

Recommendations for Developing the Wisconsin Department of Natural Resources Green Tier's Recruitment Strategy

Katharine Levins
Kenneth Casper
Michal Salach
Rebecca Ressler

Fall 2011



Advantage: Business
Advantage: Environment

TABLE OF CONTENTS

1. Introduction	1
2. Social Media Recommendations.....	1
2.1 Facebook Strategy	1
2.2 Twitter Strategy	3
2.3 LinkedIn Strategy.....	4
2.3.1 Company Page	4
2.3.2 Group.....	4
3. Website Recommendations	5
Appendix 1. Letter Template.....	6
Appendix 2. Facebook Strategy: Edit Your Page.....	7
Appendix 3. Facebook Strategy: Sharing Your Media	12
Appendix 4. Twitter Strategy: How to Tweet.....	14
Appendix 5. Twitter Strategy: Following Other People.....	15
Appendix 6. Twitter Strategy: What to Tweet.....	16
Appendix 7. Twitter Strategy: Facebook and Twitter Together	17
Appendix 8. Twitter Strategy: Website Integration.....	18
Appendix 9. Twitter Strategy: Maintenance	19
Appendix 10. LinkedIn Strategy: How to Avoid Internet Complications.....	20
Appendix 11. LinkedIn Strategy: Company Page.....	21
Appendix 12. LinkedIn Strategy: Group Page.....	25
Appendix 13. Website Overhaul.....	27
Appendix 14. Local Events: Carrot Mob - Chocolate Shoppe	39
Appendix 15. Glossary	40

1. INTRODUCTION

This reports provides recommendations to improve the effectiveness of the Wisconsin Department of Natural Resources (DNR) Green Tier program’s marketing strategies and communication outlets. Utilizing social media and a well designed website will help Green Tier reach their goals of generating interest in the program, increasing enrollment, starting dialogue among participants, promoting the green bottom line, and strengthening companies’ relationships with the DNR. Implementing all three of the social media tools described, Facebook, Twitter, and LinkedIn, will each accomplish a separate goal while still working in conjunction with the others. Facebook offers an avenue to post multiple forms of media, and publically recognize businesses that go beyond the level of environmental compliance. Twitter aims to increase the overall scope of Green Tier’s marketing plan through methods like trending topics, and the total number of people aware of the program. LinkedIn establishes a base for Green Tier to find new professional contacts, and to demonstrate the opportunity for the DNR as a sustainable adviser.

We recommend considering all three social media tools equally. None of the tools will lead to a significantly greater number of enrollees than another; yet each of the tools has the potential to reach out to a different audience. The sites require no user fees. Basic start-up for the media outlets (creating the pages, adding descriptions, and inviting other companies to your account) will take only two days for someone familiar with the sites. Taking an additional day to create a file of potential discussion topics will allow for someone less comfortable with the sites’ features continue maintenance. Dedicating at least a half hour per site weekly for updates will ensure the public remains interested and continues contributing to the dialogue. However, we recommend investing an hour per site weekly to allow the time for more in-depth discussions and quality postings. Most postings will apply to all three sites.

Despite their specialties, all three marketing strategies drive the public to the website. The website’s priority is to retain visitors and motivate them to complete an application. We estimate that bringing the website up to Universal Design Standards and creating a more educational, interactive user experience will take approximately a week to two weeks for a professional web designer.

Besides setting up tools for online marketing, we included an example of how to use a social media site to spur local interest in Green Tier. Appendix 15 describes an opportunity for Green Tier to work with a Carrot Mob event in Madison.

Although the bulk of this report covers marketing via the internet, we wrote a template letter to introduce Green Tier to companies of interest that may not readily use social media (Appendix 1).

2. SOCIAL MEDIA RECOMMENDATIONS

2.1 Facebook Strategy

Michal Salach

I recommend Green Tier develop their Facebook page as a social networking tool in order to foster awareness of the program to the community at large. The value of Facebook is its ability to act as a central hub for your media content and generate a buzz for environmentally conscious businesses. Facebook will allow Green Tier to facilitate a conversation with a community of people that businesses are most interested in capturing. Businesses interested in applying for Green Tier can also be influenced to apply in order to be a “Featured” business.

The pages "Info" section should act as a source for visitors to quickly learn the mission of Green Tier and about its affiliations. Next to the basic description of Green Tier, this page should include an overview of how the program works, identical to the explanation already present on the FAQs section of the home site. It is important for Green Tier to clearly publicize how this program differentiates itself from other available voluntary programs and how it will affect a business's relationship with the DNR.

One of the most valuable features of the "Info" section is its ability for Green Tier to publicly display their connection with corporations and organizations that have already been accepted into the Green Tier program. I recommend Green Tier invite or "Like" approved businesses and organizations. A number of Green Tier certified groups already have a large following on Facebook and both parties have an interest in expanded exposure. Although Green Tier currently has a low number of followers on Facebook, that number can greatly increase by sharing photos, press releases, and relevant links to and from approved businesses.

Green Tier's "Wall" on Facebook is an easy to navigate avenue for visitors to quickly cycle through recently posted articles, press releases, and photo albums. Green Tiers Twitter feed can easily be tied to the Facebook "Wall" so posts originally made on Twitter would simultaneously post on Facebook. Application announcements and news releases should be posted on Green Tier's wall while directly linking to the organization being mentioned. Sharing stories on the "Wall" is an effective means to drive traffic back to the Green Tier page because that individual post would be made visible to Facebook users who already follow said organization.

Facebook has a suite of features that allow you to carefully monitor and control what materials the public and other groups are able to publish onto your wall. It is important to protect against spammers as more people "Like" your page and your network of contacts rises. You will have the option to share what photos are present on your page. Dedicated albums can be uploaded to provide the community with actual visuals of how each business is working to reduce their impact on the environment.

Facebook "Insights" is a built-in tool for your page that allows you to track on a customizable time interval, how many visitors were attracted to your page and how many followed links that were posted on your Wall. This feature allows you to carefully monitor how much traffic a specific marketing strategy directed visitors to the Facebook page as well as how many users followed the provided links. (See Appendix 2 and 3 for more details about the Facebook strategy.)

I recommend Green Tier use this Facebook marketing strategy in order to co-sponsor Carrot Mobs Chocolate Shoppe event. Carrot Mob will organize people to visit the Chocolate Shoppe between 4:00pm and 8:00pm on Friday December 18, 2011 to raise money that will go towards making their business more environmentally friendly. Green Tier should work with Carrot Mob to encourage the Shoppe become an applicant. Their extensive use of social media will direct event attendees, who are already interested in sustainable business practices, to the Green Tier webpage (see Appendix 15).

2.2. Twitter

Katharine Levins

When developing a social media strategy for the Green Tier program it is important to integrate the revolutionary platform of Twitter since the combination of Facebook, Twitter, and LinkedIn can lead to greater results than just one used independently. Green Tier already has a Twitter page, although it has not been updated since June 14, 2011. Active utilization will lead to a greater awareness of the Green Tier program across various industry sectors, as well as across the consumer industry.

The first step to gaining a large presence on Twitter is to follow more businesses. Many businesses on Twitter use the following strategy: when a company follows you, you follow them back. This allows you to stay updated on potential clients' business news. Once you follow a company, its "tweets" will show up on your homepage.

Next, I would recommend that Green Tier update their Twitter by posting the news stories or other information from their internal website or LinkedIn. Reports provided by program participants would interest both the public and other potential or participating businesses. Twitter provides the means to share these articles cost- and time-effectively.

These posts should integrate hashtags. A hashtag is a phrase at the end of a tweet that if posted by enough users, can lead to a trending topic that is publicized for free! Hashtags also make posts easier to search for. An example of a hashtag for Green Tier is as follows: "Check out our newest Green Tier participant, @KCCorp #GreenTier #DNR." Adding a hashtag to a post will not only draw attention to the Green Tier page, but Kimberly Clark will also see that you tweeted at them. Likely, they will retweet the post, making it appear to all of the visitors to their own page. Putting a # before a word makes it a hashtag. I recommend making both Green Tier and the DNR the most commonly used hashtags in posts. Using Green Tier as the signature hashtag makes the public aware of the program; using a DNR hashtag makes it so that anyone searching for the DNR in general will find the Green Tier program post, essentially giving the program free publicity.

In order to post anything to Twitter, you must remain within a 140 character limit, including spaces. To achieve this, you must be clear, succinct, and clever within that short space. Instead of wasting space for including a link, use a website like bitly.com to significantly shorten your link. You can add the shortened link to the end of your tweet.

In addition to posting news releases, listings of new participants, and information on how to complete an EMS, Twitter allows for greater lenience in the types of postings than LinkedIn. Pictures and links to interesting articles or TED talks add an element of entertainment to the professionalism of the account. People go on Twitter both to find new information and to interact with others, so posting relevant information rather than just press releases would help to promote the overall image of Green Tier.

