



Sustainability: Outreach Campaign Summative Evaluation Report

Community Environmental Services in partnership with OMSI

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Executive Summary

Overview of the *Sustainability Project* -

As part of the National Science Foundation funded *Sustainability: Promoting Sustainable Decision Making in Informal Education* project, the Oregon Museum of Science and Industry (OMSI) and its partners developed a bilingual (Spanish/English) exhibition, event series, outreach campaign including a public website, and a professional development website and workshop. The goal of these deliverables was to promote sustainable decision making by building skills that allow participants to weigh the tradeoffs of their choices and thereby choose more sustainable practices. The project duration was September 2009–April 2015. Portland State University (PSU), in collaboration with OMSI, supported many phases of evaluation during the project and led all summative evaluation activities.

Overview of *Local Voices, Clever Choices*

Local Voices, Clever Choices/Nuestras voces, nuestras decisiones is the bilingual outreach campaign created by OMSI to promote sustainability. The target audiences were Portland area adults and youth (13–17) outside of the museum, including Spanish-speaking community members. The campaign, launched on September 1, 2012, consisted of a bilingual website (www.oms.edu/choices and www.oms.edu/decisiones) and several physical and virtual access points in the community that encouraged participants to visit the websites or call an automated phone system to hear a short *Local Voices* story. The website had two sections: *Voices* to hear local stories and *Choices* to practice taking actions by completing challenges that led to a variety of themed virtual badges.

The summative study evaluated whether the campaign achieved the following impacts:

1. Encourage community members, especially target audiences, to access sustainability-related content outside of the museum.
2. Support the social norming of sustainable choices.
3. Inspire and motivate participants to build skills related to making more sustainable choices.

Key Results

The findings are based on data analysis of website, Quick Response code, and phone system use; web/phone-based participant surveys, and a debrief discussion with the project team. The findings demonstrate that, overall, the project successfully achieved the intended outcomes for audience participation. However, some of the activities' engagement levels were below expectation.

Accessing sustainability related content outside of the museum

During the project duration, primary reporting period (September 1, 2012 to June 30, 2014), a total of 7,944 users logged 10,131 sessions, most often via the website. This exceeded the intended outcome of 6000 users. During the primary reporting period, 15% of all site users and callers accessed content in Spanish which exceeded the intended outcome of 10% access in Spanish. The data indicates successful access among targeted audiences to sustainability-related content outside of the museum.

Social norming of sustainable choices

There were not enough data to verify social norming of sustainable choices. The number of visitors (9) who took the opt-in, web-based survey was too small to produce significant results. However, when asked whether the stories describe actions that are a normal part of making sustainable choices, most (8 of 9) agreed the actions were a normal part of making sustainable decisions.

Motivation to build skills related to sustainable choices

There were not enough data from web-based surveys to determine whether participants were inspired and motivated to build skills related to making more sustainable choices. Of the 9 web-based survey participants who completed the online survey, each respondent rated either high (7) or medium (2) their “motivation to learn more about everyday things that are good for our community,” and their “inspiration to take challenges and do more things that are good for your home or your community?” *Choices* visitors could register to take challenges. User data indicated 11.4% of all visitors registered. Completion rate for challenges among users was slightly lower (8.4%) than the desired rate (10%).

Unanticipated impacts and findings

The evaluation of the project deliverables revealed unexpected impacts. The debrief discussion highlighted the project’s evolution and unanticipated results. Generally, the debrief discussion emphasized two key points: 1) the findings reveal the importance of flexibility and adaptability to rapidly changing communication technology and preferences; and 2) the findings highlight the value of supportive relationships (e.g., volunteers, interns, and organizational partnerships) in providing additional resources and in promoting project deliverables as needed. Other findings include:

- Digital outreach (e.g., email, Facebook) was more effective than physical access points (e.g., signs).
- Expanding partnerships was critical for creating content and reaching target audiences.
- Volunteers and interns helped to increase productivity and involve the community.
- OMSI needed more cross-division cooperation and planning for this type of outreach campaign.
- The bilingual/multicultural co-development process was an important part of the outreach campaign’s development and implementation.

Conclusions & Recommendations for the Field

Generally, while the desired impacts of the outreach campaign evolved with changes in communication technologies, the project’s adaptations led to successful achievement of intended outcomes. Most data revealed successful achievement of impacts but some data were inconclusive or revealed lower than desired engagement levels. However, the unanticipated impacts and findings provided some of the most significant lessons learned for both OMSI and the industry. The project was most successful at involving community members through social media, partnerships, and volunteers. Strengthening internal communication and capacity was also necessary for project success. Therefore, internal and community relationships were a key component of the project’s efficacy and efficiency.

The following recommendations for future projects emerged from the evaluation findings:

- **Engage community partners.**
- **Involve and leverage internal stakeholders in all phases of the project.**
- **Use efficient, adaptable outreach strategies.**
- **Involve community members in creating and disseminating content.**
- **Adapt evaluation and promotion techniques to increase participation.**

Introduction to the Sustainability Project

As part of the National Science Foundation funded *Sustainability: Promoting Sustainable Decision Making in Informal Education* project, the Oregon Museum of Science and Industry (OMSI) and its partners developed a bilingual (Spanish/English) exhibition, event series, outreach campaign, and website for the public. The goal of these deliverables was to promote sustainable decision making by building skills that allow participants to weigh the tradeoffs of their choices and choose more sustainable practices. The project duration was September 2009 – April 2015.

The project team used a positive, story-based approach to engage the target public audience of English- and Spanish-speaking families in the Portland metropolitan area. The deliverables focused on people and places in the area and highlighted simple choices available to everyone.

The project also features professional audience deliverables that build upon the groundbreaking work already done at OMSI in the area of sustainable exhibit development, design, and fabrication.

Project Goals

1. Promote sustainable decision making.
2. Promote sustainable practices for developing, designing, and fabricating exhibits.

Target Audiences

Public Audience

- Families, with a focus on families with middle and high school aged youth
- Residents of the Portland metro area (Clackamas, Washington, and Multnomah counties)
- Underserved audience: parents who prefer to speak Spanish and their families

Professional Audience

- Exhibit developers, designers, and fabricators in non-profit and for-profit sectors
- Secondary audiences include museum administrators and others working in Informal Science Education (ISE) organizations

Project Deliverables

- A 1,500 square foot bilingual (Spanish/English) exhibition, *Clever Together/ Juntos somos ingeniosos*, designed to engage the public in developing an understanding of the skills needed for sustainable decision making in their everyday lives
- Bilingual (Spanish/English) outreach campaign that uses access points outside of the museum to encourage people to engage with sustainability-related stories and activities via phone or computer (*Local Voices, Clever Choices/ Nuestras voces, nuestras decisiones*)
- Eight bilingual (Spanish/English) museum events about sustainable living
- ExhibitSEED workshops for museum professionals on sustainable exhibit development
- A set of documented practices and guidelines, tools, and resources for sustainable exhibit development, design, and fabrication that may become an industry standard (ExhibitSEED.org)

Project Partners

- Coalition for a Livable Future
- Metro Regional Government
- Portland Bureau of Planning and Sustainability
- Portland Community College
- Verde

Overview of *Local Voices, Clever Choices*

The purpose of the summative evaluation of the *Local Voices, Clever Choices/Nuestras voces, nuestras decisiones* outreach campaign was to evaluate the success of the campaign and reflect on its evolution.

The *Local Voices, Clever Choices* outreach campaign was designed to have the following impacts:

1. Encourage community members, especially target audiences, to access ¹sustainability-related content outside of the museum.
2. Support the social norming of sustainable choices.
3. Inspire and motivate participants to build skills related to making more sustainable choices.

