



UVA STUDENT SUSTAINABILITY GUIDE

Marketing

Global Sustainability, Fall 2011

Prof. Phoebe Crisman

Workshop Leader: Carla Jones

Team members: Alex Mur, Becky Massie, Javi Gallardo, Missy Matyas, Schuyler Tompkins

Community Partner: Andrew Greene

¹ Knife, Epic. *The Enemy Is*. Photograph. *Trees*. 16 May 2011. Web. 10 Dec. 2011. <<http://trees-guides.blogspot.com/2011/05/enemy-is.html>>.

TABLE OF CONTENTS

- I. Introduction
- II. Obstacles
- III. Goals
- IV. Marketing Segmentation
- V. Criteria for Evaluation
- VI. Marketing Ideas
 - A. How did we choose these ideas?
 - B. Ideas Revisited
 - Press Release
 - Coffee Shops
 - Sustainability Stickers
 - Email Campaign/Connections/EngageUVA
 - PowerPoint Slides for Professors
 - "Productive" Procrastination
 - Facebook/ Twitter
 - Stall Seat Journal
 - Posters
- VII. Matrix
- VIII. Work on Food Content
- IX. Appendix



I. INTRODUCTION

The goal of our workshop as a whole this semester has been to create a student sustainability guide that increases awareness of current environmental issues and increases participation in sustainability efforts around grounds. We have been working closely with our project leader, Andrew Greene, a sustainability planner in the Office of the Architect, on our sustainability initiative. Within our workshop, we divided into five groups, each focusing on a different aspect of the guide, including: 1) current sustainability efforts at UVA, 2) possible formats for the guide, 3) content for the guide, 4) student sustainability efforts at other universities, and 5) marketing for the final product. Our team has focused on researching different marketing strategies for the guide. Our final report examines the obstacles regarding marketing, the goals of marketing, the criteria for evaluation, and our specific marketing ideas. Finally, we outline our team's contribution regarding the food content for the guide.

First we examine the obstacles related to marketing the guide to the University. There are a number of obstacles related to marketing that we hope to recognize early and overcome. If we can address any potential problems that we may encounter, then we will be ready to move forward with effective strategies when the time comes to market our guide.

II. OBSTACLES

The problems that our team encounters and hopes to overcome involve a number of aspects directly related to the marketing of the guide. We need to find a way in which we can market the guide to reach a wide audience. We want to market the guide to all students at UVA. It is critical that we find a way in which the marketing for the guide reaches a host of different clubs, organizations, and individual students, rather than specific segments of the student body. We assume that many of the students currently enrolled in environmental science classes and involved in sustainability groups on and around grounds, are already engaged and as a result, it will be easier to market to these groups. We will try to gear our marketing techniques to a wider audience that may include the aforementioned groups already engaged, but will hopefully be geared towards students not already involved in sustainability initiatives and environmental classes on and around grounds as well. Also, our group needs to find a way to market for our guide as inexpensively as possible. We are working within a limited budget, but we feel as though creative marketing strategies can result in a final product that is inexpensive, yet widely distributed. Finally, because we are working on a sustainability guide, we want our marketing strategies to be as sustainable as possible. Thus, we are focusing on strategies that we believe to be durable, long lasting, and potentially reusable.

Now that we have considered the problems related to our marketing strategies, we need to outline our group's goals and more specifically, the goals for the marketing of our guide.

III. GOALS

In order to determine our initial goals, we first researched current sustainability efforts at the University. There are a variety of resources online regarding current green efforts on and around grounds. Also, there are a multitude of fliers, posters, and clubs that promote sustainability on and around grounds. While researching these efforts, we noted the many different forms of marketing that each of the resources used to convey information and the types of marketing strategies that promoted the variety of resources we had researched. These marketing strategies include: online web pages, posters, fliers, promotion at club fairs, etc.

We decided it was necessary to use this brief research as an aid to construct the guide as a whole, as well as to construct the marketing strategies for promoting the guide. Also, we decided it was necessary to keep

in mind the prevalence of current sustainability efforts in order to be mindful of what has come before, and what is currently taking place on and around grounds. With this in mind we can hopefully work together to support these efforts as a community, rather than to impede on other groups and potentially negate the significance of our guide. Moving forward, we continued to research marketing strategies and to draw on two fourth-year, commerce students, Javier Gallardo and Alex Mur, for their marketing knowledge to develop professional goals for promoting our guide. Alex and Javier were able to create a plan for marketing segmentation that would help our guide to reach the most students.

IV. MARKETING SEGMENTATION

In order to create successful marketing strategies, it is imperative that we recognize who our “customers” are going to be and identify the differences we may find among them. Depending on what our customers are interested in, we have to customize our products or services to attract each of the different customer groups. For example, we can find different segments of the UVA population in coffee shops:

Starbucks: Starbucks is a well-known, international coffee shop. As such, Starbucks has a well-developed segmentation with a very diverse range of products that can be purchased by a diverse audience. For example, younger customers may prefer items such as, muffins, cookies, and smoothies, while adults may prefer a cappuccino, coffee, or latte.

Greenberry’s: Similar to Starbucks, Greenberry’s is a chain. However, Greenberry’s places more emphasis on coffee and tea, rather than muffins, cookies, smoothies, etc. Greenberry’s differentiate their products by advertising the superior quality of the raw materials they use. Therefore, the main target or segment for Greenberry’s may presumably be a more “demanding” customer.

Para Coffee and The Corner Cup: Para Coffee and The Corner Cup represent the local, small business options. They will most likely attract Charlottesville residents over those from other regions who are less familiar with their stores and the area.

The previous examples reflect the necessity for our marketing team to consider that each kind of “customer” may have different preferences and needs, and as a result, we must try to identify which is our main target or segment and which kind of “product” this segment would be interested in. Another way to consider segmentation is by identifying the general student groups:

- 1) Native (U.S.) students
- 2) International students (enrolled for four years)
- 3) Exchange students

Although these three groups of students share common interests as a whole, it is more likely that they will have more in common with the students within their specific segment. The key to segmentation is discovering what differentiates each group from the others and what students in each group have in common. This will allow us to develop different strategies for each group or a “marketing mix” for each segment.

