this age group because residents in this group are more likely to be using Facebook and frequenting local businesses where we want to place flyers with information from the Monona Sustainability Committee.

## **Persuasion Strategies**

The two main persuasion strategies that we seek to use in the leaf management campaign are cognitive dissonance and social norms. Based on our interview and survey results, those who care about the water quality of Lake Monona and the health of local ecosystems are less likely to leave their leaves in the streets. We need to target Monona residents that occasionally leave their leaves in the street by helping to educate them about the consequences if they do so. Cognitive dissonance may be utilized by reminding residents of their concern for environmental issues and of how much they enjoy the beautiful lakes they live near. All residents surveyed expressed concern about the water quality of Lake Monona, so the concern for the lake will be easy to build our campaign around. We also want to emphasize that leaf runoff contributes to algal growth, which can harm people and animals and make the lakes less appealing. This would create inconsistency in the minds of residents if they consider disposing of their leaves incorrectly. This cognitive dissonance would hopefully create enough discomfort to give people the motivation to change their behaviors. If we can incorporate strong feelings for caring about the environment and area lakes into our campaign messages, compliance should increase.

Messages that call to mind social norms would also be effective for Monona residents. Monona is a small, close-knit community and many residents are involved in activities and events in their neighborhoods. Due to the limited budget, we may not be able to distribute paper flyers to each resident, but as long as we can reach a majority of residents and businesses, social norms and communication can carry our campaign information farther. Due to the strong concern about Lake Monona's water quality, many residents will want to act to conserve their beautiful lake, especially in a way as simple as keeping their leaves out of the streets. Messages that call to mind social norms would be effective for getting people to take care of the leaves on their own lawn because it is easily seen by their neighbors. No neighbor would want to stand out from the rest by breaking the recommended leaf disposal guidelines. These strategies are an improvement from past campaign materials because they will focus on Monona residents' current beliefs, views, and social norms. The previous messages used by the MSC used materials that were difficult to read and understand. They also focused mostly on teaching residents the proper leaf disposal guidelines. Our campaign will use residents' existing concern about the water quality of the lake, and the negative impact that algae has to get residents to care about always disposing of their leaves in the correct way.

## **Media Plan**

To communicate the importance of proper leaf waste management to our target audience, we will deliver our message via various communication channels.

## **Emails**

- The Monona Sustainability Committee could use a source like MailChimp to send out mass emails to the City of Monona residents.
- These mails will be sent out to Monona residents once a week
- These emails will include information on:
  - Benefits of proper leaf disposal
  - Negative impacts of improper leaf disposal on the lake
  - Correct leaf disposal techniques
  - Leaf pickup dates

## **Website**

- The website will have similar information as sent in the emails and will be updated once a week
- This information will be for residents who are not signed up to receive emails from the Monona Sustainability Committee

## **Flyers**

- Flyers regarding informational sessions and events about leaf waste management will be placed sent to businesses, placed in public spaces, recreation centers, etc. around Monona that are popular spots for Monona residents
- Residents will have the option to bring these flyers to the events and enter to win prizes

## **Event at Community Center**

- There will be one free-of-cost event held in the month of September that will focus on correct leaf waste management techniques and how the Monona Sustainability Committee is willing to help and support residents to do this

## **Social Media**

- There will be one post on Facebook everyday
- These posts will focus on fun facts about leaf disposal, leaf pick-up dates and links to the website for detailed information on the campaign

## **Marketing and Communications Intern**

- A volunteer intern will be hired to send emails, post on the website and social media channels, design flyers and help organize events

## **Campaign Partners**

We would recommend that the Monona Sustainability Committee partner with the Clean Lakes Alliance, and the Aldo Leopold Nature Center. They should maintain or strengthen their partnerships with the Monona Community Center, Monona Library, and

UW-Madison's Life Sciences Communication students. The Clean Lakes Alliance is a not-for-profit organization dedicated to improving the water quality in the Yahara Watershed. This includes Lake Monona and other bodies of water close to the city of Monona. As an organization that seeks to build community support and financial resources to reduce phosphorus and algal blooms, the Clean Lakes Alliance is an ideal partnership for the Monona Sustainability Committee. We would like to have speakers from the Clean Lakes Alliance attend the community event to discuss more ways that residents can get involved in preventing algal blooms and reducing their phosphorus runoff. The Clean Lakes Alliance's presence at this event would give more credibility to the MSC's message. The Aldo Leopold Nature Center would also be a unique partner because they host a variety of outreach events throughout the year. With an increased budget, we would like to host an event there in the future. The natural beauty and conservation efforts of the Aldo Leopold Nature Center tie in well with the goals of the leaf management campaign. We think that a community event there would have even better attendance than one at the Monona Community Center.

## **Evaluation Plan**

### **Emails**

- MailChimp analytics will be used to measure email open rates

### **Website**

- Number of views will be measured

### **Flyers**

- An approximation of how many people have viewed the flyers will be based on the number of people who enter to win an Amazon gift card.
- This strategy will be used if there is an increase in budget.

### **Event attendance**

- A sign-up sheet will be present at events held at the Community Center to determine how many people attended the event

### **Social Media**

- Google analytics will be used to see how many people have liked and shared the post

### **Follow-up surveys**

- Follow-up surveys will be sent out via email, the website and Facebook to gauge how much knowledge people have gained from the informational events and how far they are willing to dispose leaves correctly
- These surveys will be made and distributed using Qualtrics

## Budget Considerations

The campaign will have a \$500 budget for a four month period. The budget will be divided towards marketing media platforms, printing, and event costs.

### Marketing media platforms

- Email: We will subscribe to MailChimp's Free Plan. This plan will allow us to send 12,000 emails/month and have up to 2,000 subscribers. Once we exceed 2,000 subscribers, we can select another plan (MailChimp, 2017).
- Website: We will use a page on the Monona Sustainability Committee website. This will be at no cost.
- Facebook: Facebook accounts and pages are free.
  - Incentive: Offer residents who participate in the Facebook survey a chance to win a \$50 Amazon gift card.

### Printing from Staples

- Flyers: The cost of 1,000 flyers is \$214.99. Due to our limited budget, we will have flyers that contain important information (dates, locations, directions) be sent to local businesses and centers to post up (2016). They will be distributed in early September.
- Rack cards: 100 rack cards will be purchased at the price of \$53.99. They will contain important information (dates, locations, directions) and given out to attendees at the mid-September event (2016).

### Event

- Room rental: Renting a room at the Monona Community Center cost \$75 per 4 hours on a weekday (My Monona, n.d.).
- Food: \$100 will be allocated to purchase snack platters and drinks at HyVee (HyVee, 2017).

The grand total is \$493.98 with \$6.02 remaining.

If, in the following years, the campaign continues and the budget increases to hypothetically \$5,000, we would suggest a few changes to our current budget.

- Printing: We would like to send flyers to each Monona residence. This will increase our cost about 7x (about 7,000 + Monona residents), resulting costs to about \$1,504.93.
- Events: We would like to have one informational event throughout the campaign. We will also like to include a FitBit raffle at one of our events. The cost of room reservation and food will double and the cost of a FitBit (Best Buy, 2017) is about \$149.95, resulting in a total of \$499.95.

### Campaign Budget Distribution

	September	October	November	December	Total
<b>Email</b>	\$0	\$0	\$0	\$0	\$0
<b>Website</b>	\$0	\$0	\$0	\$0	\$0
<b>Facebook</b>	\$0	\$0	\$0	\$0	\$0
<b>Amazon Gift Card</b>	\$0	\$0	\$50	\$0	\$50
<b>Print</b>	\$268.98 (flyers and rack cards)	\$0	\$0	\$0	\$268.98
<b>Events</b>	\$175	\$0	\$0	\$0	\$175
<b>Grand Total</b>	<b>\$443.98</b>	<b>\$0</b>	<b>\$50</b>	<b>\$0</b>	<b>\$493.98</b>

### Timeline

The campaign is set to run between September through December of 2017. Below is a timetable of when marketing and events will occur throughout the four months.

### Campaign Sept.-Dec. 2017 Timetable

	September	October	November	December
<b>Email</b>	4x/mon.	4x/mon.	4x/mon.	4x/mon.
<b>Website</b>	4x/mon.	4x/mon.	4x/mon.	4x/mon.
<b>Facebook</b>	1x/day	1x/day	1x/day; send out survey and offer a chance to win free \$50 Amazon gift card	1x/day
<b>Flyers</b>	Send to Monona businesses, community centers, etc. in early Sept.	-	-	-

<b>Event</b>	1 event mid Sept.	-	-	-
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**Marketing media**

- Email: The free plan that we subscribe to only allow us to send 12,000 emails per month. Hypothetically, if we have up to 2,000 subscribers, we can send our subscribers 4 emails (1 email per week). Emails specific to leaf disposal will be sent right before (mid-September) and during the fall season (late October).
- Website: The website will contain the same information (campaign mission, contact information, dates, etc.) each month. It will be updated in unison with emails that are sent out each week.
- Facebook: Posting on Facebook will occur once per day. We can possibly create repetitive days such as “Fun-Fact Friday” (share fun facts relating to leaf management) or “Show-Off Saturday” (have residents submit pictures of them cleaning or managing leaves).
  - Incentive: A survey will be posted in mid-November to gather data and information on how the campaign did throughout the four month period. If residents participate in the survey, they have a chance to win a \$50 Amazon gift card.

**Flyers**

- Flyers contain information about leaf management, important dates, contacts, etc. They will be sent out in early September to public spaces, centers, and businesses to put up so residents are informed ahead of time about what the campaign will be doing and how they can get involved with leaf management in their community in October through December.

**Event**

- The event will take place mid-September. This event will focus on reaching out to our target audience and building our presence in the community. We also want to inform them about leaf disposal in their community and how they can help improve their hometown’s environment.

# Creative Plan

## Example images

Most of these example images will be used in website and Facebook posts as well as some on the rack cards.



Image 1  
Source: Bryce Rychter, University Communications Photo Library



Image 2  
Source: Pinterest



Image 3  
Source: Inhabitat



Image 4  
Source: UW SSEC



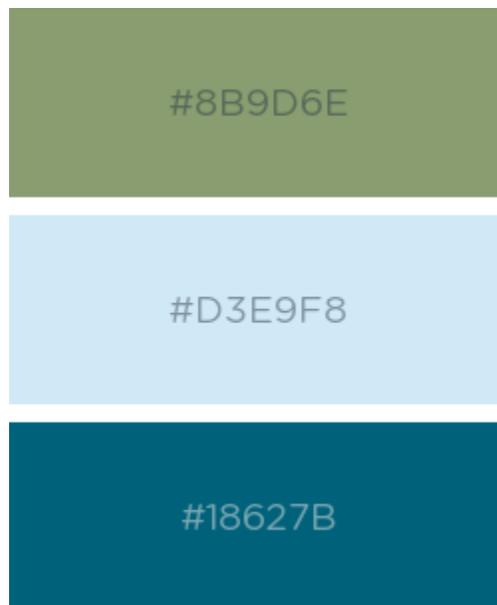
Image 5  
Source: PDX Flashalerts News

### Slogan

- “Like clean lakes? Use your rakes!”
- This short and sweet slogan will be good for our campaign because it gets straight to our point that if leaves aren’t disposed of correctly, the lakes will suffer the consequences. This slogan explains that keeping the lakes well-kept is all up to the people who live in the community. As long as Monona residents take care of the leaves that fall in their yard, it will help the lake remain clean and beautiful.

### Color Scheme

We chose to use “Earthy” colors like those seen in both clean lakes and the algae (See Image 1).



## **Description of Campaign Materials and Unified Theme**

The campaign materials we will use are Facebook posts, posts and updates on the campaign website, email, flyers, and rack cards. Our volunteer intern will help create, post, and distribute the materials.

The theme of our campaign material is to educate and raise awareness on how improper leaf management affects Lake Monona. In order to make sure the materials have a consistent theme, the color scheme will consist of “earthy” shades (blue, turquoise, and murky green) and slogan (“Like clean lakes? Use your rakes!”) will remain. Images of Lake Monona, rakes, leaves, and waste pyramids will appear on various campaign materials. Helvetica font will be used.

Facebook: The intern will post once a day on Facebook. Each post will contain different aspects. Some days will have pictures of residents raking leaves or leaf pickups in the morning (submitted either by residents or by staff members). There will be infographics on the statistics related to topics like leaf management in Monona. They will be made on a free design site called Canva and AdParlor. Flyers or information related to our campaign from the community will also be posted.

Website: The campaign’s website page is connected to the Monona Sustainability Committee’s website. It will be updated 4x a month with similar content sent in the weekly emails. The website will also contain a section on the purpose of the campaign. There will also be links to community websites that educate and support leaf management. In addition, it will list important dates, contact information to our Facebook, website, and email.

Email: Four emails will be sent out each month. The campaign will use MailChimp to design the layout of each email we send to our subscribers. The emails will always contain information on leaf management, important dates, and contact information to our Facebook, website, and email. Each week additional tips and interesting facts or social media contest will be shared with each email.

Flyers: 1000 Flyers will be printed on 8.5” x11” computer paper. They will contain specific information on leaf management, important dates, and contact information to our Facebook, website, and email. The flyers will specifically highlight the September community event at the Monona community center. They will be distributed in early September to all local businesses and community centers around Monona. \*\*\*If the budget for this campaign increases to, hypothetically, \$5,000, flyers will be sent to each Monona resident. At the mid-September event, residents can bring the flyers sent to

them to enter to win a FitBit. There will be information on the flyer regarding saving it for the raffle at the event.

Rack Cards: 100 rack cards will be printed on 3.74" x 8.27" glossy card stock paper. The rack cards will contain information on leaf management (most likely an infographic/diagram), important dates, and contact information to our Facebook, website, and email. The rack cards will be printed in early September and distributed to residents at our mid September event.