The target audiences for the campaign were Portland area adults (18+) and youth (13–17) outside of the museum with a special focus on Spanish-speaking Hispanic community members. Based on front-end evaluation findings, content was developed for people who had some existing knowledge of and positive attitudes toward sustainable behaviors, but who were not actively making self-identified sustainable choices on a regular basis.

The team launched the bilingual *Local Voices, Clever Choices/Nuestras voces, nuestras decisiones* outreach campaign on September 1, 2012. The outreach campaign consisted of a bilingual website (www.oms.edu/choices and www.oms.edu/decisiones) (see Appendix IV for sample screen shots) and several physical and virtual access points (APs) in the community that encouraged participants to visit the website or call an automated phone system to hear a short *Local Voices* story.

The website had two sections:

- *Voices* introduced a range of sustainable choices through 27 two-minute audio slideshows. The stories were told by local residents who have made personal choices that resulted in social, economic, and environmental benefits in their lives and their communities. Stories focused on decisions related to transportation, food, material consumption (stuff), and the home (e.g., energy use and toxics). Storytellers were from all parts of the Portland Metro Area and included native English and Spanish speakers of different ages and backgrounds. Nine stories were recorded in Spanish with native Spanish speakers, and eighteen in English with native English speakers. Storytellers included individuals who immigrated to Portland from at least five different countries. To ensure that speakers of both languages could access any story through any of the available media, all stories were translated and re-recorded with voice actors in the other language. Visitors to the website could also upload their own written stories with a photo and share their stories through social media (e.g., Facebook, Twitter, Pinterest).
- *Choices* encouraged people to take action by completing challenges that led to a variety of themed virtual badges. The ten badges focused on the most impactful actions people in the Portland area could take to support the sustainability of the local community. The badges were named the following: save energy, spend wisely, reduce toxics, buy less new stuff, steward your stuff, waste less food, eat a low-impact diet, walk and bike, travel smarter, and get involved.

¹ "Sustainability is commonly defined as the concept of providing society with current needs in a way that doesn't harm the ability of future generations to meet their needs. Definitions often include the three components environment, economy, and society (sometimes referred to as the three "Ps": planet, prosperity, and people)." -Trautmann, Charles H. (2007). *A Change in the Weather: European Museum Coverage of Global Climate Change*. Sciencenter Report. p.3. Retrieved on October 3, 2014 from http://informalscience.org/images/research/A_Change_in_the_Weather.pdf.

Promotion of the *Local Voices* stories and website evolved during the project to include multiple strategies and access points. OMSI worked with project partners at the City of Portland Bureau of Planning and Sustainability, METRO Regional Government, Coalition for a Livable Future, Verde, and Portland Community College as well as 15 other community organizations to post, distribute, or install promotional materials that encouraged people to call a phone number, scan a Quick Response (QR) code, or click a link to hear the highlighted story. People with a basic cell phone could call the phone number to listen to the highlighted audio story and were directed to the website to find photos, resources, and other stories. Smart phone owners could use the QR code to directly access the *Local Voices*, *Clever Choices* mobile website to see a photo montage (“audio slideshow”) as they listened to the story, then browse the website to access additional content. People accessing the content from desktop or laptop computers were directed to the full version of the website to see the audio slideshows and other content.

Access points included a variety of promotional materials including permanent signs, posters, sculptures, interactive kiosks, A-frame signs, and giveaways (e.g., tote bags, fortune cookies, seed packets, and water bottles). See *Figures 1–4* for sample access point images and *Table 1* for a list of all access points.

Digital and print media access points included blog posts, email blasts to friends of project team members and organizational electronic mailing lists, newsletter articles, Facebook posts, and articles in print media delivered by mail (e.g., the City’s *Curbsider* mailer about recycling in Portland). OMSI staff and volunteers also attended several partner events to distribute materials and invite visitors to listen to *Local Voices*, *Clever Choices* stories via the visitor’s cell phone or a laptop set up at the OMSI booth. To ensure that the project reached its target underserved audience, the team worked with Spanish language media to promote the project monthly on a community radio show (*Fusión Arte/KBOO*) and in newspapers (*El Centinela*).



Figure 1. Spanish language media promoting the *Local Voices, Clever Choices/Nuestras voces, nuestras decisiones*



Figure 2. Sample poster used at partner locations to encourage people to call the phone number or visit the project website.



Figure 3. A-frame sign used to promote the project at Zenger Farm's Lents International Farmers Market.



Figure 4. Sample give-away access points including seed packets, tote bags, and fortune cookies.

Table 1. *Local Voices, Clever Choices* outreach campaign access points.

Physical Access Points	Sample of Locations Posted or Distributed
Signs	
Permanent Signs	Vernon Elementary School garden, Oregon Zoo
A-Frame Signs	Community Energy Project, North Portland Tool Library, Sunnyside Swap Shop, Lents International Farmers Market
Sculptural Signs	Community Cycling Center, ReBuilding Center, Telephone Booth at OMSI
Posters	June Key Delta Community Center, Teatro Milagro, Zenger Farm
Give-Aways	
Seed Packets	Master Gardeners distributed at Oregon Zoo and Blue Lake Regional Park demonstration gardens
Water Bottles	Community Cycling Center bike shop, OMSI events, City of Portland events
Fortune Cookies	OMSI events, City of Portland events
Tote Bags	OMSI events, City of Portland events
Green Cleaner Booklets	OMSI events, City of Portland events
Map Sticker Sets	Teacher open houses, City of Portland Sunday Parkways family bike events
Bookmarks	Multnomah County Libraries
Print Media	
<i>Curbsider</i> mailer	Every single-family home in the City of Portland
<i>El Centinela</i> newspaper	Newspaper boxes, Catholic services, Catholic churches in region
Exhibition	
Exhibit Copy Panels	Exhibit components referencing the <i>Local Voices, Clever Choices</i> stories or storytellers included project linked QR codes/phone numbers
Virtual Access Points	
Email	Verde, Coalition for a Livable Future, OMSI staff
Facebook Posts	City of Portland, OMSI staff
Spanish Radio Show	Monthly guest speaker from OMSI on KBOO show <i>Fusion Arte</i> to play and discuss a <i>Local Voices, Clever Choices/Nuestras voces, nuestras decisiones</i> story
Electronic Newsletters	City of Portland, Friends of Trees, Community Cycling Center newsletters
Blog Posts	OMSI, Friends of Trees

The Development of *Local Voices, Clever Choices*

The original idea for *Local Voices, Clever Choices* in the 2008 NSF grant proposal was to create a mobile exhibit especially aimed at reaching community members who do not typically come to the museum. Fun, inviting signs (cell phone tags) throughout the Portland metro area would encourage community members to use their cell phones to hear short stories about sustainable choices relevant to where they were standing. Cell phone tags would work like cell phone-based museum audio tours, but could be placed on buildings, buses, park benches, and other public locations throughout the metropolitan area instead of inside or around a museum. A complementary website would be a separate deliverable.

