

704

# "SUSATINACENTER"

CITY OF COLORADO SPRINGS OFFICE OF SUSTAINABILITY



# **The Sustaincenter: City of Colorado Springs Office of Sustainability**

Prepared for

Ryan Trujillo, Sustainability & Support Services Manager

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## EXECUTIVE SUMMARY

This report represents the methods used and recommendations made to Ryan Trujillo, Director at the Sustainacenter.

Our expressed objective is to assist Ryan Trujillo by generating practical steps focused on broadening Sustainacenter communication through social media, with the intention of reaching a wider audience. Initially, we were asked to focus efforts on millennials and the demographic not necessarily drawn to sustainability. What we have seen is that millennials already have high participation within the organizations housed at Sustainacenter. This, coupled with the rootedness (in the community) of these organizations, we believe, will help facilitate growing engagement of the center towards these specific demographics.

Assessments performed include; auditing the website and social media, surveying the non-profit organizations housed at Sustainacenter, and conducting on-the-street interviews at the 2017 Earth Day Sustainafest. A brief description of findings follows with more detail in the context of this report.

As a new organization, the Sustainacenter is acting to define its role within the community and improve communication and engagement. The sustainability-focused groups that are co-housed at Sustainacenter can be instrumental in creating Ryan Trujillo's vision of a "Regional Hub," and their established presence will draw participation from the greater Colorado Springs community. The continued collaboration will lead to mutually beneficial outcomes and a more cohesive vision to propel the Sustainacenter forward. Extending your reach through social media will come with time and some minor adjustments to the website. Having staff assistance to manage social

media would create a constancy in communication that we see as beneficial to the Sustainacenter.

Therefore, a Social Media/ Outreach Internship is also part of our recommendation. Strengthening collaboration within the Center, solidifying a shared vision, and gaining assistance with website and social media improvements are tangible goals we have offered. City residents are very excited about a place to explore, celebrate, and validate our cities practical, sustainable actions and plans, and they will all be playing a part as the Sustainacenter continues to grow.

## INTRODUCTION

We are a group of students from the University of Colorado Colorado Springs. Melany Gidding, Kymberlee Littleton, Silas Musick, and Cianna Reider are participating in a class project to assist the Colorado Springs Sustainacenter with its social media communications and outreach. For the last four months, we have been studying Strategic Communication for Sustainable Organizations under the tutelage of George Cheney Ph.D. We are fortunate to have the opportunity to apply what we have learned to help our City's Sustainability Office, and for the past few weeks, we have had the pleasure of working with Ryan Trujillo and the various non-profits housed at the Sustainacenter.

Recently established, the Sustainacenter is home to the City of Colorado Spring's Sustainability Department. A ribbon-cutting ceremony took place on April 20, 2017, with local government officials, non-profit organizations, and business representatives in attendance. Mayor John Suthers eagerly expressed; "The Sustainacenter is another example of our city's commitment to improving the environment and building community" (Sustainacenter ribbon-cutting, April 20, 2017).

Communities nationwide are establishing Sustainability Departments to create and implement best practices and policies to address climate change, ensure clean air and water, efficient resource use, economic growth and financial savings, and waste reduction and recycling. Colorado Springs has joined the nationwide commitment to sustainability, and the Sustainacenter is modeling how collaborative partnerships are creating community and helping to lead us to a healthy future. The following report will lay out organizational background information, the scope of our project, and results and recommendations we have given.

## BACKGROUND

**“Sustainability provides a map and a path by which we account for current actions while working to ensure our future legacy is a positive one. It is a vision of multigenerational betterment of our quality of life and community.” (retrieved from Future on April 20, 2017).**

The impetus driving a Pikes Peak Regional Sustainability project was driven, in part, by efforts at Ft. Carson. Beginning in 2002, Fort Carson created a 25-year sustainability plan with goals for implementation on base and extending beyond to the greater community. Transportation, renewable energy, recycling/waste, and energy-efficient building practices are all initiatives that involve collaborative partnerships from various, community stakeholders. The Pikes Peak Regional Sustainability Project (PPRSP) and the Pikes Peak Area Council of Governments (PPACG) spearheaded the collaboration with local stakeholders to develop a long-term strategy for El Paso and Teller counties called “Looking to Our Future-Pikes Peak Region 2030” (PPR2030) (Governments, 2012). With Ft. Carson becoming a successful model of sustainability and showing encouraging financial benefits, and a growing need and sentiment for Colorado Springs to engage the community on a greater scale, the seeds for our future were planted.

Mayor John Suthers created the Office of Sustainability for the City of Colorado Springs in 2016. Ryan Trujillo serves as the city’s Contract Compliance and Sustainability Manager and began working on the idea of a sustainability center beginning a year ago. Ryan worked on sustainability efforts in the private sector before taking on his position with the city, and has expressed; “The very core of sustainability is

to directly impact the environment, the economy, and the quality of life within a community” (Sustainability, 2016).

The Sustainacenter is located at 702 E. Boulder Street in Colorado Springs, a property with two beautifully renovated Victorian homes, situated in the heart of the city. It is home to the Department of Sustainability for the city, as well as home to six, sustainability-focused, non-profit organizations; working together towards making our city a better place to live. These organizations include the Trails and Open Space Coalition, The Greenway Fund, Pikes Peak Urban Gardens, Clean Cities Southern Colorado Coalition, Colorado Springs Food Rescue, and Bike Colorado Springs. The ribbon cutting ceremony took place on Thursday, April 20, 2017. Ryan Trujillo’s “grand vision” for the Sustainacenter is that it becomes a regional hub for sustainability. Education, outreach, and collaboration for and with the community and partnering organizations are all intended outcomes for the center. Ryan also wants the center to become a demonstration house for various sustainable practices. Another statement by the mayor qualified city intentions;

“When it comes to community issues such as sustainability, the environment, and homelessness, it is good to be able to rely on our network of service providers to create public-private partnerships for improving the environment and creating community.” Our group envisions the center as a place for collaborative efforts to synthesize into actionable, sustainable policies and practices, leading Colorado Springs towards a more sustainable future.

The Sustainacenter inaugural event took place on Earth Day, April 22, 2017. Community members were welcomed to a block party with local business members and

participating non-profit organizations offering demonstrations and educational materials focused on sustainability. Food trucks served up delicious meals, and live music was available for all to enjoy.

The Sustainacenter is only at its inception, but it promises to be a place for the community to engage, live, and learn about our sustainable future possibilities.

## DATA COLLECTION

For this project, our group sought to collect data which would highlight a few key ideas we felt would benefit the Sustainacenter and the Colorado Spring's Department of Sustainability going forward:

- What the community knew about Sustainacenter.
- What people anticipate from Colorado Springs' sustainability efforts.
- Feedback from the Earth Day event specifically related to awareness of Sustainacenter, the Department of Sustainability, and the average public level of sustainability.
- What key stakeholders at Sustainacenter wanted from the future of the center?
- What changes can be made to make this center more successful in the future?

As initial goals, we wanted to figure out what would be the best way to get answers to the above questions. We considered many possibilities of data collection to achieve this. Due to time constraints, and lack of a pre-existing list, we had to rule out the possibility of doing in-person focus groups for this project, which directed us towards surveys and interviews for data collection.

## RESEARCH

For the purpose of investigation, our group agreed to complete an audit of the organization's Facebook and website. Each medium had a different set of criteria that helped our team members pinpoint strengths and weaknesses. We have put together a SWOT analysis for each of these platforms which you can view in the Results section of the paper. This allowed us to combine the research from all our group members into a simplistic and well-organized system. The SWOT analysis looks at the strengths, weaknesses, opportunities and threats of an item, and in this particular case, we are looking at their digital media.

For the website, we looked at these key components specifically:

- *Usability*
- *Readability*
- *Pictures and images*
- *Data and facts*
- *Navigability of website – specifically of clickable links to more information*

For the Facebook page, we looked at:

- *Likes and Followers of the page*
- *Interaction (likes, comments, and shares of posts)*
- *The amount of information provided (address, website, email, etc.).*
- *A variety of content (text posts, videos, pictures, etc.).*
- *Frequency of posts*
- *Interaction with the other groups within the Sustainacenter*

For the website and Facebook, we took the above considerations, and created a SWOT Analysis for each of them. These will be featured in the results section below. We felt this analysis would be best to present the information in a very direct way. We know there are challenges to making all the changes we suggest, but in order to fully improve the center we have included all suggestions for consideration.

