

In Motion Tool Kit



King County
METRO

We'll Get You There

Table of Contents

INTRODUCTION.....	2
Community-based social marketing.....	2
GETTING STARTED	4
Know your neighborhood	4
Design your program	7
GETTING THE WORD OUT	12
Mail to households	13
Use Website/social media	13
Community presence	15
Reaching out to people with limited English proficiency.....	17
TRACKING AND FULFILLMENT.....	18
Initial sign-ups and fulfillment.....	18
Rewards for people reporting continued behavior change.....	18
MEASURING SUCCESS.....	19
REQUIRED RESOURCES AND TIME	20
Implementation tasks	20
Sample program costs.....	21
Sample timeline	21
Generic In Motion program schedule	21

King County Metro Transit

In Motion Tool Kit

Everything you need to develop and carry out
your own IN MOTION program
to encourage people to DRIVE LESS and
WALK, BIKE, CARPOOL and
TAKE PUBLIC TRANSPORTATION MORE

Department of Transportation
Metro Transit Division
King Street Center, KSC-TR-0411
201 S. Jackson St
Seattle, WA 98104
www.kingcounty.gov/inmotion
206-477-2005

INTRODUCTION

King County Metro Transit developed the In Motion program to help communities and individuals make the most of their transportation network. The program encourages people to think about all the trips they make and then pledge to make changes to reduce their drive-alone car trips. In Motion encourages the use of any alternative transportation mode, providing information and incentives for using transit, biking, carpooling, vanpooling, walking and modes that decrease car ownership, such as car-sharing.

Community-based social marketing

In Motion uses the community-based social marketing approach described by Dr. Doug McKenzie-Mohr in *Fostering Sustainable Behavior Change*. This method has been used successfully in numerous other fields such as public health, energy conservation and waste reduction.

» See www.cbsm.com for more information about community-based social marketing.

The tools for fostering behavior changes described by McKenzie-Mohr include:

- Understand perceived barriers and benefits of changing behavior
- Provide a way for people to commit to changing behavior
- Provide prompts—help people remember to try the desired behavior
- Highlight community norms that support the new behavior
- Create effective messages and helpful information
- Offer incentives that help motivate participants to act

In Motion incorporates all of these components, as shown in Table 1 on the next page.



TABLE 1 - COMMUNITY-BASED SOCIAL MARKETING TOOLS FOR TRIP REDUCTION

Tool	Effect	In Motion Example
<p>Commitment Written is more effective than oral</p>	Commitment causes attitude shift and more consistent action	<p>Sign up for In Motion</p> <p>Check box to pledge to change two trips per week to non-drive alone</p>
<p>Prompts Should be visible close to where the action is to be taken.</p>	Visual prompts remind person to carry out the behavior	Travel options maps, action posters, branded water bottles, safety lights, tote bags, sidewalk chalk stencils
<p>Norms Should be explicit and noticeable</p>	Guide behavior as person looks to others for cues	Car-free champions, business sponsor window slicks, branded T-shirts, tote bags, and yard signs
<p>Communication Should express vivid, personal and community goals</p>	Persuade, educate and communicate desired behavior	Direct mail brochure or door-to-door outreach, website, pre-program and reminder postcards, participation at community events, targeted social media posts and ads
<p>Incentives Should closely match desired behavior</p>	Motivate person to make desired behavior change	<p>Transit pass to try out the bus (currently, two week unlimited ride transit pass)</p> <p>Non-bus alternative mode gear (e.g. blinking bike lights or travel mug)</p> <p>Weekly drawing for local business gift cards to encourage local travel</p>

» Find a more in-depth discussion of the In Motion approach in our case study for *Tools of Change*, www.toolsofchange.com/en/case-studies/detail/688/

GETTING STARTED

KNOW YOUR NEIGHBORHOOD

Unless you're planning a citywide program, start by choosing a target neighborhood for your program. A variety of factors will drive this decision, including your agency's goals, land use, transportation, and community objectives.

In Metro's experience, the following neighborhood characteristics seem to maximize the potential for a successful In Motion program:

- An established sense of neighborhood identity
- Residential density of more than six dwelling units per acre
- Availability of transit services with 30-minute midday frequency or better
- Excess capacity on most transit routes
- Fairly level topography and existing sidewalk network
- Access to local services within a quarter mile from the center of the residential area
- Approximately 5,000 to 10,000 households

In Motion target communities have varied from very dense urban environments to less dense suburban communities, and all have yielded successful results when the program was tailored to neighborhood needs and characteristics.

You can learn about neighborhood characteristics by reviewing data on the U.S. Census Bureau's American FactFinder website, factfinder.census.gov. We suggest you look at population size, age, household income, how people commute to work, detailed race and ethnicity statistics, languages spoken at home, and percentages of foreign language speakers who speak English "well" or "less than well."

» Find instructions for doing census data research at www.kingcounty.gov/inmotion and click on the Toolkit section.

After you have decided on a neighborhood, the next step is to obtain information on perceptions, barriers, motivators, and local preferences. We can't overstate the importance of this step. To be effective, your program must speak to the motivations and identity of the target community. You may be surprised to learn what a community cares about enough to make them change their travel behavior—we were.

Begin by interviewing community and business leaders to learn how best to reach their community, to hear their concerns and suggestions, and to solicit partners for your program. Pay special attention to communities of color and those where many residents have limited English proficiency, as their concerns may be different from those of the rest of the community.