During the course of the project, this deliverable changed significantly in response to changing technologies and the following evaluation and research:

- Front-end literature research on similar projects, target audiences, how audiences use mobile phones, and what influences sustainable decision making
- Front-end evaluation about existing understandings of sustainability and sustainable decision making conducted by external evaluators at Portland State University's Community Environmental Services and OMSI's Visitor Studies and Evaluation team
- Advisor input solicited at two advisor meetings
- Partner input solicited at the two advisor meetings and partner meetings held every 2–4 weeks throughout the project
- Formative evaluation conducted by OMSI's Visitor Studies and Evaluation team and external evaluators at Portland State University's Community Environmental Services regarding visitors' reactions to different story formats
- Research conducted by a team member for a master's program comparing users' experiences listening to audio-only stories versus audio slideshows
- Team Based Inquiry (i.e., team-led evaluation) to evaluate the efficacy of different types of potential access points
- Team Based Inquiry with OMSI staff and volunteers to evaluate the efficacy of the alpha version of the *Choices* section of the project website via survey and focus group
- Remedial evaluation conducted by OMSI's Visitor Studies and Evaluation team and external evaluators at Portland State University's Community Environmental Services to evaluate the use of the website and access points during the first three months of the campaign

Below are descriptions of how the team addressed some of the critical questions they faced while designing and implementing this cell-phone based, informal science education outreach campaign.

What stories should the team tell and how?

As explained above, the front-end research phase of the project included a literature review and feedback from the advisors. The research and advisor input encouraged the team to focus on real stories from real people featuring meaningful, approachable choices. This was a departure from the original idea of stories about places, buildings, and other large-scale projects. Front-end evaluation with target audiences also suggested that many of the local community members were familiar with sustainability-related issues, especially environmental issues, and valued making sustainably-minded choices. However, local community members did not always choose to make sustainable choices, because they perceived the choices to be too time consuming, expensive, or difficult. Therefore, the team decided to highlight "typical local people" (storytellers) who in their own words told their stories of making sustainable choices and their initial concerns or challenges regarding these choices. The

stories focused on how the storytellers overcame these barriers and found unexpected benefits that offset the extra effort or changes to their routines.

During formative testing, the team created three different types of stories to test with visitors in the museum and with advisors. These three narrative styles were based on popular radio program formats. During initial testing, it became clear that the in-house team lacked sufficient experience telling audio stories. To address this issue, OMSI contracted with a professional radio producer to provide a two-day training on the mechanics and craft of creating engaging audio stories using live recordings. The resulting stories focused on telling a real story with a beginning, middle, and end that included a fundamental conflict, resolution, and meaningful reflection on the experience. These stories were more engaging and polished than previous attempts, and set the standard for all of the audio stories created.

Should the project use audio, video, or another approach to tell the stories?

The increasing popularity of smart phones during the development of the project meant that local community members could, via phones, access visual content in addition to audio content. The change in available technology meant that the team had to decide whether to create a video format or, as originally planned, audio-only stories. It was determined that video would be prohibitively expensive, allowing for only three to five videos instead of 25–30 audio stories. Nonetheless, the presence of a visual element to complement the audio stories was highly valued for marketing appeal and to better connect with visual learners. Therefore, the team decided to work with professional photographers to provide 12–15 compelling still photos of each storyteller to complement the audio story. Interns then compiled the photos and audio into cohesive audio slideshows for the website. The high quality photos also became an asset to the project by adding warm, attractive images of the community to the website, posters, exhibition, and other project materials.

What mobile platform should the project use?

Due to the rise of smart phones and related applications (also known as “apps”), the initial vision of having a call-in service with audio stories seemed outdated by the time the project team started creating the deliverable. However, for equity reasons, the team decided to include a platform with equal access for community members with basic cell phones. The team also consulted with museum technology advisors and other institutions experienced in creating apps for museum audiences. Due to the proliferation of platforms (e.g., iPhone, Android, Windows) and the requirement for users to download apps before use, the team chose not to create an app, but to use an automated call-in service *and* to create a website that was optimized for use by mobile devices. With this combination of approaches, any cell phone could access audio content, and any smart phone could access the audio and slideshows on the website. Combining the cell phone story project and the website also allowed the team to integrate the two deliverables into one cohesive outreach campaign.

What types of access points should the project use?

The project originally envisioned local community members accessing the stories through signs on busses and in public spaces such as parks and City of Portland buildings. This approach proved difficult for a variety of reasons. Advertising space on busses was almost always reserved for paid advertising. When OMSI did have access to free advertising on transit, the priority was for signage that generated revenue for the museum such as ads for an upcoming, featured exhibition.

Project partners at the City of Portland and Metro Regional Government were willing to help place signs in public spaces, but robust signs for these types of locations were expensive and required special permits. Results of a team-based inquiry study indicated that it would be difficult to attract

participation from static signs. Therefore, the team decided to do two things: 1) diversify the types of access points created, posted, and distributed to test which would be most successful; and 2) partner with more community organizations that were already reaching the project's target audiences. Working with more organizations allowed the project to reach more people at little extra cost by taking advantage of existing outreach mechanisms. In addition to sharing information in physical form (i.e., Master Gardeners distributing project seed packets at the zoo, store owners displaying whimsical project sculptures in store fronts, OMSI staff installing project signs at school gardens, etc.), partners could share relevant stories through their newsletters, email, mailers, Facebook pages, and other media.

How should the project encourage participation and sharing?

While the initial vision for the cell phone stories only allowed people to hear stories, the rise of social media and interactive websites encouraged the team to think about how to make the outreach campaign more participatory. To encourage people to share their own sustainability stories, the *Voices* section of the website allowed community members to write a short story and upload a photo about a personal sustainability decision. These stories were added to the website for other users to view. Storytellers could also use the social media buttons on the *Voices* page to link their story (or a story they enjoyed) to their Facebook, Twitter, or other social media accounts.

Team members also researched game mechanics and other online interactive experiences to design the *Choices* section of the website. The goal was to use "challenges" and "badges" to encourage people to build skills necessary for making more sustainable choices. Local community members could register for an account and then receive points for different actions they already did, planned to do, or completed after visiting the site. If participants earned enough points, they earned badges that they could post to Facebook or other social media. Each challenge also had a comment prompt that encouraged participants to share their challenge-related experiences and photos.

After remedial evaluation, the team realized that only a small proportion of the website visitors (especially youth and families) were sharing their own stories or completing challenges. To create mechanisms for more youth and families to create and share content, the team decided to create three lesson plans for teachers that used the website as a mechanism for teaching students about sustainability-related topics, encouraged students and their families to make more sustainable choices, and shared the participants' actions with others.

Measures of Success

The purpose of this summative evaluation was to assess the degree to which the outreach deliverables met the goals of the project. The goals of the project were specified as impacts and measurable outcomes.

Impact 1: Encourage community members, especially our target audiences, to access sustainability related content outside of the museum.

Outcomes

- A. At least 6,000 participants will attempt to call or visit the website to listen to/view the stories or other website content from all access points during the life of the campaign.
- B. At least 10% of participants will access audio stories or web content in Spanish.

Impact 2: Support the social norming of sustainable choices.

Outcome

- A. At least 65% of survey participants will report that the storytellers' actions were a normal part of making sustainable choices.

Impact 3: Inspire and motivate participants to build skills related to making more sustainable choices.

Outcomes

- A. At least 70% of survey participants will report that they were inspired to learn more about or try a behavior related to making more sustainable choices.
- B. At least 10% of visitors to the *Choices* section of the website will complete a sustainable choice challenge.

Evaluation Methods

For the summative evaluation, evaluators used three different methods to collect data in order to evaluate the performance of the outreach campaign and reflect on these outcomes. Evaluations were conducted during the *primary reporting period* that began at project launch on September 1, 2012 and ended in October/November 2013. The primary reporting periods were slightly different for each method used and specific dates are included in the methods descriptions below. Some findings also include an extended reporting period that incorporates data for the *project duration* of September 1, 2012 to June 30, 2014.