We also made a comparison study by pulling a variety of websites and Facebook pages of similar organizations to highlight different aspects and approaches compared to the Colorado Springs Sustainability website and Facebook. We intentionally selected groups that have been active for a few years or more to give COS something to grow towards. These websites were analyzed with the same key components as stated above for the city's sites; this way we can compare them with accuracy.



achieving Ryan’s goal of having the Sustainacenter become a “regional hub” for sustainability.

Following administration of the organization’s surveys, we moved to our next phase of data collection which focused around the Earth Day event, SustainaFest. Groups went out with the goal of observing the event, as well as completing one-on-one interviews with attendees. We were able to collect fifty responses throughout the course of the day, asking various questions from the list in Appendix F. We compiled a list of issues which we felt would best help the center understand how people heard about the event and what about sustainability interests them. We were hoping for the opportunity to ask every person two or three of our questions and found that practically everyone was more than willing to share. Two student teams paired up for interviews; with one asking questions and the other serving as note-taker. Responses were gathered together at the end of the event and input to a spreadsheet for further evaluation. Once the data was entered into the worksheet, it was organized into numbers, analyzed, and represented in charts. We focused on the majority responses to understand what the main, motivating factors were, for bringing attendees to the event. Highlighting individual comments, especially those comments that seemed to have been repeated, also brought to light what people enjoyed about the event or what they felt was missing.

## **LIMITATIONS**

With the short time available for this project, some data collection methods were not possible. In Appendix F we have provided a list of questions that we had intended for some community focus groups. The community focus groups would have enabled us to collect data from a broader group, increasing the sampling range. The interviews

conducted at SustainaFest allowed us to gather some useful insight into the community's awareness of sustainability initiatives in Colorado Springs, and the purpose of the Sustainacenter itself. A drawback to the event was that it was not widely publicized, so attendees were mainly those who are either already involved in sustainability, or, are part of a city or community organization. A majority (46%) of the respondents were already aware of the Sustainacenter or the city's department of Sustainability. Due to our mentioned time constraint, we felt compelled to use this limited sample, in order to draw up recommendations for the center. Our preferred method, and perhaps something that could be done in the future, would have been completing a series of five focus groups with citizens who live in the city. Drawing on various groups through newspaper advertisements and other postings would offer a more diverse sociological sample, and could lead to more robust recommendations.

If we were able to do a focus group, we had drafted up a list of questions which we would use to help steer the conversation. For this group, we hoped to gather people who live in various areas of Colorado Springs (i.e., Manitou, Old Colorado City, Briargate, Downtown, Rockrimmon, Black Forest, etc.) in order to give us a more representative sample of the population that the Sustainacenter is serving. We would provide a general survey before assigning people to groups, asking some basic questions such as age, gender, political affiliation, annual income, where you reside, and level of knowledge about sustainability. These questions would help us create the sample we desire for a focus group. Our goal was to complete four community focus groups, and use that data to see what the community knows about sustainability itself, and the initiatives the city is currently working on. In Appendix G, you can see the list of questions we had

drafted up for a potential focus group given in the future. We felt these questions would allow the Colorado Springs Department of Sustainability to get a better sense of where the community is sustainability-wise, and what they need to do to encourage more participation with the community to reach their end goals. Though we did not have time for this step, we highly suggest this whenever the department has available time and staff.

## RESULTS

The stated, goal Ryan has for the Sustainacenter is, to create a regional hub where people could come together to improve sustainability and work together. Keeping this focus in mind, we gathered our data as previously outlined, and will be using it to help Ryan and the city understand both the concerns and interests of the stakeholders at the center, as well as the community as a whole. Currently, the Sustainacenter is more of a co-working space which holds offices of six different partner organizations. In order to gain understanding for the center, we administered surveys to the stakeholders at the center first. A consistent response in the survey conveys:

**“71% of Sustainacenter organization representatives would like to see the center as a regional hub.”**

### SUSTAINACENTER NETWORK

As a first step, we issued surveys to members of the six groups who work out of the Sustainacenter, including Ryan. We wanted to see if the members were on the same page when it comes to what they want from the center itself. We issued the survey via email after a few of our group members attended their monthly meeting to explain our intentions and our hopes for the survey outcome. We received eight responses back from the survey, and we compiled those into a spreadsheet so we could see comparisons.

It became apparent after issuing the survey, that the group was consistent on one point for sure. 71% of the group wanted to see the Sustainacenter become a regional hub, and the other 29% were not against it, but were just not understanding what we meant by

regional hub. This gives us a good background for moving forward with objectives to help the center improve their image as a place where people can come together to work on being more sustainable. 83% of the partners at the center felt that being a part of this building has improved their organization “very much,” where the other 17% felt it only somewhat helped them. Both of these are positive responses towards the impact the center has had, and it has only been open a short time. Some other notable quotes from the survey include:

- *Intersecting of organizations: trail cleanups with a bike ride to the urban garden to pick up excess produce would involve all of us.*
- *I envision a collaborative mapping center for regional non-profits*
- *Bring organizations together to focus on a local problem. Open space/ parks being utilized throughout our region for local food production, with a portion going back to the local community in which the gardens reside, with the remaining feeding into the local food market and food rescue supply chain.*
- *Connected by low-stress biking corridors to minimize the carbon footprint and promote sustainable transportation and utility biking.*
- *Plans to collaborate on a community garden and bike rack.*

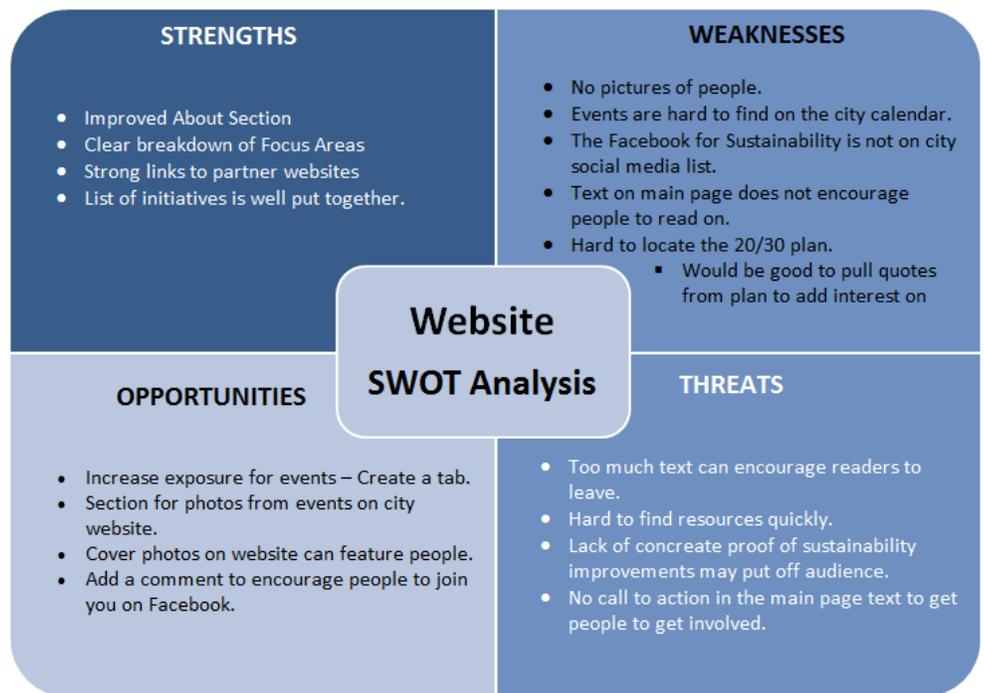
Though these responses are more focused on the collaboration at the center and between the groups at the center, many pieces were overlapping. 100% of respondents say they feel like they are interested in more collaboration between groups, even though many groups already feel they collaborate “very much.” As one respondent said, “you can never have too much collaboration,” and we agree.

## WEBSITE SWOT ANALYSIS

When looking at the site, we developed a SWOT Analysis for the strengths, weaknesses, opportunities and threats we found. We know that since the website is controlled by the city, it may be challenging to make all the changes we suggest, but in the effort to help the Sustainacenter have the best digital presence possible, I am listing out all the items that our group has noticed to help improve the website.

The websites “About” content provides a more thorough description of Sustainacenter and it would be beneficial to add this content to Facebook as well. It includes clear details on the center, and how it came to be. This section is critical for the user because it increases the likelihood that they will continue to browse the site and get more involved. In Appendix I, we have listed a few articles that we think will help you

craft a stronger about section, and highlight the value of improving this piece of core information. We also felt that on the website you break down sustainability focus areas in good detail. This is very



valuable as many people will not bother to read the full 20/30 plan, and these details help the community see value in what the Department of Sustainability is trying to achieve.