## **Explanation of how materials will get attention**

During the media planning process we took three important factors into consideration – the target audience, the tone and style of our message, and the key insights for our audience. We thought focusing on these factors would be most effective in attracting the attention of our audience. We found a good balance between using traditional media (print and educational events) and alternative media (website and social media).

The flyers will have a call to action. For example, if we have an increased budget and are promoting an educational event at the Community Center. The flyer will have event details as well as details on a lucky draw. An example of the call to action will be “Attend our event and stand the chance to win a FitBit!” Additionally, informational flyers will make Monona residents aware of the consequences of improper leaf disposal and highlight images such as Images 5 and 6. They will have textual content explaining the consequences of improper leaf disposal as well as our slogan which is “Like clean lakes? Use your rakes!”

Rack cards, Facebook posts, website, and emails will be information heavy and contain several infographics. The rack cards will have pictures and textual content of why leaf disposal is important. The Facebook posts will promote events, have links to website articles and highlight leaf pickup dates. The website and emails will have detailed information on proper leaf waste management techniques, the consequences of not disposing leaves correctly, as well as fun facts. Additionally, all the campaign materials will highlight the slogan -- “Like clean lakes? Use your rakes!” For example, Image 1 and 2 show the importance of disposing leaves, and Image 3 shows the importance of raking leaves - and how the rake is a useful tool for this campaign. These images and information will grab the attention of our target audience. Additionally, primary research (qualitative interviews) indicate that Monona residents like being around the lake. Image 5 and 6 will encourage them to dispose leaves correctly as they show the consequences of not disposing leaves correctly on the water quality of Lake Monona. The pictures with algae in the lake will have headlines like “Do you want your lakes to

look like this?” This will then motivate residents who like spending time in and around the lake to dispose their leaves correctly.

Additionally, surveys posted on the Facebook page will also have a call to action stating “Take this survey and stand the chance to win a \$50 Amazon gift card!”

## **Explanation of overall effectiveness of materials**

Our campaign materials will accomplish our goals of increasing positive attitudes and awareness of proper leaf disposal and increasing education about why leaf disposal is important for the City of Monona. Based on our qualitative interviews and survey results, those who care about the water quality of Lake Monona and the health of local ecosystems are less likely to leave their leaves in the streets. Our campaign materials will remind people of their concern for the environment and their appreciation of area lakes to create cognitive dissonance with the behavior of leaving leaves in the streets.

Our color scheme includes red, orange, and green as “leaf colors” because people will already associate these colors with fall and raking. Our slogan also ties in well with our persuasion methods of cognitive dissonance and social norms to encourage all people that care about clean lakes to dispose of their leaves properly. We will also use pictures of leaves and algae blooms on local lakes in our campaign materials to help explain the connection between leaf nutrients and algal blooms. We also plan to use statistics from the survey to reinforce social norms; for example, “100% of Monona residents surveyed said that they are concerned about the water quality of Lake Monona.” Our messages aim to give people a sense of pride in their community and the natural beauty of Monona. We want to instill a sense of responsibility for keeping these lakes clean and make people feel that their actions do make a difference for the cleanliness of the lakes.

## Designs



**Monona Sustainability Committee**  
Sponsored

Like Page

**Attention Monona Residents!**

This weeks Leaf Pick-up Dates in all four districts are:  
Monday: 10am  
Wednesday: 11am

So if you like clean lakes, use your rakes!

107 14 Comments 37 Shares

Like Comment Share



**Monona Sustainability Committee**  
Sponsored

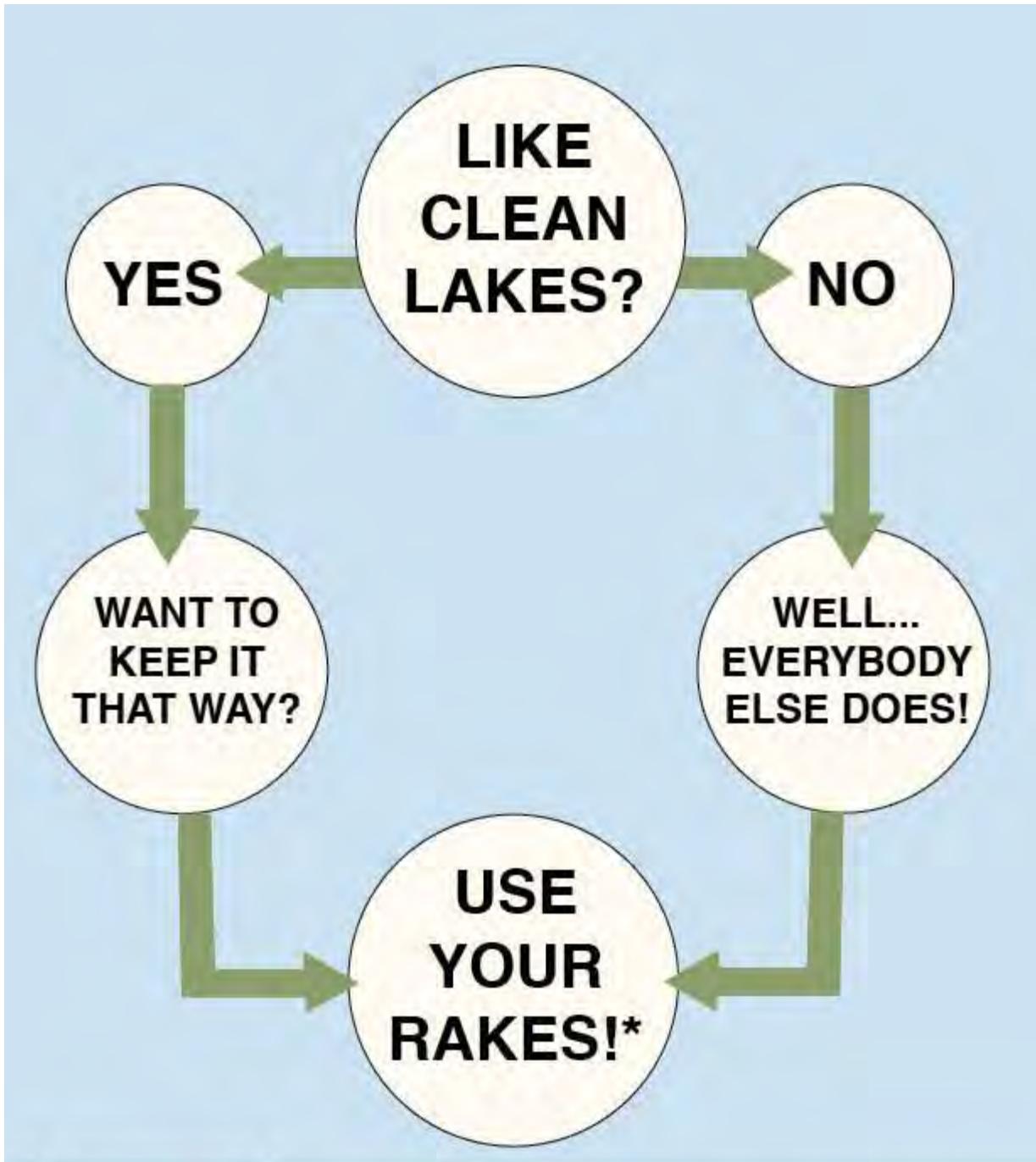
Like Page

Learn how to use your rakes in the best way possible this upcoming fall! Read more on [mymonona.com/381/Sustainability-Committee](https://mymonona.com/381/Sustainability-Committee)



117 23 Comments 54 Shares

Like Comment Share



*\*Use your rakes responsibly! Leave your leaves piled up on your property near the street to prevent phosphorous runoff. Phosphorus runoff contributes to algae build-up in the lakes.*

# Like Clean Lakes? Use Your Rakes!

There is an alarming increase in phosphorus and nitrogen in Lake Monona. Although phosphorus and nitrogen are nutrients needed in aquatic ecosystems, high levels are dangerous to the health of the lake, organisms, animals, and humans.

Researchers found that the misplacement or disposal of leaves, such as leaves being set on the side of the curbs, are great contributors to the high levels of phosphorus and nitrogen found in Lake Monona.

Check out these 3 different ways you can help protect Lake Monona by simply using your rake to collect and properly dispose leaves.

## COMPOST

**56%**

of Monona residents in a recent survey said they have composted their leaves.

It's easy! Try these 2 simple steps:  
1. Rake leaves and mix with other compostable items  
2. Store away for next spring

## MULCH

**\$0**

You don't have to spend a single dime on mulch when you can make your own in your yard.

Follow these 2 easy steps:  
1. Rake leaves and shred with mower  
2. Place them on top of desired yard area

## DROP OFF SITE

**24/7**

yard drop off site. Leaves, grass clippings, and garden waste are accepted. No brush allowed.

Location: Edna Taylor Parkway at Public Works Garage

Have questions? Contact us:  
Facebook: [facebook.com/mononalefcampaign](https://www.facebook.com/mononalefcampaign)  
Email: [mononasustainabilitycommittee@gmail.com](mailto:mononasustainabilitycommittee@gmail.com)  
Website: [mymonona.com/345/MLC](http://mymonona.com/345/MLC)

MONONA SUSTAINABILITY  
COMMITTEE

## September 1, 2017: Advice and Announcements

### Let's Get Started

It's that time of the year again for pumpkin spice lattes, warm knit sweaters, and ... **rakes!** Raking your lawns and city parks is vital to keeping our city *and* Lake Monona clean. Continue reading to find some ways you can use your rakes for good.



**Compost**

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# **Leaf Removal Campaign Plan Monona Sustainability Committee**

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# Background

The City of Monona is located on the southeast bank of Lake Monona. It is a satellite of the City of Madison and has a population of about 8,000, according to census data. Families move to Monona for the stellar school system, small-town community feel and lush green spaces like parks and trails. The greenery makes the city appealing, but the side effects of yard care have led to unwanted consequences.

The city wants to discourage citizens from letting leaves from trees in their yard sit on the pavement of the streets. When the leaves get wet, they leech nutrients like a tea-bag would. The mineral rich water runs into local storm drains and ends up in lakes and rivers. This leaf-tea is a contributor to the rancid-smelling blue-green algae that blooms in the summer.

Already steps have been taken to try to reduce the runoff. The city has invested in seven storm water treatment centers, which remove solid matter and some of the nutrients but not all. It also installed two bio retention basins in 2014.

The basins are designed to remove phosphorus from the water supply and are predicted to prevent five pounds of phosphorus from entering the water supply in the next 15 years. However effective solutions, more treatment centers and basins are not economically practical.

The leaf campaign project is a small part of a much bigger University project. City of Monona has paired with University of Wisconsin-Madison and created the UniverCity Year. Captained by the Nelson Institute for Environmental Studies, different departments have created capstone courses that will give students a chance to directly apply their studies and create solutions for problems that could be copied in other places. This report is part of that UniverCity Year campaign and proposes a possible strategy to persuade Monona residents to keep their leaves out of the street in order to decrease environmental impacts.

# Research

## Methods

For gathering data, our class started with initial qualitative interview questions for the community, and followed up with quantitative survey. First, students created their own interview questions based on information from Brad Bruun, employee of the Monona Department of Public Works, class lectures and their understanding of leaf collection in Monona. Students submitted 10 of their own questions with reasoning on why these questions would be useful to understand how residents in Monona view leaf collection and what their views are on other issues, such as lake water quality.

Once collected, our professor Neil Stenhouse chose 10 questions from the class that seemed to give a good perspective into the sample group. Each student had to conduct one survey, in-person (25) or over the phone (4). Those that conducted in-person interviews ventured to the Monona Public Library or Community Center and talked to a resident. Those that conducted over the phone interviews were given a list of phone numbers and randomly called those until a qualifying individual answered and consented to the interview. 29 interviews were conducted between February 15th-February 21st.

Next, the class generated a quantitative survey to further understand opinions and thoughts of Monona residents. Again, students created their own survey questions with explanations, submitted them, and Neil chose the ones to

be used in the final survey. This survey was then distributed to Monona residents via a link on the Monona website. People were driven to the link by radio ads on WVMO and email lists that the city uses. Survey takers had a chance to win a \$50 gift card. 253 people took the survey, but only 220 fit the minimum requirements of being a Monona resident and are personally responsible for leaf disposal.

## Research Findings

### *Behavioral Tendencies*

One thing everyone wanted to look at was who was actually responsible for leaf disposal. From our survey, we learned that everyone who took the survey is personally responsible. From there, we looked at how they actually disposed of their leaves. The top disposal technique is piling the leaves up on the curb and leaving them for collection, which 44% of people said they often do. Very few people burn their leaves, with only 2.42% of people saying they occasionally do it. Most people collect their leaves two or more days before the collection, with only 5.21% of people leaving them out the day before and none the morning of collection.

Surprisingly, 69.3% of Monona residents get their information on leaf pickup through the city website. We find this surprising because the average age of survey takers was

over 30. We assumed with an older population that they would be getting their information from radio or paper and not the internet.

### *Perceived Barriers*

In order to figure out how to solve the problem, first we need to understand what is preventing people from keeping leaves out of the street. The survey question “Would you be willing to encourage your neighbors to have responsible leaf disposal methods,” showed a large problem. Only about 30% of respondents said that they would be willing to encourage their neighbors to change their habits. If it’s not a behavior that neighbors are comfortable enforcing, change will be slow to happen, if it does at all.

Another question that got a similar response was “how much of a positive impact do you think your leaf disposal has on the environment?” Over half of survey respondents answered that they think they have no impact to a moderate amount. If residents don’t think that their habits are harmful, there is very little incentive to alter them.

The leaf pick-up schedule is the biggest issue that the City of Monona is facing. When asked how people find the leaf schedule, many people wrote in answers that were along the

lines of “I never know when they are going to come.” When asked what the biggest barriers were to keeping leaves out of streets, respondents said that trucks not coming frequently enough and inconsistent pick-up dates/times were the second and third biggest problems. If the City could have leaf trucks coming slightly more often and have these times more loudly communicated might solve a large part of the problem.