A congruent strategy between all social media is important for maintaining a strong following as well. Every time something is updated on Facebook, just update the Twitter. If the post is more extensive than the character limit allows on Twitter, edit the post to emphasize a similar message in fewer words.

Currently all there is on the Green Tier homepage is a "tweet this page" link, but I would recommend adding a button to "follow us on Twitter". People don't necessarily want to post something about a company on their own page, but many like to follow various businesses.

It is integral for someone to actively monitor the pages for updates and retweets, and to tweet new and interesting posts; otherwise, followers will lose interest due to a lack of consistency. (See Appendix 4-9 for more details on the Twitter Strategy.)

2.3 LinkedIn

Rebecca Ressler

The following section describes the necessary steps to initiate a LinkedIn account, build a network, generate leads, and expand upon the services offered by Green Tier. In order to navigate the many aspects of LinkedIn, I narrowed the scope to creating a Company Page and/or adding a Group. Both options require a Green Tier employee with an individual LinkedIn account; neither of the options will cost the DNR a fee. To avoid spam, see Appendix 10 prior to setting up your accounts.

2.3.1 Company Page

The main purpose of the company page is to showcase the benefits of participating in Green Tier. The following are listed in order of importance. I recommend you complete at least 1-5 and update weekly. See Appendix 11 for more detailed information including examples.

1. **Create a Company Page.** This will provide a venue for participants to vouch for the program's credibility, and allow other companies and individuals to view Green Tier's services.
2. **Maximize Effectiveness.** Linking to other social media sources will allow viewers to gain the most information possible.
3. **Make Company Visible.** Using key words in the profile will shorten the search time, making it more likely that potential participants will find Green Tier.
4. **Frame Your Company Creatively.** A company summary that tells a story and explains the services in a passionate, interesting way is far more likely to encourage a viewer to continue reading.
5. **Invite Existing Contacts.** Recommendations from current Green Tier participants will greatly strengthen the reputation of the program.
6. **Broaden Network.** Connecting to groups that consult or advise regularly with companies in Green Tier's targeted sectors will help communicate with many more potential clients.
7. **Update Account.** Keeping the page updated will ensure that you do not miss questions from interested clients.
8. **Implement Advanced Marketing.** Once you understand the basics above, consider adding elements to your profile that will make it more educational and interactive.

2.3.2 Group

Adding a group will exemplify Green Tier's ability to act as a sustainable advisor rather than a compliance regulator. Unlike a company page, an individual LinkedIn account holder must start and run the group through their name. Although a group will require dedication to the discussions, many of the topics can overlap from the Facebook or Twitter account. The following are listed in order of importance. I recommend you complete at least 1-3. See Appendix 12 for more detailed information including examples.

1. **Create a Group.** Make a Green Tier group for anyone to join or view to allow participants to ask questions that may also pertain to others, and to exchange ideas and information.
2. **Invite Existing Contacts and Expand Network.** Ask all Green Tier participants to join, and suggest they introduce the group to their own contacts that may find sustainable development and economic growth relevant.
3. **Utilize Answers Tool.** Demonstrating your expertise by responding to questions about sustainable development, environmental regulations in Wisconsin, monitoring and compliance, etc.
4. **Post Weekly News.** Update weekly with valuable advice or articles in order to draw companies back and keep them interested in Green Tier.
5. **Create Sub-Groups.** Add sub-groups based on sector or region to reach out to niches with specialized interests.

3. WEBSITE RECOMMENDATIONS

Kenneth Casper

The new role of the Green Tier website is to capture as many visitors as possible and convert them into applicants to the program. This role can be the primary goal of the site if the other parts of our overall strategy are successfully deployed.

Social networking tools will direct traffic to the website where visitors will accomplish one of two goals: to apply for membership; or gather information on the benefits of and procedures to become a Green Tier member.

The design implement to accomplish these two goals is a simple navigation control placed with prominent position on the Green Tier Home page. Two links in the navigation control will lead to one newly created sub-home designed to provide information to non-members. The third link leads to a newly created *Apply-Now* sub-home.

The *Apply-Now* home provides two options: the first, a link to the current PDF application, and the second to an HTML application wizard. The wizard provides a very clean method for completing an application. A visitor using the wizard is prompted one field at a time for information. Each wizard page includes an example text and a description of the information required. The wizard can be stopped and restarted at the applicant's convenience without losing information. This feature requires a short and easy user-account setup. When the wizard form is complete, a PDF application is generated and emailed both to the DNR and to the applicant.

The *Information* home must be developed to provide all of the information an applicant can be anticipated to need. The most important information will be a cost and time investment estimator. The second most important information is a clear and concise explanation of Environmental Management Systems (EMS). This information should include details about ISO140001 as well as alternative methods. An example EMS should be created for every sector targeted and available for review on the site. These implements should be HTML hard coded rather than links away from the site to PDFs. It is critical that prospective applicants can obtain a reasonable estimate of the time, money, and resources they will need to have in place to be successful applicants.

I have observed that the Green Tier site is deficient in several ways. It is not accessible according to section 503 of the ADA, it is not a clean universal design, and there are links which lead away from the site with no ability to return. The bulk of Appendix 13 which I am presenting describes the severity of these problems and suggests design guidelines to use when performing the Green Tier website overhaul.

The Appendix 13 guidelines taken together will move the site beyond good web design. This overhaul will be the first step towards creating a *user experience*. Experience designers are distinguished by their ability to engage visitors, to drive them along an intentional route, and to hold visitors long enough to achieve a goal. The *conversion rate* is the amount of traffic which is converted to a desired activity – in this case, filling out an application. Most websites do well at driving traffic to their sites but maintain high bounce rate. It is not necessary to drive a high volume of traffic to the site if the conversion rate is high. Please see Appendix 13 and 14 as a starting point towards creating a user experience from the basic existing website.

Appendix 1

LETTER TEMPLATE

The letter can be used both for hard copies (as shown below) or modified for emails. The purpose of the letter is to introduce the Green Tier program and its value to a company that is more or less unaware of the program. If you have already discussed many of the merits of the program at a conference, you would instead send them a letter that specifically addresses their sector and needs. All letters should use Green Tier letterhead with the logo for credibility and since people recall images quicker than text. The letter concludes by stating that a bumper sticker and brochure are enclosed. The bumper sticker acts as a personal touch, but can be replaced with any other small item that relates to the environment and the company sector (ex: a coupon for a discount at Farm and Fleet). The brochure should emphasize the different steps of Green Tier, including how an Environmental Management System works.

Dear [Company]:

I am contacting you on the behalf of the Wisconsin Department of Natural Resources Green Tier program to congratulate you on your sustainable business practices. I noticed that your company continues to go above and beyond meeting compliance for corporate social responsibility and environmental impacts. Your potential to continue setting the standard for sustainable excellence, makes your business highly recommendable for Green Tier's certification program.

The Green Tier program helps Wisconsin companies develop their Environmental Management Systems to make business more efficient, ensure environmental compliance, and raise market value. Although many green certifications exist, I believe Green Tier is right for your company since the program provides additional benefits due to the improved relationship and communications with the DNR. Working with your own consultant allows for individualized plans that meet your goals and incorporate innovative technical solutions, permit exemptions, more efficient monitoring, recordkeeping, and reporting, and streamlined regulation decisions.

The program is free and easy to apply to. You can start today, or learn more about the program by contacting CEA Bureau Director Mark McDermid at 608-267-3125 or mark.mcdermid@wisconsin.gov, or visiting <http://dnr.wi.gov/org/caer/cea/environmental/> or [LinkedIn Company Page].

Please take the bumper sticker as a token of our thanks in your exceptional work. Also enclosed is a brochure that shows how the Green Tier program works. We hope to hear from you soon to discuss the opportunity to continue growing your green bottom line.

Sincerely,

[Signature]

Appendix 2

FACEBOOK STRATEGY: *Edit Your Page*

This appendix will detail how the Facebook page administrators should interact with the Green Tier page on a weekly basis as well as what settings to initially set the page under. It is easy to alter the accessibility and privacy of the Facebook page via the Edit menu. New visitors to the site should be quickly informed of Green Tiers purpose from the Info page and returning visitors should be kept informed and interested by updated Wall posts.

Completing tasks in Appendix 2 will take approximately three hours.

2.1 Administrative Settings

The initial Facebook user who created the Facebook Green Tier page will be the Administrator that accesses the pages editing properties. After you sign onto the Facebook account you can expand the tabs present on the left hand side of the www.facebook.com webpage and view Green Tier as a page. After you click on Green Tier you can edit the pages basic information by selecting "Edit Page" in the upper right hand corner.