This also ties into the other two strengths of having good links to partners and strong initiatives for the future. Having a long list of partners shows that you are well grounded in the community and are putting the needs of the community first in the initiatives that you have stated.

As for weaknesses, we know there are some external factors that have made updating and adjusting the website a complex process, but we still wanted to address those areas we felt needed more support or detail. The website is severely lacking in pictures of individuals engaged in sustainable practices. When others see people in pictures it helps them picture themselves engaged in those actions, and that is important for sustainability. We also noticed that finding upcoming events, specifically for sustainability, was a challenge of the city website. We understand there may be nothing that can be done for that; which is why events are a large portion of discussion for Facebook. The city has a page dedicated to links to all the social media for various city departments but the Department of Sustainability is not listed there. This translates to interested people probably missing the fact you have a Facebook. Your section of the website is very text heavy, which can disengage a web browser. Adding some images can help this, also quotes in bold would be great. We suggest pulling some from the 20/30 plan as it was hard to locate on the site, and it provides really good information.

For opportunities, we feel there are a few things that can make a big difference. First and foremost would be adding a tab for events. Feature your events, as well as partner events on this page to gather more attention. This is the focus area for gaining outreach and involvement in the community. Next, a photo section or carousel of rotating photos to show off what the center is doing would be great, or even photos of the inside

of the center. We noticed many people remarked they were disappointed at not being able to tour the center during the Sustainafest. Photos would create hype for your projects, and excitement to get involved. This also goes along with adding cover photos of individuals. Again, seeing people actively participating can encourage involvement. Lastly, mention your Facebook and hyperlink it on the main page. People should know it exists and come over and join you.

The items we list as threats, all center on the usability of the site. There is so much text that it appears distracting, and may not be drawing the reader in. Losing people means less people to care about making this change in the community. Finding resources to help individuals improve their own sustainability efforts is not reached in three clicks or less. That is an important benchmark in digital websites because after three clicks, people get bored. It may already take them one or two clicks to find the Sustainability page. Also, people are less trusting and need more proof; we do not see content that represents concrete proof of sustainability efforts. Making efforts to update the page with major achievements (even including the ribbon cutting at Sustainacenter or the success of the Earth Day event) could help people understand the legitimacy of the Department's endeavors.

## **FACEBOOK SWOT ANALYSIS**

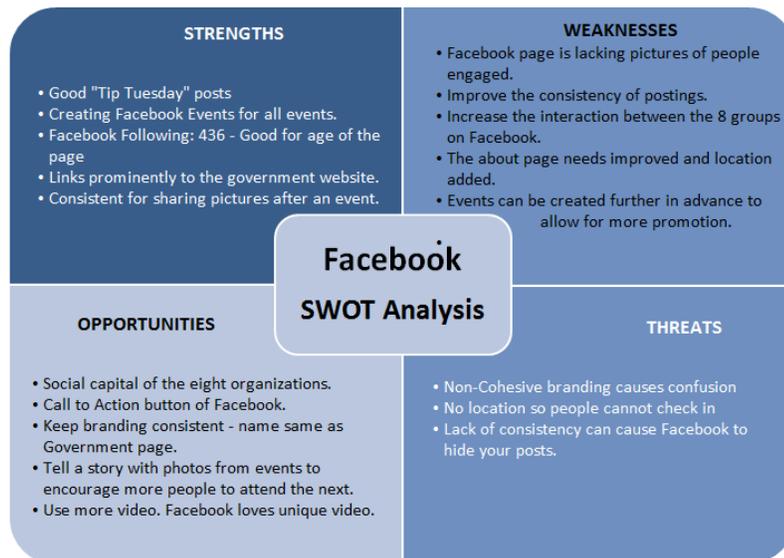
Facebook is one of the biggest ways that individuals found out about the Earth Day event and that really cemented for us the importance of focusing on social media. Most people interviewed expressed the use, or the desire to use social media for learning about events and more. People are not as interested in newsletters and websites anymore

and when they need information they turn to social media and their friends. Our SWOT analysis focused on bringing this social media into the forefront of people’s minds when thinking of “green” practices.

For the strengths, we felt the inclusion of the “Tip Tuesday” was a great start. Having a posting plan for Facebook with certain days will encourage people to come back. Another great option would be “What We’re Doing Wednesday;” where you could highlight a recent event or activity the center was involved in. The Facebook events are critical and the center has done a great job with those. For a young page, the following is quite high, and we expect it to grow as you get more consistent. The direct link to the government website is also a strong point because it keeps those two connected. Lastly, sharing pictures from events often, is great.

For the weaknesses of the Facebook, many are similar to the website so I will avoid going into detail on those. Pictures of people are a recurring theme which needs to be addressed.

Consistency of the posting is also very important. The more you post, the more Facebook will show to people. They do not bother highlighting the



pages who post once a week or less, but those who post daily or multiple times a day will have priority. Once you set up a posting plan, or spend more time scheduling content on

Facebook, you can get into a better rhythm. Another piece of social collateral that isn't being addressed is the interaction between the six other groups at the Sustainacenter. You each have a small following, but if you combined efforts, cross-shared posts, and tagged each other more often, your following could grow substantially. Location is critical. You need the address of the center on Facebook so people can Check In when they come to events or meeting there. This allows the center more exposure. Lastly, post events 2 months in advance if possible. The longer an event is on Facebook, the more reach it will get.

Opportunities are vast with social media but we tried to keep it manageable. Primarily, leveraging the social capital of all organizations is a priority. If all organizations have 500 followers, and you cross share posts you can reach over 2,500 people. That is a bigger amount than any one page. Next, create a call-to-action button for your page, and get verified as an actual government organization. You want to have a button that says "Visit us" or "Sign up" to gather people and move them to another important page. You're branding needs to be consistent with website. Keep colors similar, logos the same, and wording similar. This helps people know the two are linked. Facebook is all about storytelling, so make sure the photos, videos, and links you share tell a story to your audience. Lastly, when possible, upload video clips right to Facebook. This is a great way to improve your reach because Facebook prioritizes that type of post.

Lastly, the threats involve losing followers. Branding needs to be consistent or people may think this page is not connected to the city, or the Sustainacenter. Make sure to keep everything consistent. Next, the lack of location makes it hard for people to find the center, for attending events. Plus, the lack of check-ins represents a lack of viewers to

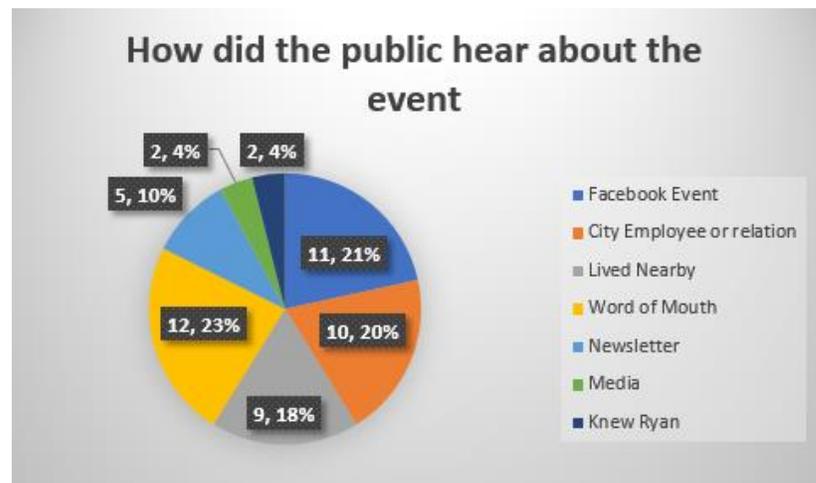
the page. Lastly, you need to be consistent or Facebook will hide your posts. This is a common practice for social media, and it means; if you do not post for a few weeks and then post a very important update, virtually no one will see it. You need to post as frequently as possible to keep viewers.

## TRENDS IN EARTH DAY RESPONSES

Earth Day Sustainafest was a major kick-off for the Sustainacenter and the awareness of the efforts of the Colorado Springs Department of Sustainability. For a first year event, many of the people involved in the event felt that the turnout for this event exceeded expectations due to weather constraints. Our groups were able to interview over 50 people for our project, and found some commonalities in the topics and trends that were addressed throughout the day.

