



## ABC Ramps Outreach and Marketing Plan

### Introduction

The ABC Ramps Transportation Options project engaged the University of Minnesota and a consultant team composed of SRF Consulting Group, ZAN Associates, and Alta Planning + Design to research effective parking product changes and programs to promote transportation options besides driving alone. The project follows ABC Ramps' mission and purpose of reducing congestion and increasing high occupancy vehicle (HOV) trips to downtown Minneapolis. Best practice research and engagement with commuters and employers led the team to produce a Transportation Options Implementation Plan that recommends new and improved parking contracts and program ideas. These ideas were vetted and refined through conversations with downtown employees and a technical advisory panel.

Overall, the Transportation Options project helps ABC Ramps update multimodal programs, serve corridors in addition to I-394, improve parking space utilization, use emerging technology, and capitalize on new travel behaviors. The following recommendations are included in the Implementation Plan:

- Discount monthly carpool contract
- Daily carpool rate and ridematching systems ("Early Bird Carpool")
- Parking FlexPass / Transit-Parking Contract
- Transportation Options mobile application

Commuters who were interviewed during the Transportation Options project and previous engagement initiatives expressed a desire to change their commute habits from driving alone to other forms of transportation. This Outreach and Marketing Plan recommends strategies to publicize new programs outlined in the Implementation Plan to help commuters succeed in driving alone less often. In general, the recommended strategies focus on reaching employers with 100 or more employees. Implementing the strategies over a three year pilot period would allow time for data collection, evaluation, and adjustments to make the best use of resources such as funding and staff time.

## Recommendation Development

The outreach and marketing recommendations contained in this document identify opportunities to promote ABC Ramps' programs and contract offerings, with the goal of promoting commute mode shift away from drive-alone trips. Recommendations contained in this document support the ABC Ramps Implementation Plan for implementing short- and long-term program ideas. Recommendations were developed through discussions with local stakeholders including members of the public and public agency representatives. A summary of existing marketing and outreach strategies is included as Appendix A.

Recommendations are informed by the Stages of Change Model (also called the Transtheoretical Model) and Community Based Social Marketing (CBSM) methods.<sup>1</sup> The former originates from the field of public health, most notably related to smoking cessation work.<sup>2</sup> Commuters are more likely to change their transportation behavior if they are able to reflect on why this is important to them. Stages of Change theory rejects the idea that people change based on hearing what they "should" do from other people. Additional information about the Stages of Change model is included as Appendix B. Community-Based Social Marketing is an approach that was developed by Doug McKenzie-Mohr, Ph.D., to foster environmentally sustainable behaviors. This theory assumes that direct engagement with people in their own communities, using programs built based on research, observation, and evidence, will have the greatest impact in fostering sustainable choices.

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<sup>1</sup> "Your quick guide to community-based social marketing", University of Pennsylvania, <https://www.sustainability.upenn.edu/sites/default/files/pdf/CBSM%20%20FINAL1.pdf>

<sup>2</sup> Prochaska, J. and DiClemente, C. (1983) Stages and processes of self-change in smoking: toward an integrative model of change. *Journal of Consulting and Clinical Psychology*, 5, 390–395.

## Recommendation Tiers

Two major “roadblocks” currently prevent the ABC Ramps team from performing more robust outreach functions: lack of outreach capacity, and existing limitations on communicating with ABC Ramps customers. These structural challenges must be addressed before the marketing strategies can be fully implemented. For this reason, recommendations are separated into two tiers:

- 1) Overarching institutional recommendations
- 2) Recommended marketing strategies

Institutional recommendations should be implemented first, to help lay the groundwork for the recommended marketing strategies. Recommended marketing strategies directly promote new ABC Ramps products and support behavior change goals.