Next, conduct one or more guided discussion groups, including both community leaders and “regular” folks. These sessions should guide participants through a process to identify key transportation barriers and motivators, as well as favored communication techniques.

» Download Metro’s sample stakeholder discussion guide at www.kingcounty.gov/inmotion and click on the Toolkit section.

The goals of these discussions are to

- Confirm the community identity
- Understand interests and values that might affect the community’s perceptions
- Identify specific transportation barriers, motivators, and benefits to using alternative modes of transportation
- Solicit partners for the program
- Identify potential roles for local businesses and other organizations
- Identify the best communication channels to reach community members.

In most neighborhoods, Metro found that key barriers to using various forms of transportation were concerns about personal safety, perceived availability of service, and time constraints. We found that key motivators were personal health benefits, helping the environment, the opportunity to connect with neighbors, and cost savings—particularly in lower-income communities.

The information you obtain from the discussions will help you develop a program that works with your target audience.

Capitol Hill Travel Map
in motion
CAPITOL HILL

Get In Motion!
"Let's Go, Capitol Hill."
kingcounty.gov/inmotion

King County METRO
We'll Get You There

Transit Options in Capitol Hill *effective March 26, 2016

Route	Key Destinations	Peak	Midday	Evening	Saturday	Sunday
2	West Queen Anne, Seattle Center West, Downtown, First Hill, Seattle University, Madrona Park	15	15	15	15	30
8	Seattle Center, Capitol Hill, Central District, Mt. Baker	10	15	15	15	30
9X	Rainier Beach, Columbia City, Seattle University, Broadway	15	15	15	15	30
10	Capitol Hill, Downtown	15	15	15	15	30
11	Madison Park, Capitol Hill, Downtown	15	15	15	15	30
47	Interlaken Park, Seattle University, First Hill, Downtown	15	15	15	15	30
48	Summit, Downtown Seattle	10	15	15	15	30
49	U District, Montlake, Central District, Mt. Baker	15	15	15	15	30
60	U District, Broadway, Downtown	20	25	15	15	30
61	Westwood Village, White Center, Olson Meyer Park, Georgetown, Beacon Hill, First Hill, Broadway	15	15	15	15	30
First Hill Streetcar	Capitol Hill, First Hill, International District, Pioneer Square	15	15	15	15	30
Link	Alplore, Rainier Beach, Otthello, Columbia City, Mt. Baker, Breckon Hill, SODO, Stadium, International District, Pioneer Square, University Street, Westlake, Capitol Hill, U District	10	12	18	12	18
545	Redmond (via Overlake), Seattle	6	10	10	10	10

Peak Hour-Only Routes

Route	Key Destinations	No. of AM Trips	No. of PM Trips
43	U District, Montlake, Capitol Hill, Downtown	11	14
63	Northgate, Green Lake, South Lake Union, First Hill	7	8
65X	Jarvis Park, Lake City, Westwood, Green Lake, South Lake Union, First Hill	7	7
66	Kecoma, Lake City, South Lake Union, First Hill	5	4

Try car sharing or bike sharing.
There are lots of ways to get around Capitol Hill in a hurry. Check out Pronto Cycle Share – Seattle’s bike sharing system with 500 bikes and 50 stations throughout the city. For the times when you need four wheels, try Car2Go, Zipcar or ReachNow. For more information, please visit: seattle.gov/waytogo/wtg_taxi.htm

ORCA LIFT: Reduced Fare. Increased Possibilities.
If you're in need of a more affordable way to get around, ORCA LIFT and LIFT Kids provides income-qualified riders and their children with reduced fares on Metro and Kitsap Transit buses, Sound Transit light rail, regional Express buses, Sounder Trains, King County Water Light and Seattle Streetcar. To find out if you qualify, go to orcalift.com or call (206) 353-3000 or (800) 756-5437.



DESIGN YOUR PROGRAM

Now you're ready to use the information you learned about your neighborhood to shape the messages, materials, and delivery modes described in this Tool Kit to fit your local needs.

1. Determine the size and boundaries of your target market

The total number of households you target will be affected by your budget. You'll need to consider the costs of mailings, printing materials, and incentives to reward people for their reduced driving. We generally budget for \$200 per participating household assuming a 10% participation rate of the total target area population.

Try to set the program boundaries along arterials, and center the target area on blocks that are commonly identified with the neighborhood. Try to include the business district within (or very near) the target area to spur merchants to participate and to encourage walking and biking trips within the neighborhood.

2. Agree on main messages

Building on what you know about the key motivators and barriers, develop tag lines to use with the main program identity in communication pieces. Examples include:

1. Help get [your neighborhood] In Motion this [season] - Less driving. More living.
2. I can do more...by driving less
3. Improving our community through healthier travel choices
4. It's a community thing [relating to sponsors of the program]

3. Secure local partners – organizations and merchants

Develop a community-based approach by building partnerships with local organizations and businesses. This way, the program message will be delivered by sources the recipients know, such as their church or their local coffee shop. Hearing the message in an appropriate medium by trusted sources is especially important for populations that have limited English proficiency.

This approach also demonstrates that local businesses and trusted community organizations see value in the program, and that other community members think changing travel behavior is important.

You can:

- Invite local merchants to be program sponsors. In return for posting program information and donating incentive prizes, they receive publicity, public recognition and—hopefully—additional customers.
- Use the communication networks of community organizations, business associations, local schools and nonprofits to get the word out about the program.