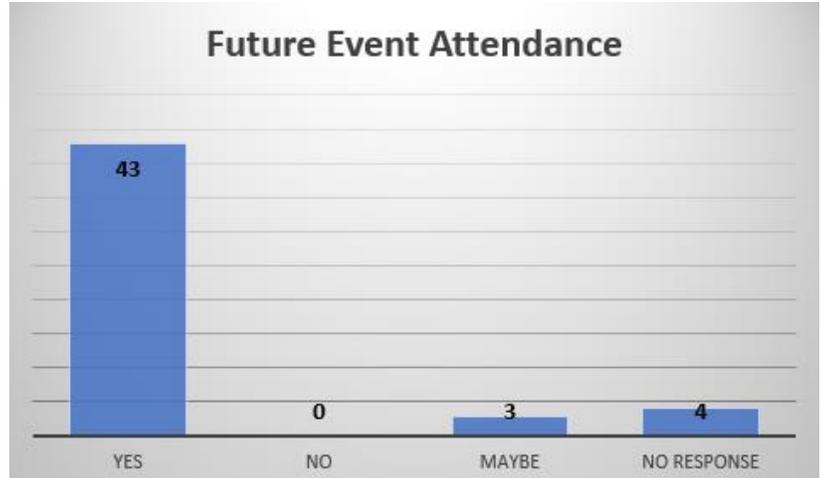
One of the main points was that many event participants had a connection to the city or were already involved in activism. Most of the people we spoke to were involved with one of the organizations that either worked out of the Sustainacenter or were a non-profit with a booth at the Earth Day Sustainafest. This illustrated that our methods were not sufficient to target an outside crowd, but we were able to dig deeper into what people care about regarding sustainability, and what they would like to see going forward for the Sustainacenter.

One of our most interesting trends was in how people heard about the event. After talking to 50 individuals,



we were able to see to see that a majority of the people who attended this event heard about it in one of three different ways. Word of Mouth was the most important. People mentioned it to friends and family. Facebook came in only 2% less then word of mouth which confirmed our focus on getting the events on Facebook sooner. Lastly, city employees were only 3% less. The city sent out an email, and city employees came to check it out, and brought family and friends along. Interesting to note that the fourth highest section was living nearby to the event and wandering over to see what it was. In the future, the goal would be to have media as a top three categories by making sure it is featured in community newspapers as well as news channels.

Another interesting, and very positive sign was that 86% or 43 of the 50 people polled would attend future events in this location. People were pleased with the event, and the variety of options to look into. There were no individuals who said No to this question, but some who chose not to respond. By seeing that the overall attendees would attend future events like this should be a clear indication to the

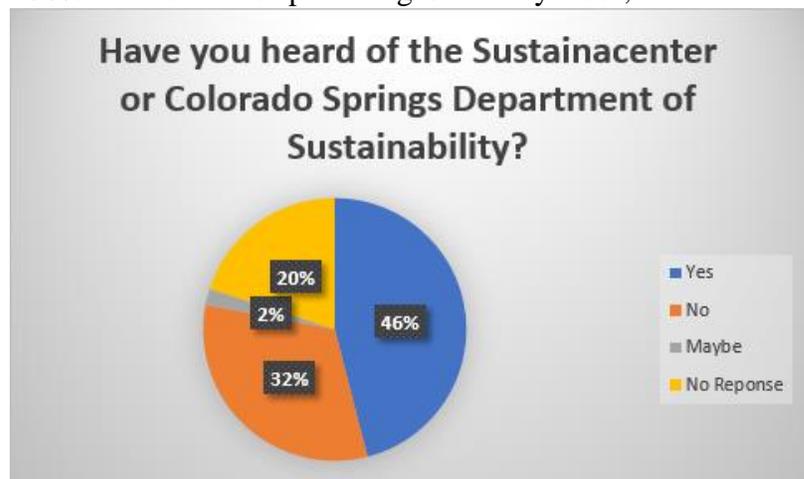


Department of Sustainability to devote more time to planning and organizing various events. This will encourage the community to associate the center with sustainability initiatives as well as fun community center events.

The main question we focused on was awareness of the city's Department of Sustainability and the Sustainacenter. This was the key question for the center because it

was helping us understand where the community stood. Our only downfall for this was that since a majority of the attendees were made up of city employees, Sustainacenter stakeholders, and vendor volunteers, our sample was not reflective of the community of Colorado Springs as a whole. Our skewed sample did show us that there is still a good amount of work to be done for raising the awareness of the center itself, as well as the goals and aim of the Department of Sustainability. 46% of the attendees had heard of the center or the department itself, but 38% had not. These percentages are very close, and

understandable due to the young age of the center, but this is good groundwork for future research. At every event, having someone present to ask these questions would give the



center a measurable outcome to compare the growth of the center to with the increase in awareness. We did have 20% of people decline to respond to this question, and 2% as a maybe. Though the Earth Day event was a success, I feel if this question were asked to citizens throughout the city we may see the yes percentage decrease significantly. In the next section we address key concerns which would help this percentage grow to a larger majority over the next few years.

## RECOMMENDATIONS & SUGGESTIONS

The reality of The Sustainacenter is, in and of itself, a win for the City of Colorado Springs as well as the community of Colorado Springs. Improvements to the Sustainacenter communication will also positively impact the City Office of Sustainability and participating organizations in the center. Improvements in one area should lend improvements in the others. By bringing community recognition to The Sustainacenter, there is a shared impact to the Office of Sustainability as well as participating organizations. This may seem obvious, yet the causal effect of efforts within the various entities needs to be coordinated to have the greatest positive outcome truly. This fact is evident in how the organizations with larger memberships can effectively turnout community members to events.

### ONLINE PRESENCE

The online existence of the Sustainacenter reflects the newness of the center. There are a small following and simple adjustments that can improve the effectiveness without costing large amounts of staff time.

#### Facebook Improvements

The following items were compiled following an audit of the Office of Sustainability's Facebook Page: <https://www.facebook.com/COSSustainability/>

- The name variations are confusing and make it difficult to find:

- COS Sustainability
  - Colorado Springs Office of Sustainability
  - City of Colorado Springs Office of Sustainability
  - Colorado Spring Sustainability Office
  - Sustainacenter
  - Sustain-a-center
- Make a connection between the physical location of the Sustainacenter, COS Sustainability, and the Office of Sustainability. Geo-tag the site on Facebook and Google to start.
  - Add a “Call to Action” button such as “Join Our List.”
  - Robust “About” section - It is imperative to fill this section of your Facebook page as it is where your audience will go to get their initial information. This is also where a geo-tag is placed by inputting the Sustainacenter’s address.
  - Post events earlier and promote longer when possible.
  - Reference the Sustainacenter as a location and post pictures of the offices and location.
  - Need photos & posts that tell the story. (There seemed to be in influx due to Sustain-a-fest and Earth Day. However an ongoing narrative is strongest).
  - Geotag the Sustainacenter. This makes it easy to find when traveling there also gives folks a chance to tag (and promote) it when they visit. This will be a huge impact at events. People like to be able to “Check-in” to a location and that’s currently not possible.

- Reorder the tabs on the left: (recommended order)
  - o Home
  - o About - beef this page up
  - o Events - 6 over 4 months (**See Figure 1.1 in Appendix G**)
  - o Photos - currently there are few, but it's a good foundation. The most likes on a single photo is 15. The big difference is that the organizations within the Sustainacenter were tagged, increasing the reach of the photo. (**See Figure 1.2 in Appendix G**)
  - o Videos - 1
  - o Likes - 436 (which is decent for the age of the page).
  
- More consistent posting. Feast or famine hurts Facebook reach and status.
- There is very low engagement on the posts; which means they may not be targeting their demographic correctly.
- Suggestion: change the cover photo to a picture from ribbon cutting, and change every so often to feature volunteers and center members involved in sustainable projects.
- Google search is not good. Searching Colorado Springs and sustainability, it does not come up until the 5 or 6th result.
- The page does not have many posts from others, and is not tagged very often by the other groups at the Sustainacenter. Encouraging this behavior will help the overall effectiveness of the online presence.

## Website Improvements

All recommendations for the Office of Sustainability website, <https://coloradosprings.gov/sustainability>, are given with the knowledge that the site lives under the broader, city site <https://coloradosprings.gov/>. When comparing across other city websites this was the case for most and naturally places limitations and parameters on formatting. However, the suggestions here are intended to work within that framework. Overall, it would be ideal to showcase tangible evidence of sustainability in the city: how many lightbulbs have been changed in city offices, how much of the city's energy is produced by renewables, where are electric car charging stations, who are the green businesses in town, etc.

- Sustainacenter listed on the website with address and phone number.
- More photos of community members as well as videos.
- A link to the Pikes Peak Regional 2030 plan document.
- Future Annual Sustainability Reports.
- Awards or milestones.
- Pushing a consistent name, brand, hashtag or set of hashtags will help guide the community (online) to your bodies of information (on FB, Website and any future platforms that are added like Instagram, Twitter, e-newsletters).
- The Sustainability department's social media is not linked on the COS gov. page; which means people do not know it exists.