On the left hand side you will see your full selection of editing options. If you wish to add multiple administrators to track updates and notifications to the page, select Manage Admins. Now enter the Facebook names or email addresses used by the newly selected administrators to add. Those users will have access to edit and update all of the information I will describe from here on.

2.2 Your Settings

I recommend keeping Posting Preferences box checked in order to allow administrators to post and update to the Green Tier page under the official Green Tier title. If it is unchecked, then administrators will have the option to comment and post materials under their personal name like an average user. If the administrator decides to post updates under the title "Green Tier" by selecting "Use Facebook As Green Tier". When you wish to return to your personal profile, you may click on "Use Facebook As (Insert First Name)".

Allowing Facebook to send email notifications to select administrators will allow those assigned to updating the Facebook page to not waste time waiting for individual notifications. By selecting "View All Email Settings" for your pages, you can alter the frequency of email updates so you are immediately notified if a contact suggests you view a page.

2.3 Manage Permissions

Most, but not all, of the standard permissions should remain in place in order to maximize visibility from interested parties' search results. However Green Tier should create a barrier to what users are able to post on your page. In order to eliminate spam and unauthorized postings on your wall, all of the boxes next to "Posting Ability" should be unchecked as such:

- Users can write or post content on the wall
- Users can add photos
- Users can add tags to photos by Green Tier
- Users can add videos

Green Tier should encourage businesses to forward their media packages to you via email so Green Tier can selectively post media articles, photos, and videos during peak hours. A study completed by Ad Age states that Tuesdays, specifically around 3:00pm has the highest percentage of user CTR (Click Through Rate). I will discuss how to post content in a later section.

Green Tier also has the option to censor offensive phrases and words by selecting a Strong rating under the Profanity Blocklist option.

Be sure to select Save Changes at the bottom of the page to put these settings into effect immediately.

2.4 Basic Information

Category: Currently Green Tier is categorized as a Brand & Product and Product/Service. Green Tier also has the option to list itself as a Company and Organization, and Government Organization.

Name: Green Tier

Username: In order to quickly direct people to your Facebook page, consider editing your username to: GreenTier. Whatever username you choose will become the new URL for your page. For example if GreenTier is available, you can link to your page as www.facebook.com/greentier

Company Overview: Green Tier invites you to become part of an ideal state for growing the green bottom line. Together, we can provide credible, creative ways to enable your business to be a powerful, sustainable force for environmental good and enhance your productivity, cut your costs and strengthen the health of your culture and community. Dynamic, forward thinking businesses and charter associations including Roundy's, Kimberly-Clark, Holsum Dairies, Veridian Homes, The Clear Waters Initiative, and many more are benefiting from all the ideas, ideals, and advantages of being a Green Tier participant.

Creative imaginations and visions provide new opportunities to businesses seeking to participate in this innovative program. To learn how you can join, contact CEA Bureau Director Mark McDermid at 608-267-3125 to express interest or to request an individual consultation.

Description: Green Tier is based on a collaborative system of contracts and charters crafted jointly by participating businesses and the DNR. These contracts and charters streamline environmental requirements in many cases and encourage new environmental technologies. Major elements of the program were developed in advisory committee meetings between 2000 and 2003. Green Tier is designed to help environmentally responsible companies achieve environmental and economic gains. Currently the DNR has entered into 4 charters, 2 Tier 2 contracts, and 52 Tier 1 (with a total of 185 facilities) agreements.

General Information: While entry into the program is voluntary, participation is governed by a legal agreement. Companies, communities, and governments negotiate agreements, contracts, and charters that are flexible, innovative, efficient and enforceable. Contracts and charters are linked to an organization's environmental management system to assure predictable performance, due diligence and continual improvement. Self-auditing, public involvement and reporting make the processes transparent and the results verifiable.

Mission (DNR): To protect and enhance our natural resources: our air, land and water; our wildlife, fish and forests and the ecosystems that sustain all life. To provide a healthy, sustainable environment and a full range of outdoor opportunities. To ensure the right of all people to use and enjoy these resources in their work and leisure. To work with people to understand each other's views and to carry out the public will. And in this partnership consider the future and generations to follow.

Awards: Tier 1. Tier 2.

Website: www.greentier.wi.gov

Save Changes

2.5 Profile Picture

Right click on your desired image, and click "Save Image As". Save to a memorable place on your computer. Click on "Browse" and select the image you saved. We recommend Green Tier choose the logo they intend on sharing with businesses and the community in order to make a single image recognizable across the state.

2.6 Featured

Click on “Add Featured Likes” in order to promote various Green Tier certified businesses on your Facebook page. Type the name of the company’s Facebook page after you have Liked the original page via Facebook’s “Search” function.

These pages are shown on the left of your page. Up to five pages are shown at a time, and you can specify which of your liked pages always rotate there by selecting them as Featured.

2.7 Resources

Tell Your Fans Follow the step-by-step instructions, depending on if the program you check your email with allows you to export your contact list, in order to quickly and widely share the finished Facebook page with your emails Contact list.

You may import your Contact lists from: Windows Live Hotmail, Yahoo!, AOL, Comcast, or Other Email Service. By selecting “Other Tools”, you can find a walkthrough to create a contact file from these email clients:

- Outlook
- Outlook Express
- Windows Address Book
- Mozilla Thunderbird
- Palm Desktop
- Palm Desktop (vCard)
- Entourage
- Mac OS X Address Book
- LinkedIn
- Windows Mail
- Other

“Link your Page to Twitter” Follow the step-by-step instructions to connect Green Tier’s Facebook page to Green Tier’s Twitter feed. This will allow Facebook to immediately update Twitter with the same post. See Appendix 7 for more detail on how to modify Facebook posts for Twitter.

2.8 Apps

After you have added photo albums, posted links, or created events, the Apps section of Facebook will neatly organize all of your posted materials so you can edit permissions, reorganize layouts, or update information.

2.9 Insights

Insights allows Green Tier to follow the Facebook page's activity. Statistics include the number of visitors, how many users are accessing links, and how many users are viewing pictures, videos, and audio. In the top left hand corner of the page you are able to select a calendar and display detailed graphs for the time period you decide to analyze.

FACEBOOK STRATEGY: *Sharing Your Media*

I recommend Green Tier attract consumers and businesses by maintaining a constant connection with them via various social networking platforms. Green Tier should use Facebook as a means to publicly acknowledge businesses that go above and beyond requirements of compliance. It is even possible to connect Green Tier's Twitter account to the Facebook page to streamline sharing various media items like press releases.

Green Tier should spend at least half an hour per week updating the page and maintaining communications with Facebook friends and groups.

3.1 Pages to Like

We recommend that the Green Tier administrator directly search for and Like current applicants and participates, most of which already have a Facebook following larger than Green Tier's. Also Like pages that the Department of Natural Resources already has on its own list.

If a Liked business posts a link, Green Tier has the option to Share that story with their followers. Here is a list of Green Tier applicants, participates as well as how many users Liked their pages as of November 26, 2011:

- 3M – 2,950 users
- ABB – 22,291
- Affinity Health System – 74
- American Transmissions Company – 12
- Ashland Inc. – 529
- Berres Brothers Coffee Roasters - 2,276
- Boldt Construction – 41
- Cardinal IG – 15
- Madison CARROTMOB - 444
- Central Waters Brewing Company - 2,753
- Cortec Corporation – 46
- Dairy Business Association – 186
- Donaldson Company, Inc. – 249
- Edgewood College - 1,996
- Evonik Goldschmidt – 38
- Frito-Lay - 2,200,894
- Hutchinson Technology – 48
- Johnson Controls - 9,803
- Kimberly-Clark - 5,493
- Lakefront Brewery - 13,025

Legacy Retirement Communities – 181
Marquis Yachts – 717
Menasha Packaging – 69
Miron Construction Co., Inc. – 291
Plastic Ingenuity Inc. – 190
Rockwell Automation 3,217
Rockwell Automation – Milwaukee 1,574
Roundy's Supermarkets - 44
Stericycle – 607
Veridian Homes, LLC – 6
Yaggy Colby Associates – 25

3.2 Posting Links

In order for Green Tier to post a link to a new press release, click on Wall on the left hand portion of your Facebook home screen. Here you have the option to post a "Status", a string of text to share with all users that Like Green Tier.

Green Tier should also upload a picture or entire photo album to share media from events, case studies, links, or Wall posts from other liked businesses. If Green Tier hosts a press event we recommend capturing the event with photos or a video.

Inform users of a press release by clicking on "Link" which will give you the option to attach a link and give a short comment describing the importance of said link.

If a Tier 1 or Tier 2 status has a video to share with you it would be possible to directly post the video on your Wall.

3.4 Posting Photos

From the home page Green Tier can click "Select Photos" on the left hand side of the page to upload photos from previous events. After you click on "Select Photos" you will be prompted to choose which photos you wish to upload from your hard drive.