1. Analysis of website, QR code, and phone system use

The website, phone system, and QR codes automatically captured data that allowed evaluators to analyze how many people used the website, called in to hear stories, participated in website challenges/badges, and scanned QR codes. The data provided also told the team when people accessed content, how they accessed it (type of device), which access points directed them to the story, and how long they engaged. These data were collected for the primary reporting period of September 1, 2012–October 1, 2013 and the project duration of September 1, 2012–June 30, 2014.

Phone System

All of the physical access points included a phone number and unique story number. When people called the phone number, an automated interactive voice messaging system (IVM) allowed them to choose the story and language that they would like to hear. The system logged the number of calls, when the calls took place (dates and times), which story numbers callers listened to, and which languages the callers chose (English or Spanish). Since each access point had a unique number, evaluators could also tell which point the caller was using to access the phone system.

Quick Response (QR) Codes

Most of the physical access points (i.e., posters, signs, many of the giveaways) included a unique QR code generated for that access point through www.delivr.com. Potential participants could scan the QR code using a QR code reader app (i.e., ScanLife) on their smart phones. The QR code would then direct users to the relevant story page on the *Local Voices, Clever Choices* website. The QR code scanning activity was captured through data analytics provided by www.delivr.com. The data included the dates and times of all scans, the story pages accessed, and the language selection for each story. Each type of access point included a unique QR code, which allowed the project team to also determine which stories were accessed through which access points.

Website

All access points also included the web address or a hyperlink to the project website. Evaluators used Google Analytics to assess website user activity. Details provided by these analytics included: 1) the total number of website sessions, 2) the number of unique and repeat users to the site based on the number of distinct devices that accessed the website, 3) dates and times of online user activities, 4) the language visitors chose to use, 5) the length of their visits, and 6) the pages of the website they visited.

The *Local Voices, Clever Choices* website also had an internal registration system that allowed evaluators to know how many people created profiles on the site, how many challenges and badges each registered person completed, and when each user last logged into the website.

2. *Web/phone-based participant surveys*

The evaluation team created an automated survey (see Appendix I) that could be accessed through both the phone system and the website. People using the phone system were prompted to take the survey using their phone keypad after listening to their chosen story. Web-users could click a banner in the upper right corner of the screen that read, "Tell us what you think! Take a survey!" to opt-in to the survey. There was a Spanish version accessible but no web users chose to complete the Spanish survey during the project reporting period (see Appendix I). The web-based survey used Survey Gizmo to capture, collate, and report responses. Survey data was collected from September 1, 2012 to October 31, 2013.

3. *Debrief discussion with the project team*

On November 20, 2013, the external evaluator conducted a debrief session with members of the core outreach team to discuss the evolution of the project, lessons learned, reflections on the measures of success, and unanticipated outcomes. Team members who could not participate in the meeting in person submitted their input via a written questionnaire, which contained the same questions as those asked during the meeting.

Findings

The findings are presented in the context of the impacts and intended outcomes identified in the logic model (see Appendix V). The findings demonstrate that, overall, the project successfully achieved the intended outcomes for audience participation. However, this success was not shared equally by all campaign activities as some of the activities' engagement levels were below expectation.

Impact 1: Encourage community members, especially our target audiences, to access sustainability related content outside of the museum.

A. Intended outcome: At least 6,000 participants will attempt to call or visit the website to listen to/view the stories from all access points during the life of the campaign (to the end of the grant period).

This intended outcome was successfully met as determined by the number of website visits and cell phone calls. During the primary reporting period (September 1, 2012 to October 1, 2013), the analytics for the website and call-in system indicated that 4,309 distinct users logged a total of 6,183 sessions accessing the website. Extending the data reporting period to June 30, 2014, a total of 7,944 users logged 10,131 sessions. The vast majority of participants accessed content via the website, and most of those users visited the website using a desktop computer. See Tables 1a, 1b, 2, and 3.

Table 1a. Total participation during primary reporting period (September 1, 2012–October 1, 2013).

Participation Access	Sessions	Users
Website	5,936	4,062
Phone by Call-In	247	247
Total	6,183	4,309

Table 1b. Total participation during project duration (September 1, 2012–June 30, 2014).

Participation Access	Sessions	Users
Website	9,675	7,488
Phone by Call-In	456	456
Total	10,131	7,944

Table 2. Website access by device during primary reporting period (September 1, 2012–October 1, 2013).

Device Category	Sessions	New Users	% New Users
Desktop	4,722	2,990	63.32%
Mobile Phone	938	739	78.78%
Tablet	276	227	82.25%
Total (all)	5,936	3,956	66.64%

Table 3. Phone access by access points during primary reporting period (September 1, 2012–October 1, 2013).

Access Points	Frequency
Call-Ins	247
QR Code Scan-Ins	429
Total	676

After remedial evaluation, the team recognized the need for more mechanisms for engaging people with the website and stories. To do this, the team started attending events and actively inviting people to watch audio slideshows on a laptop at an OMSI *Local Voices, Clever Choices* booth. Over 186 visitors watched audio slideshows in this way. The team also created lesson plans to encourage teachers to use the content in their classrooms. During early testing of the lesson plans, an estimated 75 girls aged 10–18 watched audio slideshows during lesson plan testing with community partner, Adelante Chicas.

B. Intended outcome: At least 10% of participants will access audio stories or web content in Spanish.

This outcome was successfully met. Between the launch on September 1, 2012 and October 1, 2013, 15% of people who accessed the stories by cell phone or the website did so using the Spanish content. See Table 4.

Table 4. Website Use and Call-Ins by Language

Language	Website Sessions	% Website Sessions	Call-Ins	% Call-Ins	Total Per Language	% Language
English	4,967	84.88	217	87.9	5,184	85
Spanish	885	15.12	30	12.1	915	15
Total (all)	5,852*	100%	247	100%	6,099	100%

* The team identified the preferred language for each session based on the session's exit page hostname—the hostnames were "decisiones.oms.edu" for Spanish and "choices.oms.edu" for English. Evaluators used the exit page to identify language preference because users might originally be directed to a page that was not in their preferred language. The number of session exit pages (5,852) used to calculate language preference does not match the total number of sessions (5,936) because 84 sessions had exit pages with hostnames other than "decisiones.oms.edu" or "choices.oms.edu" and could not be used to identify the language of the site.

Impact 2: Support the social norming of sustainable choices.

A. Intended outcome: At least 65% of survey participants will report that the storyteller's actions were a normal part of making sustainable choices.

There were not enough data to determine whether this outcome was met. The number of visitors who took the opt-in, web-based survey was not significant enough to measure or report reliable results—only nine visitors completed the online survey. (See Appendix I for the complete survey questions and Appendix II for the complete results.) More effective survey recruitment techniques may have increased participation.

However, when asked, “How do you rate how much the stories describe actions that seem like a normal part of making sustainable choices?” most survey participants agreed that the storyteller’s actions were a highly normal part of making sustainable decisions. See Table 5.

Table 5. Stories as Norms.

Response	Frequency	Percentage
High	8	88.9%
Medium	1	11.1%
Low	0	0%
Total	9	100%

Impact 3: Inspire and motivate participants to build skills related to making more sustainable choices.

A. *Intended outcome:* At least 70% of survey participants will report that they were inspired to learn more about or try a behavior related to making more sustainable choices.

As noted above, the small number of survey participants meant that there were not enough data to determine whether this outcome was met. However, when asked to rate, “your general motivation to learn more about everyday things that are good for our community,” most survey participants indicated they were highly motivated. See Table 6a. Similarly, after hearing the story almost all of the survey participants ranked their “inspiration to take challenges and do more things that are good for your home or your community?” as either medium or high. See Table 6b.

