



# Sustainable Transportation For a Sustainable Future

## PROGRAM TOOLKIT

For organizations seeking to promote the use of alternative and sustainable transportation in their communities.

A Climate Showcase Communities Project

[www.epa.gov/climateshowcase](http://www.epa.gov/climateshowcase)

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# Introduction

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When Salt Lake City and its partners along the Wasatch Front were confronted with a startling statistic – over 50% of Salt Lake City air pollution results from motor vehicle emissions – they came together to create a series of community outreach programs to educate Utahns about the unique role they can play in helping to improve the poor air quality.

These programs, partially funded by the Climate Showcase Communities grant from the U.S. Environmental Protection Agency (EPA), found great success in reaching residents and making a measurable impact in reducing vehicle miles traveled and the resulting motor vehicle emissions.

Community outreach programs like the ones conducted in Salt Lake City are an important component of a comprehensive program to encourage the use of alternative transportation and discourage unnecessary driving.

## Salt Lake City project background

“Red Alert” air quality days have become an unfortunate, but frequent reality for Salt Lake Valley residents. The valley sits in a mountain basin, which often faces temperature inversions which trap both summertime (ozone) and wintertime (particulate) pollution.

In 2009, Governor Jon M. Huntsman, Jr., Salt Lake County Mayor Peter Corroon and Salt Lake City Mayor Ralph Becker co-convened a community-based effort to mobilize community members – businesses, organizations, faith communities and individuals – to take personal action toward improving the air quality in the Salt Lake Valley. The Air Quality Partners Team, under the leadership of Mayor Ralph Becker’s Salt Lake Solutions project, included key opinion leaders to identify and prioritize potential community-based projects with the greatest air quality improvement potential.

The primary focus of this collaborative effort was to develop projects with the long-term goal of reducing fine particle emissions and ground level ozone. The projects were intended to supplement City, County, regional and State air quality improvement activities already underway. The project focus was on action, not developing or changing policy.

To reduce air pollution and greenhouse gas emissions, Salt Lake City utilized community-based social marketing to enhance the existing vehicle travel reduction programs of the city, county, and state government. To improve these programs and reduce vehicle miles traveled and the accompanying emissions, the Air Quality Partners Team worked closely with state agencies and consultants to develop effective community-based social marketing.

The approach was multi-faceted. First, targeted research was conducted into the barriers and benefits for each major travel group. Then, three programs were retooled, including the development of initiatives for corporations, community groups, and local schools. The programs were then launched, and the results were periodically assessed. Development of this toolkit is also part of the project.

In the final year of the grant period the team engaged two additional Utah communities – Provo and Southwest Utah – in vehicle reduction programs, specifically the 2012 Clear the Air Challenge.

The project has reduced vehicle miles traveled and, as a result, improved air quality for county residents. In addition, the project reduces greenhouse gas emissions. The program is expected to help prepare the community for other sustainability initiatives in Salt Lake City.

## Overview of Salt Lake City's Drive Less/Drive Smarter Campaigns

### Clear the Air Challenge

The first Clear the Air Challenge was held in Utah from June 1 – July 10, 2009. Utah Governor Huntsman, Salt Lake City Mayor Becker and Salt Lake County Mayor Corroon challenged all who drive in the Salt Lake Valley to Drive Less and Drive Smarter. The 6-week 2009 competition featured 3,500 drivers working together to save over 1 million miles and reduce 1.7 million pounds of emissions.

The program encouraged participants to find alternatives to driving single-occupant vehicles whenever possible. Public transportation, carpooling, and active transportation methods (such as walking and biking) all contributed to fewer cars on the road, and less pollution in the air. For those who could not avoid driving, the focus was on "trip chaining," a way of organizing your trip and combining stops in order to reach all destinations with the least amount of driving and mileage possible.

The challenge was sponsored by a number of local companies and organizations, with the majority of funding coming from UDOT's TravelWise program. Individuals and teams, many from local businesses, all competed to eliminate trips and reduce miles driven. All trip and mileage data was logged on the Challenge website, where you can also find the cumulative results, the weekly winners and the grand prize winners and outstanding teams.

These results have implications beyond reducing air pollution – by saving miles and eliminating car trips, the participants also saved energy by not using 45,482 gallons of gasoline and saved over \$500,000 in total vehicle costs during the first Challenge.

In July 2010, the second annual Clear the Air Challenge was held. Made possible through the support of UDOT's TravelWise program and Salt Lake City's Climate Showcase Communities Grant, the second Challenge expanded on the success of the first year.

The 2010 Clear the Air Challenge set out to increase participation well beyond Salt Lake City's borders, and engage the business community in helping spread the message to "Drive Down Your Miles."

During the month of July, nearly 9,000 Utahns eliminated over 1.2 million miles and 2.1 million pounds of emissions. These totals easily surpassed 2009 during a shorter Challenge period and more than doubled the number of participating individuals.

Numerous businesses and individuals joined the 2010 Challenge and submitted stories about their experiences. To view complete results, team spotlights and more, visit [ClearTheAirChallenge.org](http://ClearTheAirChallenge.org).

The third and fourth annual Clear the Air Challenges were held in June-July 2011 and August 2012, respectively. During those years, participation and support from the business community significantly increased. These increases in business involvement lead the Salt Lake Chamber to voluntarily take over stewardship of the Challenge in 2013.