If the photos you wish to upload follow one another in a row, you can select the first photo in the group, hold the SHIFT key on your keyboard and then click on the last photo in the group to select each photo between the two chosen.

If there are photos you have on your hard drive but wish to omit from the album, you have the option to hold the CTRL key on your keyboard and individually click on each photo you want to upload.

TWITTER STRATEGY: *How to Tweet*

The first step in working Twitter is to log in. Go to www.twitter.com and enter the Green Tier username and password. After this, you will see a home screen with a window at the top that says, "What's happening?" That is where your tweet goes. In the space provided, create a 140 character or less tweet.

If the tweet is a general announcement, there is no need to direct it towards anyone. However, if the tweet is announcing a new member of the program, or a member already in it, they should be mentioned through the @ function. To link a post to an individual, go through your list of followers by clicking on "followers" and finding their handle (username), or by searching for them in the box at the top. If you cannot find them this way, it is sometimes helpful to go to their company website to find a link to their handle.

Once you have the handle, or @ name, insert it into the tweet appropriately in order to call attention to that business in the post. In addition, use hashtags for utmost exposure. I recommend always using the hashtags #GreenTier and #DNR so that anyone who searches for either of these organizations finds Green Tier's latest tweets. Hashtags are a function of Twitter that allow people to search specific terms and see what other people have been saying about them. For instance, if someone in Mississippi is curious about what people are saying about various DNRs, they would search #DNR. Your tweets would show up in their result even if they are not a follower of the Green Tier program. Using hashtags properly will allow for a much more extensive marketing scope.

TWITTER STRATEGY: *Following Other People*

A common trend on Twitter is to follow other people in the hopes that they will follow you back. I believe that if Green Tier begins to follow businesses across Wisconsin, then they will begin to follow Green Tier back. This is done simply by searching for a business, and clicking "follow" on its page. I recommend that Green Tier not only searches for sector specific companies, but also organizations such as the @SierraClubWI, @Danebuylocal, and similar businesses.

A helpful feature of Twitter is the "similar @GreenTierWI" function. On the right hand side of the home page, a pop-up menu will show businesses Twitter recommends you follow. Go through this list and discern which businesses would be appropriate to follow, keeping in mind that the more businesses you follow, the more you will put your name out in the Twitter network.

TWITTER STRATEGY: *What to Tweet*

It is important to keep a constant flow of information on your page to keep people interested. Right now, the last post is from June 14, 2011, but we recommend posting at least weekly. In the past, most tweets served the purpose of welcoming new participants or congratulating members, but I would recommend taking it a step further. A new strategy is for Green Tier to build hype through the day that a new company is going to join the program. For example, if you plan to announce a new participant on June 1, 2012, you tweet before, during, and after the press conference. This will thoroughly saturate the market and allow for possible retweet exposure on the company's behalf. I also recommend that someone spend time finding the Twitter accounts of the businesses that are members of Green Tier, and finding possible retweets. Retweets include any information posted by others that Green Tier followers would find interesting and helpful such as a self-promotion of a coupon at the company's store, or a picture of a company's new plant.

In all tweets, always include a link to the internal site, www.greentier.wi.gov/. Anything from an article about a participating company to a "how to" guide for an EMS should be LinkedIn a tweet. To shorten the URL and give yourself more room for the tweet itself, head to www.bitly.com, copy and paste the URL, and use the shorter URL it creates for you.

TWITTER STRATEGY: *Facebook and Twitter Together*

Facebook and Twitter should accompany each other in the social media marketing plan. When you post a status update on Facebook, make sure to post the same item on Twitter. Make the Twitter post shorter if it is longer than the character limit. To increase your following on Twitter via Facebook, use Facebook status updates such as the following, "Make sure to follow us on Twitter if you haven't already at..." When you post photos to Facebook, link them to Twitter by creating a tweet and using the above instructions on shortening the URL via bitly. This allows followers who are only on Twitter to still see the Facebook album, and encourage them to "like" Green Tier on Facebook at the same time.

Write similar descriptions of the Green Tier program in the "info" sections of Facebook and Twitter. Keep information consistent, although Facebook's word limits will allow for greater detail.

TWITTER STRATEGY: *Website Integration*

I recommend that a Twitter “button” be added to the home page of the Green Tier website. That button directly links to the Twitter page and allows for patrons to easily follow your Twitter updates. The current Twitter link on the Green Tier website only allows a company to mention Green Tier in a tweet; adding a Twitter button will help build up a following of companies. Adding the t button will allow for people to be taken directly to the Green Tier Twitter page and they will be able to follow them from there.

TWITTER STRATEGY: *Maintenance*

I recommend someone devote at least thirty minutes to update the page weekly. As I stated above, updating can be as simple as posting a picture of the sun setting over Lake Michigan.

LINKEDIN STRATEGY: *How to Avoid Internet Complications*

In order to lower your risk of receiving spam, do not send out "mass" messages. The most extreme measure to reduce spam is to only follow or link with companies or individuals that you have worked with directly. If you take this route though, you will miss out on the opportunity to expand your network, a critical piece of a LinkedIn account. I recommend you look at the connections each of the Green Tier program participants has made on their own LinkedIn account. The participants in Green Tier trust these other companies or individuals, and therefore are likely worthwhile connections.

Making the group members-only will make management simpler, but will also limit the potential for networking. Therefore, I suggest you create a group with public discussions. If you believe a comment is inappropriate, handle the situation by messaging the individual outside of the discussion to issue a warning, explaining why the message was removed. If the behavior continues, make the discussion members-only and remove the individual from the group. If someone tries to market their skills or services rather than contribute to the discussion, flag the comment. This will transfer the posting to the "Promotions" tab, allowing the discussion board to retain its original purpose while helping those with relevant services market their company. If this is a consistent problem, set up a sub-group specifically for self-promotion of services related to businesses incorporating sustainable practices.

LINKEDIN STRATEGY: *Company Page*

1. Create a Company Page

You will need the following in place in order to create a company page:
an employer's personal LinkedIn profile with Green Tier listed as their position
the company email address is linked to the employer's LinkedIn personal profile, and the email domain is unique to Green Tier (for example, gmail and yahoo will not work).

If you do not already have these prerequisites in place, then skip setting up a company page for now. Begin with setting up a group. If the DNR is not permitted to start a company page due to security reasons, again consider primarily setting up a group.

After logging in, click on "Companies" found in the top navigation bar, and then click on the "Add a Company" link in the upper right. Type in Green Tier's official company name and your company email address. (If your LinkedIn email address for login is not the same as your company one, you will be sent a link to confirm the company email address and add it to your personal account.)

You will then be directed to the "Create a Company" page. Start by adding the basics such as the logo, company type and size, location, and year founded.

2. Maximize Effectiveness

Add links to direct viewers to the Green Tier website and the Twitter and Facebook pages. Include all contact information with at least a first name for the primary contact to make more personal.

3. Make Company Visible

In order to show up in google searches, consider adding key words to the title (besides Green Tier). For instance, try "Green Tier Certification Program", "Wisconsin Department of Natural Resources Green Tier", or "Green Tier – Wisconsin Sustainable Business Program". Putting keywords in the caption and company description will increase ranking in LinkedIn searches. The description should explain who Green Tier serves and how. For instance, "Green Tier assists Wisconsin businesses in developing sustainably while creating business value and streamlining regulatory processes through implementing an Environmental Management System."

4. Frame Your Company Creatively

Many company profiles are viewed as standard and therefore are overlooked. Even though LinkedIn is more professional than Facebook or Twitter, it still needs to stand out in comparison to the many other company profiles. Examples of intriguing summary introductions include the following:

“You probably know Organic Valley Family of Farms as a trusted source of delicious and healthful organic foods, but did you know that the key to our success is our cooperative business model?”

“Greenpeace exists because this fragile Earth deserves a voice. It needs solutions. It needs change. It needs action.”

Both of these introductory statements explain their company mission, but neither do so directly. Organic Valley asks the reader a question and Greenpeace implies that they are the organization to act as the voice or solution.

Green Tier should also compose an engaging summary. The following introductory statement ideas illustrate the concepts Green Tier could include:

“According to [participating company], Green Tier [insert quote that demonstrates the relationship the DNR holds with companies to reach environmental and economic goals]. As Green Tier has grown over the past ten years, it certified 185 facilities, helping each develop their own individual Environmental Management System.”

“In saving companies \$XX, preventing the production of X tons of waste, and reducing energy use by X, participating in the Green Tier program demonstrates the significant impact Wisconsin businesses can make on their triple bottom line.”

“Did you know that the Wisconsin Department of Natural Resources runs a certification program that works individually with companies to raise business value, streamline regulatory processes, and provide expert advice in sustainable development?”

After introducing the program, the next paragraph gives details on who benefits from Green Tier, followed by a paragraph on what the benefits are, and closing with contact information.