Table 6a. Motivation to Learn

Response	Frequency	Percentage
High	7	77.8%
Medium	2	22.2%
Low	0	0%
Total	9	100%

Table 6b. Inspiration to Act

Response	Frequency	Percentage
High	7	77.8%
Medium	2	22.2%
Low	0	0%
Total	9	100%

- B. *Intended outcome:* At least 10% of visitors to the *Clever Choices* section of the website will complete a sustainable choice challenge.

Participants could create their own profiles by registering on the website. Registration allowed users to complete challenges, earn badges, post comments, and upload photos. Between the launch of the website on September 1, 2012 and June 30, 2014, 179 people registered and created profiles. Of those, 128 completed at least one challenge. During the same period, 1,565 users visited the *Choices* section of the website for a total of 2,778 visits. Therefore, 11.4% of users registered and 8.4% completed a challenge, which was less than the desired outcome of 10%. See Table 7. More targeted outreach, for example with visitors or in classrooms as described in Findings Section A, may have increased participation.

Table 7. *Choices* sessions, users, user profiles, and users who completed challenges during project duration (September 1, 2012–June 30, 2014).

Choices Sessions	Choices Users	# Users Creating Profiles	% Users Creating Profiles	# Users Completing Challenges	% Users Completing Challenges
2778	1565	179	11.4%	128	8.4%

Unanticipated impacts and findings

Were there unanticipated elements of the project that led to success, failure, or insights into this type of work?

There were unexpected impacts found in the quantitative data and qualitative assessment of the outreach project deliverables. The debrief discussion with OMSI team members provided a qualitative insight into the project's evolution and resulting unanticipated impacts. (See Appendix III for the debrief question guide.) The results of this exercise are presented below along with references to additional supporting data as appropriate. Generally, the debrief discussion emphasized two key points: 1) the findings reveal the importance of flexibility and adaptability to rapidly changing communication technology and preferences; and 2) the findings highlight the value of supportive relationships (e.g., volunteers, interns, and organizational partnerships) in providing additional resources and in promoting project deliverables as needed.

- A. *Physical access points (e.g., signs, sculptures, posters) posted in the community were not very effective at engaging target audiences. Digital outreach worked better.*

Email, social media, and other electronic access points sent by staff and partner organizations were the most successful and the cheapest way to drive users to content. As shown in Table 3, only 676 (10.9%) of the 6,183 sessions were accessed from physical access points via phone call or QR code. The relatively low use of physical access points indicates that most users were finding the website through other means, most likely digital invitations to participate via email, Facebook, etc.

Of the physical access points, the most successful were posters, exhibition copy panels, give-aways (especially fortune cookies), and permanent signs at partner locations (e.g., the Oregon Zoo, Blue Lake Park, Vernon Elementary School, and Share-It Square). See Table 8 and Figure 5. Notably, the team spent a lot of time and money to design and install sculptural installations, yet these sculptures

attracted almost no attention with a total of only 18 QR scans and calls. Also, users were generally more likely to use QR codes than call in when a QR code was available. The higher call-in numbers for give-aways and print media are due to the fact that the most popular give-away, fortune cookies, and many of the printed publications did not include QR codes due to printing limitations.

Table 8. QR scans and calls by type of access point.

Type of Access Point	QR Scans	Calls	QR & Calls
Poster	120	34	154
Exhibition	116	12	128
Give-Aways	61	66	127
Permanent Signs	91	27	118
Print Media	20	45	65
A-Frame Sign	10	8	18
Sculptural Signs	7	11	18
Other	4	N/A or 0	4
Total	429	203*	632

**The total number of calls in this table only includes the calls with identifiable story numbers that corresponded to existing access points. The story numbers associated with some calls were not identifiable by access point because the story numbers entered did not actually exist. The inaccurate story numbers were most likely due to user or phone system errors.*

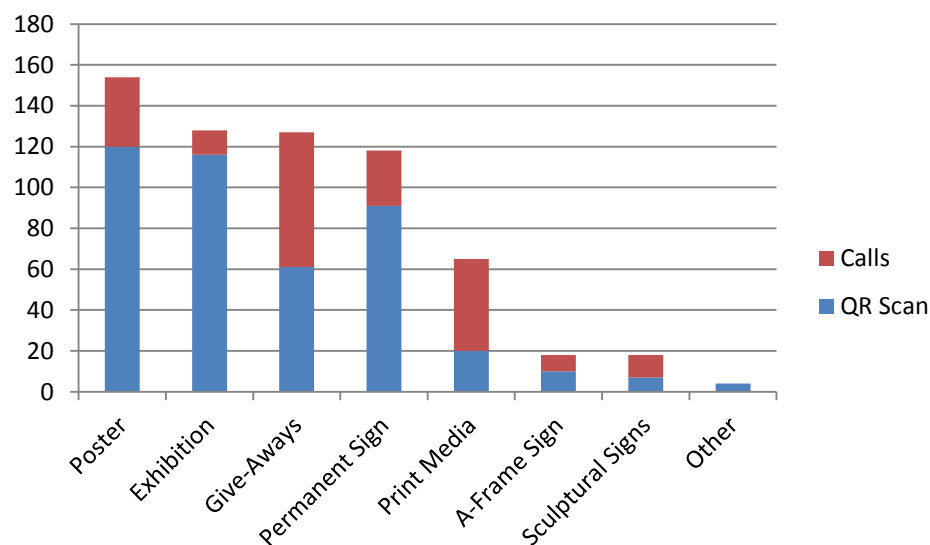


Figure 5. Total QR scans and calls by type of access point

B. Expanding the number of partnerships was critical for creating content and reaching target audiences.

Reaching out to a broad range of community partners to find stories and promote them via existing outreach mechanisms significantly increased the reach and success of the campaign. Many of the storytellers were identified by community organizers at local organizations that had relationships with people who had participated in their programs. For example, OMSI found stories about carpooling, retrofitting homes to be energy efficient, and planting trees by partnering with organizations that coordinate programs related to these topics.

Once the stories were completed, these organizations had a vested interest in sharing the stories about their programs via their existing outreach mechanisms (e.g., email blasts, newsletters, and storefront windows). The team saw several jumps in website visits on days when partner media was released. Additionally, many of the most successful physical access points, such as signs and posters, were posted at partner locations that the team would not have had access too if not for their participation.

C. Volunteers and interns helped to increase productivity and involved the community in the project.

Working with volunteers and unpaid interns allowed the project to do more with less money. The team would never have been able to achieve its accomplishments without unpaid interns who researched story topics, produced audio slideshows, created website content, tested prototype access points, and coordinated outreach materials. Interns and volunteers contributed 2,189 hours of service to the project—the equivalent of a full time employee for about one year. These interns and volunteers also formed a core group of interested, engaged, and energized people who helped promote the project via their own social media and contacts.

Involving volunteers and interns also promoted the community development aspect (or social pillar²) of sustainability by training and involving community members in the project. Volunteers and interns were willing to donate their time to OMSI and the project because they were engaged in meaningful work that promoted their personal and professional goals. Interns felt that this project was particularly useful to them because during their internships they created concrete products (e.g., specific audio slideshows, team-based inquiry reports) that could be added to their portfolios and résumés. Working with other interns and the larger project team also strengthened the experience. To summarize the experience, one intern wrote, “The internship was an amazing opportunity during which I gained valuable experience managing multiple projects as well as collaborating with a team to produce a deliverable. I greatly enjoyed my time as part of the OMSI community.”