Very quickly we decided that “the Green Beans” were an essential component for the long-term viability of the guide. We also decided that the most effective marketing strategies will reach the largest number of students and will encourage students to participate in the green efforts our guide promotes. For example, there is currently a UVA Sustainability Guide that is geared exclusively towards first-year students entering the University. These guides are paper and disseminated upon arrival to all first-year students—approximately 4,000, every year. Our group appreciates the accessibility and widespread dissemination of this guide, and strives to reach an equally wide, if not wider, audience without requiring too much effort on

the part of the audience to receive the information. We also made a note of two other praiseworthy Internet sustainability endeavors at the University, *Sustainability at UVA* and *SustainaUnity*, which promote green initiatives on and around grounds. *Sustainability at UVA* focuses primarily on the academic and research side of sustainability, while *SustainaUnity* is directed more towards physically engaging students. As aforementioned, there are also a number of pamphlets and fliers available, such as the “Green Living Guide” and the “Stall Street Journal,” specifically aimed at first-year students.

After consulting with other classmates in workshop, our previous research (the aforementioned sustainability endeavors at UVA—the UVA Sustainability Guide geared towards first-year students, *SustainaUnity*, etc.), and peers, we decided that the most effective marketing strategies for our sustainability guide will be relatively inexpensive, widely distributed, and engaging to students from a variety of backgrounds, with a number of different interests.

Now that we have considered the obstacles and researched current sustainability efforts on and around grounds, we are able to consider a multitude of marketing ideas that may be used to market our guide. First, we discuss the criteria we will use to evaluate our marketing ideas.

V. CRITERIA FOR EVALUATION OF MARKETING IDEAS

We have developed the following criteria to evaluate the potential efficiency of our marketing strategies:

Cost:

An extremely important criterion because it largely dictates which strategies we will be able to implement depending on our budget.

Durability/Longevity:

To assure the continued growth of our guide’s usage, we must have ongoing marketing outlets available to the community members.

Feasibility:

Our group recognizes that although there are many great ways to advertise our sustainability guide, it is infinitely more important for the ideas to be plausible and actually work.

Efficiency (Use of resources):

We understand that our marketing resources have limits, and therefore, we are trying to use our resources in the most efficient ways possible to maximize awareness of the guide.

Interactiveness:

People are more likely to remember things if they are given the chance to interact with it. Employing interactiveness in our marketing strategies increases overall efficiency.

Innovation:

We have several innovative marketing ideas. These ideas will help captivate and increase the level of intrigue surrounding our guide among the UVA community.

Segmentation (Grouping students):

If our ideas are easily segmented, then it will increase our efficiency and we will be able to implement “informed” advertisement.

Presentation:

The manner in which we present our marketing strategies is vital to the success of our guide. People are more likely to read simple and alluring advertisements than dull forgettable ones.

Information:

Most of our strategies emphasize clear, concise, and catchy information. We want to provide students with small, digestible bits of information that students will retain.

Implication (Student response):

Evaluating the potential implication of our marketing ideas on students is extremely important; our goal as the Marketing Team is to make a memorable impact.

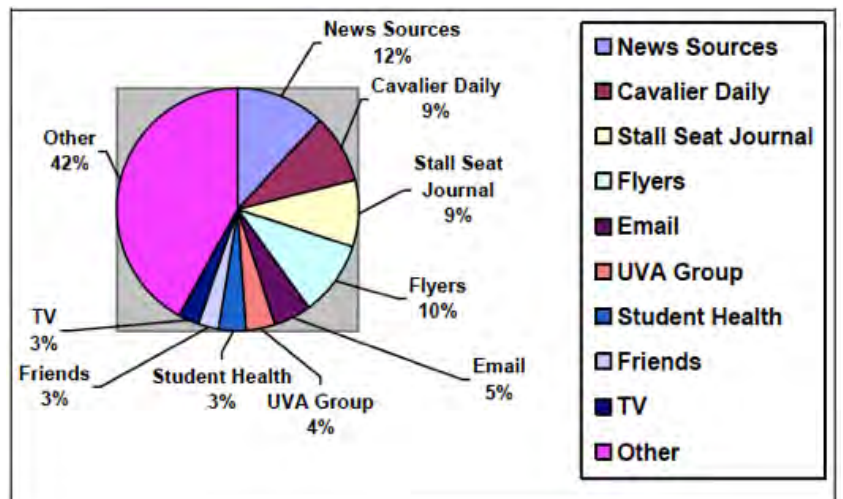
Once the criteria have been addressed, we are able to analyze how and why we chose specific marketing ideas, and elaborate on each specific idea.

VI. MARKETING IDEAS

A. How Did We Choose These Ideas?

Throughout our group work this semester, we have considered many options for marketing our guide. We researched a variety of ideas online and also reached out to our classmates, roommates, and friends regarding what they believe would be most effective for marketing our guide. We considered a number of ideas that we have chosen not to pursue further, including a bus advertisement and table tents. We believe that these ideas are not as cost-efficient or as helpful in marketing for our guide as our other marketing ideas (ASSUMPTION). After researching online and exhausting our list of ideas, we chose the following nine ideas that we believe would be the most effective in marketing our final product.

Below, figure 1, represents what students surveyed in 2006 thought was the most effective means of marketing. We believe our marketing ideas are using some of the most influential forms of media—news sources, flyers, and digital media—to promote our guide.



² Market Research. 2005. Chart. Social Norms Marketing, Charlottesville.

In the next section, we will explain each of our ideas in depth and provide information on whom to contact and how to follow through with each idea should it be chosen for implementation.

B. Marketing Ideas Revisited:

Press Release:

We think the *Cavalier Daily* is a strong resource for increasing publicity and awareness regarding our sustainability guide. We chose this method because we believe it to be a valuable tool for informing UVA students and faculty about our guide and for advertising for the final presentation of our group's work and the other projects in our class in December. We have already written a two-page press release for the *Cavalier Daily* on the guide's formation and a press release for the final presentations in December. We have researched online about whom to contact and the procedure for publishing articles in the *CavDaily*, and have included the contact information below. We think it would be most effective to publish the first article early in the development process to spark student interest and then to publish the article for the final presentation of the guide about two weeks before the final presentations on December 12, 2011.