5. Invite Existing Contacts

Search and request that all current companies enrolled in the Green Tier program follow the company page. Also ask past and present employers at the DNR familiar with the Green Tier program to follow.

For participants, write recommendations regarding their work on Green Tier related projects. Click on “Recommend” under the job listing in the “Experience” section of their personal profile. Writing quality recommendations will often lead to the company returning the favor by

writing one for Green Tier. These personalized notes on the Green Tier company page will show how businesses positively portray this relationship with the DNR.

6. Broaden Network

Whenever you visit other profiles, turn off all privacy settings. This notifies the company or individual that you viewed their profile, essentially leaving a virtual business card. Next, send a personalized message to companies that you met at trade shows, conferences, or presentations, and to organizations (non-profits, government agencies, businesses) the DNR regularly consult with. Utilize the search tool to find experts in the sustainable development field or companies in Green Tier's targeted sectors. First, follow the company of interest (through your individual profile), and then request that they also follow Green Tier's company page, explaining the resulting benefits to them (widen their network, particularly with those that may need resources and consultants for sustainable development). Do not limit yourself to only Wisconsin based organizations if the company or group performs a role that would be of interest to potential clients.

For example, if Green Tier focuses on Wisconsin dairy companies, they could request that the following companies and group owners connect to the Green Tier company page:

- Growmark, Inc
- Noel Farms
- Wisconsin Department of Agriculture, Trade and Consumer Protection
- Virent, Inc.
- Central Wisconsin Agribusiness Innovation Center
- Foremost Farms USA
- Lanesboro Local
- Dairy Strategies, LLC
- Professional Dairy Services, Inc.
- Wysocki Family Companies
- Agri-trac Inc.
- Cooperative Network
- Bovine Basics
- University of Wisconsin - Agriculture Education Department
- University of Wisconsin - Extension
- Wisconsin Farm Bureau Federation Sigma Alpha Alumni
- Wisconsin Farm Bureau Federation
- World Dairy Expo
- Cows on the Concourse
- Wisconsin Agricultural and Life Sciences Alumni Association (WALSAA)
- Badgers in Agriculture
- Competitive Wisconsin, Inc.
- Farm Management/Production Agriculture Network
- Wisconsin Ground Water Association

7. Update Account

On a weekly basis, commit 30 minutes to perform the LinkedIn basics: log-in and accept requests from companies to follow Green Tier, answer any messages, and run an email search (on the homepage) to view new contacts.

At least one to two times a month, add any achievements (for example, signed up a new company, or referenced in a news article or interview). Maintain a positive relationship with enrolled companies by congratulating them on accomplishments related to sustainability. Expand your network by commenting on a discussion through a company or group relevant to targeted sectors.

8. Implement Advanced Marketing

- The following tips will add educational aspects to the profile:
- Upload your video or power point presentations using the SlideShare or SharePoint tools (Click on "Get More Applications..." under the "More" tab found in the top navigation bar, and then click on the preferred tool)
- Invite experts in the field to guest blog

- The following tips will make the site more interactive:
- Make hyperlinks more direct and active (e.g. "Learn More" instead of "List of Services", "Apply Today!" instead of "Application")
- Create polls (Click on "Polls" under the "More" tab found in the top navigation bar)

LINKEDIN STRATEGY: *Group Page*

1. Create a Group

After logging in, click on "Create a Group" under the "Group" tab found in the top navigation bar. Add the Green Tier logo and basic information. Write a one sentence summary that will show up in the search listing. Use the summary from the company page (see Appendix 11. LinkedIn Strategy: Company Page #4. Frame Your Company Creatively) as your description that will show up on the group page. Under "Access" click "Auto-Join" and check all three boxes.

2. Invite Existing Contacts and Expand Network

Even though the group is run through your personal LinkedIn account, anyone can view the discussions or participate if you clicked "Auto-Join." Nonetheless, make sure you are connected to all the companies that participate in the Green Tier program and any individuals or organizations that you consult with or believe could offer valuable insights to the discussion. Request that current participants share the discussion threads with their connections.

Post the group link on the Twitter and Facebook page. Invite others that participate in similarly themed discussions. Send a personalized message to invite someone higher up in administration or management.

A few weeks after creating the group and inviting members, send an email with guidelines for the group discussions and an invitation to begin posting topics of interest.

3. Utilize Answers Tool

Click on "Answers" under the "More" tab found in the top navigation bar. Find questions by clicking on a topic in the "Browse" navigation bar on the far right. Begin with the Sustainability questions. Treat these as if you were consulting the person professionally. When responding to a question:

- Research the person who asked the question and personalize the response using the information provided from their LinkedIn profile

- Show your expertise in the field and dedication to helping businesses develop sustainably by providing a complete answer (for example, substantiate your tips with website links or recommendations to others knowledgeable on the topic)

- Invite the person to contact you directly if he or she would like additional assistance

If the questioner chooses your answer as the best, you will receive a point of expertise which will show on your profile. Rankings for top experts in each category are shown on LinkedIn as well.

Under "Answers Home" you can also enter a question that will prompt constructive discussions and result in multiple experts in the field viewing your profile logo and title. Remember to include all necessary details and remain succinct. Under "Categorize your question", click "Sustainability" and then "Green Business"; depending on the question, add other categories. Do not check any of the boxes. Sample questions include the following:

- What role do you believe regulation plays in helping businesses develop sustainably?
- Should programs exist to provide financial benefits to companies to help them reach compliance with environmental regulations?
- What sector of business should government target specifically to assist in sustainable development within Wisconsin?
- Do you believe community based regulation can effectively monitor local companies' environmental compliance?

4. Post Weekly News

Connect a blog via RSS feed using the BlogLink or WordPress tool (Click on "Get More Applications..." under the "More" tab found in the top navigation bar, and then click on the preferred tool).

Distribute useful articles, noting why the information is valuable if pulled from a different source. Examples of pertinent articles include ones that provide:

- "Tool boxes" such as those compiled by the U.S. Environmental Protection Agency to develop effective outreach methods
- Farm Bill updates or other significant regulatory news
- The "story" of a participant and how Green Tier has benefited their business practices
- Information on economic achievements related to sustainable development
- Advice on how to avoid regulation compliance complications

5. Create Sub-Groups

Post a discussion on the group asking if there is interest in a sub-group for a specific region or sector. If adding sub-groups will add a personalized touch to the group, or help organize the discussion topics, click the "Groups" tab found on the top navigation bar, click the group's name, and click the "Manage" tab. Click the "Create a Subgroup" link on the left and enter the information for the specialized group.

WEBSITE OVERHAUL

13.1 Overview

This appendix is dedicated to the design and accessibility of the Green Tier website as part of a larger marketing plan proposal. The purpose of the website is to recruit new applicants to the program. A separate website exists which is an informational resource to members of the program.

Since a separate informational site exists the priority of the public site is recruitment. It is recommended that the public site be overhauled to reflect its purpose as a marketing tool.

A redesigned public website will enhance the user experience and streamline the application process. Visitors of this site are identified as non-applicant/non-members who have arrived at the site interested in the benefits of Green Tier membership. These users may have been redirected to this site through other marketing implements included in the larger marketing program. Once arriving at the website, the goal changes from informing the visitor of the existence of Green Tier to motivating action – *to capture as many potential applicants as possible*.

The specific recommendations to achieve this goal are derived from the personal expertise I have acquired in website programming, graphic design, and from analysis and comparison to other sites with similar intents. It was determined through these means that the current site has significant accessibility issues which may discourage and frustrate visitors.

Recommendations:

- Reprogram and design the website for full accessibility
- Feature universal design principles in the website design
- Virtually separate the site from the overarching DNR website
- Aggressively focus on producing applicants

13.2 Definitions

ACCESSIBILITY: Section 508 of the Rehabilitation Act, §1194.22 applies to all federal agencies and any agency receiving federal funds or grants. Even where this Act is not applicable it is good practice to abide by accessibility guidelines. The provisions in Section 508 describe and determine website programming and design features which provide excessive difficulty to website visitors who have disabilities.

56% of working adults between the ages of 18 and 64 operate with a disability. The disability rate increases with age and reaches 80% of working adults in the oldest bracket. The majority of these disabilities affect vision and hearing – two essential senses when navigating the World Wide Web.

UNIVERSAL DESIGN: Accessibility is not limited to people with disabilities. Universal Design is an approach to design which considers accessible design good for all users. Any website visitor may be frustrated by issues which make the website difficult to use. Website visitors who become rapidly frustrated exit the website; this is called the bounce rate. The bounce rate reflects the visitors who were unable to find what they were looking for within the first minute of website use. In general, most websites have high bounce rates which indicates: that internet users are impatient, and that most websites are poorly designed.

13.3 Test Descriptions

Three tests were run to determine the effectiveness of the Green Tier site.