4. Determine how you'll operate the program

Day-to-day program management can occur either in-house, through a community partner, or through a hired consultant. Metro has used several models, two of which are described below.

Transportation consultants: In this model, we contract with a consulting firm to conduct a neighborhood-based social marketing program. The consultants carry out most of the local outreach and marketing. They develop events and go to existing neighborhood events to publicize the In Motion program and sign people up. They also create marketing materials such as posters, Facebook and Twitter posts, and weekly emails. The consultants are responsible for fulfilling requests for materials.

The In Motion staff directs and oversees the consultants' work, posts messages on social media, and provides program materials as needed.

As you choose a consulting firm, consider these important qualifications:

- Has experience with community-based social marketing and innovative ideas that fit within the In Motion framework
- Can demonstrate a strategic outreach approach to identify stakeholders and program partners to engage residents in the target neighborhood
- If there is a large population with limited English proficiency in your target area, has experience with working with these groups in a culturally competent way
- Has a proven and innovative approach to using standard and social media.

Local implementation partner: In this model, we provide a stipend to a local nonprofit organization (such as a Chamber of Commerce or social service agency) to perform outreach and fulfillment tasks. These organizations have the administrative skills for on-the-ground program implementation, put a local face on day-to-day communications, and may be able to partner in ongoing or future programs.

Keep this caveat in mind: it can be difficult to find a partner that has the capacity to do the time-consuming and personnel-intensive work needed for the duration of the program. In Motion is often outside the main scope of work for a small nonprofit and could divert it from its core mission.

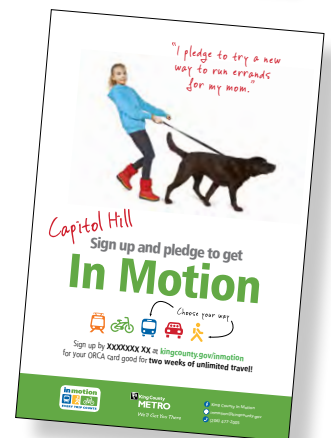
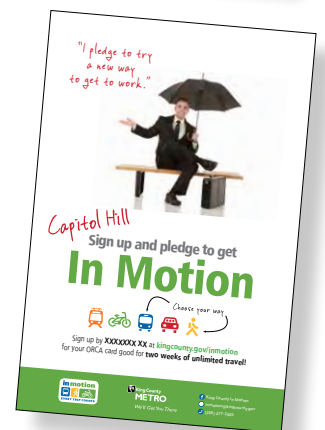
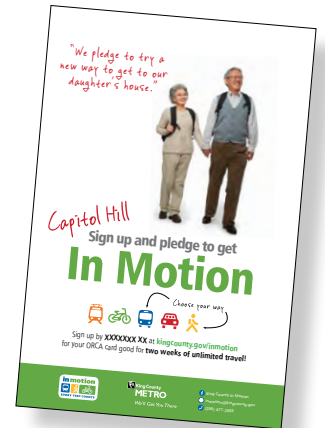


Some important qualifications as you choose your implementation partner include:

- Computer system and skills
- Adequate storage space for program materials and prizes
- Demonstrated experience in successful management of public projects
- Demonstrated ability to train, organize, and supervise volunteers for some program tasks
- The staff and time available to commit to the program
- The ability to demonstrate that the program closely aligns with the organization's mission.

5. Use key elements of the In Motion program:

- Commitment:** Participants commit to reducing their drive-alone travel during the project time period (average 12 weeks). They are given the opportunity to agree to change at least two trips a week from driving alone to any other travel mode. They log those changed trips on either a paper, mailed form or an online database. The act of logging trips helps reinforce the new travel behavior.
- Rewards:** People are offered an additional motivation to participate in the program. A typical initial reward for participating or pledging is a two-week unlimited transit fare card. This is a strong motivator and gets people comfortable using a transit card and riding public transit.
- Prompting/norming:** At a minimum, give the program visibility by putting up posters at sponsoring businesses and placing displays in local libraries and community centers. More is better. Our most successful programs have included action posters on utility poles and in businesses throughout the neighborhood, sidewalk chalk stencils, and information tables at local events or community gathering spaces.
- Direct communication:** A well-designed direct mailing is the primary communication tool with every household. Messaging is targeted based on input received during the project development phase, and should include a call to action and a way for people to respond (online or return postcard). Preprogram and reminder postcards and emails can also be helpful in getting more participants. If the target area has a large population whose primary language is not English, sending targeted communication in their native language encourages participation and shows that you're interested in including them in the program.





e. **Website:** Your website should be easy to find and navigate. It is very important that the website also be mobile-friendly. We have found that almost 60% of people who visit our website are doing it on a mobile device. Online registration and trip reporting mechanisms make it easy for tech-savvy people to sign up and log trips—and help keep administrative tasks under control. The website can also serve as a main portal to other travel resources.

f. **Social media:** Posting paid, geo-targeted advertising on social media platforms like Facebook and Twitter informs people about the program and generates excitement. Few people sign up because of social media posts alone, but the posts keep people engaged and interested throughout the program. Photo contests also create excitement. Tagging partner organizations and encouraging partners to share your posts or write their own posts about In Motion further increases the program's visibility, and shows that others in the neighborhood are participating.