Over four Clear the Air Challenges, over 5.2 million miles and over 7.5 million pounds of emissions were saved.

## **Idle Free Utah**

In 2008, Salt Lake County Mayor Peter Corroon and Salt Lake City Mayor Ralph Becker came together to kick-off the Idle Free Utah campaign, in coordination with the Utah Department of Air Quality and other community partners.

The goal of the Idle Free Utah program is to get drivers in the habit of turning off their engines whenever they are parked and waiting for more than 10 seconds (except in traffic). The benefits of being idle free include saving gas, improving air quality and promoting good health.

Idle Free Utah uses a variety of community-based social marketing tools, including the use of prompts in the form of “Turn your key, be idle free” window clings and posters, verbal commitment, public recognition of participating schools, use of community leaders to help spread the word and direct communication by students and staff during parking lot interventions.

During the first year, 63 schools in the Salt Lake Valley joined Idle Free Utah’s outreach efforts. Since the first year, over 300 schools throughout the state of Utah signed on to the program and over 40 mayors and the governor joined the campaign. This impressive expansion was due to in large part to close partnerships with key organizations.

Non-profit partner Utah Clean Cities, with support from the Climate Showcase Communities Grant, continues to expand the Idle Free Utah campaign, taking the grassroots effort beyond school parking lots to educate the public about the benefits when you "Turn your key, be Idle Free!"

## **Care to Clear the Air Winter Campaign**

The third Drive Less/Drive Smarter project undertaken by Salt Lake City’s Air Quality Partners team was created to specifically address winter air quality challenges. With the visibly poor air quality across the Wasatch Front during the winter inversion months, it is also a perfect opportunity to encourage residents to take action on the issue.

During the winter months, many of the alternative transit options that are encouraged during the summer Clear the Air Challenge become – well – challenging. For the first year of Care to Clear the Air, the Partners Team decided to focus on three TravelWise strategies that are also winter-friendly – carpooling, public transportation, and teleworking.

The program utilized several community-based social marketing techniques to encourage the use of alternatives to driving alone, including prompts in the form of text messages, buttons and totes, esteemed community leaders to model the desired behaviors, invitations to make

Resolutions to Clear the Air, community “Learn to Ride” events, and the sharing of resident’s commitment in the form of widely distributed videos.

The program was piloted during the month of January in 2011 and evaluated using targeted surveying and UDOT traffic counts.

## Program objectives

The goal of the Salt Lake City’s Drive Less/Drive Smarter programs is to initiate the adoption of sustainable transportation norms through the innovative application of community-based social marketing to enhance existing vehicle travel reduction programs of city, county and state government and of active community coalitions.

The broad project objective is to reduce greenhouse gas emissions associated with vehicle miles traveled through sustained changes in driving behavior.

Benefits also include:

1. Reduced motor vehicle emissions.
2. Decreased traffic congestion.
3. Reduced energy consumption.
4. Conserved resources.

## How to use this toolkit

The “Sustainable Transportation for a Sustainable Future” (STSF) process outlined in this toolkit provide clear steps to implement campaigns similar to Salt Lake City’s Drive Less/Drive Smarter programs in localities throughout the United States. The toolkit emphasizes the importance of customizing your STSF program to suit the needs of your unique community.

In terms of implementation, the three Drive Less/Drive Smarter programs – Clear the Air Challenge, Idle Free Utah and Care to Clear the Air – share many aspects of the planning and implementation process. When applicable, specifics are provided for each program.

Supplementary materials specific to the three programs are included in the appropriate appendices.

## Questions?

Great effort has been made to ensure this toolkit is as comprehensive as possible. If questions should arise, please direct your inquiries to:

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# Community-Based Social Marketing (CBSM)

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## Overview of CBSM techniques

Sustainable Transportation for a Sustainable Future (STSF) utilizes the community-based social marketing approach described by Doug McKenzie-Mohr in *Fostering Sustainable Behavior*. The CBSM model has been used successfully by numerous programs all over the world to encourage lasting and sustainable behavior change, including waste reduction and energy conservation.

The tools described by McKenzie-Mohr include:

- Uncover the perceived barriers and benefits to utilizing your preferred behavior.
- Obtain a clear commitment from participants to take action.
- Supply helpful prompts, designed to remind people to use the desired behavior.
- Showcase community norms to build community support.
- Craft effective messages to engage your audience.
- Present incentives to increase motivation.
- If you can, work to remove external barriers.

The matrix below outlines how each of Salt Lake City's Drive Less/Drive Smarter programs has utilized specific CBSM techniques to enhance their community outreach efforts and encourage lasting behavior change.