Test 1:

Having little knowledge about Green Tier I went to the site for the first time with two goals: to see if I could leave the site three to five hours later with a Green Tier credential for my company; and if not a full credential, enough information to convince my boss to invest more time in this pursuit. I could not accomplish the first or second goal. The items which prevented me from completing the first goal include: difficulty finding the application; difficulty understanding how the program worked; difficulty sorting through too much clutter; no adequate description of how to write an EMS; navigation bar took me away from the green tier site with no way to find my way back; no reassurance that I could write an EMS myself. The items which prevented me from accomplishing my second goal include: poor descriptions of EMS requirements; poor descriptions of how it works; no estimation of cost; no estimation of time investment. Without estimations of time and cost investments I will be unable to convince my boss to invest more time investigating if Green Tier is right for us.

Test 2:

For test two I ran the site through the Wave Accessibility Verification Tool; this is a free site dedicated to improving accessibility of web sites – they also offer accessibility counseling and remediation for a fee. The site failed this test in many respects. The results are discussed in section B1.1.

Test 3:

Test three was a comparative analysis with two other green credential sites, the Green Masters home page and the Wiser Earth home page. The results of this test are discussed in section 13.7

13.4 Accessibility Analysis

The WAVE Accessibility Evaluation Tool found two critical errors and seventeen critical alerts on the Green Tier Home Page. The list items below are detailed explanations of the Wave Tool results.

1 – The current website requires JavaScript to run correctly. JavaScript is an unneeded barrier to visitors using screen readers. It is difficult to navigate through JavaScript elements without a mouse – which precludes blind visitors from using these elements. The purpose of the JavaScript in this instance appears to be to resize the webpage to fit different size monitors. This is an unnecessary step since this website is primarily text based and not dependant on the richness of graphics. In addition, HTML provides code to achieve similar results to the script used here. Wherever possible, HTML code should be favored over scripts. Government sites such as this one should avoid JavaScript in most cases. JavaScript is not the standard code for the World Wide Web and may not be supported by various browsers or devices.

2 – The other major error was a missing form label for the search bar. A screen reader will not be able to describe this feature and search will be unavailable to any vision impaired visitors.

3 – This site frequently employs pop-up windows. Pop-ups are rated as the number one most annoying feature of website designs. It also makes navigation with a screen reader difficult. This issue is more related to Universal Design practices. Pop-up windows are illogical and frustrating for users of any ability.

4 – The site frequently links to PDF documents. These PDFs may include inaccessible content, and also forces users to leave the website for information.

5 – There is no ability to return to the top of the page, though an anchor is in place. Visitors using screen readers need a convenient way to return to the top of the web page. The anchor at the top of the page was likely intended for that purpose but is disconnected.

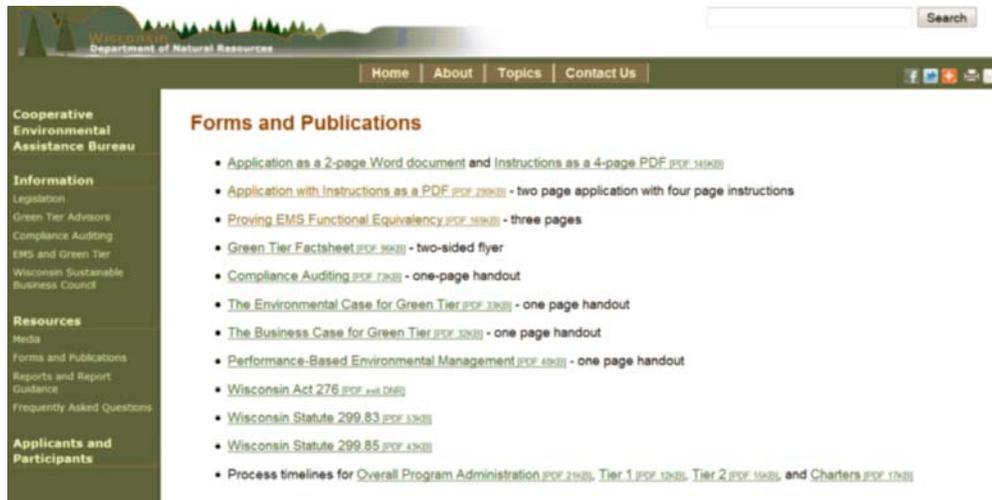
6 – There is a lack of adequate contrast in text styles. There are no CSS rules dictating font or text styles for headings. Only a body rule is applied to all text. It is difficult to scan and read text that does not provide adequate contrast, context, and hierarchy.

7 – There are text areas and icons which are smaller than recommended for universal design.

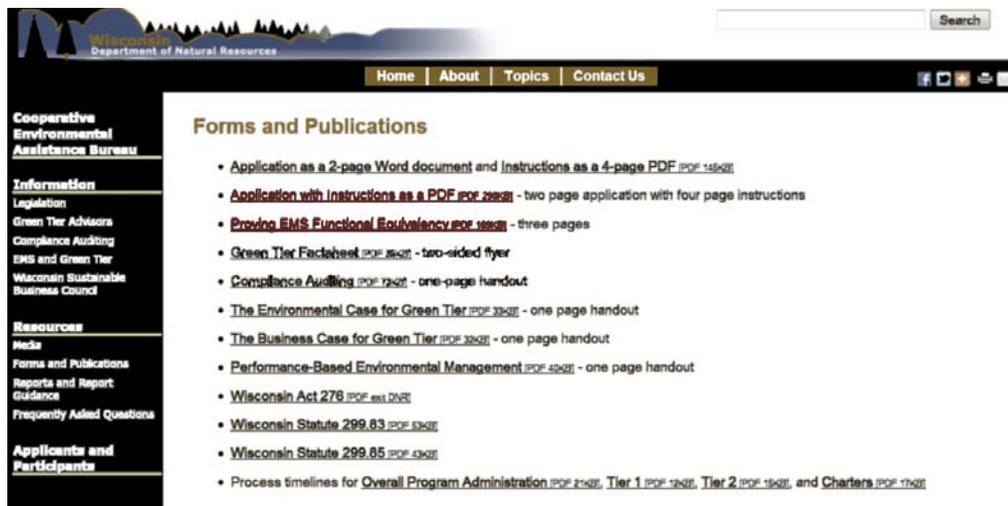
8 - The text colors are not optimal for reading. Presbyopia, age-related vision loss, causes people to see color differently as they age. Green is the color which fades the quickest.

13.5 Accessibility Images

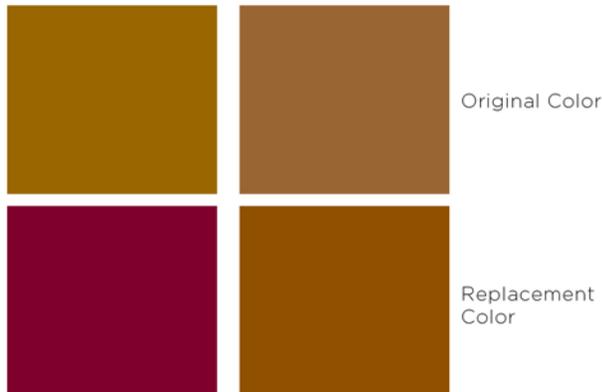
Presbyopia Simulation: The figure below illustrates what a page from the Green Tier web site looks like to a person with Presbyopia. Presbyopia is the natural aging of the eyes where the eye fluids become yellow and there is a reduced ability to focus and determine nuances in edge shape and color contrast. 100% of Americans over the age of 45 suffer from Presbyopia. (This simulation was created by: reducing saturation by 25%, yellow tinting by 25%, reducing green by 15%, adding blur of 15%.)



Optional Color Scheme: The figure below illustrates an optional color scheme which may improve the readability of the page. The same simulation effects were applied to this example. Typefaces were not altered.



Optional Color Scheme – Actual Colors: The figure below illustrates subtle the subtle color changes used to enhance readability of the page. In addition green was replaced with black to add contrast.



Typeface Contrast: The text below illustrates the current typeface schedule which lacks adequate contrast. The second set of type is a recommended high contrast typeface schedule. Following these examples is a Presbyopia simulation of the examples.

Current Heading – Arial, Bold, Brown, 12pt

Current Body Text – Arial, Black, 11pt

Current Link – Arial, Blue/Green, 11pt

H1 - Palatino – Strong, Black, 16 pt

Body Text - Arial – Regular, Black, 12pt

H2 – Annotations – Arial Narrow – Italic, Black, 12pt

LINK – ARIAL, CAPS, 7f002d, 12PT

Typefaces after applying Presbyopia simulation:



13.6 Universal Design Principles

When seeking to apply universal design principles to a website we envision a visitor without a disability who is accessing the site under the most difficult circumstances. If we design to meet this hypothetical visitor's needs then the experience of every visitor will be improved.