### Overarching Institutional Recommendations:

Hire additional support  
Policy change for enhanced communications

### Recommended Marketing Strategies:

Employer-Focused Promotions  
Pilot Employer Champions Program  
Pilot Individualized Marketing Campaign

## Overarching Institutional Recommendations

### 1. Hire additional support for marketing strategy execution

Additional staffing resources are needed to execute the recommended marketing strategies. This could be accomplished by hiring additional staff within the City of Minneapolis or the current contract ramp operator (ABM Parking Services). Alternatively, ABC Ramps could contract with an outside vendor or local Transportation Management Organization (TMO) to provide additional outreach and marketing. The following roles are recommended and explained in this section:

1. Program Manager (1 to 2 FTE; potential annual salary of \$50,000 to \$75,000)
2. Outreach Specialist (3 to 6 seasonal PTE; potential hourly pay of \$20 to \$25)

#### Program Manager

One to two full-time staff are recommended to serve as Program Managers. Ideally, these individuals would have a working knowledge of TDM behavior change approaches and tools, including motivational interviewing (MI), Stages of Change theory, and CBSM. If not, an additional, short-term contract may be necessary to work with a private contractor or local Transportation Management Organization (TMO) that provides training services.

Program Managers would fulfill the following roles:

1. Implement the pilot employer champions program and the pilot individualized marketing (IM) program. Evaluate the pilots and develop work plans to continue the work, if the evaluation results are positive. Work with ABC Ramps partners to secure long-term funding stability for these new programs.
2. Assist with Employer-focused Promotions
3. Use motivational interviewing (MI) techniques, Stages of Change theory, and CBSM techniques when performing direct outreach and communicating with commuters and employers.
4. Coordinate with the City of Minneapolis, MnDOT, ABM Parking Services, and others prior to the launch of marketing strategies included in this plan. The individual will also coordinate with the City, MnDOT, and ABM Parking Services prior to launching the program ideas included in the Implementation Plan.

5. Hire and train seasonal, temporary staff (Outreach Specialists), as described below.
6. Evaluate campaign successes and lessons learned, through quantitative and qualitative methods.

### **Outreach Specialist**

Two to four part-time, seasonal staff are recommended to serve as Outreach Specialists. They would be hired to implement marketing strategies during specific periods of the year. During this time, they would report to the Program Manager and would fulfill the following roles:

1. Assist with outreach functions related to the pilot employer champions program and individualized marketing campaign
2. Receive training in MI and Stages of Change theory. Use these techniques when performing direct outreach and communicating with commuters and employers.
3. Perform administrative duties to support marketing strategies (i.e., basic data entry, task and output tracking, paperwork filing, communications follow-up)

Outreach Specialists may be hired through staffing agencies for ease of recruitment if desired; other cities have successfully used this model.

In the long term, the ABC Ramps team may decide to retain one to two permanent Outreach Specialists for outreach and engagement needs as they arise throughout the year.

### **Specialized Marketing Functions**

Additional marketing support may occasionally be required to assist with specialized tasks. Consider fitting the following responsibilities within new hires' roles or through an outside contract. Each function's cost is dependent on the desired scope items:

1. MI, Stages of Change, and CBSM training
2. Program website design and maintenance
3. Continued staffing of the existing transportation hotline
4. Monitoring and posting content to social media
5. Customer Relationship Management (CRM) database maintenance
6. Language interpretation and translation services
7. Graphic design services

## **2. Enable enhanced communication with ABC Ramps contract holders**

Currently, City of Minneapolis policy specifies that only HOV contracts are allowed to contain language automatically "opting in" contract holders to ABC Ramps communications. It is recommended that ABC Ramps work with the City of Minneapolis to amend this policy to allow ABC Ramps to communicate with any contract holder with information about ABC Ramps programs and services. The contract could contain an opt-out clause if necessary, though this is not recommended since communicating with customers about policies and services is a normal part of doing business.

This policy change should occur before launching new, recommended marketing strategies. The MnDOT legal team (i.e., Office of Chief Counsel) may be an important resource during this process.