- There is not much evidence of actual projects going on. Maybe showing more images on the COS Gov. page would help people feel like there are things to get involved with.
- There are a few pages that have, basically, the same content.
  - o Sustainability & Initiatives page and Resources page.

### Best Practices from Comparison Sites

Through our research, we selected a few sites that really left an impact on us. You can view some graphic examples of these sites in Appendix G. All references to Figures in this section are present in Appendix G to give you a more visual connection to the sites.

- Sites that stand out for a particular reason:
- Colorado Springs Parks, Recreation, and Cultural Studies:
 

<https://www.facebook.com/CoSpringsParks/> this site is a helpful reference because of its similarities in context. As a Colorado Springs government entity it does well operating in the similar (City communication) structure. The professional photos of Garden of the Gods are striking on their cover. They have 1,229 likes which is a reach @COSSustainability can grow to (and beyond). **See Figure 1.3 in Appendix G**
- Aspen, Department of Environment and Sustainability:
 

<https://www.facebook.com/aspensnowmass> & <https://www.aspensnowmass.com/we-are-different/our-environmental-commitment> this site is dense with information. They demonstrate an array of

programs and practices, environmental foundation, lobbying actions, volunteering, local communities, sustainability reports and awards, and how to find a green job. The site is beautiful, with many photos and videos, is intuitive, and easy to use. They make good use of their Facebook menu order and creativity. **See Figure 1.4 in Appendix G**

- San Diego, Sustainability Department:

<https://www.facebook.com/CityofSanDiego/> &

<https://www.sandiego.gov/sustainability> & [https://www.sandiego.gov/get-](https://www.sandiego.gov/get-it-done)

[it-done](https://www.sandiego.gov/get-it-done) In the case of San Diego, it was like other cities who bring all of the city departments together under one single Facebook page. One exceptional feature they offer is a non-emergency app that community members can use to help improve the city as a whole. We liked links on their homepage for electric vehicle charging stations, social equity and job creation, climate action plan, and a smart city link referring to renewable energy programs across the city. **See Figure 1.5 in Appendix G**

- City of Portland: <https://www.portlandoregon.gov/bps/> &

<https://www.facebook.com/PortlandBPS/> interactive and engaging site as well as social media. **See Figure 1.6 in Appendix G**

## **INTERN SOCIAL MEDIA & OUTREACH PLAN**

An opportunity identified in the review process was the implementation of a short-term intern for social media. Refer to Appendix F for a week by week plan that is recommended when an intern or part-time employee become a feasible addition. When we spoke to Ryan at the beginning of the project, he expressed interest in this deliverable in order to make having an intern easier and less time to manage. We estimate that an intern can help the center boost its engagement and digital following by over 50% because someone would be able to take the time to consistently update the Facebook page, take pictures at events, encourage people to volunteer, and make sure all the community news outlets are aware of the center and all the activities that will be happening.

## **IN THE COMMUNITY**

As a new organization in the early stages of evolution, it is important to focus efforts on the core of what future growth will rest upon. Ways this is currently happening and can be improved include:

- Communication - scheduled social media posts, like “Tips Tuesdays.”
- Programing - Lunch-n-learn Series.
- Events - Sustainafest.
- Resources - Pooling together what the existing organizations offer.
- Recruiting new organizations to fill the space.

## **Social Capital and Reach of Collaborative Organizations**

Collective impact is the collaborative way of the future and few states do it better than Colorado. In the case at hand there is an immediate group of individuals who are only one point of contact removed from The Sustainacenter because they are members of an organization who are housed in the center.

## **Membership**

The existing Sustainacenter co-working organizations have a combined following of between 1,064 and 4,105 and likely over 5,000 unique followers or more. These individuals are the most likely to like and follow @COSSustainability or The Sustainacenter due to it being a like-minded organization as those that they currently follow.

## **Expertise for Classes, Workshops and Events**

The collective of organizations currently working in the Sustainacenter's co-working space demonstrate a high level of expertise in the area of sustainability. Based on street interview responses future events hosted at and/or by the Sustainacenter with the various subject matter experts presenting would be highly successful. Both small intimate workshops and large festival-style events will be improved by utilizing the experts housed in the center.

## **Leverage online presence through cross-posting**

A simple next step to improve online presence for the Sustainacenter's Facebook page is through cross-posting, tagging, and interacting with the other organizations' in the

center. This may seem obvious, but the dialogue created between the organizations and the City Office of Sustainability mimic actual dialogue that both adds credibility and trustworthiness to the Sustainacenter’s “voice” online. Consistency matters in these interactions and is more important than quantity.

## **SHARED VISION**

Trujillo envisions The Sustainacenter as a “Regional Hub” for sustainability across the Pikes Peak Region. Interestingly the current organizations based out of the center have some of the following visions that could well support a “Regional Hub” idea. Based on survey responses the organizations currently working from The Sustainacenter see the future of the center as:

“A demonstration house for sustainable technologies”

“A meeting place for sustainable organizations”

“A center for creativity and innovation”

“A home for sustainability and sustainable education”

“A resource for our community”

“Space for shared best practices”

“A resource for other city departments to learn to be more efficient and how to make their departments more sustainable”

“A co-working space for sustainability professionals”

“[a place] for trainings, events and shared resources”

Even though the organizations question the definition of “Regional Hub” their individual visions for the center lend to a robust idea of what the “Regional Hub” could become. For the sake of buy-in and future collaboration a shared vision and definition of

“Regional Hub” are an important step. This does not necessarily have to be limited to the technicalities of Memorandums of Understanding (MOUs) or Intergovernmental Agreements (IGAs) as much as it needs to start with a shared language and definition that the Office of Sustainability supports as well as the current participating organizations. Inviting those organizations into the vision creation process is one effective way to approach this shared vision goal.

Based on the governance structure of the Office of Sustainability as a city department it does rest on this entity to finalize the shared vision, however, sharing the process with the expert organizations who are part of The Sustainacenter community could be more effective long-term as it would generate camaraderie and a community-focused outcome. Taking the time to ensure a stated purpose is supported by a shared outcome directs strategy and creates accountability within the organizational structure.

When looking at the street interview responses this approach would also be in response to the community wanting to see the city set an example for sustainability.

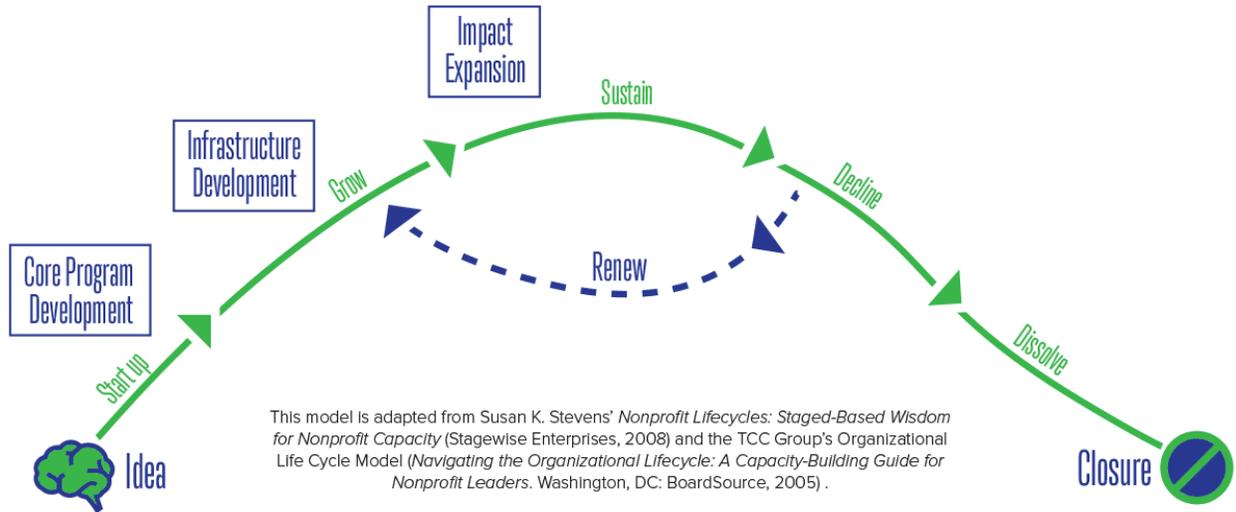
## **LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH**

As is true in any study of an organization limitations exist and understanding those aids in identifying and deciding on future opportunities to overcome those current deficiencies. The limitations of this study include the small sample of organizations surveyed as well as the small sample of interviews retrieved. If more time were allotted to surveys and interviews on a larger scale this would improve the validity of the results.