For more information on CBSM:

- McKenzie-Mohr, Doug and William Smith (1999). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*. Gabriola Island: New Society Publishers.
- Fostering Sustainable Behavior Website and Forums: [www.cbsm.com](http://www.cbsm.com)
- Official CBSM Workshops and Trainings: [www.register.cbsm.com](http://www.register.cbsm.com)



## How CBSM is utilized in SLC’s Drive Less/Drive Smarter programs

Key:

- **CTAC** = Clear the Air Challenge
- **CCA** = Care to Clear the Air
- **Idle** = Idle Free Utah

Tool	Effect	Drive Less/Drive Smarter Example
<b>Commitment</b>	<p>Commitment causes attitude shift, more consistent action</p> <p>Written, public commitment more effective than verbal</p>	<p><b>CTAC</b> - Online registration, goal setting</p> <p><b>CCA</b> - Sign up for text alerts, written Resolutions to Clear the Air</p> <p><b>Idle</b> - Pledge to be “Idle Free”</p>
<b>Prompts</b>	<p>Visual or auditory reminders to carry out the behavior</p> <p>Should be visible close to where action takes place. Must be CLEAR.</p>	<p><b>CTAC</b> – Community action posters</p> <p><b>CCA</b> – “I Care to Clear the Air” tote bags/buttons, real-time text alerts</p> <p><b>Idle</b> - “Turn your key, be idle free” window decals</p>
<b>Norms</b>	<p>Establishes community “norm”</p> <p>Pressures residents to conform to the norm</p> <p>Explicit and noticeable</p>	<p><b>CTAC</b> – Individual, team &amp; company names &amp; progress posted on website</p> <p><b>CCA</b> – “Resolution to Clear the Air” spotlight videos, “I Care to Clear the Air totes/buttons”</p> <p><b>Idle</b> – “Turn your key” window decals</p>
<b>Communication</b>	<p>Persuade, educate and communicate desired behavior</p> <p>Frame message to diffuse new attitudes</p> <p>Vivid, personal, community goals</p>	<p>Website</p> <p>Social Media</p> <p>Videos</p> <p>Text alerts</p> <p>Public awards ceremonies</p> <p>“Drive Less, Drive Smarter”</p> <p>“When you take the Challenge, we all win.”</p>
<b>Incentives</b>	<p>Motivate person to implement desired behavior</p>	<p>UTA passes (group, monthly)</p> <p>Local business prize donations for weekly &amp; grand prizes</p>
<b>External Barriers</b>	<p>Reduce external barriers to utilizing desired behavior.</p> <p>Increase external barriers to utilizing undesirable behaviors.</p>	<p>Drive Less/Driver Smarter programs have not focused on external barriers to date.</p>

# Getting Started

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## Collaboration

“It takes a village” to create community-wide behavioral change. A Sustainable Transportation for a Sustainable Future (STSF) program initiated and implemented by one organization can be successful, but the synergies of collaboration across a diverse group of partners will instantly give the effort credibility and can provide many resources to guarantee success.

Salt Lake City’s Drive Less/Drive Smarter programs have grown organically using a collaborative model.

## Creating your “village”

The effort should be convened by top community leaders, to establish its relevance and significance. Three elected leaders (city mayor, county mayor, state governor) convened the initial Salt Lake City Air Quality Partners Team. No one receiving an invitation refused to participate!

The collaborative group (aka Partners Team) should be selected to represent the main stakeholder groups needed to get a project like this off the ground in your community and to ensure that the effort to change behavior will be heard and found credible by the target community.

For Salt Lake City, this meant including representatives from faith groups, business interests, community environmental and transportation organizations, academic institutions, as well as all levels of government already active in air quality issues (most of whom had not intentionally coordinated their efforts before). A different set of interest groups may need to be included to make sure that all segments of your target population are represented.

## Strategic planning

The Partners Team should be involved in making major strategic decisions. This does not mean that your program will be implemented by committee; much of the background work will be done by staff assigned to the program, but the Partners Team should be the guiding force. For the Salt Lake City program, staff and consultants presented options for key program components (message, approach, logo, timing, target audience) to the Partners Team, facilitated healthy discussion and asked the Partners Team to make the final decisions.

Spend the time necessary to bring all members of your Partners Team to the same level of understanding about the underlying air quality problems in your community. They cannot be effective spokespersons and advocates for your STSF campaign if they don’t know the basics of how, when and why your air quality is compromised.

In Salt Lake City, over 50% of air pollution year round can be attributed to vehicle emissions. Data supporting this conclusion was all that was needed to build enthusiasm in all our partners for taking action to reduce vehicle miles traveled.

Strive for consensus on key issues, such as message and target audiences. The success of community-based social marketing efforts depends in large part on the simplicity and clarity of the message, and tailoring the message to the target audience. In addition, you want first your Partners Team, then the community, to be broadcasting (and implementing) the same message.

This important step was more challenging than anticipated in Salt Lake City, as many of the entities working on air pollution for years preferred their own messaging over any other. Recognizing, however, that the many messages were not changing community behavior, the partners were able to develop a unified message – Drive Less / Drive Smarter – which is now used by all partners as they play their unique roles in air quality issues.

### **Partners as advocates**

Use the Partners Team as one of your core tools for outreach and building community support. Expect them to spread the word about your program, to be model participants, and to actively encourage others to participate.

In Salt Lake City, we make this as easy as possible for the partners by providing sample emails and all supporting materials for them to distribute (see “Partner Spread the Word Week” document in the Clear the Air Challenge Community Outreach folder), but there is a clear expectation that they will be energetic marketers and visible participants in our three Drive Less/Drive Smarter campaigns. We also continue to identify additional community leaders to serve as Clear the Air role models, who are invited to become members of the Partners Team if they wish.