Along the same vein, leaves blowing out of piles and into the streets was voted the largest barrier to clean streets. Changing behaviors so that residents will tidy up their leaf piles after the initial raking will be part of the solution, but having a consistent pick-up schedule is also important. If people can plan for when the truck is coming and rake closer to the pick-up date there will be less time for leaves to become scattered.

**The leaf pick-up schedule is the biggest issue that the City of Monona is facing.**

### *Knowledge of Leaf Disposal*

Figuring out how knowledgeable the Monona residents are concerning proper leaf disposal methods will help us create a stronger campaign. In the interview that we conducted more than half of the thirty Monona residents interviewed voiced that they will rake their leaves to the curb for the leaf vacuum

trucks to pick them up. One middle-aged mother said, “we either rake them into the backyard in our compost bin or we put them out on the curb for the leaf vacuum to pick them up.”

Later, when the survey was sent out we discovered that most people have a strong knowledge of how to dispose of their leaves. In the survey, when asked “Which of the following methods do or do not follow the official Monona guidelines”, overall most Monona residents knew the proper ways to dispose their leaves i.e. mulch them, pile them on the curb for collection truck, compost them. Even the people who admitted to putting their leaves in the streets showed that they knew what the guidelines were. Just over 98% of people answered “Yes – official guidelines say this is okay” to the option “Piled up and left on the curb for collection by Monona collection truck, with none in street.” It is clear that a majority of Monona residents do not need any more information about how to dispose of their leaves.

influence their thoughts. According to our survey, Monona residents reported that their most influential message sources are scientists and the Monona Sustainability Committee. Twenty-three percent of survey respondents also noted that friends and family are the most influential to them.

More results from this question show that Monona residents trust UW-Madison Students the least with influential messages, meaning that campaign materials should not focus on being from students to have a better impact on community trust.

In the survey, 74% of responses marked a high personal importance of environmental causes. The fact that Monona residents already care a lot about the environment can help our campaign be effective and successful.

## *Social Norms*

After analyzing the surveys and interviews, it is evident that social norms play an important role in how people maintain their lawns and react to leaf cleanup. In the article by Griskevicius et. al., it is shown how influential social norms are on an individual’s decisions, and many time the individuals don’t even realize they are using social norms to

## Current Marketing Strategies

Dane County created a campaign that is working to promote practices that reduce and improve stormwater runoff into Dane County lakes, rivers and streams. Within the campaign, they have created a subsection specifically targeting proper leaf clean up called “Love Your Lakes and Rivers, Don’t Leaf Them.” The Madison Area Municipal Stormwater Partnership (MAMSWaP) has made brochures and yard signs that feature the campaign’s website url for more information on reducing and improving stormwater runoff. The MAMSWaP has also invested in radio-advertising, web-based advertisements, printed advertisements in the local Madison newspapers as well as distributing beverage coasters to local establishments.

Specifically, the City of Monona’s sustainability committee is working to embody the same practices as the “Love Your Lakes and Rivers, Don’t Leaf Them” campaign by advertising leaf collection times and yard waste drop-off sites. The committee mainly uses their website to get information to the Monona residents. They also do a news flash that sends an email to subscribers only as well as a newsletter and radio announcements. The information given to the Monona residents about putting their leaves out for pick-up has been somewhat successful. Many community members actively rake

their leaves to the curb, but they are very confused about when their leaves should be put out and if they will ever be picked up. The leaf vacuum trucks do not have specific routes, and the Monona sustainability committee does not advertise specific dates and times for pick-up

The city of Monona has put forth little effort to educate the Monona residents about why proper leaf pickup is necessary for clean lakes, rivers and streams. More information and marketing regarding the effects of proper and improper leaf clean up practices needs to be implemented for the city of Monona to see a behavior change in their residents.

## Target Market

Our target market is Monona homeowners in districts 1 through 3. This excludes all Monona residents living in an apartment or any other establishment that does not require it’s residents to take care of the yard work on their property. We chose the specified districts because as shown in our survey results, 87 percent of Monona homeowners responsible for disposing their leaves live in these districts. In addition, with data gathered in our quantitative research, a majority, or 65 percent of all Monona home owners surveyed said that water quality in Lake Monona was extremely

important to them. Targeting this audience is important because they already have an interest in the overall objective of our campaign.

## Campaign Objectives

### *Psychological*

- Increase knowledge of why proper leaf disposal practices are important
- Educate the City of Monona residents about the consequences of improper leaf disposal

### *Behavioral*

- Decrease overall phosphorus contamination in the City of Monona's lakes, rivers, and streams
- Increase the City of Monona's residents' participation in leaf clean-up strategies

## Persuasion Barriers

The biggest external issues that our campaign is facing based on the survey data is that the population as a whole does not want to encourage their neighbors to pick-up their leaves properly and they do not believe using proper leaf disposal techniques will help with the environment. The biggest internal issue is the leaf pickup schedule. According to the survey we conducted, around 80 percent of people said

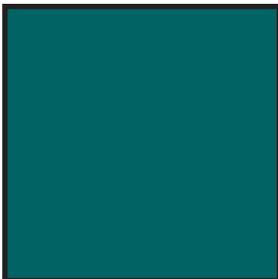
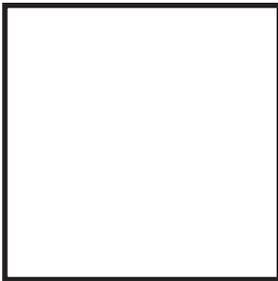
that inconsistent dates and times of pick-up make it more difficult to dispose of fall leaves properly. If people do not know the schedule they will not be motivated to properly rake their leaves. This schedule is not easily accessible for residents. Some of the survey respondents were not aware there was a formal schedule. Making the schedule more accessible to Monona residents will be a big step to decreasing leaf litter in the streets.

## Campaign Partners

Working with a variety of establishments throughout the Monona area will be crucial to creating a successful campaign. Monona Parks and Recreation, Menards, and WVMO radio will be assisting with this campaign. The Monona Parks and Recreation department will be a strong partner because of their current involvement with the community. With a following of just under 1,900 likes on Facebook, the Leaf Disposal Campaign can utilize this platform by posting important updates and information. The second campaign partner, Menards, will be used as an incentive. Coupons for a new rake will be distributed to residents on the email list. Finally, WVMO radio will be a great resource for public service announcements about where to find information about leaf pick-up, when leaf pick-up begins, as well as a platform for community members to call in and ask questions.

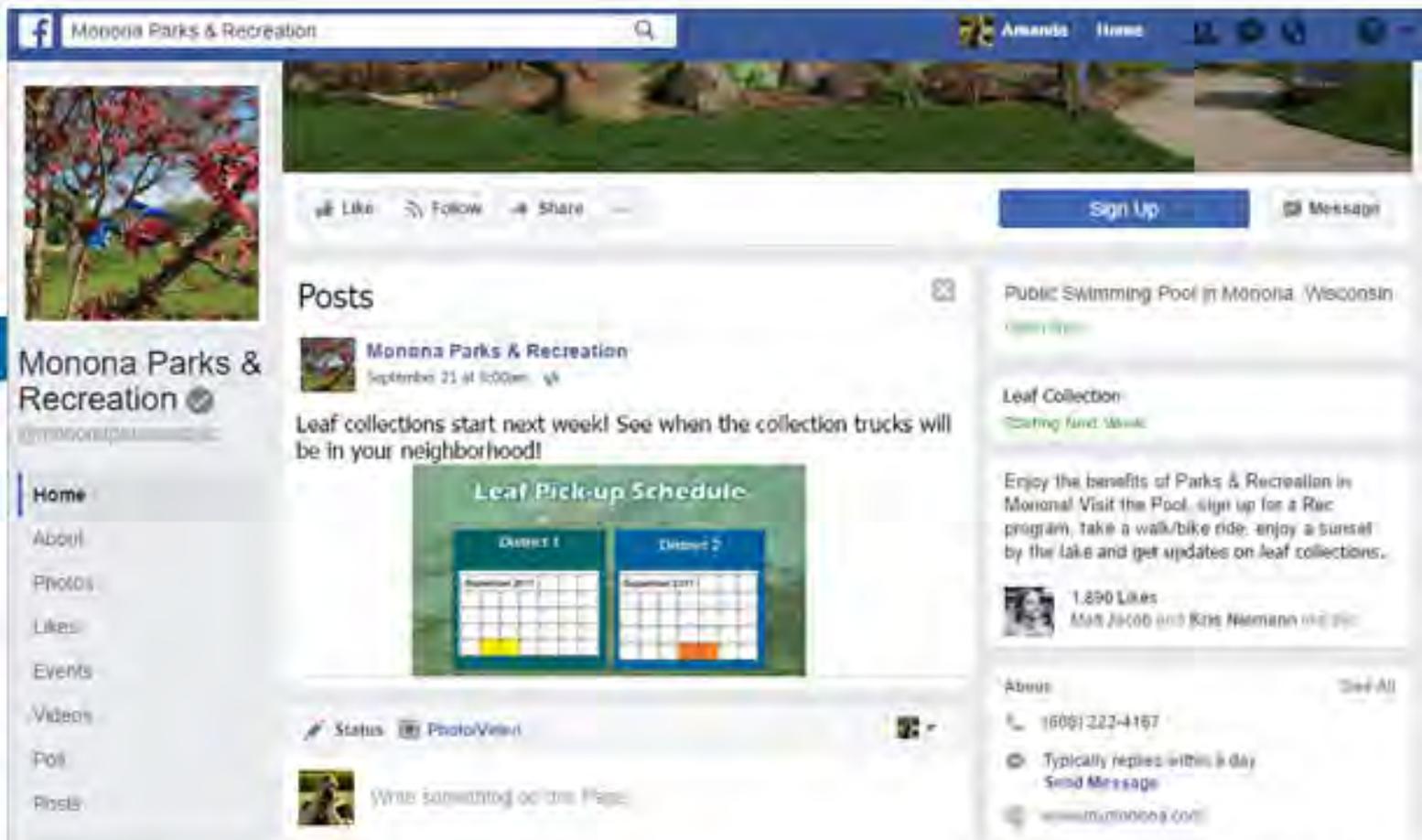
## Campaign Overview

### Color Scheme



Our campaign will be utilizing yard signs, refrigerator magnets and social media posts to promote our campaign materials within the Monona community. The campaign will achieve a unified theme by consistently using our color theme (Deep Green, Dark blue and white), fonts (Eras Bold ITC and Franklin Gothic Demi cond), our slogan and maintaining crisp lines and boxes for every item. Yard signs will be printed on 18x24 board and these signs will be posted in public parks and spaces. The signs will also be made available to the public at the library, community center and Menards. A magnet with leaf pick up times will be distributed to each household in our target markets.

Our social media posts will be through the Monona Parks and Recreation page and will be monthly in the summer and weekly during the fall months when pick up is taking place. The summer posts will utilize the slogan heavily and focus on why leaf collection actions in the fall effect the lakes in the summer. The fall posts will focus on leaf pick-up times and locations. There will also be a notification on the right of the page saying that leaf pick up is taking place.



Example Facebook post.

## Media Plan

To communicate the campaign messages to the chosen target audiences we will use social media, a summer sign campaign, mass emails and public service announcements on the radio. We will use Facebook as our social media platform because it has the greatest number of users in comparison to any other platform (Greenwood, Perrin, & Dugan, 2016). The Monona Parks and Rec. Facebook page already has a substantial following so using them as a platform will be the most effective for us. We also plan on improving the Monona Sustainability Committee website so it is easier to navigate. Having a more effective and aesthetically

pleasing website can improve communication. In addition, a link to the Facebook page on their website and vice versa will also be key in communication for people who use one or the other.

For the summer sign campaign, we will put signs out at public parks and pools, as well as in yards in order to prime people before the Fall season about the harmful effects of improper leaf disposal. We will also distribute refrigerator magnets with the leaf pick-up schedule on them. In addition, we will be sending a mass email 2 days before the collection trucks go around. We want to ensure that people read the email

so we will be incorporating a Menards coupon that will incentivize people to read it. The coupon will give people 10 percent off their next purchase at Menards if they buy a rake. Finally, we will create a short PSA that will be broadcasted on the radio. The PSA will include our campaign message and where people can go to get more information.

To keep our brand consistent throughout, we want our radio ad to have the same voice. Our message to have

an upbeat tone, so the audience does not feel like they are being lectured. It will be played on the community radio station so the message comes from a reliable source that already has credibility with the population.

## Effectiveness Plan

In order to create an effective campaign, we focused our campaign materials on convenience, location and overcoming the perceived barriers that our target audience has.

The yard signs that we created use fear appeal. The problem is the algae and the smell it gives off. The solution is to rake your leaves. The signs are also used as a prompt because they give explicit instructions needed for behavior change and they are placed near the lakes where the algae grows. A prompt would force someone to centrally process a message because it has more relevance to them at that time and they will be more inclined to take action.

Another prompt that we are using is the refrigerator magnets with each district's leaf pick-up schedule on them. Creating magnets is great because people use their refrigerators everyday so they will always be reminded when they should put their leaves on the curb. Finally we will use social media posts on Facebook because many people in the survey and interview said that they got their information on the Monona website. Using Facebook will be a convenient way for our target audience to keep up with any changes to the leaf pick-up scheduling or any other urgent messages that the Monona Parks and Recreation Department want to broadcast.



Fridge magnet with leaf collection times that will be given to residents as part of our plan to improve communication of pick-up schedule



*Sign with campaign slogan to be placed at Monona waterfront locations during summer months.*

## Slogan

Our slogan focuses on the direct impact of not raking leaves. The slogan “This stinks: Leaves left on the street in the fall feed Blue-Green Algae in the long haul” is relevant because not only is blue-green algae an unfortunate side effect, but it also has a stinky aroma. The phrase we have chosen puts the importance of leaf raking outside of the normal context that generally presents leaf raking as a civic duty. When people see the

signs along the waterways and smell the blue-green algae stink at the same time, they will be more likely to remember the campaign when they see reminders with the same theme to rake leaves in the fall. By making the problem Monona wants to solve apparent in the summer when the water quality is the worst, we’re hoping the desired action of leaf disposal will be remembered in the fall when it needs to be addressed.