D. OMSI needed more cross-division cooperation and planning to implement and maintain this type of outreach campaign.

Successful implementation was initially challenged by differing visions and program priorities within the institution. For example, creating a strong presence in OMSI’s own media (e.g., website, Facebook, newsletters) to promote the project was a challenge because the project had to compete for time and attention with other museum goals and revenue generating demands. Therefore, it took time for the

² The United Nations General Assembly defines the three pillars as, “efforts [to] promote the integration of the three components of sustainable development – economic development, social development and environmental protection – as interdependent and mutually reinforcing pillars.” – 2005 World Summit Outcome, Resolution A/60/1. (15 September 2005). p.11-12. Retrieved on October 3, 2014 from http://data.unaids.org/Topics/UniversalAccess/worldsummitoutcome_resolution_24oct2005_en.pdf

program developers and the marketing staff to learn more about the goals and realities of each other's departments to implement the program.

Since the partnerships and electronic media were the most successful ways of promoting the project, the team realized that more time and money should have been allocated to these areas instead of creating physical access points. This approach would have benefited from closer coordination between the project team and other divisions at OMSI.

E. The bilingual/multicultural co-development process was an important part of the outreach campaign's development and implementation.

Overall, the team felt that the campaign achieved its goals of reaching its targeted Spanish-preferred populations, representing and welcoming community participation, and communicating community-led messages about choices and skills. The diversity of participants, voices, and partner organizations was a key part of the project, especially the bilingual/multicultural approach to developing stories and content.

Conclusions & Recommendations for the Field

Generally, while the desired impacts of the outreach campaign evolved with changes in communication technologies, the project's adaptations led to successful achievement of intended outcomes. Total and Spanish-language participation rates for website or phone access of the stories campaign were on target. Based on available data, the stories appeared to achieve the intended motivational impact, yet the data set for the participant survey was too small to have confidence in the results. Moreover, as participation in the website challenges was slightly below the intended outcome, the overall motivational impact of the campaign was difficult to assess. However, the unanticipated impacts and findings provided some of the most significant lessons learned for both OMSI and the industry. The project was most successful at involving community members through social media, partnerships, and volunteers. Strengthening internal communication and capacity was also necessary for project success. Therefore, building internal and community relationships became a primary strategy for increasing the efficacy and efficiency of the project.

The following recommendations for future projects emerged from these *Local Voices, Clever Choices* project summative evaluation findings:

Engage community partners.

- *Partner with organizations that have similar goals and are already reaching target audiences.* Partner involvement can expand the reach of the project, ensure involvement of target audiences, and provide relevant content.
- *Invest in staff time to cultivate partner relationships and promotional opportunities throughout the life of the project.* Promotions through partner media are often more cost effective and successful than traditional marketing strategies such as expensive advertisements or signage.

Involve and leverage internal stakeholders in all phases of the project.

- *Make sure all internal stakeholders and departments understand and share compatible goals related to the project.* Shared goals that address the needs of different stakeholders allow cross-departmental teams to create more efficient processes and ensure sufficient investment in project deliverables.
- *If creating a long-term outreach campaign, allot marketing and education resources for use throughout the project's duration, not just at creation and implementation stages.*

Use efficient, adaptable outreach strategies.

- *Adapt projects to respond to new opportunities and technology, but maintain big picture goals.* Adapting implementation strategies is especially important in the constantly changing world of communication technologies. For example, the *Local Voices, Clever Choices* outreach campaign did not change its overarching project impacts, but the intended outcomes did have to change with the advance of smart phones and social media as popular communication tools. While the project's adaptations expanded its reach, the original outreach format (cell phone call-ins) was far less relevant by the project's conclusion.
- *Rely more on digital outreach mechanisms than physical ones.* Digital outreach, through technology such as email and social media, is potentially a more efficient use of resources and might reach a wider audience. Physical outreach, such as printed posters and signage, is costly to produce and time consuming to distribute, and was less effective than digital outreach in this project.
- *When using physical outreach materials, invest in cheaper options that can be shared widely such as posters and give-aways.*

- *Use complimentary methods to promote an educational outreach campaign such as classroom activities and booths at relevant events to increase participation.*

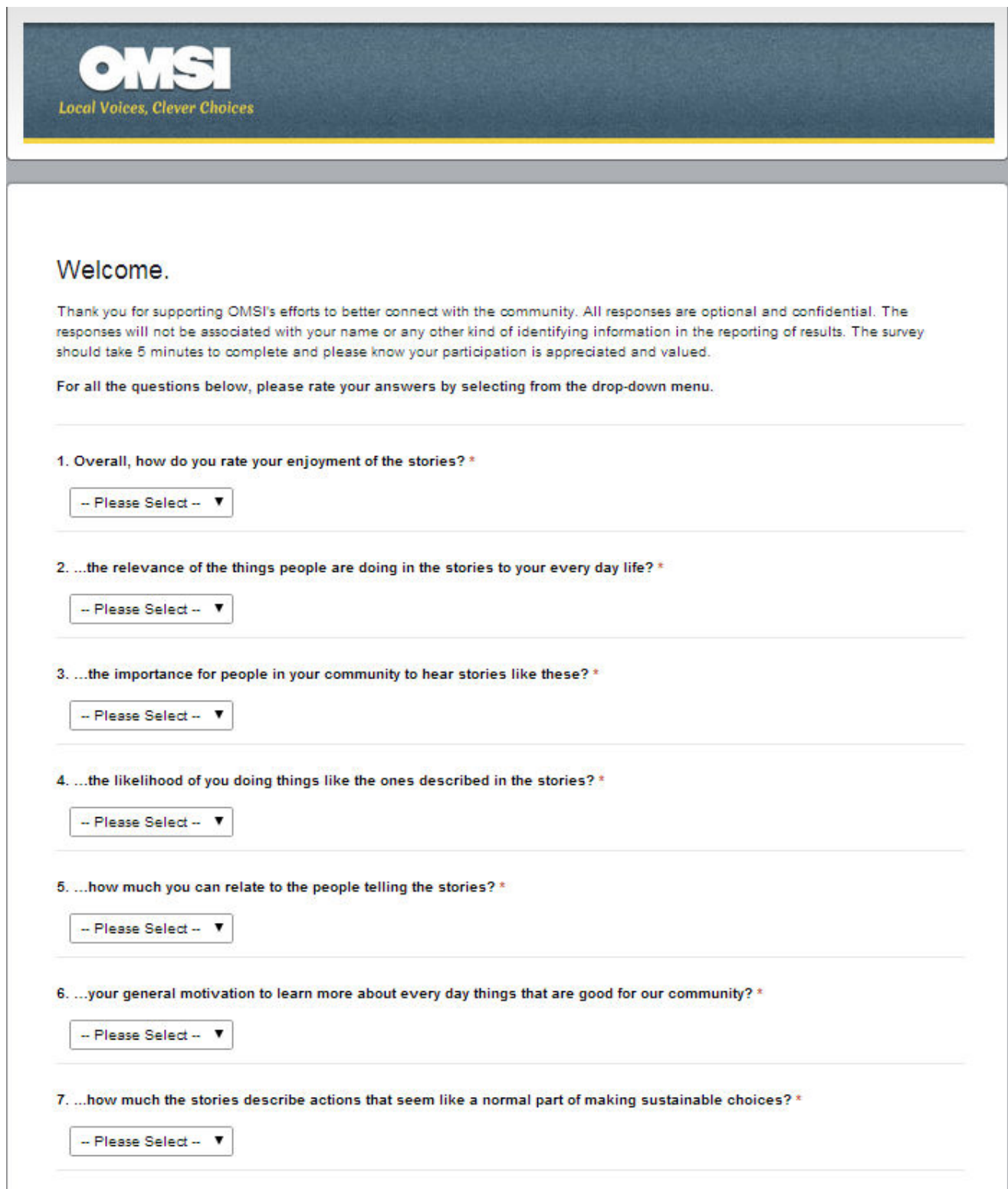
Involve community members in creating and disseminating content.