Contact Information:	Link for submission to the CavDaily: http://www.cavalierdaily.com/2009/09/06/letters/
Price:	\$0



3

Coffee Shops:

We think that local coffee shops are another valuable resource to increase awareness of our guide in a non-invasive manner. Greenberry's, Starbucks, Para Coffee, and the Corner Cup are local coffee shops that are popular with students and have enormous potential for helping to increase publicity for our guide. We have considered a variety of different ideas that could be implemented in coffee shops including sustainability blurbs on coffee cups, tri-fold standing centerpieces on café tables, and "Did you know?" facts on coffee cup insulators. The blurbs would contain a short fact that is informative and then offer a web link or other information that would give people a way to find out more information. Tri-fold standing centerpieces are another valuable tool where we may include a short blurb about our guide and give students information on how to learn more. Our third idea for coffee shops would be to work with UVA dining, Starbucks, and Para Coffee to create coffee cup sleeves that contain a short sustainability fact and brief information about our guide. Through our research online, we have found a company, Coffee Sleeve Mojo, where we can custom design coffee sleeves and order them for about \$90 - \$100 for one case of sleeves (1000 units). Should we decide to pursue this marketing idea, we plan to speak to the managers at each of these coffee shops and work with them to develop a plan for using our coffee cup insulators. The following is the link to design and

³ Cavalier Daily Logo. N.d. Photograph. WikimediaWeb. 3 Nov 2011. <http://en.wikipedia.org/wiki/File:Cavalier_Daily.png>.

order custom-made coffee cup sleeves: <http://coffeesleeveemojo.com/>. At first, we plan to buy a set amount of coffee cup insulators and give them to each of the coffee shops and then work with them individually to implement our sustainability blurbs onto their existing sleeves so that the financial obligations will fall to the individual shop. We think that Para Coffee, Greenberry's, and the Corner Cup, will be most likely to be interested in working with a student group for a worthy cause because they are all locally owned and, we believe, are typically looking for ways to connect with the UVA student population. We anticipate that it may be difficult to work with Starbucks because of its large scale but we do not want to exclude this as a potential option. We have included the contact information for UVA Dining (Greenberry's), the local Charlottesville Starbucks on the Corner, Para Coffee, and the Corner Cup to be contacted should we decide to implement these ideas.

Contact Information:	UVA Dining: (434) 982-514, dining@virginia.edu Starbucks (Charlottesville Corner location): (434) 970-1058 Para Coffee: (434) 293-4412 The Corner Cup: (434) 293-7905
Price:	See pricing information below



4



5



University of Virginia
DINING
Creating Delicious Relationships 6



THE CORNER CUP 7

Later, we decided to research alternatives to coffee cup sleeves because we wanted to find the most sustainable and cost-efficient options.

Reusable Coffee Cup Sleeves



8

Contact Information:	Bambu Cork Coffee Cuff Amazon
Price:	\$11.40

⁴ Starbuck Logo. N.d. Photograph. WikimediaWebWeb. 3 Nov 2011.

<http://upload.wikimedia.org/wikipedia/en/thumb/3/35/Starbucks_Coffee_Logo.svg/200px-Starbucks_Coffee_Logo.svg.png>.

⁵ Para Coffee Logo. N.d. Photograph. Para Cofee , Charlottesville. Web. 3 Nov 2011. <<http://www.paracoffee.com/images/paralogo.jpg>>.

⁶ University of Virginia Dining Logo. N.d. Photograph. University of Virginia Dining, Charlottesville. Web. 3 Nov 2011.

⁷ The Corner Cup Logo. N.d. Photograph. DC Publishing, Greensboro. Web. 3 Nov 2011. <

http://www.attractionsbook.com/parse/image.php?image_id=99610>.

⁸Bambu Soft Cork Coffee Cuff, 3-1/4" diameter. N.d. Photograph. Perfume n' Things

Technical Details

1. Flexible, foldable coffee cuff.
2. Made of durable, renewable cork fabric.
3. Machine washable.
4. Use this cuff instead of disposables.
5. Reduce waste.

The advantage of using Bambu for the coffee cups sleeves is that it helps reduce the impact on earth's resources and takes a socially responsible approach to products, processes, and practices. Bambu's cork fabric is a very renewable, natural, anti-bacterial and also exceptionally durable material. Also harvesting cork does not harm the tree. Cork fabric is dust, dirt, and stain repellent, water-resistant, and best of all machine washable. With all of these advantages, the Bambu Cork Coffee Cuff becomes a great and sustainable alternative to disposable cardboard cuffs at the café, and it is also very practical, portable and easy to clean.



Contact Information:	"I Am Not A Cup" ECO CUP Replacement Sleeve Amazon
Price:	\$4.73

9

Technical Details

1. Eco friendly and reusable.
2. For use with "I am not a paper cup" and Eco Cups.
3. Perfect for hot OR cold drinks.
4. Silicone sleeve can withstand temperatures up to 230°C/446°F
5. Dishwasher and microwave safe.

The "I Am Not a Paper Cup" is an ecological way to drink your coffee or tea at any time during the day. This silicone sleeve works for both cold and hot drinks and could be a very cool and original way for students at UVA to get involved and practice more sustainable behavior on grounds.

⁹ ECO CUP Replacement Sleeve I Am Not a Paper Cup Sleeve Green Silicone . N.d. Photograph. AmazonWeb. 8 Dec 2011. <<http://www.amazon.com/Replacement-Sleeve-Paper-Cup-Silicone/dp/B003FVXPLM>>.

Sustainability Stickers:

We envision sustainability stickers being used as a marketing technique to spark interest in our guide and current sustainability issues. We chose this technique because it is a relatively inexpensive way (see pricing options below) to reach many students and incorporate a fun and creative aspect into the marketing of our guide. Stickers may include short blurbs or *Did you know?* facts that inform students about sustainability topics to generate curiosity in learning more about our guide and sustainability. We have considered a number of custom sticker printing websites and have created the chart below that displays our findings for what we believe to be the best companies for our purposes. After comparing PsPrint, Uprint, and Print Runner, we believe that PsPrint is the best option for marketing our guide. This website offers instant quotes on stickers, quick printing, speedy delivery, and is very cost-efficient compared to the other sites we have researched. For approximately fifty dollars, we can order 500 high quality custom design stickers and have them delivered within one week. PSprint has a number of great reviews and looks like it would be a valuable option to consider should we choose to pursue the sticker marketing option.

Contact Information:	(http://www.psprint.com/)
Price:	See spreadsheet below



10

11

Although we determined that PSprint is a valuable option to consider if we pursue the option of sustainability stickers to market the guide, we decided to research other companies to compare cost and services. Below is a spreadsheet of information regarding the companies we researched.

Company	PSPRINT.COM	UPRINT.COM	PRINT RUNNER
Size	2" X 4"	2" X 4"	2" X 4"
Paper Type	Gloss Paper	70lb Label Matte	Premium Sticker stock
Proof	No hardcopy Proof	No hardcopy Proof	No hardcopy Proof
Color	Full color	Full color	Full color
Quantity	1000	1000	1000
Shipment	Economy (5 business days)	4 days	3 business days
Regular price	\$128.70	\$60.50	\$57.20
Total price	\$51.48 (60% discount)	\$60.50	\$54.34

¹⁰ PSprint Logo. N.d. Photograph. For My LifeWeb. 3 Nov 2011. <<http://foremylife.com/image/logo/10516316.gif.jpg>>.