# Campaign Evaluation

## Evaluation Overview

This plan will explain how to monitor and evaluate the campaign in order to measure its success. It will also explain how to use the evaluation results to improve the program for the future.

We will know if the campaign was successful through creating a post-campaign survey that will be distributed the same way our pre-campaign class survey was distributed. The post-survey will ask questions regarding the consequences of improper leaf disposal to test Monona residents' knowledge. The survey will also address the intended behavioral changes outlined in the operational objectives.

To evaluate how effective our modes of communication were we will use different measuring tactics. The first measurement will be through Facebook Ad Manager to analyze the likes and shares of the posts we distribute within the Monona Parks and Recs Facebook page. The second measurement will be how many coupons were redeemed at Menards from our email. The final measurement will be looking at email open rates to see how many times our emails were opened or viewed.

## Budget

Our budget has been based off of a percentage scale that is designed to signify priority. Our budget currently has been set at \$500 with the chance of increase in the next couple of years. If tasks cannot be achieved with the \$500 budget, they will be prioritized based on percentage.

We have chosen to spend the most money on collection schedule magnets, a rewards program with Menards and the summer "anti-algae" signs. Because of the tight budget, we will be using the website SignsOnTheCheap.com to purchase 20 signs for \$107, which is slightly below our allotted \$125 budget for sign making.

One issue for our budget is the amount of money we have allotted for each action might not be adequate. When using the website, Moo, for example: distributing fridge magnets to all 3,777 households in Monona is projected to cost \$1,888. Since that one action will exceed our budget, we've scaled back the number of magnets sent out. To save money, we will only buy 300 magnets, costing a total of \$150. We will give the magnets to the leaf pick-up crews to put in the mailboxes of people who are violating leaf removal codes.

To solve the problem of underfunding with our Menards partnership, we're hoping that the local Menards will be charitable enough to provide coupons at a lower cost to us. They have a history of community involvement and might make an exception for us with the promise of increased funding in the future.

be broken down into two subgroups. A summer session (depicted in red) will focus on priming citizens and giving them a frame of reference for the impact that improper leaf disposal can have. A fall session (depicted in orange) will build on the priming established and be a more action oriented phase.

	Percentage of Budget	Monetary Total
Menards Rewards Program	25%	\$125
Clean Lakes "Anti-Algae" Signs	25%	\$125
Social Media	5%	\$25
Radio PSA	10%	\$50
Leaf Collection Email Reminders	5%	\$25
Collection Schedule Magnets	30%	\$150
<b>Total</b>	<b>100%</b>	<b>\$500</b>

The summer session will include the Anti-Algae signs on popular swimming spots on the lake and at local pools. Since it is easy and low cost to install these signs, they will be established in May and stay up through August: the months with the highest lake traffic.

The majority of the campaign strategies will be starting in August and ending in November. In August we will start to air our radio PSA on WVMO and posting on the Monona Parks and Recs Facebook page. The current Parks and Recs page has a tab in the side that advertises the City Pool's hours. We will put a similar section under that showing the leaf pickup schedule. Magnets that have the schedule will be distributed in September. To make sure that residents will have no doubts about the pickup schedule, email reminders will be sent two days before the pickup crew arrives.

## Timeline

The issue of leaf removal is seasonal, so the majority of money spent will be happening on a flighting schedule. The campaign can

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Menards Rewards Program												
Clean Lakes "Anti-Algae" Campaign												
Monona Park and Rec Social Media Campaign												
Radio PSA on Air												
Leaf Collection Services offered												
Leaf Collection Email Reminders Sent												
Collection Schedule Magnets Distributed												

# Campaign Overview

## Knowledge

Looking at prior knowledge helps us mold our campaign by telling us what the audience already knows and how much we should be educating them through our marketing efforts.

## Slogan

Our slogan is the backbone of our campaign. It is short and concise but still gets our message across while grabbing the audience's attention. It is meant to stick in the back of their minds through the fall.

## Media Outreach

Our social media strategy is an important part of our campaign. It will reach the most people in the most efficient way, as well as partnering with another facet of the Monona community.

**Thank You for your Time!**



# Lend Your Lake A Helping Hand

05.04.2017

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Monona Sustainability Committee

Elizabeth Shklover  
Jasmine Skamser  
Kaylyn Payne  
Bradley Taylor

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## Executive Summary

In the past years, leaf runoff has become an increasing issue among the city of Monona. As miniscule as this issue may seem it has directly contributed to the decline in the lake's water quality and algal blooms which adversely affect the organisms inhabiting the lake. Therefore, to help mediate the issue and bring awareness to this topic we've created a campaign for the city of Monona that incorporates education and incentives to encourage community involvement in proper leaf disposal.

Our campaign in particular plans to target cognitive dissonance and social norms for Monona residents. Our end goal is to have the community aware of proper leaf disposal behavior which includes raking their leaves, anticipating the leaf pick-up, and avoiding putting their leaves out too early to minimize leaf blow away. We plan to post infographics around the community to promote our slogan "Lend Your Lake A Helping Hand" hoping to emphasize "your" and put the responsibility on the community. Along with the infographics we are implementing various reward programs from children, ranging from elementary to high school age. Each level will cater to the age group in a particular way. For the younger ages, a coloring sheet, and for the older audience a punch card that eventually accumulates to a redeemable prize at a local business. Our goal is to get the community involved,

excited, and knowledgeable about what is going on in their community and illustrate to them how they directly impact their own community.

## Situational Analysis

### Situation Background

The Monona Sustainability Committee prides itself on helping the people of Monona, while meeting the needs of the people by solving current problems without having to risk the resources available for future generations. They aim to implement sustainable living throughout the community and make sure the quality of living is at its highest. The Monona Sustainability Committee is working on prioritizing the positive influence human behavior has on leaf collection and disposal management. The committee is working towards instilling stricter guidelines regarding leaf collection and proper disposal habits. This campaign is trying to reach the group of residents who do not currently dispose of their lawn waste properly and who do not understand when leaf collection takes place. By working towards cleaner lawns and streets, Monona would have less maintenance on their storm sewer systems and have cleaner lake water throughout the community. If Monona were to spend less money on maintenance, there would be more money allocated to their community as a whole.

Consequently, collecting and disposing leaves properly will create positive changes in the environment in addition to the specific community. It is known that a large section of Monona residents already dispose of their fall leaves, but there is a large population who do not. The Monona Sustainability Committee wants to fix this and change people's perception regarding leaf collection and instill appropriate habits to better aid their community and environment. Many Monona residents are concerned about their environment and want their community to continue to strive towards sustainability. However, many residents are not aware of the specific guidelines behind leaf collection, like when it is for example, and why it is so important for the community to collect their leaves on specific time-schedules. This lack of definitive knowledge is one predominant element that this campaign is working towards improving and eventually eliminating. The goal of this campaign is to spread knowledge and awareness, create incentives and positively provoke residents to help the city of Monona by utilizing proper leaf management and disposal procedures.

## Research Methods

The research methods that were used in this campaign were qualitative interviews and quantitative surveys. The qualitative interviews were set up by selecting and generating questions from a list of questions students had already submitted for personal and over-the-phone interviews of Monona residents. These questions were based on the demographics of Monona residents (i.e. age, single family home,

level of engagement in the community, level of engagement in environmental awareness activities), the various districts that they lived in, their opinions on leaf disposal in Monona, their readiness of disposing of their own leaves, and their overall knowledge on proper leaf disposal methods in Monona. As stated previously, the interviews were conducted over the phone and in-person. The in-person interviews were conducted in the Monona community center and public library, whereas the phone interviews were randomly assigned and the remaining students contacted the individuals from the randomized list of residents. In total, there were 29 interviews that were conducted between February 15th and February 21st. Afterwards, students were asked to submit potential quantitative survey questions based on the responses from the interviews. From these potential survey questions, a few were selected and evaluated before they were distributed to Monona residents via mailing list of people interested, through the Monona website, or through a link advertised on the local radio. In total, 248 Monona residents completed the survey.

## Research Findings

### ***Behavior Tendencies***

Of the 248 Monona residents that were willing to take the survey sent out via a city email list, 55% have been living in Monona for more than 10 years. Since they have been residing there for a long period of time, they have developed habits and schedules, including those that revolve around taking care of their leaves in the fall.

All of the respondents were personally responsible for collecting and disposing their own leaves. Although everyone is responsible, 42% of the respondents rake their leaves only two to three times a month. In general, these individuals tended to be early-putter-outers, meaning they rake their leaves to the curbside much earlier than the fall leaf collection is scheduled to pick them up. Overall 95% of the respondents raked their leaves two or more days before scheduled collection. This premature raking allows natural occurrences such as the wind, children at play, or rain moving the leaves from the curbside piles into the streets. By changing or adapting behavioral tendencies, the amount of leaves that are ending up in the street can be greatly reduced, which will benefit the city of Monona.

After initial analysis, it was noted that there were early putter outers (people who put out leaves too early) and leaver-in-street (people who put their leaves out late, thus leave them in the street) in the city of Monona. Most of the residents raked their leaves two to three times a week. Some of the major incentives for leaf collection were free mulch or fertilizer given as a reward for doing so, reminders about leaf pickup, and information about the importance of proper leaf disposal.

### ***Perceived Barriers***

All of the 248 respondents are responsible for their own leaves. Out of these 214 respondents, 73% believe environmental causes are either “very or extremely important.” This culmination of categories, represents individuals who are presumably more likely to take care of their yard, including rake and dispose of

their leaves. Therefore, these individuals might be likely to properly dispose of their leaves, if they are given the proper guidance and instruction. Another important notion is to remove or diminish perceived barriers among the Monona Community to really increase positive leaf disposal habits.

The main barrier revolves around fall leaf collection, including pick-up times and pile up problems. The following statistics are in regards to the largest obstacles Monona residents face when trying to dispose of their leaves. Out of the residents who completed the survey, about 75% believe leaf collection is an obstacle, while 18% of Monona residents think pick-up times for disposing the leaves are inconsistent. Additionally, 20% of the residents who completed the survey feel that it is difficult to keep their leaves in a pile by their curb. Another major barrier within this group of Monona residents is that almost half, 44%, of the residents believe that the people who are not willing to compost their leaves in Monona are a huge problem to the leaf disposal system. These barriers could be mediated by increased awareness of the leaf collection pick-up times and increasing the access to compost drop-off spots, both of which will be highlighted further within the research findings.

### ***Effective Ways of Changing Behavior***

From the article, "Environmental sustainability and behavioral science: Meta-analysis of Proenvironmental Behavior Experiments" by Richard Osbaldiston

and John Paul Schott, there is an understanding that incentives/rewards motivate people to take part in pro-environmental behaviors (POB). In this case, the POB is proper leaf disposal. There were various types of incentives that were attractive to Monona residents. Out of 213 residents, 41.78% of them believed it would be “very effective” to be reminded of leaf pickup through a text or email reminder. This shows that residents are willing to put their leaves out on time, they would just need some assistance with remembering the pickup schedule. A reminder would be helpful and a more consistent and clear fall leaf collection schedule would be beneficial as well. Out of 212 residents, 28.77% of them believe “free mulch/fertilizer in return for proper leaf disposal” would be “very effective” as well. This would be another incentive Monona could consider to use. Monona takes the leaves and turns them into fertilizers anyway, so it would not be far fetched to return that to the community.

Out of 248 residents, 39.91% of them believe it would be “moderately effective” to receive “more information on the environmental benefits of proper leaf disposal.” Monona could consider having more organizations and/or advertising more about organizations in Monona that teach about improving one’s environmental impact and the benefit of this. These organizations would inherently cover proper leaf disposal and its benefits. If residents are not dedicated to joining an organization some of these facts about the benefits of proper leaf disposal could be sent out with the leaf disposal schedule. Another incentive 34.29% of 210 residents believed

it would be “moderately effective” is to have “more information on how proper leaf disposal saves Monona money (by reducing costs for water treatment facilities).”

This topic can be further researched, in terms of how proper leaf disposal will save the community money. If these findings have a positive correlation between saving money and proper leaf disposal, then this information could be distributed to the community. The hope is that it will encourage a behavioral change in community members to start or continue to properly dispose of their leaves.

### ***Knowledge of Environmental Impact***

When looking at the survey information, it is easy to predict that people do not realize how much doing the right thing will help the environment. The results show us that there is a very weak consensus when it comes to actually knowing how much they can help. If the majority of Monona residents realize how much proper leaf disposal habits will improve the environment and their community, they may be more likely participant in pro-environmental behavior. When making it evident to the community that over sixty percent of them are not positive how much they are helping the environment, they will understand that working as a team they can and will make a positive change.

### *Influencers*

Throughout the city of Monona, there are various different groups of people ranging from highly motivated and involved individuals, to residents who are not actively involved in their community and its upkeep. These residents live in Monona and may contribute to their community in different ways, but may not be as involved or focused on environmental issues present in Monona. In contrast to the non-active Monona residents, there are those who act as the influencers in their neighborhood. These residents highly contribute to their community, are involved, and can be vocal about their habits and opinions. It is important to have influencers in a community because they can have a strong impact on other residents' opinions and actions regarding simple topics or pressing issues in their community.

After analyzing the data from the qualitative interview and survey, it has been noted that many Monona residents truly care about their community and want it to continue being the best it can be. Additionally, there are residents who care so strongly about their community that they go out of their way to clean their neighbor's lawn, dispose of their leaves and keep the street gutter clean. By actively trying to help, these individuals act as influencers in their community without being aware of doing so. This specific section of Monona residents can impact the community greatly by creating conversations and reaching out to those residents who do not currently collect and dispose of their fall leaves. By creating a dialogue

between Monona residents, others will be more aware and educated on the issue of lawn waste and why it is so important to keep the streets clean.