## **Recommended Marketing Strategies**

The following marketing strategies are recommended due to their ability to provide nuanced, customized contact with specific target audiences:

- Employer-Focused Promotions
- Pilot Employer Champions Program
- Pilot Individualized Marketing Campaign

This plan does not address existing and ongoing marketing actions already being performed by ABC Ramps and partners (such as the development of print materials); it is assumed and recommended that these will continue into the future.<sup>3</sup> Instead, this plan focuses on a focused list of new strategies that allow for deeper and more direct contact with patrons and potential customers. According to the Association for Commuter Transportation (ACT), working with employers and commuters can help develop programs that are “effective and responsive programs and [include] incentives with an even greater understanding of [commuters’] specific and unique issues and opportunities”<sup>4</sup>.

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<sup>3</sup> Development of print materials (e.g., skyway advertisements, brochures), promotional events and campaigns (other than those recommended within this plan), social media posts, radio advertisements.

<sup>4</sup> [http://actweb.org/wp-content/uploads/2016/01/WhitePaperFINAL\\_updated8.25.15.pdf](http://actweb.org/wp-content/uploads/2016/01/WhitePaperFINAL_updated8.25.15.pdf)

### Recommended Marketing Strategy Implementation Level of Effort

The chart below shows the recommendations according to their duration and relative implementation cost and level of effort. Overarching recommendations are not shown in this graphic. Recommendations may be implemented as funding and staff capacity allows, not according to a prescribed order of implementation. However, new ABC Ramps contracts and programs, as described in the Implementation Plan, should be in place, at least as pilot programs, prior to launching new marketing efforts.

	More Resource Intensive		
Limited Duration	- Pilot Individualized Marketing (IM) Campaign -Pilot Employer Champions Program	- IM Campaign <i>(dependent upon a successful pilot)</i>	Ongoing / Year-round
	- Employer-Focused Promotions	- Employer Champions Program <i>(dependent upon a successful pilot)</i>	
	Less Resource Intensive		

### Marketing Strategy Goals

Recommended marketing strategies could work toward the following goals:

- Raise awareness of ABC Ramps products and services
- Introduce employers to new and improved products
- Use evidence-based programming to guide investment in outreach and marketing
- Respond to commuters’ desires to use transportation options other than driving alone
- Use lessons learned from the ABC Ramps Transportation Options Implementation Plan research scan
- Collect data and evaluate program impacts



## Suggested Marketing Strategy Timing

A three year pilot would help ABC Ramps evaluate the strategies' effectiveness over time. Research by TransitCenter and Alta Planning + Design found that, "IM programs typically rely on small data sets for analysis; it is important to increase the scale of these programs to provide more meaningful and statistically significant analysis."<sup>5</sup> A three year time period would also help conduct meaningful evaluation for the other two recommended strategies. Figure 1, below, summarizes specific timing corresponding to each of the plan's marketing strategies. Strategies generally follow a structure of 1) preparation, 2) public / active outreach, and 3) evaluation. Each phase would be repeated over the three year timeframe. The strategies' start and end timeframes would be adjusted depending on the number of strategies that ABC Ramps is able to implement concurrently, compared to phased-in over time.

Figure 1. Marketing Strategy Timing: One Year Snapshot

	Month														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Employer-Focused Promotions</b>	Preparation	Outreach						Evaluate Successes and Lessons Learned	<i>Optional: Launch a second round of engagement, if desired. Repeat engagement as needed, depending on new product launch timing.</i>						
<b>Pilot Employer Champions Program</b>	Phase One: Establish Program		Phase Two: Implement Program										Phase Three: Evaluate and Maintain Program		
<b>Pilot IM Campaign</b>	Pre-program Preparation					Public Outreach Phase ("Active Phase")				Evaluation			<i>Optional: Maintain for a second year or as a year-round program</i>		