¹¹ Button Product . N.d. Photograph. CafePressWeb. 3 Nov 2011. <http://images1.cafepress.com/product/282431131v3_150x150>.

- ***We set a benchmark of 1000 stickers to be able to compare prices among the three companies.
- ***The total cost for 1000 stickers from these three companies is approximately \$50-\$60.
- ***We also found other online printing companies but the cost was much higher (approximately \$300-\$400).
- ***We also decided that the size of the stickers would be 2 x 4 inches.

EmailCampaign/Connections/EngageUVA:

After the group in our workshop responsible for possible formats of the guide sent out a campus-wide survey, we discovered that there is a high level of interest among students in using email to connect with students regarding sustainability issues. However, we are not only interested in pursuing an email campaign, but also in working with the weekly EngageUVA and Connections, which provide campus-wide emails, to include blurbs about our project and information related to sustainability. We believe that these are very valuable resources because they reach the vast majority of the student population and are produced weekly to provide students with the most up-to-date information.

We have included the links for submitting information to both of the aforementioned publications below. While the submission timeline for EngageUVA is flexible, please note that submissions to Connections must be submitted by noon on Monday to be included in that Wednesday's edition.

Contact Information:	Link for submission to EngageUVA: https://spreadsheets.google.com/a/virginia.edu/viewform?formkey=dHJnaFR1eHFMM3V2WVRQUkJBLUhtSmc6MQ Link for submission to Connections: http://www.virginia.edu/vpsa/connections/
Price:	\$0

PowerPoint Slides to Professors:

We think that PowerPoint slides are another powerful tool for marketing our guide. We envision sending a PowerPoint slide to professors that may be displayed at the start of each class. As students are filing in and preparing for class, our hope is that they will see the slide and learn about our guide. This is an easy and effective way to reach a wide audience. PowerPoint slides are inexpensive and easy to disseminate to professors through email. However, whether or not the PowerPoint slides are an effective means of engaging students is contingent on the professor's interest in the guide.

Our aim would be to construct a PowerPoint slide that promotes and draws attention to our sustainability guide. Ideally, the professor would speak at the beginning of class about the slide, and read aloud a brief explanation of the guide that we would send to him or her along with the PowerPoint slide. It is highly likely that professors in the environmental sciences would be willing to help promote the guide, however, it may be more difficult to encourage professors in less related disciplines to allot class time to promote the guide.

Ultimately, while this may be an inexpensive option to promote the guide, it may not be as easy and engaging of an endeavor as we initially believed. After researching the logistics of disseminating a PowerPoint to professors across the whole university, we now believe it may not be as readily received as we initially hoped. However, we have not ruled this strategy out as a possibility because it is cost-efficient and relatively simple.

We have included the contact information for Professor Phoebe Crisman, to be contacted should we choose to implement this idea. Once the PowerPoint slide has been developed, the marketing team may email Professor Crisman to obtain other professor contacts and faculty list-serve addresses.

Contact Information:	crisman@virginia.edu
Price:	\$0

“Productive procrastination” in library cubicles:

“Productive procrastination” in library cubicles is another marketing strategy that is relatively inexpensive and easy to disseminate. We see this marketing strategy as an opportunity to connect with students in an unobtrusive way when they are studying in the many different libraries around grounds. We want to create a brief flier that presents basic sustainability information and provides readers a link to the UVA Sustainability website along with other information on how to become more involved. We refer to this as “productive procrastination” because it targets students that would prefer to procrastinate studying, and instead could productively learn about sustainability efforts. If we place alluring fliers in cubicles, we think we can connect with students who are in need of a study break.

However, this marketing strategy would only reach a specific audience, which would be the students studying in libraries, rather than students who may study at home, in coffee shops around grounds, or on the Corner. Also, the libraries are not too receptive to the idea of intentionally providing a means of procrastination for students in cubicles because many of these students are studying in libraries in order to avoid means of procrastination. As a result, we have revised “productive procrastination” to involve fliers or posters around the libraries on grounds, at front desks, and along walls and stairwells as forms of advertising/artwork, etc.

Contact Information:	N/A
Price:	Minimal, varies depending on printer: Black and white: ~8¢ per page Color: 50¢ per page Tabloid (11"x 17"): 75¢ per page

Facebook and Twitter:

In 2006, the majority of UVA students spent around five hours a day on the Internet, 43% of whom used Facebook.¹² Today, these numbers have presumably increased in correlation with the fact that Facebook, and the more recent Twitter, dominate as two of the most popular social media outlets globally. Facebook on average captures the attention of over 50%¹³ of its users on a daily basis and Twitter now ranks within the top ten most visited websites.¹⁴ In a three-month study on the effectiveness of marketing through

¹² Market Research. 2005. Chart. Social Norms Marketing, Charlottesville. <http://www.virginia.edu/studenthealth/hp/norms/evaluations.html#media>

¹³ "Statistics." Facebook. Facebook, 2011. Web. 2 Nov 2011. <<http://www.facebook.com/press/info.php?statistics>>.

¹⁴ Lorica, Ben. "Facebook Demographics: Trends." O' Reilly. Slideshare, 2009. Web. 2 Nov 2011. <<http://www.slideshare.net/oreillymedia/facebook-demo-20090415>>.

Facebook, researchers found that out of a study group of 1,700 respondents who became the service's Facebook "fans," 36% visited the service more often and 41% of respondents had a greater psychological loyalty, respectively.¹⁵

Our Marketing team plans to take full advantage of these commonly used social platforms to promote our guide. Facebook and Twitter make the marketing of the guide simple by allowing us to post both updates (i.e. *Did You Know?* facts, articles, successes, etc.) and advocate for sustainability events.

Depending on the direction our workshop decides on for the guide, two major options of implementation for the use of these platforms would be to:

1. Create our own Facebook page or Twitter account
2. Ask to publish on the UVA Sustainability's Facebook page and Twitter account

The most significant benefit of creating our own page and account would be to have the freedom to promote whatever content we decide upon, whenever we desire. This would essentially involve no implementation time at all, but only interval maintenance. The primary obstacles associated with the creation of our own page and account would be initially gathering followers and assuring the long- term maintenance of the page and account.

By using UVA Sustainability as a host page and account, we could easily remedy the two major setbacks associated with the first option (creating our own Facebook page and Twitter account). Within the last year UVA Sustainability launched both a Facebook page and a Twitter account, attracting a following of 156 and 99¹⁶ students, respectively. UVA Sustainability already posts updates and promotes events, by conjoining efforts. These UVA social media platforms could rapidly gain followers and influence.