g. **Prompt customized information:** The In Motion registration mailer has a section where participants can request materials about transit schedules, ride sharing, car sharing, bicycling, and maps. We strongly recommend that you send requested materials promptly to keep participants engaged.

h. **Partnerships with business or nonprofits:** Partner roles may include sending emails, tweeting, posting Facebook or blog posts, or posting physical signs to advertise the program and website. Businesses may also agree to provide incentives (gift cards) to reward people who follow through on their commitment to reduce drive-alone trips. Reach out to leaders in communities of color to encourage participation and help overcome cultural and language barriers.

i. **Prizes:** Besides the initial transit card for signing up, we recommend weekly drawings for gift cards to local businesses or travel focused prizes, publicized via social media and email. In the In Motion model, the more a participant logs eligible trips, the more chances they have to win a prize. This helps to keep participants engaged in logging trips and following through on their commitment throughout the program. Extra incentive rewards, such as tote bags or t-shirts for being a first-responder, getting a friend to sign up, or submitting the first trip log also encourage participation.

j. **Car-free champions:** While car-free residents of the project neighborhood are not the demographic the program is targeting, we want to show people that their neighbors can get around successfully without a car (norming the behavior) and that we appreciate their use of alternative transportation. If mailer recipients respond that they do not have a car, we offer them a prize, thank them for participating, and ask them for a testimonial we can share with their In Motion community.

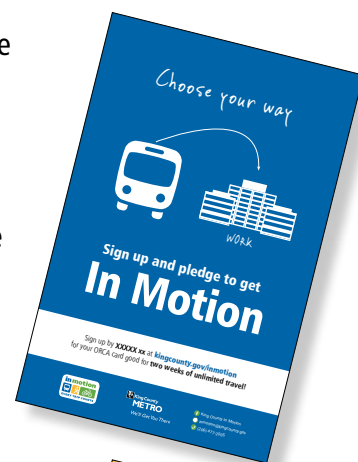


- k. Evaluation:** In Motion does a pre- and post-program survey on participants' travel modes. The pre-program survey is a simple questionnaire asking how many cars are in the household and how the participant gets around (i.e. percentage of trips using drive-alone, bike, walk, bus or light rail, and carpool or shared-ride modes). The post-program survey, which we conduct using SurveyMonkey, asks 17 questions about their travel behavior. To encourage participation, we advertise that if people fill out the survey, they will be put in a drawing to win a gift card.

We have also conducted a legacy survey approximately twelve months post-project to provide data on lasting behavior change. This survey is a great way to show funders that our programs are successful at creating and sustaining change over time.

» Find an example of our post program survey and our legacy survey at www.kingcounty.gov/inmotion and click on the Toolkit section.

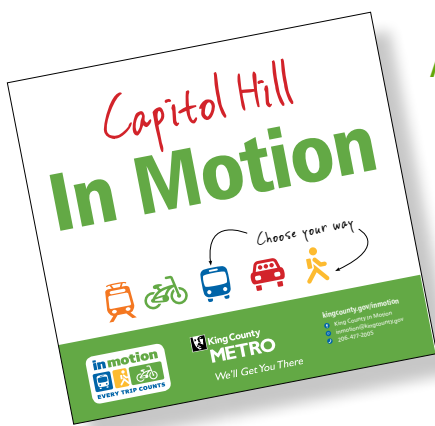
- i. Special Approaches:** Metro has done a few In Motion programs that detoured from the traditional model. Below are a few of those projects.
 - i. Rural areas:** If you're doing outreach in rural or suburban areas, we recommend that you focus on carpooling, ride sharing and biking options. If the area has a good network of walkways, walking is another option. Prizes should focus on the target transportation modes, such as bike lights, water bottles, and travel mugs.
 - ii. Door-to-door outreach:** This unique approach uses door-to-door outreach coupled with motivational interviewing to engage participants in conversations about their motivations to change their travel behavior instead of a traditional mail-based campaign. These motivational interviews use open ended questions to invite the participant to explore why they travel the way they currently do and their motivations to consider changing their travel behavior, then help them identify strategies and provide supporting resources such as free transit passes, pedometers, and neighborhood travel maps. When done by Metro, this approach led to a higher than average participation rate, 23 percent versus a typical 10 percent. However, this type of effort is slightly more expensive and takes more time in the pre-program phase to recruit and train the outreach staff.
 - iii. Multifamily approach:** Another way to conduct In Motion is to target multifamily apartment buildings in a neighborhood. When choosing which multifamily buildings to target within a neighborhood, we look for a size of 60 to 250 units and the presence of active, onsite property management. The more active and engaged the property management is, the better the results are for the program.



The multifamily approach can be integrated into a neighborhood In Motion program or can work as a stand-alone program. It is worth noting that a stand along program is relatively expensive per participant as compared to a typical neighborhood program.

» See our Multifamily Transportation Campaign Playbook at www.kingcounty.gov/inmotion and click on the Toolkit section.

GET THE WORD OUT



A major challenge for any type of outreach campaign is how to break through the clutter of advertising that bombards people daily. In Motion has achieved this by having varied, highly-visible and easy to understand program materials placed at numerous locations throughout the project neighborhood. You are welcome to use the In Motion program name and to use our In Motion materials as models, but we ask that you not use the graphics we have developed to brand our program.