<sup>5</sup> <http://transitcenter.org/wp-content/uploads/2017/07/TDM-paper.pdf>

## Estimated Marketing Strategy Three Year Budget

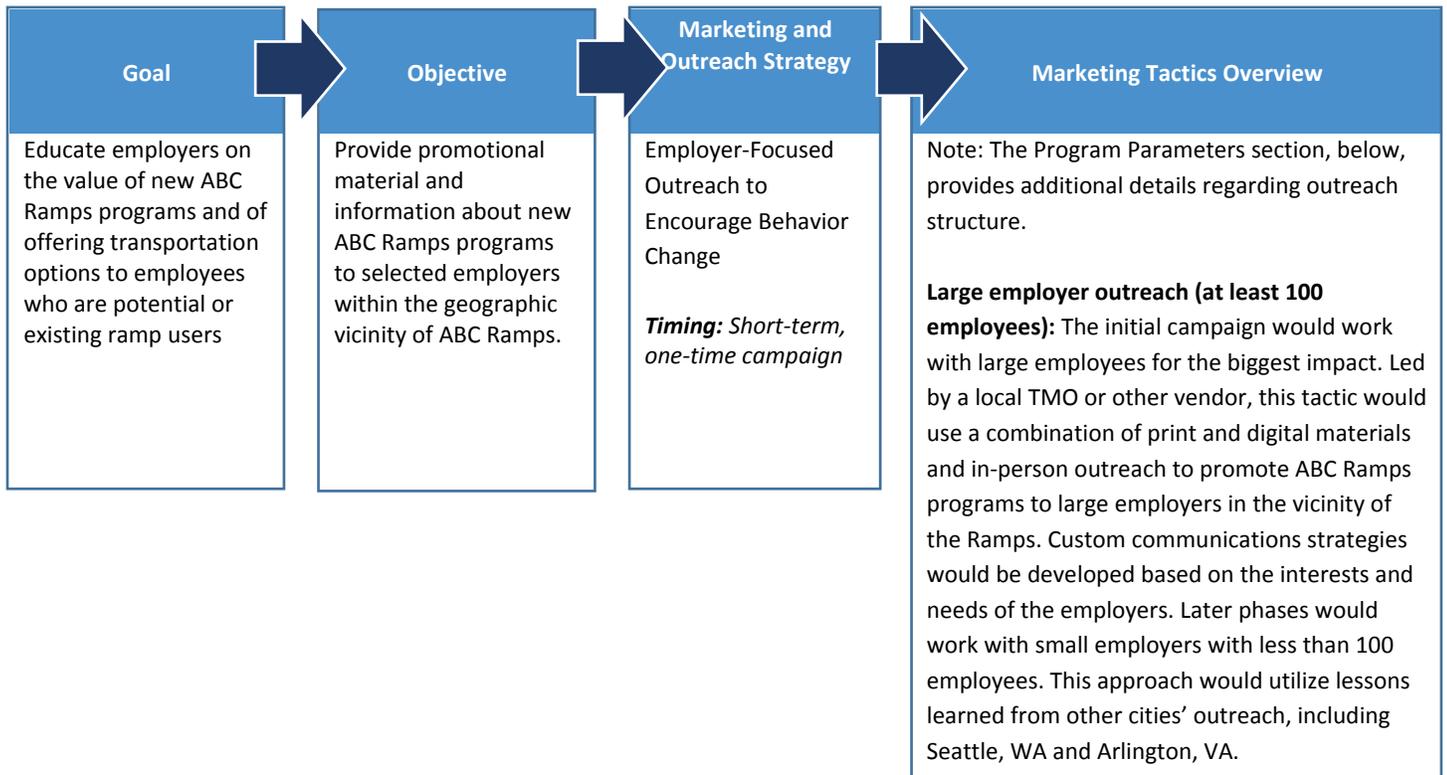
A recommended budget estimate to implement the marketing strategies over a three year period is provided in Figure 2. Please note that the estimated budget includes expenses for all suggested marketing and outreach programs: employer-focused promotions, pilot employer champions program, and pilot IM campaign. Each outreach program would be conducted over a three-year period to allow for data collection and evaluation. Suggested programs may be implemented concurrently or individually.