Contact Information:	UVA Sustainability; (434) 243 - 8594
Price:	\$0



17



18

¹⁵ Durham, Emily. "One Cafe Chain's Facebook Experiment." The Magazine. Harvard Business School, 2010. Web. 2 Nov 2011. <<http://hbr.org/2010/03/one-cafe-chains-facebook-experiment/ar/1>>.

¹⁶ "Sustainability." Sustainability at U.V.A. the Rector and Visitors of the University of Virginia, n.d. Web. 3 Nov 2011. <the Rector and Visitors of the University of Virginia>.

¹⁷ SustainableUVA Logo. N.d. Photograph. Twitter, Charlottesville. Web. 2 Nov 2011. <<http://twitter.com/>>

¹⁸ UVA Sustainability. N.d. Photograph. Facebook, Charlottesville. Web. 2 Nov 2011. <<http://www.facebook.com/pages/UVA-Sustainability/34071739079>>.

Stall Seat Journal:

The Stall Seat Journal started as a campaign to educate students through social norms marketing, an “approach [that] uses a variety of methods to correct negative misperceptions, and to identify, model and promote protective health behaviors. It is an evidence-based, data-driven process, and a very cost- effective method of achieving large-scale positive results.”¹⁹ Though the UVA Stall Seat Journal primarily serves to discourage dangerous alcohol consumption in first-year dorms, it has also expanded to include “well-being” topics such as, sustainability.

The Stall Seat Journal would be an incredibly effective advertisement platform in first-year dorms for our sustainability guide. In 2008, 100% of 2,142 respondents said they were familiar with the Stall Seat Journal and 88% were able to recall facts from a poster.²⁰ Getting space on The Stall Seat Journal, however, is fairly difficult. Jason Shaffer, the Assistant Director of Case and Social Norms Marketing, explained that because editions of the Stall Seat Journal are developed with the primary purpose to encourage healthy (physical) behaviors, it is hard to integrate sustainable living into any of its typical themes. He also offered that if we provide him with the information we wish to promote soon, there may be an opportunity to include our information in an edition in the Fall of 2012. Although, this is the only plausible strategy, we believe that it would definitely be worth trying to pursue due to the extensive influence of the Stall Seat Journal. Another option, though arguably not as influential, would be to try to promote our guide through the Stall Seat Journal Facebook page and Twitter account. To improve our chances of getting published, our workshop should craft a blurb that connects sustainable living to healthy (physical) behaviors, and also provides a link for additional information.

Contact Information:	Jason Shaffer; 980.875.9765; jss2u@virginia.edu
Price	\$0



21

¹⁹ Market Research. 2005. Chart. Social Norms Marketing, Charlottesville. <http://www.virginia.edu/studenthealth/hp/norms/evaluations.html#media>

²⁰Market Research. 2005. Chart. Social Norms Marketing, Charlottesville. <http://www.virginia.edu/studenthealth/hp/norms/evaluations.html#media>

²¹ Stall Seat Journal. N.d. Photograph. Facebook, Charlottesville. Web. 3 Nov 2011. <<http://www.facebook.com/stallseatjournal>>.

Posters:

We believe that the placement of posters around grounds would be a valuable marketing strategy. We selected posters as a potential marketing idea to promote our guide because posters are cost-efficient, simple, and have a relatively short implementation time frame. We hope to maximize the effect of our posters by putting them in locations where they would be read and by infusing them with engaging, creative design principles similar to those used by the Stall Seat Journal: witty titles, straightforward, easy to read information, and colorful, visual allure.

We would display the most posters in the most frequented locations, for example Cabell and Newcomb Hall. By targeting the most “poster-successful” locations, our team will be able to minimize waste. We would use the Source (<http://www.virginia.edu/source/index.php>) to check guidelines and reserve space in order to place posters in proper zones and hang informative sheets or banners.

Arial	The Source: http://www.virginia.edu/source/index.php
Price	Letter size: ~200 x \$.50 = \$100 Minimal, varies depending on printer: Black and white: ~8¢ per page Color: 50¢ per page Tabloid (11”x 17”) = 75¢ per page



22

²² Sustainability Poster. N.d. Photograph. University of Boston, Boston. Web. 3 Nov 2011. <<http://www.bu.edu/sustainability/files/2010/01/Sustainability->>.

VII. MATRIX

We scored each marketing idea based upon the criteria of “the Marketing Segmentation” listed above to evaluate which idea would be most effective. The strategies were scored on a scale of 1 to 5, 1 (the least effective) and 5 (the most effective). We discovered that the most effective strategies involve digital media, which correlated with the findings of the group responsible for the possible format of the guide.

	Cost	Durability/ Longevity	Feasibility	Efficiency	Interactive	Innovation	Segmentation	Presentation	Info	Implication	Total
Press Release	5	2	5	3	2	2	2	4	5	2	32
Coffee Shops	2	2	2	1	4	5	3	4	3	3	29
Stickers	3	1	3	2	3	3	1	5	2	4	27
Email Campaign	5	5	5	5	4	3	4	4	5	4	44
Power point Slides	5	5	3	4	2	3	3	4	4	4	37
Productive Procrastination	3	3	3	3	5	5	3	4	4	4	37
Facebook/ Twitter	5	5	5	5	4	4	4	4	5	2	43
Stall Seat Journal	5	3	1	3	4	4	2	5	4	5	36
Posters	2	3	5	4	3	2	4	5	5	3	36

After evaluating our marketing ideas and choosing the format of the guide—sustainability tips in email form and to be posted online in conjunction with SustainaUnity—we assigned specific aspects of sustainability tips to be researched in the same groups we had been in previously. Our group, which had previously focused on marketing the guide, was assigned to focus on sustainability tips regarding food. The content below is our research and the food tips that will be used in the email and online.

VIII. WORK ON FOOD CONTENT

Below is the information that our group has compiled for the food tips portion of the final content that was sent to SustainaUnity.

1. City Market offers fresh produce, herbs, plants, grass fed meats, crafts, and baked goods from local vendors every Saturday from 7:00 a.m. until 12:00 p.m. - April-October and every Saturday in November from 8:00 a.m. until 2:00 p.m.
Beginning November 5 the City Market hours change to 8 am - 2 pm!
City Market is located at the corner of Water & South St. parking lot.

2. Volunteer with Local Food Hub!

The Local Food Hub is non-profit service organization located in Charlottesville, VA,

working to strengthen and secure the future of a healthy regional food supply by providing small, local farmers with concrete services that support and advance their economic vitality and promote stewardship of the land.