## Current Marketing Strategies

Currently in Monona there is a fall leaf collection that lasts for about 8 weeks. The dates range from the beginning of October until the first week in December, if the weather permits. The service requires the residents to sweep their leaves to the curbsides for the trucks to vacuum them up. The pile should not spill into the streets, but must be within four feet of the curb so the truck can successfully reach them. A majority of the residents in Monona use the city website, "MyMonona.com" to access the fall leaf collection schedule. Alongside of other news outlets, such as the Monona Magazine or the city newsletter. There is no leaf collection schedule that emphasizes the collection pick up dates in specific streets and neighborhoods. Also, there are no exact dates or times listed for each district leaving a large section of the community that is unaware of how to access leaf collection. Many residents put their leaves out on the curb hoping the truck will eventually come and others are not even aware of a schedule at all. To improve overall leaf collection, the pick-up schedule should be more accessible and alerts or reminders in the form of text messages, U.S. postal mail, and/or emails would greatly benefit the process as well.

As for campaign strategies that have already been implemented, myfairlakes.org created a small campaign to help keep leaves out of the street. They are helping to spread the word about keeping your leaves out of the streets and covering the effects it can have on the lakes and rivers. They use a clever pun “don’t leaf them”, talking about leaves in the streets. On the website itself, contains information about composting and other useful resources.

## Strategic Implications and Recommendations

Leaves left in the streets are contributing to a negative impact on the environment and the community of Monona. After interviewing residents in-person, over the phone, and through an online survey, it is clear there are differing opinions and varying degrees of understanding amongst the residents. Whether people are unaware of the environmental impacts, how proper leaf disposal works, or that a leaf pickup schedule even exists; there are various places where increased awareness could help with resolving these issues. A key part of the strategy for our campaign is to use social norms when encouraging proper leaf disposal. By utilizing residents’ contrasting group norms and individual action, we can use this to our advantage because people want to be the “ideal group member” or in this case the ideal resident. This ideology states if an individual identifies as an ideal group member, they will be more likely to let social norms guide how they behave. Therefore, the ideal residents will be more likely to properly dispose of their leaves, because it is a social norm in their community.

Residents will be more likely to care for and be concerned about the environment, after learning about their community members' habits regarding leaf disposal and their reasonings for this habit. Information can be sent out via mail, email, and/or text with the leaf collection schedule about how proper leaf disposal impacts the environment positively and how residents can get involved in the Monona community to aid in this positive impact.

Making this information more accessible goes along with incentives to positively impact the city of Monona and the environment by participating in sustainable actions, such as proper leaf disposal. This is one of the main methods we believe will attract residents to properly disposing of their leaves based on the data from the survey. Evidently, people need incentives to motivate them to get something done and this in turn will help Monona increase the residents contribution to bettering the environment for residents and the world at large.

Additionally, having a set and clear schedule for fall leaf collection will remove one of the barriers residents face when it comes to proper leaf disposal. For instance, having this schedule will increase proper disposal because the early-putter-outers and other residents will know when to take their leaves for collection. Alongside of knowing the pickup schedule, residents will be able to plan this schedule, so their leaves will not pile up or blow away, due to weather and external conditions (i.e.

children playing in leaves or cars driving by). Accordingly, once these individuals are aware of the leaf schedule, they will be more likely to participate in disposing their leaves. Having a convenient and organized leaf pickup schedule will help the residents and the social norms surrounding leaf disposal as well. This will result in more people disposing their leaves because it will be easier and more accessible to do so. Therefore, they will change their actions to become more involved in their community and join their neighbors in this important duty.

## Campaign Strategy

### Operational Objectives of Campaign

1. By measuring the amount of truckloads that were filled during collection days, we can calculate approximately how many leaves were collected and or left on the street. The larger volume of leaves collected can correlate to more individuals participating in proper leaf collection techniques. This can show improvement (or the opposite) amongst Monona residents and neighborhoods.
2. Knowledge: Determining how educated residents of Monona are on proper leaf disposal by observing when they put their leaves out on the curb and whether they are aware of the negative impacts of putting their leaves out early, or not at all.

3. Leaf Collection Behavior: The way Monona residents collect and dispose their leaves, this can include multiple methods of collection/disposal regardless of them being correct. These behaviors include raking leaves out to the curb too early, putting the leaves on the street, throwing their leaves away, and properly raking the leaves to the curb around the time of leaf collection.
4. Cognitive Dissonance: Monona residents feel a certain way toward leaf collection habits in their community and increase its persistence throughout Monona. This will be used in flyers throughout our campaign.
5. Attitude Toward Leaf Disposal: How Monona residents feel towards proper leaf disposal behavior, this can include both positive and negative emotions such as aggravation, annoyance, disapproval, judgement, concern, interest level, determination and commitment.
6. Perceived Social Norms: The behavior individuals want to follow, depending on their community's actions. In this case, the perceived social norm would be to have appropriate leaf collection and disposal behaviors throughout the city of Monona.
7. Perceived Barriers: Monona residents perception of barriers that prevent proper leaf disposal. Two of the perceived barriers are not having a clear leaf schedule and believing that others will not properly disposal of their leaves.

## Target Audience

After surveying the demographic breakdown of Monona, we decided for our primary target group to be early putter-outers and families, ages ranging from 18-54. Children any younger, we grouped with their parents because they are dependents. Young adults are less set in their ways, and foresee living in Monona for a significant amount of time if they plan to raise a family, therefore they will care about the wellbeing of Monona. Due to these factors, they are a much more movable group. By increasing education within elementary schools we can start teaching children the proper ways to dispose of leaves at an early age. Getting families involved is a more interactive way to spread awareness throughout this campaign because being able to influence one member of the family has a greater chance of having an effect on the rest of the family. Within surveys, older members of the community commented on the visual decline of Lake Monona and expressed interest in wanting to see improvements. By catering to this specific group and making leaf disposal more convenient, we hope to decrease the amount of leaves on the streets of Monona.

## Persuasion Strategies

Cognitive dissonance can be a way to get the residents of Monona to be more inclined to change their leaf disposal behavior, while increased education is

another factor that will encourage a behavioral change in leaf disposal. Therefore, we will focus on people's interest to eliminate dissonant thoughts regarding leaf disposal by removing any excuses that may keep them from properly disposing of their leaves. By making leaf disposal seem more convenient, individuals will be more likely to take action in proper leaf disposal. Thus, in order to void excuses, convenience is going to be key to voice throughout our campaign. We can use cognitive dissonance to induce behavioral changes by showing our primary audiences that leaf collection is simple to do and that it is the easiest solution to getting rid of their dissonant thoughts dealing with environmental concerns and the role they play. Residents that care for the environment will want to make an effort. Similarly, targeting children at a young age will possibly ingrain proper leaf disposal behavior and encourage their parents to be more environmentally aware of their surroundings.

Once individual's behaviors are changed by the implementation of cognitive dissonance, the new behaviors will become habituated. Patterned relations grow to include more people and soon the community will follow suit. If cognitive dissonance was unable to motivate them, seeing their community practice proper leaf disposal may be the motivation that they need. By participating in proper leaf disposal after witnessing the community do so, we are also relying on social norms. The slogan "We Dispose of Our Leaves Properly in Monona" will help to encourage the correct behavior.

The main goal of our campaign focuses on making leaf disposal more convenient and can be done by educating future generations. In order for people to begin to change their behaviors, the changes need to be easy. Therefore, we plan to focus primarily on tangible signs, fliers, and leaf pick-up schedules delivered by mail and email. The presence of a physical handout will be more likely obtained and read. Opposed to emails, tangible copies of fliers will eventually require some kind of action. Emails inboxes are easy to neglect, but neglecting postal mails results in a physical pile-up of letters that eventually need to be picked up, therefore people are more likely to be consistent about checking their mail everyday. This can lead to increased knowledge regarding leaf collection methods and schedules.

Consistency is important and our messages throughout all mediums will be kept the same, or very similar. Thus, we will use social media and the MyMonona.com website as a way to compliment our flyers, by providing similar information on both marketing platforms. By using both outlets we are able to target our audience while building on social media presence.

Aside from leaf schedules and informational flyers, the campaign will partner with local businesses to offer food and drink rewards. For both elementary and high school students, once they properly dispose of their leaves they will either indicate so on a leaf coloring sheet or receive a punch on a voucher. Although the

businesses affiliated with this reward system are not advertising our leaf disposal method and campaign, they are still providing an incentive for the participants.

## Media Plan

There will be infographics of algae blooms and the effect that they have on the lakes and other water sources. This will trigger the cognitive dissonance of the individual because they will see how their actions directly impact their home. We want Monona residents to make a personal connection as to why the environment is important. Residents will decide to properly dispose of their leaves and understand what can happen if they decide not to. Therefore, Monona residents will have a meaningful reason that resonates with them as to why they properly dispose of their leaves. Also, there will be signs around the community depicting a person disposing of leaves with a reminder stating, "We Dispose of Our Leaves Properly in Monona." This slogan will be used as a social norm message to encourage proper leaf disposal.

Aside from infographics and other signs, there will be printed schedules mailed out to Monona residents with information on leaf disposal, the leaf pickup schedule, a link to the MyMonona.com would be included with a signup list for email and/or text reminders about leaf pickup, and references to the Monona Facebook page and Monona community center. The website, MyMonona.com, would not only

provide the link, but is still a resource for information about leaf pickup. Then, the Facebook page will include information about proper leaf disposal, the leaf pickup schedule, and advertise the various reward systems that are put in place for the elementary through high school students, which are listed in the campaign partners section. By advertising the rewards put in place, we will also be advertising the various partners who will be working with the Monona Sustainability Committee. The advertising and awareness we will bring to these other organizations (i.e. Public Works Department) and restaurants (i.e. Ian's and coffee shops) will further encourage them to work on the campaign. Because aside from the cause itself, they will be receiving free publicity. We want to address various demographics and audiences in Monona, which is why we decided to market our campaign digitally and non-digitally.

## Campaign Partners

We would like to partner with the public school district of Monona including elementary through high school years. Our partnership will involve our campaign partners taking part in the incentives portion of our campaign; however, they will not be involved in campaigning our proper leaf disposal message. We would target these groups differently. For instance, the elementary school would have a program put in place where children would take home proper leaf disposal activities to take part in with their families, especially their parents. This activity

would be along the lines of coloring in a leaf on a leaf tracking chart each time the child raked leaves with their parents and possibly receiving a sticker or some reward from their instructor. The goal is to get the parents to take part in the activity so they can be more involved with the proper leaf disposal and setting a standard for the children.

The middle and high schools years would require the campaigning with restaurants, such as Ian's or local coffee shops. We want to implement a rewards system, where students would be rewarded for working with their school to collect leaves around their school's neighborhood to take to the ward yard to be disposed of. At the end of a two week or monthly period, students get a permission sheet that they would have to have signed by their instructor and parent. This sheet would taken to the partnering restaurant for a reward, such as free a pizza slice or cup of coffee.

## Evaluation Plan

When looking at our area of focus with the "early putter-outers" and families we will first have to take a look at what kind of influence our campaign has had on this group of people. Taking a closer look at this we will have to evaluate if, "Is this group of people has conformed to the list of desired behaviors our campaign has encouraged?" This is something we will have to efficiently work alongside of the

Monona Sustainability Committee to track the data, in terms of how many leaves are being collected. Also, we will measure the data about people's attitudes toward leaf removal before and after our original survey. We will look at this from a visual standpoint by asking city officials if they are seeing a change with leaf disposal practices. Surveys will be sent out by email as well to residents to see if their personal views have changed along with a restructuring of social norms.

## Budget Considerations

Our budget is going to be focused around helping the people of Monona better understand what routes they should take in order to better dispose of their leaves. This can be implemented by making sure everyone receives a leaf removal schedule, instructions and helpful information electronically or by mail. Therefore, a large portion of the budget will go towards printing leaf collection schedules and additional fliers, as well as signs to promote our campaign.

Nearly 70% or about \$350 of our budget will go toward fliers, signs and the infographics we have designed in order to make individuals more aware of leaf removal/pick-up dates. An additional 15% or roughly \$75 will go toward, promotional incentives. Not only will this promote what we are trying to achieve, it will also help promote and direct traffic to the local businesses such as the coffee houses and restaurants, therefore we will only be charged for the cost of punch

cards. The promotional incentives, will be put into action in order to get people to continue to collect their fall leaves properly by having opportunities to receive free coffee or slices of pizza.

The final 15 percent or \$75 will go towards Facebook and MyMonona.com advertisements regarding this campaign, leaf pick-up dates and other helpful information. The MyMonona.com website will be updated to make sure it is user friendly with detailed information on leaf disposal behavior and a clear leaf collection pickup schedule. This section is important to focus our budget on because it will help the residents of Monona to be more up to date with their community news, while helping them become more involved with current events. If the MyMonona.com website is more user friendly, individuals will be more likely to start using it regularly to stay informed about their community news, especially leaf disposal.

With this being said, I do feel that we will be able to stay within the \$500 of budget to put the campaign we have designed into motion. If we were to have a greater budget allotment, we would put a considerable amount of money into verbal marketing such as radio ads or even commercials on local T.V. stations. With verbal ads being our next step, we believe that this could play a big part when it comes accountability and people taking a stand to do the right thing for the city of Monona.

## Timeline

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
<b>Facebook Ads</b>			■	■				■	■	■		
<b>Email</b>		■	■	■			■	■	■	■	■	
<b>Website</b>		■	■	■			■	■	■	■	■	
<b>Fliers</b>			■	■				■	■	■	■	
<b>School Activities</b>		■	■	■				■	■	■		
<b>Reward Programs</b>		■	■	■				■	■	■	■	

We want to focus on months that have leaf pick-up dates and appropriate weather for disposal and collection, thus the Spring and Fall months are the two seasons we decided to focus the majority of our time and money on. Facebook advertisements are the most expensive medium here, so we decided to limit those to months such as March, April and then skip to the beginning of the Fall season (August- October). Keeping our email list and website up-to-date are cheaper tasks and can be done and implemented easily, which is why these two methods are more frequent than the others. Fliers will be mailed and placed around the neighborhoods in both Spring and Fall months but not as frequent as email and website communication since printing is more expensive in this case, but by printing in bulk the items will be significantly cheaper than printing seasonally.