The other part of limitations are those that presently exist within The Sustainacenter. The positive part about the limitations mentioned is that they are effectively areas of opportunity for the overall improvement of the Center and its future role in the community and region.

## **STAGE OF THE SUSTAINACENTER'S LIFECYCLE**

It is important to acknowledge exactly where the Sustainacenter is in its lifecycle. The use of an organizational lifecycle in this context is more an analogy than an actual measure of the actual position and/or growth of the City Office of Sustainability. To be clear, this cycle does not always apply in all respects: for example, the Sustainacenter is currently beyond idea and in start-up phase, however, that is not to say it will later go into a state of decline after hitting its peak. Many other factors contribute to this model. However, for the purposes here, the Sustainacenter and Office of Sustainability are an idea that Ryan and others breathed life into only recently. It was born out of a creative use of city-owned space and a willingness of community non-profits to band together in a co-working community. The center is at the bottom of Start-up and in that place proving very successful thus far. This point is less a limitation and more an acknowledgement of where the organization is headed and what it will need to move into a growth stage in the coming months and years.



## CURRENT STAFFING

There is a current challenge due to lack of staffing in Office of Sustainability, however, this limitation is aligned with the place the organization is in the lifecycle referenced above. Even with a small staff the core programing can be developed and lead into infrastructure development and growth over time. It will be important to focus on created a consistent core as mentioned in the recommendations.

## CONCLUSION

The Sustainacenter is an important part of the community that demonstrates the will of the City to bring the topic of sustainability forward by its own example. A series of one-time updates to the online presence as well as implementation of a consistent journalistic calendar will increase following and activity among those followers. This will not only improve online presence but also recognition and interaction in and with the community, which is exactly what the community is seeking from The Sustainacenter. The physical location of the Sustainacenter and the virtual online presence of the Colorado Springs Office of Sustainability needs to be integrated more in order to fully realize their potential. The community is watching and effective collaborative efforts between the center and the organizations that already have a following are likely to grow the following and awareness of the Sustainacenter. A shared vision and message will aid in the future of the Sustainacenter as a Regional Hub as this seems to be of interest to every known contributor; except that this phrase has yet to be defined and adopted. In our brief analysis of the center and partner organizations this idea was reflected in the joint interest of everyone.

The tireless and creative efforts of Ryan, the support and investment of the City of Colorado Springs, along with the community-recognition and deep roots of the non-profits working in the Sustainacenter appear to be a fantastic recipe for successful collaboration. Utilizing the existing strengths of all involved will continue to prove key to community involvement and a growing focus around the vital role of sustainability in the entire Colorado Springs community and Pikes Peak Region.

## **APPENDIX A**

### **TIMELINE**

- March 21st- Initial meeting with Ryan
- March 30th- Team workshop
- April 4th- Conference call with Ryan
- April 6th- Team workshop
- April 13th- Team workshop
- April 14th- Sustainacenter monthly meeting
- April 19th- Sustainacenter ribbon cutting
- April 20th- Team workshop
- April 22nd- Sustainafest event; conduct interviews
- April 27th- Team workshop
- April 30th- Team workshop
- May 4th- Project due – Present to Ryan

## **APPENDIX B**

### **QUESTIONS FOR RYAN (BACKGROUND INFORMATION)**

1. *What are your main objectives for us? Could you rank them?*
2. *Have you talked with the other partners? What is your working relationship with the other partners?*
3. *Would you be interested in doing a focus group with the other partners?*
4. *Do you have a mailing list?*
5. *Can you tell us more about your April 5<sup>th</sup> event? Even though this is tomorrow, it can inform future promotion of events. It's a nice case study, if you will. Why is this event at city hall?*
6. *Can you tell us more about your Earth Day Sustain-a-Fest?*
7. *To what extent can we assist in developing your social media strategies and content? This can be as basic as a list of priorities or as complex as scheduled posts and a journalistic calendar for ongoing, prescribed, communication via social media.*
8. *Would you be interested in having us create a job description for an additional employee/intern for the Sustainacenter?*
9. *Are you able to attend our class session on May 4th for one hour? This will be a group presentation.*
10. *What timeline do you have in mind? We can only work until May 1st at latest on the project, with deliverables on May 4th. Will that be acceptable?*
11. *Do you have any further questions for us?*
12. *Future Meeting Date?*

## APPENDIX C

### SURVEY FOR SUSTAINACENTER ORGANIZATIONS

#### SustainaCenter Research Questionnaire

Thank you for taking part in this survey for a group of the students at UCCS to get a better understanding of the SustainaCenter and how it works currently. Today we are asking for your opinions to help us better craft recommendations for Ryan and the City of Colorado Springs Sustainability Department to improve their outreach with the community. This survey should take about 5-10 minutes to complete. Please note: Per research protocol, responses will be aggregated in our report without using names. Your identity will remain concealed and all questionnaires will be destroyed at the end of the project.

1. *Please describe in a few words your vision for the future of the Sustainacenter?*
  
2. *Do you think that the Sustainacenter should become a Regional Hub? (Circle one.)*
  - *Yes*
  - *No*

*2a. If so, please explain how? (You may draw a diagram on the back of this page if you like.)*

*2b. If not, please explain how you would like to use this space.*
  
3. *In a few words please explain what regional sustainability means to you?*
  
4. *How often do you collaborate with other groups working out of the Sustainacenter? (Circle one.)*
  - *Very Often*
  - *Often*
  - *Occasionally*
  - *Rarely*
  - *Almost never or never (so far)*
  
5. *Would you like to do more collaboration with other groups here in the future? (Circle one.)*
  - *Yes*
  - *No*

*5a. If so, please explain in a few words specifically what collaboration you would like to do.*

6. *If possible, would you and your organization like to be a part of the City's Lunch and Learn series on sustainability related topics?*
7. *For the next 2-5 years, what are your goals for the Sustainacenter?*
8. *To what extent has being a part of the Sustainacenter helped your organization? (Circle one.)*
  - *Very Much*
  - *Somewhat*
  - *Don't Know / Neutral*
  - *Not Much*
  - *Not At All*
- 8a. *Please explain specific ways that the Sustainacenter has helped your organization?*
9. *In what ways, if at all, is your organization currently bringing community members to the Sustainacenter?*
10. *Would you be interested in meeting with any of us for more discussion on the Sustainacenter at a later date? If so, please see attached sheet for details.*
11. *Please feel free to give us any other feedback you would like.*

**Thank you very much for your time and assistance!**

**Included voluntary interview form:**



University of Colorado  
Colorado Springs

### Voluntary Participation for One on One Interview

If you are interested in speaking with our group individually about the Sustainacenter, or Colorado Springs Sustainability in general to help us with our project and goals, please tear this sheet off and fill it out. We will collect these separate from the surveys to maintain confidentiality. Thank you for your time.

Your Name \_\_\_\_\_

Your Organization \_\_\_\_\_

Best Phone Number for you \_\_\_\_\_

Best Email for you \_\_\_\_\_

Any additional details:

# APPENDIX D

## DIGITAL MEDIA EXAMPLES

Figure 1.1

The screenshot shows the Facebook profile for the City of Colorado Springs Office of Sustainability. The profile picture features a stylized landscape with mountains and trees. The page includes a navigation menu on the left with options like Home, Posts, Videos, Photos, About, Likes, and Events. The main content area is divided into 'Upcoming Events' (currently empty) and 'Past Events'. A list of past events includes 'Colorado Springs Earth Day Sustain-a-Fest' (April 22), 'The Sustain-a-series' (April 5), 'Sustain-a-series: HEALthy Community' (February 1), and 'COS Sustainability - An Overview' (January 11). A detailed event card for 'Sustain-a-series: HEALthy Community' is highlighted, showing the date (Wednesday, February 1, 2017), time (12:10 to 12:50), location (30 S Nevada Ave), and attendees (Zac Chapman and Sean K. Holveck).

Figure 1.2

The photograph shows a white sign in front of a building. The sign features a logo with a stylized mountain and the text 'COLORADO SPRINGS OLYMPIC CITY USA' and 'Colorado Springs Center for Sustainability "The Sustainacenter"'. To the right of the photograph is a Facebook post from the 'COS Sustainability' page, dated January 19. The post text reads: 'The Colorado Springs Center for Sustainability ("The Sustainacenter"): A co-working space a regional hub for sustainable education, outreach and collaboration — with Southern Clean Cities Coalition, The Greenway Fund, Colorado Springs Food Rescue, Pikes Peak Urban Gardens and Open Space Coalition.' The post has 'Like', 'Comment', and 'Share' buttons, and shows 'You and 15 others' have interacted with it.