<http://localfoodhub.org/>

3. Learn how to compost!

Composting allows food waste to be naturally processed and recycled for use as a fertilizer in gardens, house plants, lawns, among many other uses.

Check out this step-by-step guide:

http://www.compost-info-guide.com/beginner_guide.htm

4. Take a class at UVA to learn more about sustainable eating!

Consider the following courses for the Spring 2012 semester:

PAVS 4500 - Nutrition in a Changing World

ANTH 3420 - The Anthropology of Food

BIOL 1060 - Principles of Nutrition

EDHS 4630 – Nutrition

5. Partake in Meat-Free Monday!

Meat- Free Monday is a growing trend all around the world. It's easy, UVA dining halls feature meatless entrees at the beginning of each week and provide vegetarian/ vegan options everyday. Meat- Free Monday is an easy way to benefit the environment and your own personal nutrition. Did you know that by skipping the 1/3 lb burger you could conserve 150 gallons of water and around 260 calories from fat? Join the movement!

6. Check out the CampusDish website!

CampusDish provides more than just daily menus, it provides tons of sustainable tips! Go online to <http://www.campusdish.com/en-US/CSMA/Virginia/Sustainability/> to learn about sustainable nutrition to ongoing actions on grounds.

7. Do your shopping online with Relay Foods!

Save time. Save the planet. Shop all your favorite local shops, restaurants, and area farms in one place online. Then simply choose a pickup location or you can opt to have your order delivered for a fee and your shopping is done! www.relayfoods.com

8. Check out Bread Works Bakery & Deli!

Who bakes it? Bread Works, a small Bakery and Deli in Charlottesville

→ Hand-made from scratch daily

- No conditioners or preservatives added

- Rolls made with whole grains

→ Business practices benefit the handicapped and disabled

- BW gives job training to those with disabilities

- Employees with disabilities can work in all phases of the business process.

www.breadworks.org - 923 Preston Ave Charlottesville, VA 22903-4446

(434) 296-4663

9. Farm to School Program

⊠A Community Food Security Coalition project that aims to partner local farmers with nearby schools. The program provides case studies, training, and technical assistance to catalyze farm to school projects. It also incorporates visits to farms or farmers' markets,

the creation of school gardens, inviting farmers into classrooms to talk to students, and compost and recycling programs.

10. Celebrate Earth day

April 22nd is a day that is intended to inspire awareness and appreciation for the Earth's natural environment where people make promises to help the environment and make positive changes related to sustainable food practices.

After sending these tips to Carla, we decided that it was necessary to continue research on sustainable food in order to expand the information base to be used to create more food tips in the future. Below is our research on current sustainable food initiatives at UVA and in the greater Charlottesville community.

Sustainable food initiatives at UVA:

UVA Food Collaborative:

The UVA Food Collaborative was created to promote research, teaching, and community engagement with the objective of increasing sustainable and locally-based food systems. UVA faculty and students run the collaborative and work to improve local food systems in Charlottesville.

The Food Collaborative works to promote soil health, sustainable land-use, marketing, consumption and disposal. Also it works to promote sustainable policy, health, education and more. During the semester, the Food Collaborative hosts a Graduate Student Seminar Series, 2-3 film screenings each semester, and forums on local food systems. The Food Collaborative is always looking for more students and faculty to get involved to improve sustainability around grounds.

UVA community garden:

The UVA community garden was started by a student initiative. Now, the University of Virginia's Community Garden is a place where you can learn more about organic gardening. The garden hopes to help foster the growth of community and local food consumption. The garden also provides information about sustainable farming practices and information about how to preserve the landscape and local ecology. The UVA community garden hopes to serve as a resource and link between UVA and the greater Charlottesville community.

UVA Slow Food:

UVA Slow Food is a club dedicated to promoting local foods and farms and educating students about how our food choices affect our health, the health and biodiversity of the planet, and our local economy. In the club, students share ideas about how to eat sustainably. They organize activities such as, preparing meals made from local products, learning useful cooking and gardening techniques, and visiting local farms near Charlottesville. Other educational events involve discussing books, articles, and movies regarding food, nutrition, and the environment.

Hereford Mini-Farm:

The Hereford Mini-Farm at the University of Virginia is a "teaching" garden made up of Jefferson-documented "useful" plants, including varieties used for the production of food, medicine, textiles, dyes, and other materials that sustain and enhance life. Students can volunteer to plant and clean up the beds throughout the year, and to help complete specific projects during the year. The garden allows teacher and

student collaboration that encourages intellectual growth and enhances the physical characteristics of Hereford Residential College, which is based on living responsibly as a sustainably minded community. The garden's design was conceived by two graduate students in the School of Architecture and their goal is to continue to develop garden-based courses, workshops, and programs that emphasize the importance of plants and their benefit to Hereford, the University, and the greater Charlottesville community

UVA Green Dining:

Promotes sustainable dining practices, which fosters the health of the environment in which we live, produce, and consume our food.

Sustainable food initiatives throughout Charlottesville:

Farmers' Markets:

Farmers' markets are one of the oldest forms of direct marketing by small farmers. In the last decade they have become a favorite marketing method for many farmers throughout the United States, and a weekly ritual for many shoppers. At a farmers' market, a group of farmers sell their products once or twice a week at a designated public place like a park or parking lot. Some farmers' markets have live entertainment. Shopping at a farmers' market is a great way to meet local farmers and get fresh, flavorful produce. At farmers' markets there are organized activities to help attract more people to the market such as, live entertainment (bands), tasting events, children's programs, a public eating area, and music. These are all relatively cost-effective ideas to promote farmers' markets.

Relay Foods:

Relay Foods is an online shopping platform that offers local food from farmers around Virginia. In this way, a lot of time can be saved by avoiding having to browse an aisle or entire store, and instead using this website to purchase groceries from the local farmers. The next step is to check out once you have everything you want in your cart, and that has to be done by the night before your pick-up date. Once you've checked out, just pay with your credit card and you are ready to choose which of the pick-up locations works best for you. On the following day you need to go to your pick-up location and an Operations Associate will be there with your food.

Here is the link to Relay Foods: <http://www.relayfoods.com/Home/Welcome>



23

²³ Relay Foods Truck. N.d. Photograph. Signs Now Richmond, Richmond.

The Local Food Hub:

The Local Food Hub is a non-profit service organization located in Charlottesville, VA. The organization works to strengthen and secure the future of a healthy regional food supply by providing small, local farmers with concrete services that support and advance their economic vitality and promote stewardship of the land. By supporting our small farmers and food producers the Local Food Hub helps to secure the future of our food, our culture, and our agricultural heritage. See link for more information:

<http://www.tjfdc.org/environment/eatlocal.asp>.