Posters and Window Slicks

A good way to get people's attention initially is to place simple "action" posters around the neighborhood. Where possible, Metro places these on telephone poles a week or so before the In Motion program begins. We post them along major and minor arterials, and sometimes even residential streets, based on input from partners and other community members. Place enough posters throughout the project area to create a buzz of interest without creating a blight effect. Metro's posters inject an element of playfulness and intrigue into the program, increasing interest and encouraging residents to take the first step—reading the materials sent to their homes.

We use posters that have simple action phrases promoting alternative travel, and that are altered to fit each neighborhood (e.g. local themes and locations). The posters show a diverse group of people promoting different modes of travel. They prominently display the deadline for signing up and the program website URL.

We also give window slicks to local businesses and community organizations that partner with In Motion formally or informally. Some organizations have events that we partner with, and some businesses provide gift cards. Some businesses and organizations may not formally partner, but appreciate what we are doing and will post a slick in their front window. This "norms" the In Motion program, prompts people to participate, and demonstrates community buy-in.



MAILING TO HOUSEHOLDS

Direct mailers are the key communication pieces for the program. They trigger the main motivators, offer incentives to get involved, and make a call to action that people can respond to. Mailers can be customized to fit your community.

Metro's program usually sends an initial postcard informing people that an In Motion program will be starting in their area and to keep an eye out for the sign-up mailer. Then we send the sign-up mailer, which has basic information about the program and who is eligible. The sign-up mailer includes a tear-off registration card that recipients can use to request information on specific travel options, pledge to change their travel behavior, and provide some baseline information about their travel habits. We send a reminder postcard a few weeks into the program.

Mailings can include a promotional item that will prompt participants to take action when they encounter it around the house. Metro's most successful prompt has been a simple notepad; every time they use it, people are reminded to think about their travel choices.

Another popular and useful part of the mailing is a travel options map of the target neighborhood. This is not meant to be a detailed transit map, but rather to show the wealth of bus options and the ease of biking or walking to local destinations in five or 10 minutes.

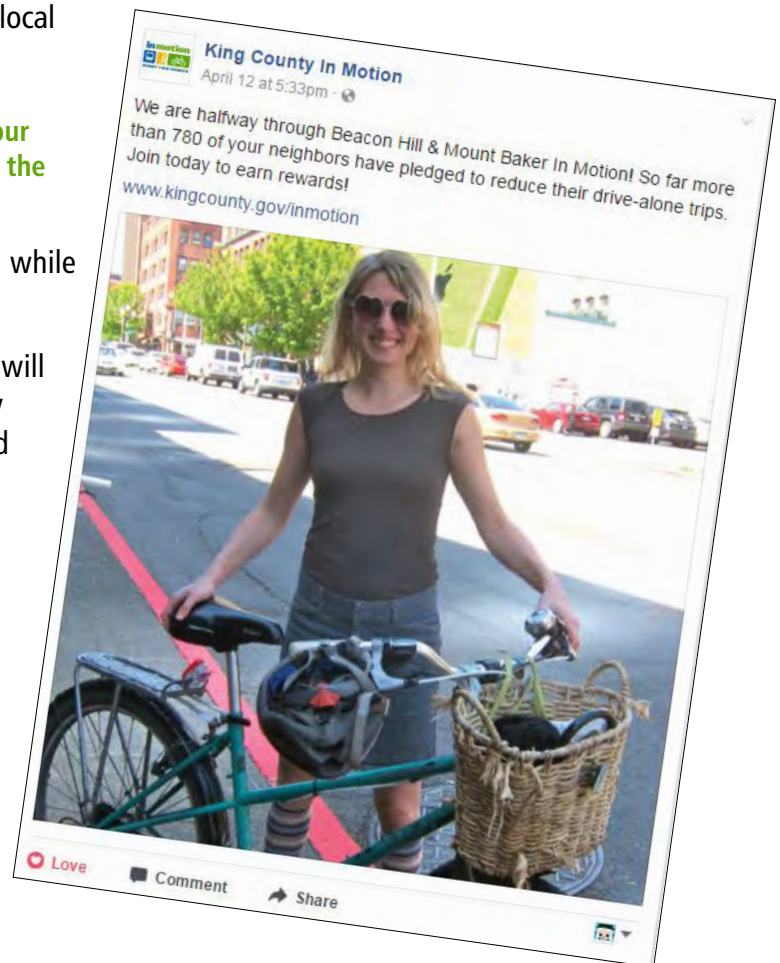
You can see an example of a travel options map on our website, www.kingcounty.gov/inmotion and click on the Toolkit section.

All printed materials encourage online participation, while providing the option to reply by mail as well.