Don’t forget to acknowledge the Partners’ Team’s efforts often and publicly. We hold regular meetings to keep the partners informed and energized, and to get their input. At the development phase of a campaign, the meetings were more frequent.

At this point in Salt Lake City’s process, the Partners Team meets 2-3 times a year, with meetings timed to debrief at the end of a campaign season (identifying what went well and where we can improve) and plan for the next season (revisiting timing, target audience and effective outreach methods). We also put our partners’ logos and web links on the campaign websites, and highlight their significant role at public events such as award ceremonies.

Designing and implementing a STSF campaign using a collaborative model is time-consuming. Operating on a consensus basis can be frustrating. Nevertheless, Salt Lake City credits the community’s embrace of the Drive Less / Drive Smarter message to the vision and dedication of the Air Quality Partners Team.

So build yourself a collaborative coalition – it will be worth it!

### **Know your audience**

The community-based social marketing model (CBSM) emphasizes the importance of fully understanding your audience before you begin building an outreach program to encourage your desired alternative transportation program.

Understanding the community identity you are dealing with, in addition to the actual barriers residents face that inhibit the utilization of alternative transportation, is vital.

To be effective, the messaging for your STSF program needs to speak to the motivations and identity of your target community.

Possible target communities:

- An entire city (*a bit more challenging because it is less specific, but effective nonetheless*)
- Business community
- Students (specific university and/or colleges)
- Neighborhood (community council)
- Residents concerned about the environment
- Youth (teenagers, preteens, elementary)
- Minority community (language other than English)

Once you have determined your target community, interview local community leaders to learn how to best engage your audience, to understand their concerns and suggestions for the program, and to solicit partners for program implementation.

If you have the resources and will be reaching out to a larger audience, we strongly recommend that you survey a representative sample of your target audience as well (a specific neighborhood, for example). Surveys can be conducted by a professional polling agency, through a local university or informally with a group of volunteers (i.e. choose a central location and conduct short surveys with passerby).

The goals of this survey are to:

- Confirm audience identity (sense of community, unique attributes)
- Understand the values that might affect perceptions of alternative transportation strategies
- Identify the specific motivations, barriers and benefits to using alternative transportation
- Determine effective ways to reach your target community

## Design your program

Once you have collected important information about your target audience, you are ready to begin designing your Sustainable Transportation for a Sustainable Future (STSF) outreach program.

### Confirm key audience

Take a moment to confirm that your target audience will be receptive to your message. If your research revealed a deep-seated opposition to alternative transportation, you will have to proceed very carefully and deliberately.

A few factors to confirm:

- How large is your audience?
- Are there any key differences that exist within your target population?
  - If so, what are they? And how will they affect your outreach?
- What are the best avenues to communicate for your audience?
  - Specific media outlets, community organizations, events, etc.?

## Determine behavior(s) to target

Now you will need to decide which alternative transportation behavior (or behaviors) to promote with your STSF outreach campaign.

Possible behaviors:

- Active transportation (biking, walking)
- Carpool/rideshare
- Public transportation
- Trip chaining (consolidating car trips)
- Telework (conference call, webinar, remote work away from office)
- Flexible or compressed workweeks (4-10s, alternate work hours)
- Idle reduction

Some items to consider:

- Did your initial community research reveal any heightened receptivity to a specific form of alternative transportation?
- Did your initial community research reveal any complicating external barriers?
  - For example, if public transportation is infrequent and inconvenient, it might not be the best transportation option to focus on.

Salt Lake City's Drive Less/Drive Smarter programs vary in their focus.

- **Clear the Air Challenge** – Encourages a variety of alternative transportation strategies, including active transportation, taking public transit, carpooling, trip chaining, teleworking and flexible/compressed workweeks.
- **Care to Clear the Air** – Focuses on alternatives that are considered “winter-friendly” due to the timing of the program. Behaviors include teleworking, carpooling and taking public transportation.
- **Idle Free Utah** – This program specifically focuses on idle reduction. Because it is a grassroots campaign that relies on schools to implement, having a clear target behavior is a plus.

## Agree on main messages

Once you have determined the behavior(s) you will be promoting, your STSF Partners Team must agree on the main messages for your campaign. These messages should be memorable phrases that sum up not only the behavior, but why it is important.

Sample messages from Salt Lake City's Drive Less/Drive Smarter campaigns:

- “Clear the air.”
- “Let’s keep this perfectly clear.”
- “Drive Down Your Miles.”
- “Turn Your Key, Be Idle Free.”
- “Drive Less, Drive Smarter.”
- “Help improve air quality in Utah by Driving Less and Driving Smarter.”
- “When you take the Challenge, we all win.”
- “Because with clearer air, we’re all winners.”
- “Do your part to help clear the air!”

## Secure local partners

Local partners specific to your target community are important, in addition to your larger STSF Partners Team. These partners (usually community organizations and local businesses) help you deliver your campaign information and messaging more effectively via sources trusted and esteemed within your target audience.