E.A.T. LOCAL:

E.A.T. Local is intended as a forum for specific on-the-ground activities to be conceived and carried out. Specific projects require more organization, project funding, grants, etc., and may spin-off separate entities with separate organization and leadership, as needed, or may be assumed by an already existing organization. There is an information-sharing forum for all aspects of the foodshed community food system – farmers-producers, distributors, farm suppliers, schools, public health and nutrition, poverty advocates and support systems, consumers, and any others interested or contributing to the food system. The forum welcomes and respects all views and perspectives. The forum has open membership and rotating leadership, to reflect the multiple interests contributing to the community food system. Finally, E.A.T. Local has organizational flexibility and adaptability, to ensure that it will meet the immediate and evolving needs of the region's community food system. See link for more information:

<http://www.tjfdc.org/environment/eatlocal.asp>

While researching, we discovered the following tips from the Food Network that we felt were especially informative and pertinent to our work on sustainable food. These tips give a more general overview of sustainable food practices.

Easy Tips for Green Eating: ²⁴

1. Shop locally. ¶ Look for locally grown produce at farmers' markets, farm stands and food co-ops. You get fresher fare, support your community and help reduce fuel waste and emissions from long-distance shipping.
2. B.Y.O.B. — "bring your own bag." ¶ Skip your supermarket's plastic bags and transport groceries in reusable tote bags or canvas produce sacks.
3. Opt for organic. ¶ Organic foods reduce the amount of pesticides in your diet and the planet's water and soil, and organic options are available for many types of foods — fresh and packaged.
4. Keep an eye on the "9." ¶ Check the numbered stickers on fruits and veggies. If they start with nine, your produce is grown organically.
5. Recycle! ¶ Kick those cleaned-out cans, jars, plastic bottles and pizza boxes to the curb on recycling day. When sorting plastic containers, look for #2 and #3 on the bottom and trash or reuse the rest.

²⁴ Plenty Magazine, Natural Home Magazine, and Ecologue.com. "Easy Tips for Green Eating : Recipes and Cooking : Food Network." *Food Network - Easy Recipes, Healthy Eating Ideas and Chef Recipe Videos*. Web. 10 Dec. 2011. <<http://www.foodnetwork.com/healthy-eating/easy-tips-for-green-eating/index.html>>.

6. Reduce waste. Buy in bulk, pick fresh ingredients and look for products with limited — or at least recyclable — packaging. Switch to cloth napkins or buy paper towels and napkins labeled "recycled," "unbleached" and/or "post-consumer waste."
7. Grill it! Outdoor grills take less energy than your stove and keep heat out of the house, reducing costly strain on your AC. Better still: upgrade to induction cooking — it's most efficient.
8. Ditch the plastic bottles. Outfit your kitchen tap with a purified water filter, and tote around a refillable sports bottle, made of glass, aluminum or recycled plastic.
9. Chill out. Fill empty space in your refrigerator or freezer with crumpled newspapers or full water bottles — it improves cooling and saves electricity and money.
10. Clean greener. Scour cast-iron pans with salt to preserve seasoning, turn off the tap while scrubbing dishes and only run a full dishwasher. Plus, stock your pantry with the best natural cleaners: baking soda, lemon juice, white vinegar and club soda.
11. Go compost! Feed fresh kitchen scraps (no meats or oils, please) to a compost pile. Then use the nutrient-rich compost to perk up your herb garden.
12. Eat less meat. It takes much more energy, water and resources to produce a pound of meat, than a pound of grain or produce.
13. Or be meat mindful. Look for beef products labeled "grass-fed." They're better for you — less cholesterol, more nutrients and good for the planet.
14. Don't over boil. When heating water for tea, boil only the amount you need — it takes less time and helps save energy.
15. Try organic milk. Earth-friendlier organic milk contains a better ratio of good to bad fatty acids and more vitamin E, an important antioxidant for the heart.

IX. APPENDIX

Correspondence with Andrew Greene about marketing ideas and funding:

Becky:

10/27/2011

Hi Andrew,

We are working on the marketing aspect of the Sustainability Guide for Carla Jones's workshop and have a couple of questions:

1) What type of funding is there available for us?

In researching our different ideas for marketing the guide, we are strongly considering designing and printing stickers and coffee cup sleeves in conjunction with Greenberry's (UVA Dining), Para Coffee, the Corner Cup, and possibly Starbucks. We have found a company online, Coffee Sleeve Mojo (<http://coffeesleeve mojo.com/>), where we could custom design and print coffee cup sleeves that we could give to the coffee shops. To give you an idea of pricing, we could custom order 1000 sleeves for \$90-\$100. If we decide to pursue this option, we will then order an initial batch of sleeves to give to the coffee shops

and then work with them to incorporate a short sustainability blurb on their already existing sleeves and work with them to purchase future batches on their own. Would we be able to receive funding should we choose to pursue this option?

2) We are also considering printing stickers and have looked at a number of sticker-printing websites including PsPrint, but we wanted to ask you first if you are familiar with any companies that the Architecture School has used in printing stickers before? Do you know what company was used to order the "Try Just One" stickers?

Thank you for your help and look forward to hearing from you!
Becky Massie

Andrew:
10/28/2011

Becky,

On 1) I expect that it will be rather simple to find funding for coffee cup sleeves, so I make a note (as you have) or possible pricing and continue to develop the idea. Could of questions to consider:

- What are the sleeves made of?
- Sleeves are made for disposable cups, those using reusable mugs won't use sleeves. On one hand, that might be fine because you could consider those who are already using mugs to be "converted." On the other hand, reusable mugs are popular and may be the only "sustainable" behavior that some people might engage in, if that is the case, are you missing an opportunity for them to learn more about what is on the cup?
- What about non-coffee and tea drinkers?
- How to the Mojo sleeves compare to the sleeves that coffee shops already use, both in terms of price and material?

On 2) The "Try Just One" stickers were produced by the sign shop in Facilities Management at UVA.

Andrew

Becky:
10/29/2011

Okay thank you for your guidance. Our group will research more into these questions this week and will keep you posted with what we find!

Becky

Andrew:
10/31/2011

Becky,

I'm glad you could decipher my email. Friday was a crazy day, but that shouldn't be an excuse for all of the typos I made.

BTW, the sustainaunity newsletter had a note on the upcoming GIFT information session. You're probably already tracking this, but I wanted to make sure you were aware of it.