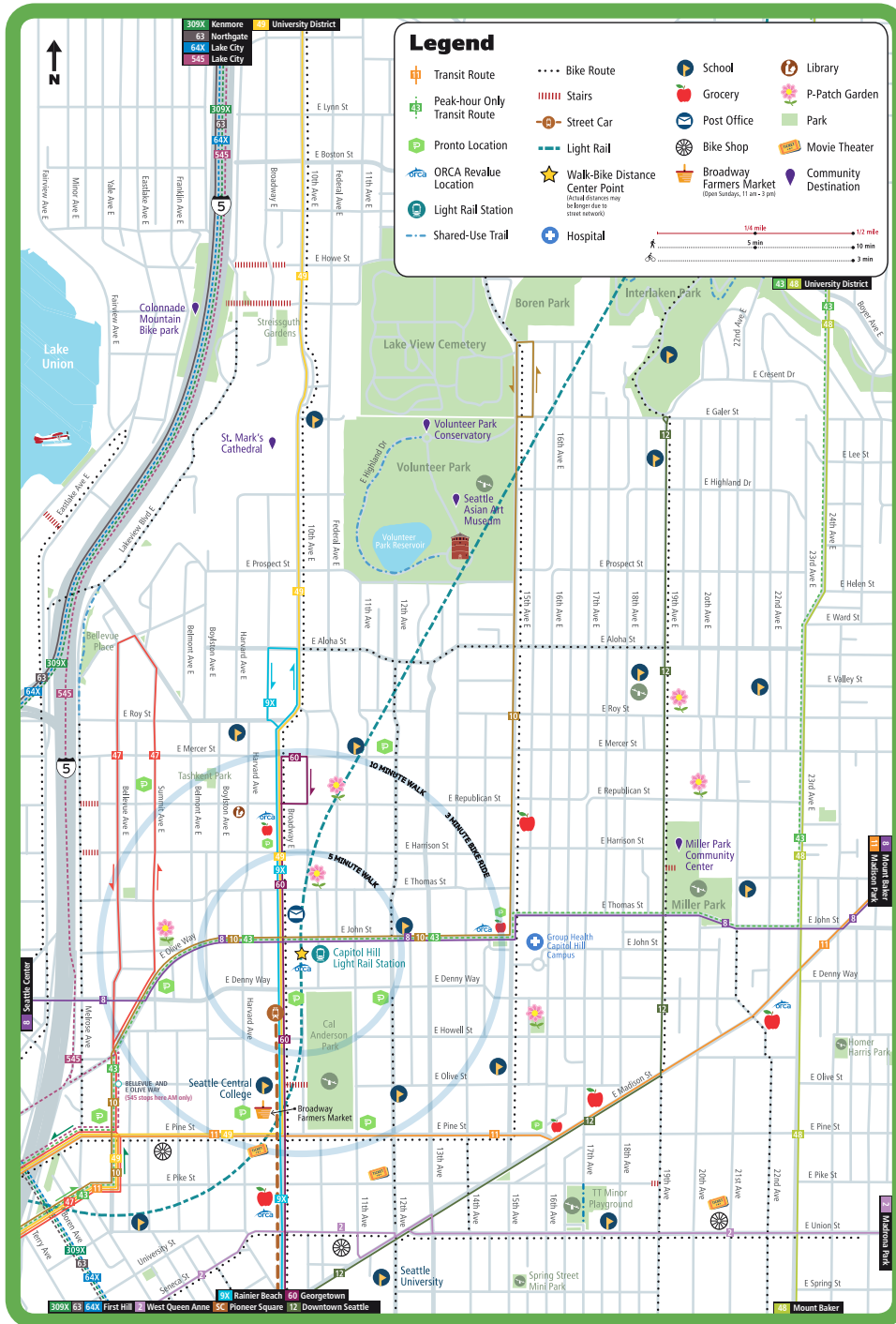
The envelope is the first piece community members will see, so design it to pique interest and highlight why the person should look inside. Use a brightly colored envelope that stands out.

WEBSITE AND SOCIAL MEDIA

A well-designed website can provide "one-stop shopping" for people thinking about travel options. Metro's In Motion website, www.kingcounty.gov/inmotion, lets individuals enroll in a program, provides all the information that is in the printed materials, has links to other resources, and recognizes local partners and sponsors at the end of a program. An online database allows



Sample of Travel Options Map with Travel, Walk and Bike Circles



Every trip counts. Discover new ways to get around, Capitol Hill!
Find this map online at kingcounty.gov/inmotion

King County
METRO
We'll Get You There

participants to easily track their progress and provides a mechanism for immediate feedback, ongoing messaging, and encouragement from the project team. A thoughtfully developed website is a great tool for people with internet access and a degree of comfort using such tools.

At this time, we don't recommend using a totally web-based interface with potential participants. Response rates will be higher if people have the option of filling out a paper form because people can fill it out on the spot without having to log into a computer; this is particularly true for immigrant and limited-English speaking populations.

Many people who initially respond via the paper enrollment card will later go online to continue their participation. For those who don't choose the online option, Metro has provided postcards and paper surveys. The percentage of people requiring these methods of communication varies and continues to decline, but can be 10-20 percent of those in a project area, depending on demographics.

Prompts on social media such as Facebook and Twitter are effective complements to a print media campaign. Posts help increase awareness of and excitement for the neighborhood program. They remind people who signed up to log their trips. Social media are also a great way to let people know of program events and the great prizes people can win for participating. Use pictures from events to capture people's attention and keep the campaign fresh and personal.

You can also use social media to answer questions about the program, dispel any misinformation that's circulating, and give people correct information quickly. Facebook's paid advertising option enables you to target neighborhoods by zip code and track data on how your posts are being viewed. Social media has become a major promotional tool for Metro's In Motion program for relatively little cost.

COMMUNITY PRESENCE

Sponsors: Local sponsors are a key part of the In Motion approach. Helping people learn about and patronize local merchants increases their ability to take care of errands without a car. Local businesses benefit from increased visibility and a stronger local customer base.

A typical sponsor program asks local merchants to post window slicks identifying them as supporters of In Motion and reinforcing community norms around driving less. They might make the program posters and travel options maps available.