Benefits of local partners:

- **Sponsorship.** If your campaign requires sponsors (either in the form of in-kind prize donations or monetary support), these local partners are a great place to start. In return for their donation, they should receive public recognition.
- **Showcase.** Local partners should also be enthusiastic participants in your program. Use them as an example for your target audience by showcasing their work. This will also reinforce the social norm you are fostering.
- **Support.** Utilize local partners to bring volunteers on board to help at community outreach events and more. Find ambassadors to help spread the word about your campaign.

## Determine implementation mechanics

How will your STSF program be implemented? Depending on the size of your STSF Partners Team, you may want to consider the following options:

- **Operating Committee.** Appoint a smaller operating committee to make the day-to-day decisions in implementing your campaign. For example, include representation from the most committed parties (public transportation, city/county, local business, non-profit, etc.). Representation should reflect your target audience.
- **Assigned Staff:** While major program decisions will be made by the STSF Partners Team, individuals employed by specific partners are assigned to run the day-to-day decisions in implementing your campaign.

## Plan your program elements

While program elements vary depending on the type of STSF program implemented in your area, there are common elements shared by all effective alternative transportation outreach programs based on community-based social marketing principles.

The matrix below outlines specific program elements used in each of Salt Lake City's Drive Less/Drive Smarter campaign.

	<b>Clear the Air Challenge</b>	<b>Care to Clear the Air</b>	<b>Idle Free</b>
<b>Commitment</b>	- Website registration - Goal setting	- Email & text alert registration - Resolutions to Clear the Air	- Verbal commitment
<b>Prizes/Incentives</b>	- Weekly and grand prizes	- Free materials (tote bags, buttons)	- Free materials
<b>Norms/Prompts</b>	- Team spotlights - Posters - Individuals, teams & companies posted on website	- Resolutions to Clear the Air spotlight videos - "I Care to Clear the Air" tote bags, buttons	- "Turn your key, be idle free" window clings
<b>Trusted communication</b>	- Clear the Air community leaders	- Clear the Air community leaders	- Kick-off w/local mayors, Governor
<b>Website/Social Media</b>	- Active website w/real-time results - Active social media accounts	- Website w/a variety of resources - Active social media accounts	- Website w/resources - Prompted via partner social media accounts
<b>Partnerships with businesses</b>	- Business sponsors (monetary & in-kind prizes) - Business participants - Spotlights	- Business sponsors (in-kind, awards celebration) - Business participants - Video spotlights	- Business participants (specific to local businesses with drive thru windows)
<b>Evaluation *</b>	- Exit survey of all participants - Targeted survey of some participants - Online TravelWise tracker results/leader board	- Targeted survey of some participants - UDOT traffic counts on good air quality vs. poor air quality days	- Number of schools participating - Targeted idling time parking lot observations

*\* Additional macro-level evaluation has been conducted in conjunction with the STSF programs in Salt Lake County. Yearly phone surveys to gauge shifts in knowledge about air quality and the perceived barriers and benefits to alternative transportation use.*

## Administrative Details

### Implementation tasks/options

Once the main decisions have been made by the larger Sustainable Transportation for a Sustainable Future (STSF) partners team about program elements and materials, it is critical



that you determine who will be responsible for the important tasks leading up to implementation and through the life of the program. These tasks can be accomplished by staff, interns, consultants and/or partners, but it is advisable to have one person who takes the coordination lead.

Typical tasks for the implementation group:

### **Administrative -**

- Coordinate with Partners Team and campaign's operational committee (if applicable).
- Coordinate on design of poster, rack cards, fact sheets and other collateral materials.
- Coordinate with external agency on website (information resources, tracking capability).
- Gather stories for written and/or video spotlights.
- Craft and distribute newsletters.
- Coordinate evaluation surveys.
- Distribute prizes and/or incentives to winners.
- Secure tracking mechanism, monitor progress throughout campaign.
- Provide updates to Partners Team, committees.
- Conduct post-program evaluation, present results to Partners Team.

### **Outreach –**

- Secure program sponsors for monetary and in-kind prize donations.
  - Distribute posters, rack cards or other supportive materials.
- Manage business outreach with local chambers of commerce, rotary clubs, other leading local businesses.
- Reach out to local media:
  - Public Service Announcements (PSA).
  - Kick-off and wrap-up event.
  - Placed stories with specific reporters.
  - Community calendars.
- Manage social media outreach:
  - Program updates (spread the word).
  - Online competitions.
  - Ongoing conversations, feedback.
- Identify and “table” at community events (Farmer's Markets, festivals, etc.)
- Present at various community organizations (community councils, non-profits, businesses, etc.)

## **Sample timeline**

The time it takes to develop and implement your STSF will vary depending on the program you choose to implement, the aspects you choose to incorporate, and the support your program has in terms of staff and budget.



## Sample Clear the Air Challenge timeline

Initial Planning	Three Weeks	Identify, notify, convene Partners Team, review input
		Note: Three weeks works if the Partners Team has already convened to learn about & discuss alternative transportation. If not, you will need to include several additional months to build a Partners Team and educate them to a point where they can make key decisions.
Week 4	Two Weeks	Finalize main program elements (messaging, focus, etc.) Hold Partners Team meeting
Week 6	Four Weeks	Draft content for website, collateral materials, seek business sponsors and additional partners
Week 10	Three Weeks	Complete materials, send to printer, prepare for program launch (community events, organization presentations)
Week 13	Two Weeks	Program launch – distribute materials, place PSAs and media stories, activate website Hold Partners Team meeting for material distribution
Week 15	Four Weeks	Program Duration (Weekly progress reports, newsletters, social media, video, prizes, etc.)
Week 19	Four Weeks	Program wrap up – awards ceremony (announce results), review surveys, provide final report on results to Partners Team
Within 1 month		Convene Partners Team to debrief campaign

**Roughly 6 months from initial planning to final analysis of program (More time needed to build and educate Partners Team from the ground up).**

## Spread the Word

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One of the most important components of your campaign will be to get the word out and ensure your target audience is aware of – and energized by – your Sustainable Transportation for a Sustainable Future (STSF) program.