## Creative Plan

### Examples Images

#### Campaign Logo



LEND YOUR LAKE A HELPING HAND

Our leaf/hand logo was taken from the *Global Trees Campaign (Global Trees Campaign, 2017)*. We were inspired by the coordination of the logo to our campaign's slogan. This logo incorporates both a leaf and a hand print, which illustrates our "lend a helping hand" motive. The color of the logo was changed to fit into our color scheme, however we will not be planning on using this logo in the actual campaign. This merely serves us as an inspiration and an example as to what exactly we are looking for in a logo.

## Email Mockup



LEND YOUR LAKE A HELPING HAND

Hello Monona Resident,

On behalf of the Monona Sustainability Committee, we would like to inform you of the new features that have been added to Monona to allow it to run more effeciently. The website, MyMonona.com, has been relaunched to make it more use friendly, while also including important information, such as a clear leaf collection schedule and an email and text message sign up option for updates on leaf collection dates and times in your disctrict. Join the Monona Facebook page for daily updates regarding events and special dates in your community, the link will be listed below.

For more information go to **MyMonona.com** and view our Facebook page at **Facebook.com/MyMonona**

Sincerely,

The Monona Sustainability Committee

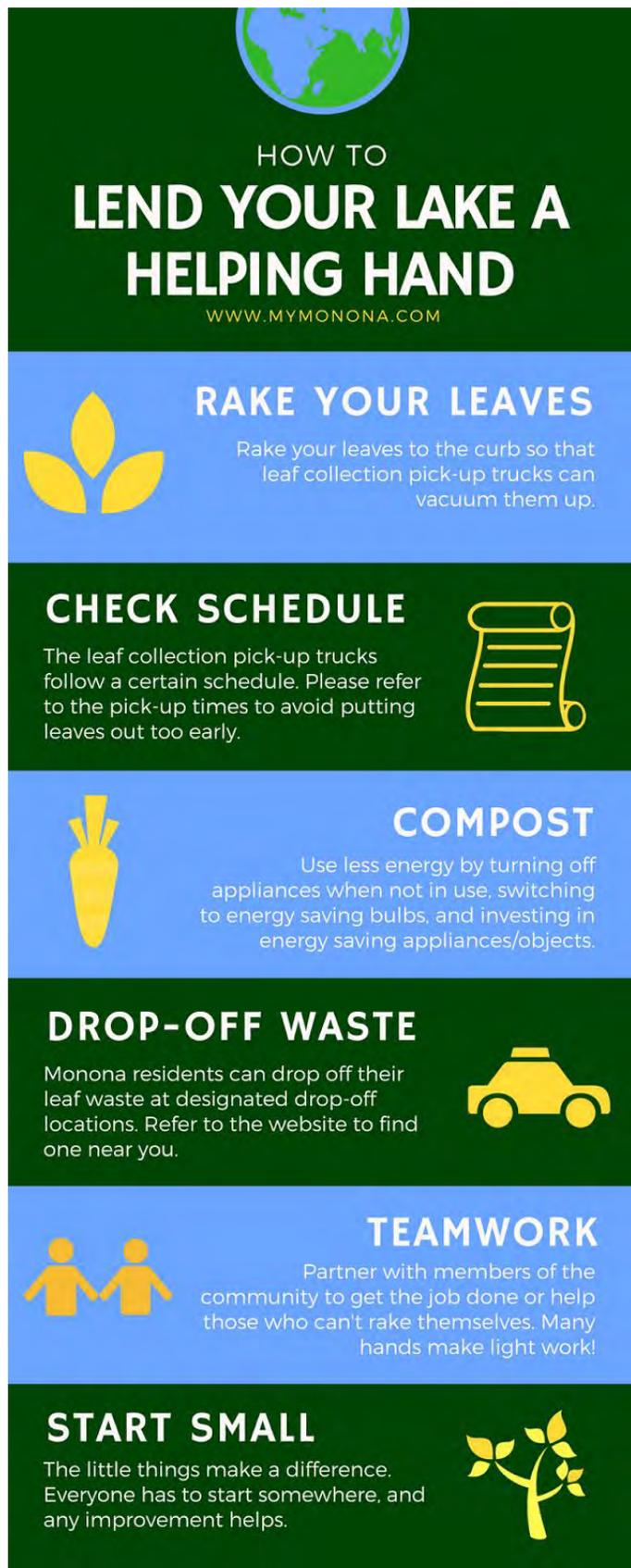


This image is a sample email that would be sent out to Monona residents. We incorporated our campaign logo, in addition to signing off with Monona Sustainability Committee's logo. We included information regarding the new website and changes that will be made to Monona, as well as two hyperlinks to [mymonona.com](http://mymonona.com) and Monona's Facebook page. We wanted to keep the font consistent to the font used in our logo, as well as the basic color scheme, having the only color coming from both of the logos. Since this is an email, we wanted it to be simple and appealing to the reader.

## Punch Card Mockup



This image is an example of the reward card that will be given to middle school and high school students when they're collecting leaves. Teachers or supervisors will punch out one logo each time they drop off waste at the collection site. After 10 drop offs, they will be able to redeem this card for a free beverage or food item at participating locations.



### Infographic Example

This infographic is an example of a poster that could be displayed throughout the city parks, in the community center, or throughout schools. It gives examples of ways the residents could lend their lake a helping hand. These are different ways to properly dispose of leaves to cut down on the runoff into lakes, will continue to be emphasized throughout the campaign.

## Slogan

“Leaf The Gutter Out Of This”

“Lend Your Lake A Helping Hand”

When creating a slogan for our campaign we wanted to keep it short and simple. The main idea of our slogans is to encourage people to help the environment which is incapable of helping itself. “Leaf The Gutter Out Of This” is to get people to properly dispose of their waste/leaves. “Lend Your Lake A Helping Hand” is directly focused their impact and to show them that they can make a difference, when it comes to saving the lake. “Lend Your Lake A Helping Hand” will be our main slogan and will be used on the majority of our infographics and handouts, whereas “Leaf The Gutter Out Of This” will be used on themed posters and or yard signs scattered throughout Monona.

## Color Scheme



## Description Of Campaign Materials And Unified Theme

For our campaign, the overall theme is “Lend Your Lake A Helping Hand” accompanied by “Leaf The Gutter Out Of This”, and is focused on encouraging small behavioral changes to benefit the lake. The main campaign materials we will use are infographics posted at the five public schools in Monona, the Monona Community Center, Monona Library, and several parks. The signs will be 24”x36” and will be made out of plastic for outdoor use, and paper for indoor use. In addition, we will mail out leaf schedules to all the housing properties in Monona along with emailing an available sign-up for those who wish to get email and text message notifications. Along with the mailed copies, we will post the leaf schedules on MyMonona.com and within the Monona Facebook group. The image will be on the homepage of both the website and Facebook group during leaf collection periods for easy access. Also during peak periods, we will use Facebook ads to capture the attention of the community on Facebook. Therefore, all of the different medias will be covered along with accommodating those who may not be users. Our last major campaign will be the supplies for the rewards program. We will need to create both punch cards for middle and high schoolers, and leaf coloring sheets for the elementary school children.

In order to achieve a unified theme we will utilize our logo, slogans, and keep the colors consistent throughout our campaign. We have a green hand logo, where the

palm of the hand is a leaf, and this logo will be posted throughout all social media as account avatars and on printed signs and leaf schedule flyers. By utilizing a constant color scheme and the logo present earlier, the campaign will become recognizable and memorable. Messages and advertisements accompanying the campaign will focus on positive action that compliments the idea of “lending a helping hand to the lake”. Our material and posts will encourage residents to make small changes, and provide incentives with our reward programs.

### Explanation Of How Materials Will Get Attention

Our image along with the slogan will get the attention of Monona residents because it has a sense of novelty with the saying, “Lend Your Lake A Helping Hand”.

Alongside of the slogan is an image of a green hand, where its palm is a leaf.

Novelty is supposed to attract the attention and spark the interest of the Monona residents because it is unique (Silvia, 2005). The personal pronoun of “your” is specifically asking for individual residents to get involved and places ownership on the residents for what happens to the lake. The other slogan “Leaf the Gutter Out of This” is also a pun that creates a sense a novelty as well. The novelty of these slogans may also spark curiosity for residents to further research how the lake is being affected by not properly disposing of the leaves, as mentioned in lecture.

A majority of the signs and materials we are choosing to use in our campaign target the use of cognitive dissonance accompanied by rewards and incentives. The

overall theme of our campaign is to stress the importance and convenience of proper leaf removal. The infographics and signs we want to post in parks and schools will contain both statistics on the algae blooms and how they impact the lake in Monona. They will help to increase audience engagement. On the other hand, for children and teens we will increase their education on leaf removal within their community and implement a rewards program for them. By incentivizing we will be able to attract attention because people will be invested because they will get a reward out of it. For children in elementary school they will receive a coloring sheet. Each time they help their family properly dispose of their leaves they can color a leaf in and upon completion of the sheet they will receive a prize from their teacher. Similarly when teens make the effort to drop off their leaves at the drop-off sites, they will have a punchcard and after a designated amount of punches they will receive a food incentive such as *Ian's* or a free coffee. This type of rewards program will help the youth get on track to caring about their community and leaf disposal which will pay off in the long-run and they will be incentivized based on the potential rewards.

## Explanation of Overall Effectiveness of Materials

The campaign materials we will be using are flyers, an updated version of the website, the Facebook page, email message, U.S. postal mail, and text messages. The flyers will show the effects of algae blooms on the lake. These flyers will be

posted around the community, such as parks and community centers. The purpose of these flyers is to really get Monona residents to understand they are individually responsible for their leaf collection and if they relinquish those responsibilities the lake can become contaminated with algae blooms. Our core message is, "Lend Your Lake a Helping Hand." Next to this slogan or core message is the image of the green hand, where the palm facing outward. This message reiterates the responsibility that Monona residents have in protecting the lake.

Additionally, we are putting the responsibility back on the community by updating the leaf collection schedule and sending out reminders via email and text message. We are limiting some of the barriers Monona residents have that would prevent them from properly disposing of their leaves on time, as discussed in lecture. There is a Monona Facebook page to keep Monona residents informed about what is going on in their community, especially in terms of leaf collection. We are making this campaign more memorable by using different facets to appeal to the varying age demographic in Monona, such as using paper tangible messages for older Monona residents. Then, other resources, such as email, text messages, and websites to appeal to the younger audience who maybe more technologically savvy Monona residents.

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# Grab a Rake and Save Your Lake

## Don't Leaf it to Your Neighbor

By: Sarah Clifford, Malia Elmeer, James Rasmussen and Dakotah Walker

## **Executive Summary**

In order for the Monona Sustainability Committee to be successful in their attempts to keep leaves out of the streets, we have created a marketing campaign to promote proper leaf disposal behaviors in the City of Monona. In this campaign book, we have included a situation analysis, campaign strategy, and creative brief. We believe our campaign will be successful because of our core points: targeting people who do not currently participate in the proper leaf disposal behaviors, applying a multimedia marketing approach, and using our slogan to develop personal responsibility and social norms to incite behavior change, keeping leaves out of Monona streets. Besides these core points, we want to involve multiple audiences within the Monona community so our messages reach a variety of populations. Our marketing efforts will engage young Monona residents through education and programming in local elementary schools, the Girl and Boy Scouts of America, and Aldo Leopold Nature Center. Our flyers, posters, radio public services announcements, and Facebook posts should reach Monona residents of all ages. The multimedia approach and incorporation of community engagement will ensure we reach not only our target audience, but all residents of Monona as well. These elements will work together to ensure this marketing campaign will successfully target an appropriate audience, create the proper behavior change, and ultimately, keep leaves out of Monona streets.

## **Situation Analysis**

### ***Situation Background***

The Monona Sustainability Committee is trying to reduce the number of leaves that are left in the street. When leaves are left in the street, they decompose and leak nitrogen and phosphorus into storm drains. This results in higher chemical levels in Lake Monona and its tributaries, as well as City of Monona storm drains. This also increases algae and plant growth in these waters. The Monona Sustainability Committee is hoping the campaign will educate Monona residents about the harmful effects of leaves in the streets and cause them to change their leaf disposal behaviors to the correct ones. One correct leaf disposal behavior is raking leaves to the curb and waiting for a Monona vehicle to suck them up. Another is for residents to their leaves. According to the US Census Bureau, the City of Monona had a population of 7,833 people in 2015<sup>[2]</sup>. In 2015, the median age was 45.3 years, and 52% of the population was male and 48% of the population was female. The median household yearly income was \$51,506 in 2015, with a per capita income of \$36,980. 96.6% of the Monona population held a high school diploma, which was higher than the national average in 2015 at 88%. 44.2% of the Monona population held a Bachelor's Degree or higher, which was also higher than the national average in 2015 at 33%.

### ***Research Methods***

We used a mix of secondary, qualitative, and quantitative research methods in order to answer what Monona residents are currently doing with their leaves and why they are doing so.

The qualitative surveys were conducted over about a week long period. The qualitative questions used were chosen from a pool of potential questions generated by 29 students. Each student in our class conducted a personal interview with a Monona resident either in-person or over the phone. These interviews were helpful in learning about Monona resident behaviors, attitudes and motivations on an in-depth level. In total, there were 29 personal interviews completed, since each student was responsible for conducting one.

Information from our secondary research and qualitative surveys helped us decide what we wanted to learn more about in Monona residents when conducting our quantitative research. The quantitative questions used in our survey were compiled from draft surveys of over 20 questions created by 29 students. Since quantitative surveys can be distributed on a larger scale than qualitative, the quantitative results gave us better insight into what higher numbers of Monona residents are currently doing with their leaves. Further, it allowed us to grasp their opinions on environmental issues, where they get their news, how often they rake their leaves, and more.