- *Highlight people from diverse backgrounds in the campaign materials to ensure inclusivity, especially when targeting multicultural audiences.* The bilingual co-development approach was an effective strategy for OMSI to involve diverse groups in development and to attract diverse audiences to participate in the outreach programs.
- *To create content that resonates with diverse community members, allow people to share their own stories in their own language.* Then, encourage participants to share content with their personal networks.
- *Include volunteers and interns in the process.* Volunteers and interns can expand the scope and reach of a project by lending their time and insights as well as promoting the project through their social media networks. Social media outreach through personal networks was one of the most successful strategies of the OMSI campaign.

Adapt evaluation and promotion techniques to increase participation.

- *If participation rates in the educational activities are low, provide incentives to increase participation and encourage teachers to use the materials with their students.* For example, if a targeted youth audience is not participating in an educational activity, such as the “challenge” section of the *Local Voices, Clever Choices* website, create lesson plans and activities for teachers and groups that work with the targeted age group to enable them to introduce more youth to the project and to encourage participation.
- *Use evaluation methods that will ensure adequate assessments and participation for the desired evaluation processes.* For example, if an opt-in, online survey is a primary method used for evaluating a web-based project but participation in the survey is low, consider the use of incentives or other creative outreach strategies to recruit participants.

Appendix I: *Local Voices, Clever Choices* Survey



OMSI
Local Voices, Clever Choices

Welcome.

Thank you for supporting OMSI's efforts to better connect with the community. All responses are optional and confidential. The responses will not be associated with your name or any other kind of identifying information in the reporting of results. The survey should take 5 minutes to complete and please know your participation is appreciated and valued.

For all the questions below, please rate your answers by selecting from the drop-down menu.

1. Overall, how do you rate your enjoyment of the stories? *
2. ...the relevance of the things people are doing in the stories to your every day life? *
3. ...the importance for people in your community to hear stories like these? *
4. ...the likelihood of you doing things like the ones described in the stories? *
5. ...how much you can relate to the people telling the stories? *
6. ...your general motivation to learn more about every day things that are good for our community? *
7. ...how much the stories describe actions that seem like a normal part of making sustainable choices? *

Figure A1. English version of *Local Voices, Clever Choices/Nuestras voces, nuestras decisiones* survey retrieved from <http://www.surveygizmo.com/s3/1010186/Sustainability-Stories-Survey>

Bienvenidos.

Gracias por colaborar con OMSI y apoyar nuestros esfuerzos para conectar más con la comunidad. Su participación es voluntaria y todas sus respuestas serán confidenciales. Las respuestas no se asociarán con su nombre o cualquier otra información con la cual se le pueda identificar en el reporte de los resultados. La encuesta le tomará 5 minutos para completar. Su participación es apreciada e importante. Para responder a cada pregunta, por favor seleccione una respuesta del menú.

1. ... cuánto disfrutaste las historias? *

-- Please Select -- ▼

2. ...la relevancia que tienen en tu vida diaria las actividades o prácticas presentadas en las historias? *

-- Please Select -- ▼

3. ...la importancia que tiene para las personas de tu comunidad escuchar historias como éstas? *

-- Please Select -- ▼

4. ...la probabilidad que practiques actividades parecidas a las descritas en las historias? *

-- Please Select -- ▼

5. ...la facilidad para relacionarte con la personas que relatan las historias? *

-- Please Select -- ▼

6. ...la motivación que la historia te inspiró para aprender más acerca de acciones cotidianas que benefician a la comunidad? *

-- Please Select -- ▼

7. ...cuánto describe la historia las acciones cotidianas que nos permiten tomar elecciones sustentables? *

-- Please Select -- ▼

Figure A2. Spanish version of *Local Voices, Clever Choices/Nuestras voces, nuestras decisiones* survey retrieved from <http://www.surveymizmo.com/s3/1010216/Sustainability-Historias-Survey>

Appendix II: Survey Results

1. Overall, how do you rate your enjoyment of the stories?

Table B1. Enjoyment of Stories

Response	Frequency	Percentage
High	8	88.9%
Medium	1	11.1%
Low	0	0%
Total	9	100%

2. ...the relevance of the things people are doing in the stories to your everyday life?

Table B2. Relevance to Everyday Life

Response	Frequency	Percentage
High	5	55.6%
Medium	4	44.4%
Low	0	0%
Total	9	100%

3. ...the importance for people in your community to hear stories like these?

Table B3. Importance for Community

Response	Frequency	Percentage
High	7	77.8%
Medium	1	11.1%
Low	1	11.1%
Total	9	100%

4. ...the likelihood of you doing things like the ones described in the stories?

Table B4. Likelihood to Do Things

Response	Frequency	Percentage
High	7	77.8%
Medium	2	22.2%
Low	0	0%
Total	9	100%

5. ...how much you can relate to the people telling the stories?

Table B5. How Relatable

Response	Frequency	Percentage
High	7	77.8%
Medium	2	22.2%
Low	0	0%
Total	9	100%

6. ...your general motivation to learn more about everyday things that are good for our community?

Table B6. Motivation to Learn

Response	Frequency	Percentage
High	7	77.8%
Medium	2	22%
Low	0	0%
Total	9	100%

7. ...how much the stories describe actions that seem like a normal part of making sustainable choices?

Table B7. Stories as Norms

Response	Frequency	Percentage
High	8	88.9%
Medium	1	11.1%
Low	0	0%
Total	9	100%

8. ...your inspiration to take challenges and do more things that are good for your home or your community?

Table B8. Inspiration

Response	Frequency	Percentage
High	7	77.8%
Medium	2	22.2%
Low	0	0%
Total	9	100%

9. What is your age?

Table B9. Age

Response	Frequency	Percentage
18–24	0	0.0%
25–34	4	44.4%
35–44	1	11.1%
45–54	2	22.2%
55–64	2	22.2%
65 and older	0	0.0%
Total	9	100%

10. What is your gender?

Table B10. Gender

Response	Frequency	Percentage
Male	2	22.2%
Female	7	77.8%
Total	9	100%

11. What is your ethnicity?

Table B11. Ethnicity

Response	Frequency	Percentage
Hispanic	0	0%
Non-Hispanic	9	100%
Total	9	100%

12. What language do you prefer to speak at home?

Table B12. Language

Response	Frequency	Percentage
English	9	100%
Spanish	0	0%
Other	0	0%
Total	9	100%

13. What is the highest level of education you have attained?

Table B13. Education

Response	Frequency	Percentage
Some high school	1	11.1%
High school diploma	0	0%
Some college	0	0%
Associate's degree	0	0%
Bachelor's degree	4	44.4%
Master's or higher	4	44.4%
Total	9	100%

14. Which of the following represents your annual household income?

Table B14. Income

Response	Frequency	Percentage
Under \$10,000	0	0%
\$10,000 to \$24,999	1	11.1%
\$25,000 to \$49,999	6	66.7%
\$50,000 to \$74,999	1	11.1%
\$75,000 to \$99,999	1	11.1%
\$100,000 to \$149,999	0	0%
\$150,000 or more	0	0%
Total	9	100%

Appendix III: Core Team and Evaluation Debrief Questions

Support for project goals

How well did *Local Voices, Clever Choices* support participants in capturing the big idea of the project: We can cultivate a more sustainable community by building skills and making decisions that maximize positive impacts?