You might also ask merchant sponsors to provide gift certificates for use as incentives in exchange for more prominent visibility on In Motion posters and materials. Metro's In Motion program has moved away from asking for donated gift certificates, finding it easier to purchase travel-oriented items or gift cards from local businesses. For a new In Motion program with a smaller budget, gift card donations could be worthwhile. If requesting donations, merchant sponsors should be identified on the In Motion website with links to their own websites. Program sponsors may also be listed in program materials.

Yard signs: Program participants can show their commitment to changing travel habits by displaying yard signs, which the program would make available upon request. Seeing that a neighbor is taking part in evaluating and changing travel behavior helps to normalize that behavior and participation in the program. Yard signs also lead to one-on-one conversations about the program. They provide value and visibility for community partners, as well.

Metro has moved away from providing yard signs because of the cost and time it takes to purchase and distribute yard signs to individual participants, but we believe they are worth considering for some programs.

Displays and posters: If resources permit, a simple display with program materials and basic information in the local library or community center can increase visibility and access to program information.

Events: A great way to use volunteers is to assign them to an In Motion information table at a local farmer's market, community festival or other event that brings neighborhood residents together. Merchants and implementation partners might also host tables staffed by volunteers or paid staff as well.

Metro has also had success creating and advertising our own events that encourage alternative modes of transportation, such as a bike ride from a local coffee shop to the light rail station. You can bring program displays, materials and sign-up postcards to an event. Give away In Motion swag and gift cards to encourage participation and sign-up.

Joining local events and creating your own are both good ways to engage neighbors and get participants; however, joining local events takes less planning and prep-work and



you're more likely to get a wider variety of participants. Tabling events usually generate the second highest number of participants, after direct mail.

Local media: Working with local media, such as neighborhood newspapers, blogs, and Facebook pages, is very important. Connecting with local media helps the neighborhood feel part of the program. It also shows that others in the neighborhood are interested and participating in the program.

We have found that neighborhood blogs are among the best ways to share information about program events. Pay special attention to local media for communities of color and limited-English speaking populations. Ads and information in foreign language newspapers or blogs will have a larger impact for those populations than English-only media—and they'll show that you value and encourage their participation in the program.

POPULATIONS WITH LIMITED ENGLISH PROFICIENCY (LEP)

Many communities have populations that don't understand English well or at all, making it a challenge to include these people in the In Motion program. Metro's general practice is to translate materials into any language that is the primary language of 5 percent or more of the target neighborhood's population. You can get this information from the census data used to choose a neighborhood. Also consider groups that may not meet the 5 percent threshold, but would benefit from being included. After you determine the major LEP populations in your designated neighborhood, reach out to local leaders and community groups that serve those populations as a liaison to their community.

We have been much more successful with our LEP outreach when we involve LEP community members and organizations to help make sure translations and outreach methods are appropriate. Many LEP folks are wary of people outside their community, so having a community member sharing information about the program makes people more likely to participate. Do the extra effort to reach out to LEP groups in a culturally sensitive way—it's worth the extra time and resources to include these important members of the community in your program.

» Find Metro's best practices guide for reaching out to LEP populations titled, "King County Metro Guide to Creating Inclusive Campaigns" at www.kingcounty.gov/inmotion and click on the Toolkit section.



TRACKING AND FULFILLMENT

In Motion strives to eliminate barriers to the use of alternative transportation modes, primarily by providing good information. We provide only the information participants request, and we provide it promptly. Efficient, timely fulfillment is critical to keeping people engaged and motivated to continue the behavior change process.

Registrations and fulfillment

The registration process should be simple, yet designed to capture all the information needed for fulfillment and program evaluation. Registration should be available both as a mobile-friendly online form and as a return-mail form. The fulfillment partner should be equipped to enter data for offline registrants.

Metro offers an initial incentive (two week unlimited-ride transit card) to everyone who registers and pledges to replace at least two round-trip, drive-alone trips per week with alternative transportation. We also give an option for another incentive, like an In Motion travel mug or tote bag, for people who already have a transit card and don't want another one.

Reminders and rewards to encourage behavior change

Although people interviewed during In Motion evaluations say the act of pledging is, in itself, a prime motivator to switch from driving alone, weekly reporting and rewards provide ongoing support and may help to ingrain the behavior change. Metro's In Motion program does weekly prize drawings for participants who log non-drive-alone trips. We publicize the drawing in our weekly email to participants and on social media to encourage people to log trips. One downside to this method is that it's more time-consuming and expensive to track and reward people who submit trip logs every week for the length of the program.

Metro often contracts with a consulting firm as our implementation partner to track logged trips, send the weekly email, and send rewards to the winners. If you don't have the budget to hire an implementation partner and aren't able to do it yourself, you could set two or three points in the program when you will have a drawing for people who've been logging trips.

Regardless of which rewards approach you adopt, it's a good idea to send out at least a few email or postcard reminders to energize participants and remind them that their pledge is still in effect.