To spread the word about STSF campaigns, we recommend utilizing a wide variety of outreach strategies and outlets.

## Website

A comprehensive and easy-to-navigate website is important in this day and age. One of the most common things people will do after seeing your poster or hearing your radio PSA will be to Google your program, if they want to learn more.

Therefore, it is important for you to spend some time developing a helpful and engaging website. If you are targeting a diverse population, consider also providing information and resources that are translated for easy consumption. Also ensure that you link to any existing social media or blog accounts.

Your website should answer the following questions:

- What is your STSF program about? Why should people participate?
- What are the benefits of an alternative commute?
- What resources exist to make it easier?
  - Public transportation agency
  - Bike/walk maps
  - Telework programs
- Who else is participating?
  - This is your opportunity to build your social norm by promoting your community leaders, businesses and other local participants.

Sample - general outline for Clear the Air Challenge website:

- Homepage
- The Challenge (About)
- Travel Options
- Teams (All groups participating w/live stats)
- Results (Real-time tally w/top leader board)
- Partners/Sponsors
- Stories (Blog)
- Frequently Asked Questions
- Login (Access to individual Trip Tracker)

Sample – general Outline for Care to Clear the Air website:

- Homepage
- Why Drive Less?
- Take Public Transit
- Give Rideshare a Try
- Stay Put with Teleworking & e-Travel
- New Year's Resolution to Clear the Air
- Sponsors and Partners
- Additional Resources

## Social Media

If applicable to your target audience and general population, consider creating social media accounts to augment your online outreach. Social media accounts are an opportunity to provide fresh content to your audience on a daily or weekly basis and directly engage with them by soliciting feedback and answering questions.

The key to a strong social media program is to ensure your content is engaging and interactive. Fuel engagement on your Facebook page by encouraging fans to “Like” your page and “Like” your posts to show their support. Consider utilizing a third-party app to host a competition on your Facebook page. Include links to videos. Ask questions and engage with anyone who answers. If you provide unique and interesting content, your fan base will grow naturally.

Visit Salt Lake City’s Drive Less/Drive Smarter accounts to better understand how they provide engaging content:

- Facebook: [www.facebook.com/cleartheairchallenge](http://www.facebook.com/cleartheairchallenge)
- Twitter: [www.twitter.com/cleartheairutah](http://www.twitter.com/cleartheairutah)
- YouTube: [www.youtube.com/cleartheairutah](http://www.youtube.com/cleartheairutah)
- Blog: [www.cleartheairchallenge.org/blog](http://www.cleartheairchallenge.org/blog)

## Partners/community organizations

Don’t forget about your STSF Partners Team! They are an invaluable resource when it comes to spreading the word. Community-based social marketing has shown that the most effective communication avenue is person-to-person because messages are most effective when delivered by a trusted and well-respected person or organization.

Create content that is easy for your Partners Team to disseminate to your audience. A few ideas:

- Create template emails which your partners can forward to their contact lists.
- Draft sample calendar listings for partner calendars, websites and newsletters.
- Provide website button, banner or widget that partners can place on their website which directly links to your campaign website.
- Craft a sample article for partners to include in emails, newsletters, on website, blogs and more.
- Provide sample Facebook and Twitter postings for partner accounts.
- Provide collateral materials for partners to distribute and post in prominent, high-traffic areas.

## News media

While person-to-person communication is the most effective, and much of what you are doing is to create buzz and encourage that type of outreach, it is important to develop a traditional media outreach plan as well.

## Pitch a story

Take one of your showcase local partners (business, non-profit, individual) and pitch their story to your local reporters. Highlight the lengths they are going to choose a more sustainable commute, the benefits they have found and the hurdles to overcome.

## Host a media kick-off event

Kick-off your STSF campaign with a news conference. Ask key community leaders to speak at the event – emphasizing the importance of everyone participating and highlighting their personal commitment to help clear the air. Choose an interesting location (like a public transportation hub, a new bike corridor or a popular community center or event) to hold the kick-off and invite the media.

## Promote your program's success

At the end of your program, be sure to do a news release (or event!) to wrap up the campaign and tout the success of the program. For the Clear the Air Challenge, an awards ceremony was held at the Salt Lake City Downtown Farmer's Market where final results (pounds of emissions, miles, etc.) and grand prize winners are announced. In 2012, the awards ceremony was held at the Utah State Fair.

If you do not have results readily available, promote the individual success stories of your STSF campaign. The Care to Clear the Air program asks for nominations from participants in a variety of categories. Winners are chosen from this pool, and then announced at the ice skating/pizza celebration at the close of the program.