Green Initiative Funding Tomorrow (GIFT) Application Interest Meeting
Tuesday, November 8
6:00 PM

Clark 107

Need some money to fund your project? The GIFT Grant Allocation Committee will be holding an interest meeting to explain the newly created \$20,000 fund for sustainability projects. The meeting will be used to discuss the fund, who can apply, and how to begin the process. If you have any questions, email bnp6bf@virginia.edu.

Andrew

Becky:

10/31/2011

Hi Andrew, I was not aware of the GIFT meeting next week so thank you for forwarding that on! We will discuss as a group this week and definitely attend the meeting next week and I will keep you posted with our research into the coffee cup sleeves and stickers.

Thanks,

Becky

Email sent to Yassi Pourkazemi about the Stall Seat Journal:

Missy:

11/2/2011

Dear Mr. Pourkazemi,

My name is Suzanne Matyas and I am in the Global Sustainability class here at UVA. My class has been endeavoring to create a kind of "Sustainability Guide" for the UVA community, and my team has been brainstorming ways to market this guide. We know that "The Stall Seat Journal" reaches many students and we were curious about the plausibility of having a small blurb on it, namely: if

- 1) could we get on the SSJ?
- 2) who we should contact?
- 3) how long would the process take?
- 4) would there be a price to publish?

My group and I would greatly appreciate any information you could give us about the publication procedure.

Thank you,

Suzanne

Correspondence with Kendall Singleton about sustainable food initiatives at UVA:

Becky:

11/17/2011

Hi Kendall,

My name is Becky Massie and I am working on the food related content for the student sustainability guide for Carla Jones' ETP Global Sustainability workshop. We are in the process of compiling food sustainability tips in a sort of "How To" format and are wondering where we can find more information about current sustainable food initiatives at UVA? If you have any sustainable food tips or other resources that would help us, we would greatly appreciate it!

Thank you for your help!

Becky

Kendall:

11/18/2011

Hi Becky,

I think I've emailed with another one of your group-mates already. Let me forward our exchange along shortly. In the meantime, the best place to find info about sustainable Dining initiatives/tips/resources is on the Sustainability page of the Dining website:

<http://www.campusdish.com/en-US/CSMA/Virginia/Sustainability/>

Also, I maintain and regularly update a Green Dining blog: <http://UVAgreendining.blogspot.com/>

Kendall

Becky:


11/19/2011

Thank you for your help Kendall, we will talk to the other group also!


Thanks,

Becky

Sustainability Tips Poster:



Sustain(Ability): Tips & Tricks



WHY SHOULD YOU CARE?
 The world is changing and it's becoming increasingly important for everyone to make responsible decisions and to live a more sustainable lifestyle. Living a sustainable life isn't all restrictions though, it can be fun! There are a lot of easy and creative ways for you to make a real difference. Here are a few tips to get started.

Food	Water	Energy	Recycling	Natural Resources
<p>City Markets: where local vendors offer fresh produce, herbs plants, grass-fed meats, crafts, and baked goods. April - October: Saturdays: 7AM - 12PM November: Saturdays: 8AM - 2PM</p> <p>Food & Wine: Learn more about Sustainable through any of the following courses: Spring Semester 2012: ANTH 5420: Anthropology of Food BIOL 1060: Principles of Nutrition EDHS 4630: Nutrition FAVS 4500: Nutrition in a Changing World</p> <p>Relay Food: Save time. Save the planet. Ship all your favorite local shops, area farms, and restaurants online at: www.relayfoods.com Simply choose a pickup location or have your food delivered, and your shopping is done!</p>	<p>Reusable Water Bottles: Skip getting the plastic bottles by refilling at the tap, and save money and the Earth! Did you know that if 5% of gym-goers adopted this habit the U.S. would reduce plastic waste by about 30 million pounds?</p> <p>Reasons to Conserve: → 86% of all U.S. Plastic Bottles are NOT recycled! → Water scarcity affects 1 in every 3 people OR 1.2 Billion people. → Heating U.S. plastic bottle needs requires over 150 million barrels of oil OR fuel for 100,000 cars for a year.</p> <p>Tricks for Conserving: → When defrosting food, don't run it under warm water, defrost it over night. → Try minimizing how many plates you use for a meal. → When hand-washing dishes, try reducing water flow</p>	<p>Curtains: In the daytime, open south-facing window curtains to allow sunlight as for natural heating. At night, close them to reduce chill. Use white curtains, shades, blinds etc., to reflect sunlight.</p> <p>Thermostats: → By keeping the thermostat at 68 degrees or by turning it down 10-15 degrees for eight hours, you could save 5-15% a year. → Avoid keeping TVs, lamps, and other appliances near thermostats. The radiating heat confuses the thermostat.</p> <p>Cars: → The best way to "warm-up" your car is driving it. No more than 30s of idling in the Winter is needed. Anything more wastes fuel and increases emissions. → Idling gets you 0 miles per gallon</p> <p>Wash in Cold: Save energy by washing clothes in cold water with cold-water detergents</p>	<p>How to Recycle Paper: Separate white paper, mixed paper, and cardboard. → White Paper = computer paper, notebook paper, paper with some colored print, and green ink paper → Mixed Paper = copier paper, newspapers, magazines, envelopes and legal notebooks, file folders, newsletters, tissue paper, and gift wrap. → Cardboard = all cardboard and paper grocery bags. If there is no specific container for cardboard, place beside recycling receptacle</p> <p>Lights: Light out? Find out how to recycle light bulbs (CFLs) Energy saving light bulbs (CFLs) don't belong in the trash-CFLs have dangerous mercury in them. Instead bring them to the Local McIntire Recycling Center: 611 McIntire Rd, Charlottesville, 22902 or the JuvMaterial Utilization Center: 476 Dick Woods Rd, Charlottesville, 22913</p> <p>Home Depots and Ikea's often take the light bulbs too. To increase sustainable recycling, buy aluminum aluminum items instead of plastic when possible!</p>	<p>Paper: → To reduce junk mail ask that your name be removed from mailing lists. For more information, visit: www.stopwaste.org → Print Double-Sided → Make your own stick notes by reusing paper → Place a recycling bin right next to your trashcan as an easy reminder. Also, set up a collection box for paper reuse! → If possible, avoid using paper products. Try using cloth towels instead of paper towels, the mug instead of a paper cup. Instead of the paper To-Go box, invest in a plastic one from UVA Dining. → Reuse your gift wrap OR be creative! Ex. Try using recycled newspapers.</p> <p>Transportation: → Get in the fast lane, and take advantage of HOV lanes by carpooling. → Take advantage of public transportation, like UTS, the CAT, or the Free Trolley. → Need a car for a quick trip? Try the ZIP Car program.</p>