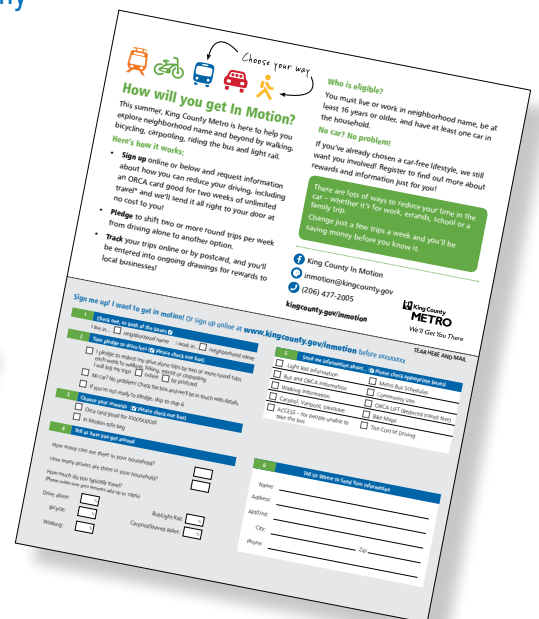
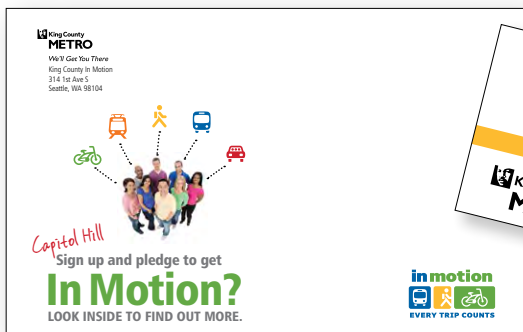
MEASURING SUCCESS

Evaluation of community-based social marketing programs that aim to change attitudes and behavior is especially difficult in the transportation arena. Unlike water conservation or recycling programs, which can measure decreased water use and increased percentages of recycling vs. trash, people’s daily travel behavior is difficult to track empirically.

Metro has used an array of measurement tools which, when taken together, create a more reliable evaluation picture. The correlations between results of these different evaluation tools have been remarkably similar, increasing our confidence that In Motion really does affect travel behavior.

The primary measurement tools are:

- Program participation by individuals and sponsors, including the number of people who pledge to change travel behavior and the number who request travel information
- Post-program participant survey reports of changes in attitudes, awareness and behavior
- Guided discussion with selected participants to better understand results from the participant survey
- Informal surveys of partners and sponsors to ascertain their satisfaction level
- Results calculated from trip log data, including number of trips saved, driving miles saved, gallons of gasoline saved, and pounds of CO2 saved
- The number of transit trips taken during promotions and how many transit cards were used and reloaded after the promotion
- For some projects, we recommend doing a legacy survey sent six months to a year after the program. Metro does not do this with every project due to time and cost constraints.



REQUIRED RESOURCES AND TIME

IMPLEMENTATION TASKS

After you have planned your program and materials (see “Design your program” above), make sure you can cover all of the tasks associated with starting and running the program—most likely with help from an implementation partner. Typical tasks for the implementation partner include:

Administrative:

1. Receive all sign-ups from program participants, via mail and website.
2. Compile and send information and/or a free-ride transit card to all who sign up.
3. Answer questions and resolve issues surrounding sign-ups and fulfillment.
4. Maintain a program database, recording participant contact information and the types of information requested and sent.
5. Receive, enter and track participants’ weekly paper trip logs.
6. Ensure prompt delivery of rewards at agreed-upon milestones.
7. Submit weekly reports summarizing program status.
8. Distribute post-program surveys and tally results.

Outreach and delivery:

1. Contact local businesses to solicit their support of the program.
2. Deliver sponsor window slicks and materials; restock as needed.
3. Locate and stock displays at community locations as needed.
4. Construct and deliver yard signs as needed.
5. Put up program posters in approved locations throughout the program area and remove at program conclusion.
6. Track and report all deliveries as completed.
7. Identify opportunities and provide a presence or information table at community events throughout the program—especially at the beginning. Seek opportunities with appropriate audiences to heighten visibility of and support for the use of alternative transportation modes by area residents.
8. Write and send a weekly email to participants, write social media posts, and track social media traffic.



SAMPLE PROGRAM COSTS

If program materials are designed to be adaptable from one neighborhood to the next, costs should decrease over time. We use a target area of approximately 5,000 to 10,000 households. We then budget \$200-\$230 (on average) per participating household assuming a 10% participation rate of the total target area population. Sample costs for an area of approximately 6,500 households include:

- Stakeholder outreach and program development - \$10,500
- Develop collateral - \$21,000
- Project implementation - \$75,000
- Direct costs (travel, supplies, incentives) - \$8,500
- Printing and postage - \$21,000
- Evaluation - \$12,000
- **Total - \$148,000**

SAMPLE TIMELINE

The time it takes to prepare for and conduct an In Motion program depends on the complexity and reach of the particular program. The more people you're trying to reach and the more program elements you include (sponsors, travel logs, rewards, etc.), the longer the preparation time.

In general, allow six to eight months from start to finish. A general guide showing approximate order and duration of tasks follows:

Begin Tasks	Length of Time to Complete	Tasks
Week 1	Three weeks	Determine program elements
Week 7	Four weeks	Draft content for mailers and other materials; seek retail sponsors and implementation partner(s)
Week 11	Three weeks	Complete materials, send to printer, prepare for program launch
Week 14	Two weeks	Launch program—send mailing, put up posters, get materials to sponsors, activate website
Week 16	Twelve weeks	Conduct program
Week 28	Four weeks	Wrap up program—final fulfillment, send closing letter, send and tabulate surveys, produce final report on results



HAVE QUESTIONS?

Metro is happy to answer any questions you may have about our In Motion program. Contact us at inmotion@kingcounty.gov or 206-477-2005.