## Advertising (PSA)

If you have the budget to place some online and/or print ads, this can be another great way to help promote your campaign. Be sure to utilize outlets that will reach your target audience (a community paper, radio station, or geo-targeted online ads).

When the Clear the Air Challenge launched in the summer of 2009, a healthy budget was donated to cover a variety of advertising venues to help spread the word and create brand awareness. The idea behind the advertising blitz was to reach the public with our "Drive Less, Drive Smarter" message as many times (and ways) as possible. Ads were seen on a variety of outlets, including local online resources, popular daily and weekly print publications, radio and even on the exterior of public transit in Salt Lake City. While the budget never allowed for billboards, it has been suggested as another avenue to help spread the word numerous times from the Partners Team and Clear the Air participants alike.

Even if you don't have money to place paid ads, consider crafting a short 30 second on-air PSA. Submit this script to your local stations and they will play it on rotation for free. Some stations prefer the script, while others prefer that you submit a recording of the PSA. Recording your own PSA is easy, and can generally be done by an IT/IMS department.

## Collateral materials

A variety of collateral materials – including posters, rack cards, fact sheets, buttons and even tote bags – can help you spread the message.

Posters should be distributed to all community partners, as well as placed throughout your community in key areas that will be sure to reach your target audience. Consider local business districts, community and/or recreation centers, libraries, government offices, etc.

Sample – List of Clear the Air Challenge collateral materials:

- General poster
- Event poster
- Rack card (small handout)
- Fact sheet (describing in simple terms the cause and science of our local air pollution problem – i.e., driving is part of the problem, driving less is part of the solution)
- Awards ceremony cloud-shaped posters with final results (large, stand up)
- Hanging cloud-shaped posters with personal quotes and air quality/drive less facts (small, for events)

Sample – List of Care to Clear the Air collateral materials:

- General poster
- Learn to Ride event posters
- Small handout
- “I Care to Clear the Air – Ride UTA/Telework/Carpool” buttons
- “I Care to Clear the Air” reusable tote bags

## Community events

Gather your group of volunteers and attend a variety of community events. Bring your materials for distribution, and take the opportunity to talk one-on-one with your target audience. Have a registration option right there (if WiFi is available, have people register on-line on the spot), or have interested residents sign up for an email reminder about the program. Gather spotlight stories, and find new champions for sustainable transportation.

Sample – List of Salt Lake City event attendance:

- Party for the Planet, Hogle Zoo
- Live Green Festival
- Fiesta Celebration, West Valley City
- UTA Bike Bonanza
- Fight for Air Run/Walk, Utah Lung Association
- Edible Wasatch Local Food Bike Hunt
- Downtown Farmer’s Market
- People’s Market
- Park Silly Sunday Market

# Tracking

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## TravelWise Tracker

The TravelWise Tracker is an online tool that was developed to make it easy for individuals to track their personal trips and miles saved by using alternatives to driving alone.

Alternative transportation options listed on the tracker include:

- Carpooling
- Public Transportation
- Active Transportation (Biking, Walking)
- Teleworking (Conference call, webinar, remote work away from office)
- e-Traveling (Using internet/phone instead of car trip)
- Flexible and compressed workweeks
- Trip chaining (Consolidating car trips)

The tracker was developed by the Utah Department of Transportation's TravelWise program, and is available at <http://travelwise.utah.gov/tracker.php>.

## Other tracking tools

There are a variety of ways to track the success of your program. Some include:

- Weekly logs submitted either online (through a free resource like SurveyMonkey) or hard copy (paper logs would need to be distributed to either a sample of – or all – participants).
- Phone survey at the end of the program to a sample of participants (asking about travel habits in the past week, generalized for the entire campaign).
- Traffic counts from major highways in the area.
- Public transit ridership numbers.

## Rewards & incentives

Incentives can help people try your desired behavior, but your program should not purely be driven by external incentives (the rationale being that if people participate solely for the prizes, when they are removed the behavior will cease).

Examples of incentives:

- Weekly random prize drawing during your program.
- Grand prizes to the individuals, teams or companies that do the best during your program.
- A coupon or other prize for all program participants.
- Free public transportation passes for participants (all or randomly selected).

- Free ride home program (for transit riders who have an emergency).

Be sure to publicize the winners in your weekly newsletter, on your website or blog to reinforce the incentive and social norm.

## Measuring Success

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It is important to track and measure the success of your Sustainable Transportation for a Sustainable Future (STSF) program. Measurement will help you to better understand the reach of your program, what worked and what did not, and help you improve upon your outreach and expand your reach.

Tracking the success of an alternative transportation program can be tricky. Quantitative measures are complicated, while qualitative measures may not satisfy all funders. We have provided a list of measuring tools for your consideration. When applicable, we include examples for existing programs.