Here is a story of a hypothetical visitor named Kid A.

Kid A has been at work for eight hours. His boss has asked him to stay late for one hour to investigate Green Tier accreditation. If the program looks good, his boss would like him to out an application, print it, and have it on his desk first thing in the morning. Kid A has been reading small text on a computer screen all day. Kid A has stiff wrists from carpal tunnel syndrome and is unable to use a mouse to navigate the site. The company Kid A works for has a slow internet connection. For security reasons this company has disabled JavaScript and flash capabilities. The software at Kid A's company is woefully out of date because the boss doesn't want to learn the new software versions.

Kid A is frustrated before he even arrives at The Green Tier, and is an easily irritated person.

The principles of universal design will accommodate Kid A's needs without irritating him further.

These are the principles:

- Use a larger font size.
- It is not unconventional to use a size 14 font on web sites for body text. Kid A's eyes are tired and he will be unable to focus on text smaller than 12 point.
- Use high contrasting typefaces to establish a logical hierarchy and a sense of order.
- Heading one (H1) text typically has some flowery feature to it such as serifs. Heading two (H2) is reserved for captions or other annotations. This text is similar to the body text with the exception that it is italicized. Links should be of a complementary color to the web page theme color and should be in all capital letters so that it stands out. Links are very important. Body text should not have any flowery features such as serifs.

The appendix you are reading is intentionally formatted to illustrate universal design principles. The hierarchy of the typefaces are as follows:

HOEFLER TILTING = H1

GothamLight = H2

Frutinger LT 57 = Body Text

- Justify both ends of text boxes. This prevents uneven trails of text and preserves order. This appendix is intentionally formatted with right & left justification. This list is right/left justified.
- Try to use black text on a white background or white text on a black field. White text on a black field is the easiest to read. Try not to mix any other color for text.
- Use very large iconographic images as major links. Icons are easier and faster to recognize than text.
- Have a navigation bar centered at the top of every page. This navigation bar must navigate a visitor within the site. Green Tier has a navbar, but it takes you out of the site with no way to backtrack.
- Use only HTML code. Visitors without access to a mouse must be able to navigate with the tab keys. JavaScript and Flash applications prevent this.
- Do not employ any animations.
- Leave a significant amount of "white space" on every page. The ratio should be about 50/50 white space to text or graphics.
- Use a previous link color so that visitors can retrace their steps. This is a common feature where a link that was used turns and remains at a different color.
- Do not supply any more information than what is needed.
- Anticipate the information desired by a visitor.
- Keep sentences short.
- Provide complete information with each topic having a dedicated page.

13.7 Comparative Analysis

Green Masters Home Page: An elegant web design. The four part graphic navigation is well designed and accommodates accessibility guidelines. The page is simple, has a good amount of white space, and features a universal design.

The problem with this site is that the application links are dead – they do not lead anywhere. The application instructions are also separated from the application itself.

The screenshot shows the Green Masters Home Page with several annotations in white boxes with black text:

- clear appropriate navigation:** Points to the navigation bar containing links for "Muchmore", "Classes", "Graduate Certificate", "Council", "Jobs", and "Contact Us".
- clear features, immediate access to application:** Points to a four-part graphic navigation grid with buttons for "APPLY NOW", "PARTICIPANTS", "PDF OF APPLICATION", and "FACTS".
- appropriate text colors on a white background:** Points to a list of links in the "Links and Resources" section, including "Annual Report", "Best Management Practices", "GreenTech and Alternative Energy", "Climate Change and Carbon Reduction", "Corporate Social Responsibility Sustainability Report", "Energy Efficiency and Water Programs", "Environmental Management System Resources", "Greening Our Campus/Trails", "Green Jobs", "Green Masters Program", "Green Resources", "Incentives and Grant Funding", "Regional Conference Schedule", and "Sustainability Survey".

The page content includes the Wisconsin Business Sustainability logo, the title "The WI Sustainable Business Green Masters Program", and a detailed description of the program's objectives and goals. It also lists "Advisors" such as Robert J. Giesler, Executive Director, and others.

Wiser Earth Home Page: The Wiser Earth Home page features a very simple universal design. It is easy to identify on the page where you should click to join the program. The links use a large font size. All of the text is fairly easy to read. There are unnecessary features in the left sidebar. I am not sure why there are pictures from Facebook, and there is a second "join" area with a short form. These two features should be put on their own separate page.



GREEN TIER HOME PAGE WITH SUGGESTED CHANGES

Wisconsin Department of Natural Resources

DNR Home Page | Green Tier Home | Resources | Information | Contact Us

GREEN TIER | Advantage: Business
Advantage: Environment

The Ideal State for Business Environmental Stewardship

Green Tier invites you to become part of an ideal state for growing the green bottom line. Together, we can provide credible, creative ways to enable your business to be a powerful, sustainable force for environmental good and enhance your productivity, cut your costs and strengthen the health of your culture and community. Dynamic, forward thinking businesses and charter associations including Roundy's, Kimberly-Clark, Holsum Dairies, Veridian Homes, The Clear Waters Initiative, and many more are benefiting from all the ideas, ideals, and advantages of being a Green Tier participant.

To learn how you can join, contact CEA Bureau Director **Mark McDermid** at 608-267-3125 to express interest or to request an individual consultation.

Green Tier Proudly Welcomes Our Newest Applicants

- **Miron Construction Co., Inc. honored with multiple sustainability awards** [PDF 53KB] November 18, 2010
- **SunRay Dairy applies for Green Tier, comments sought** [PDF 23KB] November 8, 2011
- **Mortgage Guaranty Insurance Corporation seeks Green Tier status** [PDF 43KB] November 4, 2011
- **Briess Malt & Ingredients Co. applies for DNR's Green Tier program** [PDF 38KB] November 4, 2011
- **Sierra Brothers Coffee Roasters welcomed into DNR's Green Tier program** [PDF 37KB] October 21, 2011
- **Milwaukee's Fredman Bag Company applies for Green Tier Status** [PDF 37KB] October 19, 2011
- **Lakefront Brewery welcomed into Green Tier program** [PDF 26KB] October 14, 2011

"Green Tier and Wisconsin's environmental excellence programs recognize our efforts to treat the environment with respect. We fundamentally believe [these programs] help make Wisconsin a good home for our company."

Chris Campbell, former EHS Manager, MEGTEC Systems, DePere

The Official Website for the Wisconsin Department of Natural Resources
101 S. Water Street | PO Box 7821 | Madison, Wisconsin 53707-7821 | 608.266.2821
Legal Notices | Privacy Notice | Accessibility Use Policy | Site Requirements
Employment | Feedback | RSS | Site Map

CURRENT GREEN TIER HOME PAGE

Wisconsin Department of Natural Resources

Home | About | Topics | Contacts

GREEN TIER | Advantage: Business
Advantage: Environment

The Ideal State for Business Environmental Stewardship

Green Tier invites you to become part of an ideal state for growing the green bottom line. Together, we can provide credible, creative ways to enable your business to be a powerful, sustainable force for environmental good and enhance your productivity, cut your costs and strengthen the health of your culture and community. Dynamic, forward thinking businesses and charter associations including Roundy's, Kimberly-Clark, Holsum Dairies, Veridian Homes, The Clear Waters Initiative, and many more are benefiting from all the ideas, ideals, and advantages of being a Green Tier participant. Creative imaginations and visions provide new opportunities to businesses seeking to participate in this innovative program. To learn how you can join, contact CEA Bureau Director **Mark McDermid** at 608-267-3125 to express interest or to request an individual consultation.

Together, we can provide credible, creative ways to enable your business to be a powerful, sustainable force for environmental good and enhance your productivity, cut your costs and strengthen the health of your culture and community.

GREEN TIER • **Miron Construction Co., Inc. honored with multiple sustainability awards** [PDF 53KB] November 18, 2010

- **SunRay Dairy applies for Green Tier, comments sought** [PDF 23KB] November 8, 2011
- **Mortgage Guaranty Insurance Corporation seeks Green Tier status** [PDF 43KB] November 4, 2011
- **Briess Malt & Ingredients Co. applies for DNR's Green Tier program** [PDF 38KB] November 4, 2011
- **Sierra Brothers Coffee Roasters welcomed into DNR's Green Tier program** [PDF 37KB] October 21, 2011
- **Milwaukee's Fredman Bag Company applies for Green Tier Status** [PDF 37KB] October 19, 2011
- **Lakefront Brewery welcomed into Green Tier program** [PDF 26KB] October 14, 2011

How Green Tier works
Green Tier is based on a collaborative system of contracts and charters drafted jointly by participating businesses and the DNR. These contracts and charters streamline environmental requirements in many cases and encourage new environmental technologies. Major elements of the program were developed in advisory committee meetings between 2000 and 2003. Green Tier is designed to help environmentally responsible companies achieve **environmental and economic performance gains**. Currently the DNR has entered into **3 contracts, 2 Tier 2 contracts, and 43 Tier 1 with a total of 155 business agreements**.