The quantitative surveys were distributed over about a week long period. In order to get Monona residents to take the survey, it was advertised on the radio, sent to mailing lists, and residents were provided with a chance to win a \$50 gift card incentive if they completed the survey and provided their email address or phone number. We only used information from surveys that were completed by residents who are personally responsible for their leaves. In the end, 220 Monona residents who are personally responsible for their leaves took our quantitative survey.

### ***Research Findings***

#### **General Leaf Collection Information**

From discussions with Brad Bruun, Public Works Project Coordinator with the City of Monona, we have gained further insight into the leaf removal processes currently in place. Brad informed us that, "Collection begins as needed in early October when leaves begin to drop and continues until the first week of December, weather permitting." Additionally, the City of Monona does not have a specific route in place for the leaf vac trucks and thus cannot advertise dates or times that leaf pickup will happen on specific streets. In terms of current communication efforts regarding leaf removal services, the City of Monona puts information on their website, sends a news update via email to subscribers, and broadcasts an announcement on the radio.

### Behavioral Findings

Both our qualitative interviews and quantitative surveys gave valuable insight into residents' behaviors. 25% of survey respondents never participate in community organized events while 47% participate once every 2-3 months. Given that our survey was not randomly conducted and accounts for a mere 3% of the total Monona population, it is important to reflect on the sorts of individuals responding to the distributed surveys-- 69% of respondents were female while females make up 52% of the demographic. Information on the low involvement in community events deters us from developing a campaign that includes such- as attendance and overall behavioral impact would likely be low. This may not provide a complete picture of the typical Monona resident because of limited responses and inherent biases that may have been exaggerated by this sample size.

Frequency of leaf raking followed a normal distribution with most respondents raking 2-3 times a month. These habits verify that the majority of residents are raking leaves this often or more. This insight allows us to plan for the timing of campaign material and disseminate information about vac-truck schedules that are based on the frequency of resident leaf raking.

### Other Relevant Findings

Unfortunately, our qualitative survey results made it clear that many residents are currently unaware of leaf collection truck schedules. Interviewees said, "I am not aware there's a schedule." and "I don't know." in response to being asked about how they find out about the truck schedule. When surveyed on what action on the City's part would be most help at behavior change, respondents said text/email reminders of pick up dates. This information plays into our desire to make vac truck pick up dates and times more succinct and messaging widespread.

It is also relevant to note that over 50% of respondent have lived in Monona for 10 years or more. This influences the way we form our message campaign. One long-time resident when asked about why they like living in Monona said, "Well part of it is its community that really values the environment." This respondent, along with others, commented on the natural environment in Monona. Messaging techniques employed for long term residents will be different in that they likely have different motivators for behavior. Such residents have a long established connection with the environment of Monona and are likely accustomed to a certain leaf raking routine.

### Information Source Findings

Our social marketing campaign will be heavily influenced by our findings on residents' sources of information and the level of trust residents have in those delivering the message. Monona residents would be most influenced hearing an environmental message from a UW-Madison scientist, then the Monona Sustainability Committee, followed by family and friends. One relevant leaf collection study done by W.R. Selbig

tracked the amount of phosphorus being dumped into the lakes [8.] The study showed that total phosphorus yields were as much as 10 times greater than what had been measured in previous studies in Madison with an active leaf collection program. Selbig said, “the role of leaf removal from city streets could prove to be a critical element when addressing phosphorus mitigation in the urban environment” [8]. This study gives an example of campaign messaging we could use.

On the other hand, they would be least influenced by hearing an environmental message from UW-Madison students. This finding carries particular weight, as we as university students should be quite mindful of our perceived involvement with message delivery.

68% of survey respondents said that they get general information about the City of Monona via email. Information pertaining specifically to leaf removal, on the other hand, commonly comes from the City of Monona website (70% of respondents). This overwhelming response causes us to suggest clear, succinct information about leaf removal prominently displayed on the homepage of the site. Current web design is cluttered and difficult to navigate. Studies show that users are able to focus on relevant information when they follow a visual hierarchy. Organization of information in this way allows for easy scanning. Web viewers can instantly separate what is relevant and irrelevant to their goals, while quickly focusing attention on relevant information [6].

### Environmental Opinion Findings

Overall, both quantitative and qualitative data shows that Monona residents are concerned for the environment. One qualitative interview respondent said, “Oh yes, definitely . . . It’s our only environment. I have a 7 year old daughter and I would love to see her 10, 20 years from now have clean water, you know, clean air and nature and wildlife.” This type of response was shared amongst many other of other interview respondents.

In quantitative surveys, 55% of respondents said they are “extremely concerned” about climate change and the health of local Monona ecosystems. Additionally, when asked about environmental concerns closer to home, 66% of respondents said they were “extremely concerned” about water quality in Lake Monona. It will be very important to reflect such findings in our messaging campaigns, as negative environmental impact is the end result of poor leaf disposal behaviors. However, it is also important for us to keep in mind that this data may not be entirely representative of the Monona community as a whole and shows only a small subset of resident opinions.

### “Leavers-in-the-Street” Demographics & Behaviors

The “Leavers-in-the-Street” are our primary target market. These individuals are categorized as those who leave their leaves in the street “sometimes.” This group of people range from the age of 30 to 72 years old, with a median age of 43 compared with 48 for all survey takers. Of this group, 74% of them are women. Additionally, 33% of survey

respondents categorized in this group thought that their leaf cleanup habits only had a small positive impact on the environment. 65% of this group receives news and announcements about the City of Monona via email. 40% of the respondents within this group said that they would probably not be willing to talk to their neighbors about and encourage them to change to proper disposal methods.

#### Impact of Education in Schools to Change Parents Minds

According to research conducted by *Imperial College of London* scientists found that teaching children about the environment can affect the environmental knowledge and behaviors of their parents [7]. In the study, schoolchildren in the Seychelles, an island in the United Kingdom, took part in activities that taught the children about the island's natural wetland resources [7]. The study discovered that the parents of these children knew more about wetlands and were more likely to participate in environmentally-friendly behaviors than parents of children who did not participate in the activities [7].

We want to utilize information from this study to change the attitudes and behaviors of the "leavers in the street" population in Monona. If we can get schoolchildren in Monona to participate in educational activities surrounding Lake Monona, the parents of these children should participate in more environmentally-friendly behaviors, (including not leaving leaves in the street), as a result. This might be one of the best ways to reach the "leavers in the street" population, since they are likely to be low in involvement in environmental knowledge and behaviors. Also, these respondents have a lower median age, of 43, by five years compared with total respondents. These low involvement people are probably likely to check the Monona website to find leaf pick-up times or learn about the impact of leaves in the street on Lake Monona and its tributaries from the City of Monona's website. Therefore, their children teaching them about the impact of leaving leaves in the street on Lake Monona's water quality could be the best way to create targeted behavior changes in the "leavers in the street" population [7].

#### ***Current Marketing Strategies***

Currently Monona is marketing their leaf disposal services by posting their leaf truck pickup times on their website as well as sending out emails and text messages to residents that are signed up for the notifications. In addition, the Monona Sustainability Committee promotes stormwater management through the radio with public services announcements. However, there is not a lot of social media outreach, but they are on Facebook and Twitter. However, their Facebook page only has 126 likes (about 1.6% of total community population), and they post less than once a month on Facebook. There is also no information on leaf removal services on the page, even from past fall seasons. The Monona Sustainability Committee also sends out a newsletters twice a year one in the spring and one in the fall. On the other hand, the Monona Sustainability Committee has a high rapport in the community of Manonona ranking higher than information heard from

friends and family, but still lower than information coming from scientists as found from the quantitative survey.

What is currently not working for the City of Monona and the Monona Sustainability Committee is the way they are marketing the environmental impacts of the phosphorus and nitrogen leaching from the leaves because there has not been a significant decrease in the amounts of phosphorus and nitrogen in the waterways. Another aspect that the City of Monona and the sustainability committee could improve on is the posting on their website of the leaf pickup collection times as well as adding people to their emailing and text message contact lists.

### ***Strategic Implications and Recommendations***

Based on the research and findings conducted we have decided to organize our campaign and recommendations into the following two categories educating residents on environmental impacts of leaving leaves in the streets and proper leaf disposal techniques.

Three of the biggest obstacles we've identified are that collection is not frequent enough, pick-up times are inconsistent and that it's difficult to keep leaves in piles. This is reflected by both information during our qualitative survey and a majority of residents indicating this in the survey. The City of Monona does not necessarily have a set schedule for leaf pickup and instead has leaf pickup on an as-needed basis. It is because of this that we have decided to focus more on educating residents on environmental impacts of leaving leaves in the streets in addition to proper ways to dispose of leaves.

There are several methods we choose to use to educate residents on environmental impacts of leaving leaves in the streets and proper leaf disposal methods. In order to accomplish this we hope to teach children about environmental impacts from leaving leaves. According to Imperial College of London Scientists, teaching children about the environment can affect the environmental knowledge. We hope that by educating students in Monona public schools parents and therefore those who are responsible for taking care of the leaves at the place that they live will absorb over this caring for the environment and knowledge of fall leaf disposal techniques.

One thing identified in the survey was that not all residents know what the proper methods are for disposal of leaves. Even more so we've found that residents aren't aware that certain disposal methods such as composting and creating a leaf mold are actually proper leaf disposal methods and perhaps may be even more beneficial to the environment. It is less likely for leaves that have been placed into a compost bin to blow back into the street than leaves that have been raked right next to the curbside.

Another way that we hope to reach residents of Monona to educate them both of proper leaf disposal techniques and environmental impacts of leaving leaves in the streets is by launching a radio campaign. The local Monona radio station is WMVO 98.7 FM and 27% of survey respondents said that they listen to the radio as a means to get local information. Additionally, we found through qualitative questioning that the local radio

station plays in all of the grocery stores in the City of Monona. Although this will not be a way to reach all residents of Monona we will be able to reach them in multiple ways which will increase awareness and participation by residents.

Based off this information, our campaign should be of impact on Monona residents since it involves pro-environmental behaviors, and the majority of Monona residents who took our survey are concerned about environmental issues. We hope that by educating residents on the harmful effects of leaving leaves in the streets it will create cognitive dissonance, which is the state of having conflicting values especially related to behavioral change. By creating this cognitive dissonance it will inspire residents to make sure that their leaves are staying out of the streets and being disposed of properly.

## **Campaign Strategy Draft**

### ***Operational Objectives of Campaign***

We want Monona residents to participate in the correct leaf disposal behaviors, whether that be raking their leaves to the curb or composting them. Above all, we want to reduce the number of leaves that end up in the streets and consequently pollute Lake Monona. In order to create this behavior change, we want Monona residents to have higher motivation to learn about environmental issues, which should lead to them participating in the correct leaf disposal behaviors according to the Theory of Planned Behavior.<sup>1</sup> Regarding social norms, we want Monona residents to feel their neighbors are participating in the proper leaf disposal behaviors. Along with this, we want Monona residents to feel pressured by their neighbors for not correctly disposing of their leaves and would then be influenced by their neighbors that are practicing correct leaf disposal habits.

### ***Target Audience***

The target audience is the “Leavers-in-the-Street”. These are the people that leave their leaves in the street or do not rake them at all according to our class’ quantitative survey. When these people do not rake their leaves, they get washed away in the storm drains or blown all over the neighborhood. This target audience consists of both men and women who are 43 years old on average. The majority of Monona residents are married and have young children who are in elementary and high school..

We only chose one target audience because we have a limited budget as well as a limited amount of time. Additionally, we came to the conclusion that this should be the only target audience that we should initially focus on because this is the demographic whose behavior we need to change. Also, it is going to be most challenging to change this group’s behavior, so we need to be dedicating all of our time and efforts toward this target audience.

### ***Persuasion Strategies***

After surveying 220 Monona residents, we found that UW-Madison scientists are the most influential source compared to other sources, such as UW-Madison students or neighbors. We should include a quote from a UW-Madison environmental scientist discussing how easy it is to participate in the proper leaf disposal behaviors, along with how much each person can help water quality in Monona.

According to our survey results we've found that generally residents of Monona care about the environment. All survey respondents indicated that environmental causes are at least of slight importance to them with 74% of all respondents indicating that environmental causes are very or extremely important to them. We've also found that as many as 34% of residents at least sometimes leave leaves in the streets. Our goal would be to promote the environmental benefits of keeping leaves out of the streets to create a cognitive dissonance with residents who care about environmental causes to hopefully decrease the frequency leaves are left in the street.

In our messages, we want to put a lot of emphasis on convenience because the audience that is not currently participating in proper leaf disposal behaviors are likely not doing them because of the perceived inconvenience. According to our survey, 76% of people said not having enough time to dispose of leaves properly was a very big, big, or small obstacle. We want to include how the proper leaf disposal behaviors do help the environment and water quality in Monona, but this audience might not change their behaviors solely because they want to help the environment. They are likely low in involvement regarding environmental issues if they do not already participate in proper leaf disposal behaviors, so convenience would likely work best to stimulate behavior change.

### ***Media Plan***

Our campaign media will focus on printed materials supplemented by social media messaging. The rationale for this decision is based on the small following of the Monona Sustainability Committee Facebook page. It would take more time and money to build up a following on Facebook

We will use flyers and posters that have messages from UW-Madison environmentalists and scientists like Aldo Leopold about the water quality in Monona and how to help clean the lakes by keeping leaves out of the street. Quotations from current UW-Madison scientists will be pulled from emailed questions from the Monona Sustainability Committee. They will also have simplified instructions on how to properly dispose of leaves. Both the flyers and posters will have figures on the bottom that say "Like us on Facebook" and this will help drive traffic to the Monona Sustainability Committee. We will also go to elementary schools and educate 5th grade students on proper leaf disposal as well as water quality in Monona. There, we will give handouts to kids with our printed messages on them to take home to their parents and hopefully educate to them what they learned in class that day.