How well did *Local Voices, Clever Choices* support the overall project goal of helping participants understand or develop skills that support sustainable decision-making?

Goals for outreach

What were the primary goals of the deliverables as a whole? What messages did you hope participants would take away?

Audiences for outreach

How well did the outreach campaign reach targeted audiences? What contributed to success/lack of success in reaching those audiences? What were the most effective promotional mechanisms?

Evolution of project

How and why did the project evolve over time?

Assessment of success

What do you think are the greatest successes and unanticipated benefits of these deliverables? For the public, OMSI, partners, or ISE field?

Assessment of challenges

What was less successful? What would you change? Why? What opportunities were missed?

Lessons learned for field

What did you learn that you would like to share with the field?

Sustainable practices for outreach team

One of the goals of the overall project was to encourage team members to use the sustainable decision-making model in their own work. How did that work out for the team developing these deliverables? What was challenging about the development process?

Regional Component

Please describe anything that you think made these projects unique – unlike anything else visitors could have experienced in Portland, Oregon (or in Oregon or on a typical day at OMSI).

Appendix IV: Images of *Local Voices, Clever Choices* Website

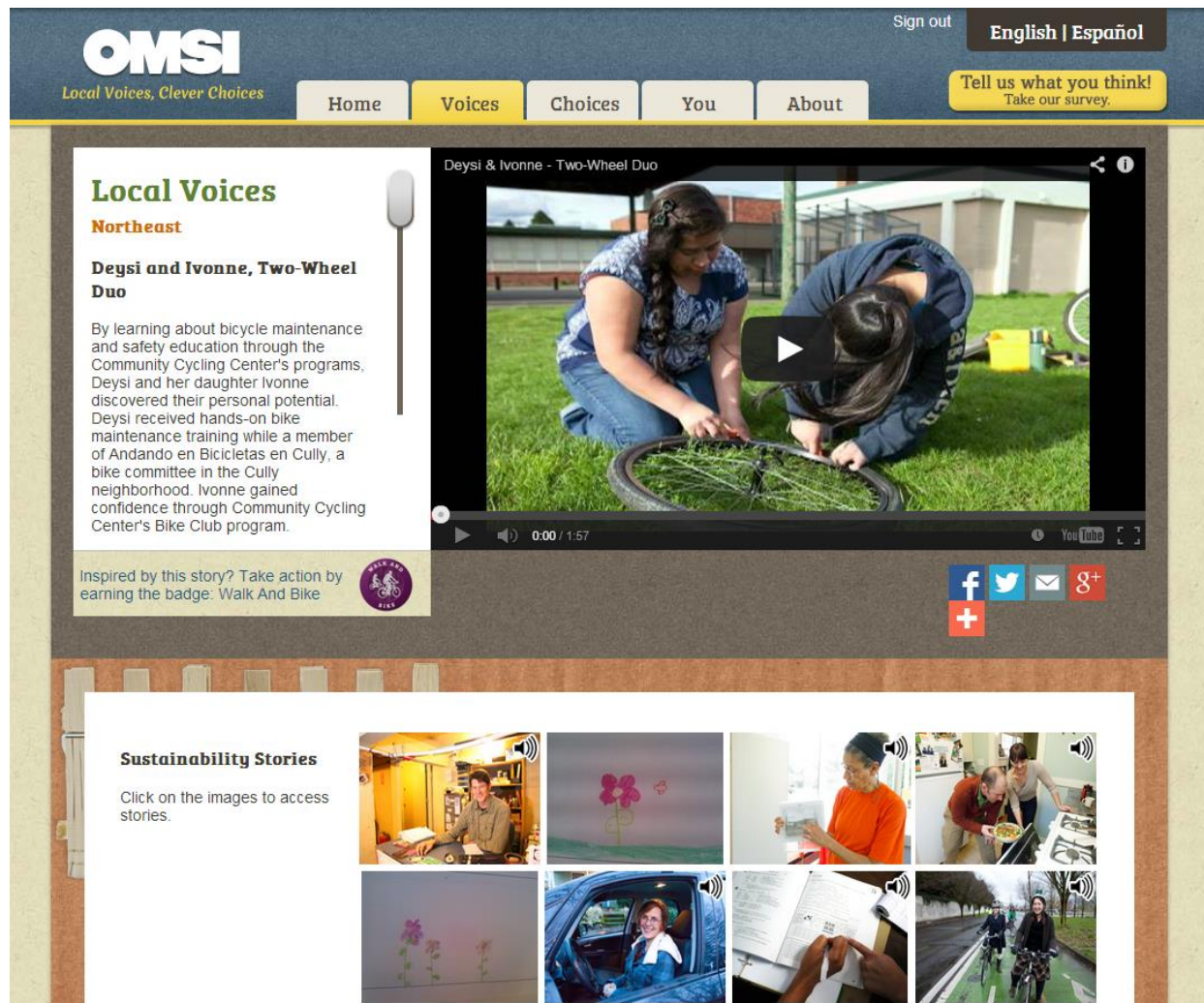


Figure D1. Screen shot of a *Voices/Voces* story retrieved from <http://choices.omsu.edu/stories/32?location=Northeast#.VBm1wPldUho>

Appendix V: Logic Model

Logic Model for the *Sustainability Outreach Campaign*

Objective: Engage people in the community with sustainability-related stories and decision-making opportunities that inspire sustainable action.

Target Audiences	Community Impacts	Campaign Deliverables	Campaign Outcomes	Evaluation Methods
<p>Who will most likely benefit from this fun, entertaining, and unexpected educational experience?</p> <p>1. Adults (18+) and youth (13–17) in the Portland metro area who are “on the fence” about engaging in more sustainable behaviors</p> <p>2. Hispanic/Latino adults (18+) and youth (13–17) in the Portland metro and surrounding areas who are “on the fence” about engaging in more sustainable behaviors</p>	<p>What will this campaign do for the target audiences?</p> <p>Impact 1: Encourage community members, especially our target audiences, to access sustainability related content outside of the museum.</p> <p>Impact 2: Support the social norming of sustainable choices.</p> <p>Impact 3: Inspire and motivate participants to build skills related to making more sustainable choices</p>	<p>What is going to bring this experience to life?</p> <p>Multimedia outreach campaign that drives participants to the <i>Local Voices, Clever Choices</i> website. The website highlights stories and challenges (actions) related to sustainable decision making in the Portland area.</p>	<p>How will we know if we did what we set out to do?</p> <p>For Impact 1:</p> <p>A. At least 6,000 participants will attempt to call or visit the website to listen to/view the stories or other website content from all access points during the life of the campaign.</p> <p>B. At least 10% of participants will access audio stories or web content in Spanish.</p> <p>For Impact 2:</p> <p>A. At least 65% of survey participants will report that the storyteller’s actions were a normal part of making sustainable choices.</p> <p>For Impact 3:</p> <p>A. At least 70% of survey participants will report that they were inspired to learn more about or try a behavior related to making more sustainable choices.</p> <p>B. At least 10% of visitors to the <i>Clever Choices</i> section of the website will complete a sustainable choice challenge.</p>	<p>How are we going to find all this out?</p> <p>Optional, opt-in phone and website survey</p> <p>Phone system and website analytics</p>