Figure 1.3

**Colorado Springs Parks, Recreation & Cultural Services**  
@CoSpringsParks

Home  
About  
Events  
Photos  
Videos  
Likes  
Reviews  
Posts

Create a Page

Liked Following Share ... Send Message

Featured For You

Get in touch with Colorado Springs...  
87% response rate  
Typically replies within a day  
Message

You're 4 mi from Colorado Sp  
1401 Recreation Way  
8:00AM - 5:00PM  
3.0 ★★★★★ · Closed Now

Government Organization in Colorado Springs, Colorado  
3.0 ★★★★★ · Closed Now

Invite friends to like this Page

Enjoy our park properties, recreational opportunities and cultural resources that provides our City with it's character and distinctiveness.

1,230 Likes  
Candace Michele Datz and 27 other friends

Figure 1.4

**Aspen Snowmass**  
@aspensnowmass

Home  
About  
Photos  
Videos  
Events  
Job Openings  
Notes  
Likes  
Instagram feed  
YouTube  
Posts  
Photo Contest  
Offers

Create a Page

Liked Following Share ... Watch Video

Visitor Posts

Sam Montgomery  
April 26 at 1:08pm  
Join us tomorrow for one of two sessions open house to give your feedback on the Pedestrian Mall Improvement Project.  
Like · Comment

Best Things Colorado  
April 17 at 5:49pm  
We're delighted to inform you that Aspen Snowmass has been selected ... See More  
Like · Comment

PR STUDIO  
April 11 at 8:55am  
Come see what others are saying about the Aspen Pedestrian Mall Impr... See More  
Like · Comment

See All

Figure 1.5

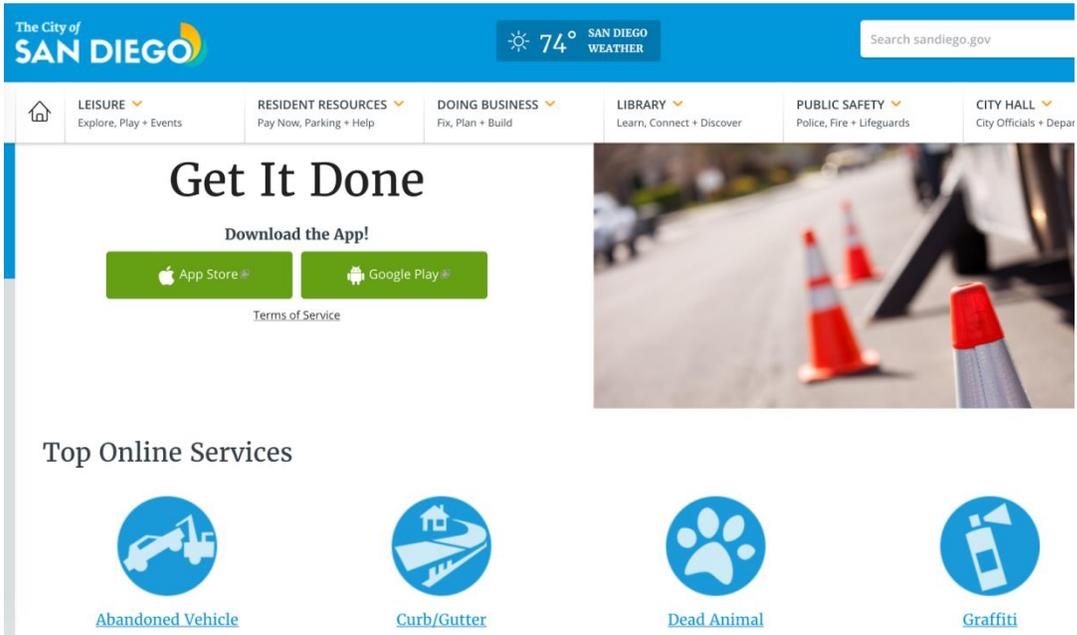
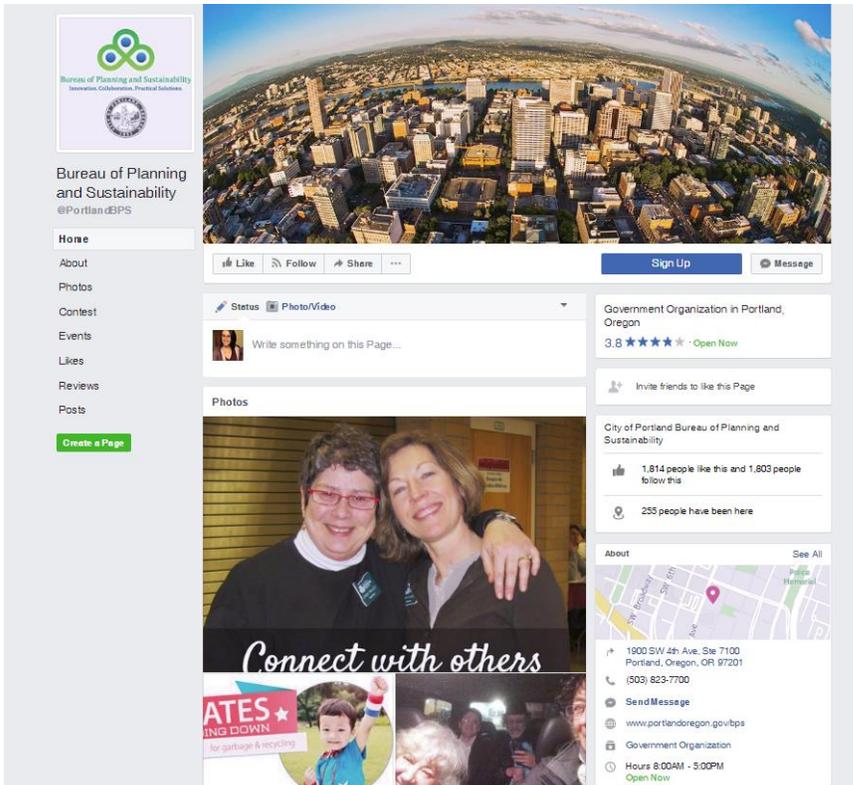


Figure 1.6



## **APPENDIX E**

### **EARTH DAY INTERVIEW QUESTIONS**

1. *How did you find out about this event?*
2. *What do you like about today's event?*
3. *Would you like to attend more events here? If so, what kinds of events?*
4. *Have you heard of the Sustainacenter or the City of Colorado Springs Sustainability Department before this? If so, what do you know about them?*
5. *How important is sustainability to you? Explain.*
6. *What do you think the City of Colorado Springs should do to promote sustainability?*
7. *Would you be interested in learning more about sustainability?*
8. *Would you be interested in putting your name on a mailing list for sustainability focused events and volunteer opportunities? If so, please fill out the separate half-page.*
9. *Do you have any questions for me/us?*

Thank you very much for your time!



## APPENDIX G

### POTENTIAL COMMUNITY FOCUS GROUP QUESTIONS

For the four focus groups – the below questions would be valuable to steer the conversation and give the Sustainacenter and the Colorado Springs Department of Sustainability the more benefit from these suggestions. We also suggest a prize of sorts for participation after the survey (i.e. \$25-50 Visa Gift Card, Dining certificates to local businesses, Transit passes etc.) You can give the group options and let them choose.

- *What does sustainability mean to you?*
- *If I asked you to tell me a city that you feel is “green”, what city comes to mind?*
- *Do you feel Colorado Springs is sustainable?*
- *What roadblocks have you encountered that made you feel like “going green” wasn’t going to be possible for you?*
- *Have you been to the Sustainacenter on East Boulder?*
  - *If so, what did you like about it?*
  - *If not, did you know about it?*
- *If the city were to host events at the Sustainacenter, what sustainability based topics interest you? (If no response, provide examples: Keeping chickens, xeriscaping, urban gardening, reducing waste, non-motorized transit).*
- *Have you ever attended a class or event at the Sustainacenter? It may have been hosted by Trails & open Spaces, Pike’s Peak Urban Gardens or other local groups.*
- *How important is being sustainable to you?*

## APPENDIX H

### COMPLETE 4-6 WEEK INTERN SOCIAL MEDIA AND OUTREACH PLAN

This will serve as a guideline and template for how we feel an intern's services would best be used to help improve and grow the social media and outreach of the Sustainacenter.