### Primary measuring tools

- **Program participation.** Number of individuals and businesses that participate in your STSF program, including number of pledges and active participants.
- Reported changes in attitude, awareness and behavior from a **pre- and post-program survey.**
  - Online (through a resource like SurveyMonkey)
  - Phone (partnership with local university, or professional agency)
  - In person (intervention surveys with residents in a specific location)
- **Discussion with partners and sponsors** to review what worked and what should be changed.
  - Partners debrief and planning meetings.
  - Sponsor letter, informal online survey or formal summit.
- **Results calculated from the tracker data.** Including number of trips, miles, gallons of gasoline, dollars and pounds of emissions saved. Note that we had “lively discussions” among the scientists in our Partners Team about how to translate trips and miles into pounds of emissions saved; although consensus was ultimately reached, this method of quantification still raises many questions.
  - TravelWise Tracker (<http://travelwise.utah.gov>)
- **Website traffic/social media interactions.** Number of website visits, including unique visitors and geographic distribution.

# Ongoing Challenges

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As with any ongoing program, there are some very real challenges when implementing a program emphasizing alternative transportation. This next section outlines the most pressing challenges Salt Lake City has faced with its Drive Less/Drive Smarter programs, and provides suggestions for overcoming them.

## Maintaining interest

The longest running Salt Lake City Drive Less/Drive Smarter program – the Clear the Air Challenge – has struggled with maintaining interest in recent years. Because the annual program has been running for years, an emerging trend has shown that both past participants and the news media have had a decrease in interest.

By analyzing the Tracker data on the website, we have seen that the previous years' participants do not feel the need to document their changed behavior by logging their trips and miles saved. After the first year, motivation is lacking. As a result, the numbers of participants each year do not accurately reflect the full scope of the population that is Driving Less and Driving Smarter as a result of the campaign.

To help maintain interest over many iterations of your program, focus on the following:

- Highlight new updates to the program.
- Find new resources to spread your message.
- Emphasize the importance of everyone doing their part.
- Research messages that will resonate with your target audience. Update them.
- Determine new target audiences (detailed in following section).

## Increasing audience/participation

Increasing your audience is vital if you want your STSF program to thrive and expand. Going beyond the “low hanging fruit” (sometimes referred to as “the choir”) in terms of participants is equally vital. Here are some ideas to assist you:

- Target new audiences each year –
  - Neighborhoods/cities
  - Ethnic communities
  - Student communities
  - Local businesses
  - Interest groups
- Keep things fresh by introducing new concepts each year –
  - Different kick-off with new leaders
  - New incentives for participants
  - New features integrated within the program



## Maintaining the collaborative approach

The Partners Team requires continual care to ensure that the STSF message they developed remains consistent across organizations. It is natural that each partner's own approach to the issues will develop over time, but you want to ensure that their work is complementary to your campaign and message. You also want to keep all partners actively engaged in your outreach activities.

The good news is that simply being aware of this will help you meet the challenge. Here are more specific recommendations:

- Have regular Partners Team meetings before, during and after every campaign. Be sure to have partners share what they are doing that may support or otherwise affect your campaign.
- Make sure the Partners Team members are part of major strategy decisions and agree with any significant changes that are made in the program.
- Keep track of turnover in partner organizations; personally invite the new person to be a member of the Partners Team and give them a personal orientation before they attend their first meeting.
- Invite new partners as needed – if new organizations are formed who are working on the same issues, or if changes/additions to the campaign suggest new stakeholder interests to be included so that all perspectives are adequately voiced.
- Make it easy for your partners to do what you need them to do – give them all the materials they need, clear instructions and deadlines.
- Thank them again and again and again.

## Resources

Planning, implementing and evaluating a large-scale campaign can require a lot of resources in the form of staff time and money. This especially becomes an issue when the original funding to launch a STSF program dries up, but the desire to continue the program, to reach additional audiences and spread the word about alternative transportation is still there.

Some ideas:

- Consider applying for small-scale or joint grants.
- Apply for an Americorps volunteer to continue running the program day-to-day (some volunteers are available on a yearly basis).
- Partner with a local college or university to help with on-the-ground implementation.
- Work closely with a local non-profit partner to apply for funding to continue the program.
- Tap into local business partners to secure monetary sponsorship.
- Have one of the partner entities “adopt” the program as part of their regular work (e.g., state environmental agency, regional transportation planning agency, local Chamber of Commerce).

## Community pulse

There are many additional factors that can complicate the successful implementation of your STSF program.

- **What contributes to the air pollution** – Vehicle emissions are only part (or, in the case of the Wasatch Front, half) of the air pollution problem. Your program may struggle to gain traction if it is perceived that the other major contributors (industry, for example) are not reducing their impact as well.
- **Attitudes** – Communities can vary widely on their attitudes towards alternative transportation or the impact of individual efforts on community health. If you have a community that generally supports “green” initiatives, it will be easier to engage them with your STSF program.

If your community is not receptive to climate change or other green initiatives, you will have to proceed carefully and emphasize (at least initially) the other benefits of alternative transportation. The SLC campaign does not affirmatively refer to “climate change” in any of its materials, framing the issue instead exclusively as an air quality improvement effort.

- **Policies** – The community-based social marketing model emphasizes the importance of removing external barriers to your desired behavior concurrently with your outreach program. The rationale being that if the desired behavior is unpleasant, costly, or time-consuming, your outreach efforts will struggle.

If policies are in place that discourage driving alone and encourage the use of alternative transportation, you are in good shape. If such policies are not in place or public transportation options are not universally available, your campaign should emphasize the full breadth of strategies available to get people out of their cars – carpooling, active transportation, trip chaining, teleworking, etc.