"Green Tier and Wisconsin's environmental excellence programs recognize our efforts to treat the environment with respect. We fundamentally believe [these programs] help make Wisconsin a good home for our company."

Chris Campbell, former EHS Manager, MEGTEC Systems, DePere

The Official Website for the Wisconsin Department of Natural Resources
101 S. WATER STREET | PO BOX 7821 | MADISON, WISCONSIN 53707-7821 | 608.266.2821
LEGAL NOTICES | PRIVACY NOTICE | ACCESSIBILITY USE POLICY | SITE REQUIREMENTS
EMPLOYMENT | FEEDBACK | RSS | SITE MAP

13.8 RECOMMENDATIONS

- Apply the universal design principles described in the bulleted list of section 12.6
- Replace any green text with red (7f002d). This particular red is the exact compliment to the green used in the Green Tier Logo.
- Replace the green side bar field with black. This provides more contrast.
- Replace tan colored text with white or black text.
- Justify from both the left and right to create text blocks
- Increase the body text to 14pt.
- Increase H1 text to 18pt.
- Use the typefaces suggested in section B2.5
- Add a graphic navigation for APPLY NOW, FAQ'S, HOW IT WORKS.
- Use larger social networking buttons
- Create a unique navigation bar for Green Tier only links.
- Create a separate and distinctive link to the DNR Home Page.
- Use only HTML code.
- Write all text in HTML using CSS Styles.
- Include more white space. (Less graphics and text)
- Create an HTML "return to top of page" link at the bottom of every page for visitors using screen readers.

APPLY NOW PAGE

- Provide two options: an option to be directed to the PDF, another to complete the application in an HTML wizard.
- Create a unique user login form for the wizard.
- Create an HTML form wizard which can be progressively saved.
- Allow applicants to sign in to their account to complete their application at their pace.
- Place only one form entry per page in the wizard.
- Create a next button which acts a save and advance on each wizard page.
- On each wizard page show an explanation of the data requested and an example text.

FAQ PAGE

- Provide a full description of EMS plans.
- Create separate internal web pages with instructions on writing an EMS for each target industry.
- Create a FAQ which covers the estimated costs of creating an EMS.
- Create a FAQ which covers the costs of an ISO140001 EMS per each industry.
- Include time investment estimations in each of the above FAQ's.

13.9 Resources

WAVE Accessibility Evaluation Tool:

<http://wave.webaim.org/>

Description of Section 508 of The ADA

<http://webaim.org/articles/laws/usa/rehab#s508>

Web safe Fonts:

<http://datacreek.net/support/snippets/fontcombos.html>

Internet Marking to Baby Boom Generation:

<http://www.immersionactive.com/carolsweb/>

Presbyopia Web Site Simulator

<http://www.immersionactive.com/>

9 Common Web Design Mistakes: Usability

<http://uxdesign.smashingmagazine.com/2009/02/18/9-common-usability-blunders/>

LOCAL EVENTS: *Carrot Mob – Chocolate Shoppe*

I recommend Green Tier work with Carrot Mob's visibility campaign to take advantage of the upcoming event for State Street's Chocolate Shoppe. Carrot Mob events promote sustainable and "green" practices in local businesses. Carrot Mob makes it possible for companies to afford sustainable improvements while showing how many consumers appreciate environmental efforts. All consumers have to do is purchase ice cream from the Chocolate Shoppe during a specified time and date. During the event, 50% of the profit goes towards improving the business's carbon footprint, introducing more local food options, or implementing more efficient technologies!

Carrot Mob created a visibility campaign for Ian's Pizza and Fresh Madison Market in order to raise money for installing solar water heaters. Carrot Mob also organized for the local news channel 3000 to film an evening news story for their Community Pharmacy event. Here is their main Facebook group and their old description:

"Madison Shoppers Support Eco-Friendly Business" video:

<http://video.channel3000.com/watch.php?id=34972>

CARROTMOB Madison Facebook Page:

<https://www.facebook.com/group.php?gid=154905047873446&v=info>

CARROTMOB @ The Chocolate Shoppe Event:

<https://www.facebook.com/events/231780203558544/>

I recommend Green Tier contact the Madison Carrot Mob organizer, Hayley Blum (hayleyblum@gmail.com), to co-sponsor this Carrot Mob event by recommending The Chocolate Shoppe become a Green Tier applicant. Green Tier should also directly contact The Chocolate Shoppe (info@chocolateshoppeicecream.com) to create a direct line of communication in case they have questions in filling out the application form. The Carrot Mob Chocolate Shoppe Facebook event already has 195 people going, 145 people maybe attending, and 2,738 people invited. This event will generate a buzz among citizens supporting sustainable business practices and Green Tier should co-sponsor the event to take advantage of the planned media presence.

GLOSSARY

@ – The @ sign is used to call out usernames in Tweets, like this: Hello @Twitter! When a username is preceded by the @ sign, it becomes a link to a Twitter profile.

Accessible Design – A website with features that can be used by people with disabilities.

ADA – Americans with Disabilities Act

Bio – A short personal description of 160 characters or fewer used to define who you are on Twitter.

Body Rule – A Hypertext rule which determines the appearance of typefaces labeled as belonging to the body of the webpage.

Bounce Rate – The number of visitors to a website that exit the site within one minute.

Cascading Style Sheets (CSS) – These are script additions referenced by HTML which describe the formation of a website.

Complementary Color – A color which has the exact opposite wavelength in amplitude and frequency of another color. Essentially two complementary colors present the highest level of visual contrast. One color can be easily defined as different from its compliment. High Contrast = High Definition.

Connection – The people/companies that you invite or invite you on LinkedIn to view each other's profiles and communicate.

Conversion Rate – The number of visitors to a site who complete a desired task before exiting the site.

Follow – To follow someone on Twitter is to subscribe to their Tweets or updates on the site.

Follower – A follower is another Twitter user who has followed you.

Form Label – A hidden hypertext description of a form. A form is a series of boxes which a person fills with information. The form label is used by screen readers to describe the features of a webpage to vision impaired visitors.

Groups – LinkedIn groups bring users together to a similar forum of discussion and provide a means to gain advice.

Hashtag – The # symbol is used to mark keywords or topics in a Tweet.

Mention – Mentioning another user in your Tweet by including the @ sign followed directly by their username is called a "mention". Also refers to Tweets in which your username was included.

Handle – A user's "Twitter handle" is the username they have selected and the accompanying URL.

HTML – Hypertext code – the standard code for websites.

Introduction – Introductions are requests made to other LinkedIn members that you do not have a direct connection with.

JavaScript – Scripts which are added to HTML to enable animation and other special effects.

Like – Every group page gives you the option to "Like" them. By liking a page your "News Feed" will be updated with media these groups decide to share.

Navigation Control (navbar) – A set of important links distinguished from other links on a webpage.

Network – This is the group of all your LinkedIn connections, including the connections of your connections.

News Feed – All content that is posted by groups that Green Tier "Likes" will arrive on a continuously updated "News Feed." Green Tier's Wall posts will like-wise update on users "News Feed" when you share media.

Pop-Up – A second web page which opens in an independent browser window.

Presbyopia – The natural ageing of the eyes resulting in blurred and yellowed vision. A disability that affects all members of the workforce over age forty.

Profile – A Twitter page displaying information about a user, as well as all the Tweets they have posted from their account.

Recommendation – A LinkedIn member writes a short summary of your credentials (or vice versa) that is visible on your profile.

Retweet (verb) – To retweet, retweeting, retweeted. The act of forwarding another user's Tweet to all of your followers.

RT – Abbreviated version of "retweet." Placed before the retweeted text when users manually retweet a message.

Section 503 – Section 503 of the ADA which determines accessible website parameters.

Serifs – Accent marks and stylizations added to typeface.

Tweet (verb) – Tweet, tweeting, tweeted. The act of posting a message, often called a "Tweet", on Twitter.

Universal Design – Assume that everyone has a disability and design in such a way as that every one's experience is free from frustration.

User-Experience – An advanced website design which employs carefully controlled pathways through the site and through the progression of information. The site visitor (or end-user) experiences information rather than searching for it.

Username – Also known as a Twitter handle. Must be unique and contain fewer than 15 characters. Is used to identify you on Twitter for replies and mentions.

Wall – The wall is a Facebook feature that shares all the content Green Tier decides to post with your followers. When visitors arrive at Green Tier's Facebook page, shared media like press releases, news articles, and photos will be displayed on your Wall. When you first post an update, it will be shown on each followers "News Feed."

White Space – A design convention where there is no activity such as text or graphics.