#### **Week 1: Begin with Basics**

- *Update the address for Sustainacenter on Facebook*
- *Begin to read up on Facebook best practices, including video, hashtags, and variety of posts.*
- *Reorder the tabs on the left: (recommended order and notes below)*
  - *Home (Always at top)*
  - *About*
    - *This page needs to be more detailed. See the two recommended readings in the Appendix I. Those should be used to help create this section.*
  - *Events*
    - *The center should add events two months in advance. Give the calendar of events to the intern, and begin imputing these. Contact the partners, and see of any other events you can add.*
  - *Photos*
    - *This section is important. Should be fourth in the list.*
  - *Videos*
    - *Since the center is not doing many videos yet. This can go lower.*
  - *Likes*
- *Add a "Call to Action" button*
  - *Example: "Join Our List" to Facebook page. This will need to link to a sign up form – Mailchimp is a good free option.*
- *Analyze the demographics of current Facebook and Website. Report thoughts and suggested adjustments. Do some research on how to appeal to the lowest ages.*
- *Change cover photo every month to feature volunteers and center members involved in sustainable projects.*

#### **Week 2: Raise Awareness of the Sustainacenter.**

- *Start a hashtag for the Sustainacenter and spread it.*
  - *Discuss what would be best, and begin using it in your posts. Email it to the other stakeholders at the center, and ask them to use it.*
- *Improve Google Ranking*
  - *This may involve editing copy. We included a few articles in Appendix I to help with this.*
- *Gain followers.*

- *Read articles on how to increase followers.*
- *Post and ask followers to invite their friends to like the page*

### **Week 3: Website Changes**

- *Put more photos and videos of community members.*
  - *Create a slideshow if possible.*
- *Add a link to the Pikes Peak Regional 2030 plan document.*
  - *Make sure it is easy to find*
  - *Also pull good quotes and feature them on main website page.*
- *Put the awards and milestones of the Sustainacenter.*
  - *Make a tab for this section.*
- *Link social media on the main page*
- *Look into pages that have, basically, the same content:*
  - *Sustainability & Initiatives page and Resources page.*

### **Week 4: Increase Social Media outlets**

- *Create a Instagram for the Sustainacenter*
  - *Begin with a picture of the Sustainacenter as the first picture. There is an article in Appendix I on starting an Instagram page.*
  - *Profile picture should match Facebook*
- *Create a Twitter*
  - *Again, the profile picture should make Facebook*
  - *Resources in Appendix I can help with a good Twitter.*
- *Community*
- *Make a recurring post for Colorado Springs community*
  - *Pick a day of the week to post things going on, related to sustainability if able.*
- *Post interesting new practices or inventions related to sustainability.*
  - *Quick google search can help with content ideas, or share from one of the eight partners.*

### **Week 5: Finalizing and Automating.**

- *Look ahead for events, and create them*
  - *Since Ryan will be alone once intern is done, schedule any events 3 months out to create less work.*
- *Look into automation software for all the social media channels*
  - *Hootsuite is \$14/month and will schedule Facebook and Twitter, and will allow you to schedule Instagram, though you will have to manually post from phone, but it will remind you. This will make Ryan's life easier.*
- *Spend time creating content for the page and scheduling it.*
  - *Ideally you want to schedule for a month, if possible.*
  - *Finding interesting things to post about going on with the other organizations to ensure consistent posting on the page.*
- *Attend all Sustainacenter events and post on social media with pictures.*

- *Take quality pictures from various angles.*
- *Take extra pictures to be used for #ThrowBackThursday posts.*
- *New Focus Area: #SaturdaySpotlight:*
  - *Each Saturday pick one of the organizations from the Sustainacenter and make a post about them. Giving some background and being sure to tag them. You can also do this for big events, or new hires.*

**At the end of every week:**

- *Look into the demographics of current Facebook and Website. Report thoughts and suggested adjustments.*
- *Report on progress and suggestions for Facebook, Instagram and website to Ryan.*
- *Suggest any new ideas*
- *Continue to research best practices for a non-profit organization and sustainable organizations.*
- *Come up with ideas for new events.*

## APPENDIX I

### ANNOTATED BIBLIOGRAPH OF ADDITIONAL READING

**Austin, B. (2015, March 16). 9 Simple Tips For Making An About Us Page That Works For Your Brand. Retrieved May 02, 2017, from <https://moz.com/blog/9-simple-tips-for-making-an-about-us-page-that-works-for-your-brand>**

This article is recommended because we feel the about page for the Sustainacenter on Facebook and the website can benefit from some updating. We used this as a guide for understanding what makes an About Page grab the attention of a user, and we hope with these tips the center can get more people to their pages.

**Gunelius, S. (2013, January 18). 10 Steps to Create a Facebook Page that Gets "Likes". Retrieved May 02, 2017, from <https://www.forbes.com/sites/work-in-progress/2013/01/18/10-steps-to-create-a-facebook-page-that-gets-likes/>**

Though the Sustainacenter's facebook has over 400 likes, which is strong for such a young page, this article has some really good and easily implemented tips. Much of this can be used in conjunction with the Intern plan in order to maximize the impact of your social media. Facebook is the largest player in the social media game, and we feel that this outlet will be your key factor in connecting with the community.

**Isenhour, C. (2016). Sustainability in the global city: myth and practice. New York: Cambridge University Press.**

This book is a newer release but after checking it out on Amazon, we feel like it may be good reading for Ryan and the Department of sustainability. There are many practices in here that are not currently in use at the center, and would benefit them. This book can be used as support for expanding the staff of the center as many changes need the manpower.

**Jacobs, D. L. (2014, October 31). 10 Ways To Improve Your Google Rank.**

**Retrieved May 02, 2017, from**

**<https://www.forbes.com/sites/deborahljacobs/2013/07/01/10-ways-to-improve-your-google-rank/#4a02dc636c53>**

This article would help the intern improve the Google Ranking of the website. These tactics can help the Sustainability department's page pop up sooner in the searches. This means when people are looking up things about sustainability they will come across this page and learn more about what the city is doing.

**Lee, N., & Kotler, P. (2016). Social marketing: changing behaviors for good.**

**Thousand Oaks (California): SAGE.**

This is a really easy to read book which encourages people to look at social marketing from the idea that you are asking for behaviors to change. Though it is similar to a textbook, I feel like there are real world examples that could help the center's growth and give new employees a feel for how social marketing differs from marketing a business.

**Nations, D. (n.d.). Great Ways for Beginners to Use Twitter. Retrieved May 02, 2017, from <https://www.lifewire.com/ways-for-beginners-to-use-twitter-3486595>**

This article will be useful when the organization decides to reach out and make a Twitter. Though it is not the most commonly used social media, it is a great way to get out information to people in a short time. Twitter can be used to post about local events, awards, new job openings, and volunteer opportunities in the area. You can also interact with other local people on Twitter and get them to engage with the center.

**Our Approach: Life Cycle Example. (n.d.). Retrieved May 01, 2017, from <http://nonprofitpathways.org/about-us/our-approach/>**

This link is cited because we used this website to help us with the life cycle example in the recommendations section. We felt that Non-Profit Pathways is a good site to look at to help you as you continue to grow and include new elements for your department.

**Patel, N. (2017, January 22). Beginner's Guide: How to Build a Killer Instagram Following and Increase Your Sales. Retrieved May 02, 2017, from <http://neilpatel.com/blog/beginners-guide-how-to-build-a-killer-instagram-following-and-increase-your-sales/>**

This website is specifically here for the intern who has the task of expanding the center's social media. This may be in a year, or three years but the tips in this article will help even though you are not selling a product. You want to be engaging to your audience and build a strong following through this visual platform. This platform relies on video and

pictures, which means before you start this channel, you need to increase the pictures you take at events, and make a point to take more visually engaging photos.

**Widrich, L. (n.d.). 5 Tips To Make Your Startup's Twitter Account Stand Out.**

**Retrieved May 02, 2017, from <https://blog.kissmetrics.com/startups-and-twitter/>**

This article is focused on making your Twitter stand out once you've created. The center is similar to a startup due to its young age and small staff. This article gives five tips from an expert in the field, Co-Founder of Buffer, to make your twitter the best it can be.

**Website Strategy: 3 Core Reasons Why The 'About Us' Page Matters. Retrieved**

**May 02, 2017, from <https://www.psychotactics.com/website-about-us-page-3-reasons/>**

This website discusses the importance of a strong about page which I think will be useful for Ryan when adapting and adjusting the about pages on their sites to convert viewers into volunteers and raise engagement. This addresses specifically the need for viewers to find you as a credible organization, and that is a very important concern for a government organization. People need to trust that the department is actually making a difference in the community.