As part of our efforts, we intend for the Monona Sustainability Committee to update their website in order to be more user friendly with more defined truck pickup times on the main page. The Facebook page will also be updated and managed more with more frequent posts specifically about the environment and leaf pickup in Monona. Social media outlets like Facebook will help us track engagement that we can not do as easily with our print materials.

### ***Campaign Partners***

We will work with UW-Madison environmental scientists on campaign messages in print and on social media. These partners are particularly important because our survey results showed that Monona residents are most likely to trust this source when receiving information on environmental issues. The Monona Sustainability Committee will also play a major role in message distribution, as they are intimately involved in the environmental affairs of the community.

Additionally, we will work with local elementary schools (Winnequah and Nuestro Mundo) to incorporate our campaign into 5th grade classroom lesson plans that can then be shared with their parents. Another youth target is the Girl Scouts and Boy Scouts of America, who will contribute via community outreach in environmental protection. If children are involved in the leaf raking campaign, they will consequentially influence the actions of their parents.

The Aldo Leopold Nature Center provides hands-on displays and informational programming to kids and adults, therefore, we intend to integrate our messaging into their existing infrastructure through materials or programming.

### ***Evaluation Plan***

Campaign success will be analyzed in multiple ways. We plan on redistributing the initial survey sent out to Monona community members via e-mail lists, social media, and radio advertisements. Use of the same survey will control for variables like questions asked and distribution channels used. This will give us a more accurate measure of behavior change. An additional survey will be conducted door-to-door by the Monona Sustainability Committee and will ask whether or not community members were aware of the campaign. They will be asked about specific campaign elements and if the campaign influenced their environmental awareness and leaf raking behavior.

Direct observation of leaf piling before and after the campaign launch will also be assessed. This will be done by taking photographs of pre-determined streets within each district during leaf raking season, then one month later (October) to observe changes in how leaves are piled. Work will be done by members of the Monona Sustainability Committee.

Facebook analytics will provide an easy and free analysis of community engagement. Algae levels in the lake will be a necessary measurement to obtain, as the

Monona Sustainability Committee can then assess differences in algae levels before and after the campaign.

### ***Budget Considerations***

#### Spending and Budget Table

	Posters	Facebook	School Materials	Info Sheets	Aldo Leopold	Girl/Boy Scouts	
Budget	\$200	\$100	\$75	\$50	\$75	\$0	
Total							\$500

Assuming a total budget of \$500, we plan on allocating \$200 towards posters to be distributed throughout Monona community centers, public venues, and local businesses. We intend that members of the Monona Sustainability Committee will volunteer their time to hang said posters around the community. It is important to use some of the budget for promoted Facebook posts because it will serve as an up-to-date source of leaf removal information and allow for engagement. The low number of current “likes” on their page requires that we pay for advertised posts to increase awareness.

For the elementary education component of our campaign, we are spending \$75 for materials and treats associated with the classroom activity (see elaborated lesson plan below). An additional \$50 will be spend on information half-sheets for elementary school students to take home to their parents detailing what the students learned during the environmental awareness activity and share details about the specific leaf disposal behaviors the Monona Sustainability Committee aims to change. This activity will require that a couple members of the Committee volunteer their time to visit two schools.

The final \$75 will be used for printed infographics on the effects of chemical leaching on algal blooms in Lake Monona, as well as a second infographic on how to compost leaves. These materials will be distributed as a part of our community outreach plan at the Aldo Leopold Center. Additional free avenues of communication to consider include weekly non-promoted Facebook posts, as well as radio PSAs through WVMO. Involvement of the Girl Scouts and Boy Scouts of America will be free, as proposed community involvement will count towards volunteerism in the organization.

### ***Timeline***

	June	July	Aug.	Sept.	Oct.	Nov.
<b>Girl/Boy Scouts</b>						

<b>Aldo Leopold</b>						
<b>Schools</b>						
<b>Print Campaign</b>						
<b>Radio</b>						
<b>Facebook</b>				<b>Promoted</b>	<b>Promoted</b>	<b>Promoted</b>

We have divided our campaign into six distinct strategies (seen in the graph above); outreach partnered with local Girl Scout and Boy Scout troops, the Aldo Leopold Nature Center, local schools, in addition to campaigns with print, radio, and Facebook. We will start our campaign in June and conclude for the year in November. We have devised a plan for the \$500 budget allotment for this year. We found this start time to be relevant because it will give some time after the semester to prepare for the campaign. The campaign will conclude November 24th when cold weather and snow has usually set in. The campaign may terminate spending earlier if a major snowfall event occurs that deems leaf collection impossible.

In June, July, and August money is allocated to assist in funding the Aldo Leopold Nature Center.

In August and September, there will be money allocated to producing, printing and distributing print material. Simultaneous programming and cooperation with Boy Scouts and Girl Scouts will take place. Radio PSAs will also be conducted during this time providing an additional channel distributing our message and continue another month into October.

Funding will be used in September and October to promote our School outreach.

Facebook will be used beginning as soon as possible or June 1st by weekly posts educating residents about the environmental impacts of leaf disposal or topics relating to leaf disposal added into their current Media Plan. They continue until the campaign ending for the year. These ads will be promoted September through November to increase awareness.

## **Creative Brief**

### **1. Example image/images**

- 2 Posters (pg. 13): 1 attention-grabbing, 1 more informative,
- 1 facebook post idea with Aldo Leopold quote (photo pg. 13)
- 1 Informational half-sheet for community outreach activity (not pictured)

1 infographic on composting (sample photo pg. 13) and another on chemical leaf leaching into lakes

**Grab a Rake & Save your Lake**  
Don't leaf it to your neighbors

**It's easy!**  
Pile your leaves near the curb for our trucks to

**5 Ways to Use Fallen Leaves**  
Wondering what you should do with all those leaves in your yard? Whatever you do, don't throw them away. They're plentiful, they're free, and they have many uses.

**COMPOST**  
Mix shredded or whole leaves into your compost pile, or save them to add in later, when your compost pile is in need of carbon.

**LEAF MOLD**  
This soil-like substance is the result of decomposed leaves. Gather leaves into a pile—shredded or not—and in a few months, you'll have nutrient-rich leaf mold to use in your flower beds.

**MULCH**  
Shredded leaves can be used in flower beds, vegetable gardens, and under trees and shrubs as mulch.

**SPREAD**  
Thinner layers of leaves will help fertilize your lawn, while thicker layers will kill the grass and prepare an area as a future flower bed. Shred your leaves with your mower or string trimmer.

**INSULATION**  
Protect your plants from the winter weather with several inches of leaves. Use excess leaves to cover potted plants and beds to help them make it through the winter.

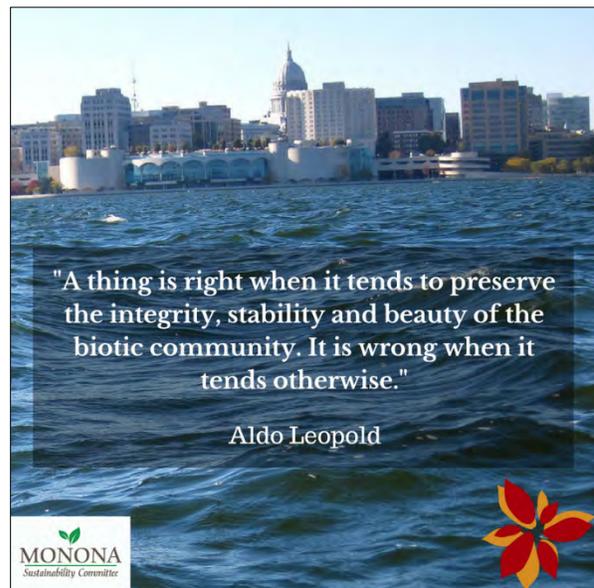
**BestPickReports.com**

**What's Madison without Lake Monona?**

**Grab a Rake & Save your Lake!**

Leaves that fall into the gutter leach harmful chemicals into our waterways and cause algal blooms. These blooms increase nitrogen and phosphorous in Lake Monona, destroying the biodiversity.

**MONONA**  
Sustainability Committee



## 2. Slogan (plus explanation)

*"Grab a rake and save your lake: don't leaf it to your neighbors."*

We think this slogan will be effective because it's simple, and it not only tells people about the environmental impacts of their actions, but also includes the behavior we are trying to incite- raking leaves to prevent them from getting into the streets. We did not include something specific about keeping leaves out of the street in this slogan because this slogan will always be paired with one of our marketing materials that would have already explained why less leaves in the streets are better for lakes. Saying "grab a rake and save your lake" suggests there is a social norm and personal responsibility associated with leaf disposal. The phrase, "don't leaf it to your neighbors" infers an injunctive norm or guilt factor that everyone else is engaged in the proper disposal behaviors, and it is bad if you are not.

## 3. Color Scheme



a6000d

d78d25

207cb1

Background color: c2d97d (green)

Heading font: Libre Bakersville

Sub-heading font: Trocchi

#### ***4. Description of Campaign Materials and Unified Theme***

For our radio public service announcement (PSA), we will create a 45-second spot to play on WVMO radio station. In this PSA, we want to make it as simple as possible to stay consistent with our theme of simple and informative messages. This PSA will start with a line such as “do you care about water quality right here in Monona? If yes, keep listening to this PSA.” Then, we will explain the effect that leaves in the streets have on algae growth in lakes. Following this, we will include our two methods of UW scientist-approved leaf disposal: raking leaves to the curb for truck pick-up and composting leaves. We will end with our slogan and say “a message from the Monona Sustainability Committee.”

You will also find this message consistent throughout other campaign material mediums used such as Facebook posts and posters. The poster images may also be used for the quarter-sheets and materials utilized in community outreach programs such as outreach programs with the elementary schools, boy/girl scouts and the Aldo Leopold Center.

In all of our campaign materials we hope to tie in UW-Madison environmentalists, such as Aldo Leopold, because, according to survey results, residents of Monona trust scientists more than other people in their community and significantly more than UW-Madison students. Furthermore, we hope to create cognitive dissonance in the “leavers-in-the-street” demographic by promoting an environmental message and linking it to proper methods of leaf disposal. A viewer who does not use proper leaf disposal methods would then be influenced by this dissonance in their own behavior.

#### **Elementary School Lesson Plan**

Goals: Students, ideally at the Grade 5 level, but could be implemented earlier or later in schooling. Students will be exposed to how composting works and how it recycles and reuses nutrients from fall leaves. In addition to the lesson plan, students should be advised that this is an acceptable way to dispose of leaves in the City of the Monona in addition to raking leaves to the medium for the City of Monona to collect them with the leaf trucks and then compost them. By picking up leaves in acceptable ways you are keeping leaves out of the water systems and out of Lake Monona. This insures that the water stays cleaner for longer and is beneficial to aquatic animals in the lake.

The lesson plan will take students through a step-by-step process of composting leaves into a usable soil. Students will be able to see the leaves break down. Students will problem solve and determine why using a composting container would be better than just having open piles of leaves. The students will be able to witness first and second level decomposers and how they are able to flourish and live off of the nutrients provided by the leaves. These decomposers are much better environmentally than algae in Lake Monona.

Teachers may find the “composting is easy” and the “food web of a compost pile” handouts here:

<http://thegreenteam.org/library-curricula/>

Lesson plan is found at this link

<http://www.thegreenteam.org/wp-content/uploads/2012/08/Compost-Lesson-Plan-2012.pdf>

### ***5. Explanation of How Materials will get Attention***

Our printed materials posted around Monona community centers and our Facebook campaign will grab residents' attention initially with their vibrant colors and striking images. Consistent fonts, messaging, and colors will allow residents to make the connection between campaign materials as they see other information around the community. Infographics will add another element to our message because it will grab attention and clearly outline the harmful effects of lake pollution caused by leaves as well as correct disposal behaviors.

Another component of our campaign material includes those for the elementary school and Aldo Leopold Center activities. Presenting hands-on activities to children in the community will create a more memorable message that has a stronger influence on behavior change. Take-home informational flyers from these activities will enhance the message for parents as they will already be listening to their child's in-class experience.

Our radio PSA will grab attention because we begin by asking, "Do you care about water quality right here in Monona?" This personalizes the message to most people in Monona, because people generally care about water quality where they live. In the survey, 73% of respondents said environmental causes are very important or extremely important to them. We assume an even higher percentage of people care about quality water where they live, so this line should engage listeners.

It is our goal that collectively, these messages will reach our target audience in many facets of everyday life. By releasing different components of our campaign messaging at different times, it is likely that our message will have a more lasting impact.

### ***6. Explanation of overall effectiveness of materials***

These campaign materials will be effective at achieving our objectives of having Monona residents participate in correct leaf disposal habits and ultimately, reduce the number of leaves that are left in the streets and end up leaching chemicals into Lake Monona. We have simple messages on our posters and handouts because we are trying to reach the low-involvement, "leavers-in-the-street" segment of the population, but also included more information on some flyers to appeal to the high-involvement people.

"Grab a Rake and Save Your Lake" implies a social responsibility, while "Don't Leaf it to Your Neighbor" infers an injunctive norm about what behaviors are perceived as acceptable. Inclusion of our slogan on various campaign materials will make the campaign messaging more memorable. Using photos of Lake Monona in materials brings the matter closer to home and establishes the connection between leaf disposal and lake quality.

The radio PSA personalizes our message of caring about water quality in hopes of reaching our target audience on an emotional level and thus, hopefully changing their behavior. Our survey showed that people care about the environment, so by telling them the effects their habits have on the water quality of Lake Monona, we hope to make them want to change their behavior.

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## ABOUT THE UNIVERCITY YEAR

UniverCity Year is a year-long partnership between UW-Madison and one community in Wisconsin. The community partner identifies sustainability and livability projects that would benefit from UW-Madison expertise. Faculty from across the university incorporate these projects into their courses with graduate students and upper-level undergraduate students. UniverCity Year staff provide administrative support to faculty, students and the partner community to ensure the collaboration's success. The result is on-the-ground impact and momentum for a community working toward a more sustainable and livable future.

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