Figure 2. Estimated Marketing Strategy Three Year Budget

Item	Description	Estimated Budget (Low Estimate)	Estimated Budget (High Estimate)
Staffing: Program Manager	One FTE (low estimate) or two FTE (high estimate) for three years. Overhead not included.	\$150,000	\$450,000
Staffing: Outreach Specialists	Three seasonal PTE (low estimate) or six seasonal PTE (high estimate) for three years. Estimated budget reflects potential salary range. Overhead not included.	\$108,000	\$270,000
Collateral Material	Printed items such as posters, postcards, spoke cards, certificates	\$100,000	\$200,000
Incentives	Promotional items such as plaques, tshirts, and water bottles	\$50,000	\$60,000
Professional Services for Specialized Marketing Functions	Potential services are described on page 4. Exact budget to be determined based on needs during the pilot program.	\$250,000	\$500,000
<b>Estimated Three Year</b>		<b>\$658,000</b>	<b>\$1,480,000</b>

## Employer-Focused Promotions

### Overview



### Employer-Focused Promotions: Program Parameters

Employers near the ABC Ramps are a key audience to inform about changes and improvements to programs and services, as their employees are most likely to find parking and walking to be an appealing commute option. On a deeper level, fostering relationships with employers can help encourage commuting behavior change among their employees. This program is designed as a short-term outreach program to tell employers about new programs and contract options. Employer-focused promotions should continue the momentum begun during the Implementation Plan's development and promote all programs and products recommended in the ABC Ramps Implementation Plan.

**Target Area / Audience:** The geographic scope of this program will focus on large employers within six blocks of ABC Ramps

### Secondary Audiences:

- Employers who have adopted TDM plans.<sup>6</sup> Follow-up with companies that have produced TDM plans could inspire more progress toward plan goals.
- Employers who relocate within six blocks of ABC Ramps during the pilot period.

**Program Timeline:** Active outreach as ABC Ramps implements new programs / contracts. The timing of outreach will vary, based on program implementation milestones.

**Target languages:** English; other language needs to be assessed based on discussions with employers.

### Employer-Focused Promotions: Marketing Tactics

#### Large employer outreach may include:

1. Research and develop a database of target area contacts to engage.
2. An announcement email to large employers in target area, highlighting program / contract changes. Distribution of ABC Ramps marketing materials to site leaders, corporate managers, HR departments, sustainability-focused groups, wellness groups, and other leaders who work for large employers in the target area.
3. Follow-up calls and/or email correspondence. Create a link to a new website landing page with information for employers about the new products.
4. Use Customer Relation Management (CRM) software (i.e., Salesforce) or another program (i.e., Excel) to track employer outreach over time. Notes about interactions could include correspondence details, employer interests and needs, next steps, and communication channels for further outreach. Communications strategies may consider how employer contacts relate to particular stages within the Stages of Change model.
5. Continued direct outreach and information about additional support and assistance available in the region from ABC Ramps, Metro Transit, and the local TMO.
6. Coordinate with Employer Champions and TDM programming. Integrate information about new services/products within local TMO program that supports companies in relocating downtown.
7. Evaluate the number of employers contacted during the short-term outreach campaign.
8. Following the initial outreach, ABC Ramps should follow up regularly with seasonal offerings, news, or product changes. The list of employers can be segmented according to the level of interest they express during the initial outreach period.

### Metro Transit Commuter Choice Awards: Barr Engineering

Barr Engineering, of Edina, MN, was highlighted in the 2015 Metro Transit Commuter Choice Awards. The employer's efforts are a case study in, "[going] above and beyond the usual pledge drive and tabling events to truly engage employees about their sustainable transportation options."

<https://www.metrotransit.org/description-of-award-categories>

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<sup>6</sup> A meeting with Metro Transit discussed TDM plan requirements for downtown workplaces and how these employers could be engaged in programming.

Future stages of promotion and outreach may include small employer engagement. **Functions of small employer outreach may include:**

1. An announcement email and/or letter, highlighting program / contract changes
2. Invitations to outreach events
3. Information about additional support and assistance available in the region from ABC Ramps, Metro Transit, and the local TMO

### ***Employer-Focused Promotions: Costs***

The cost of implementing employer-focused promotions is divided into staffing and program materials / events.

#### **Staff labor:**

Most staff time spent on this project would involve existing members of the ABC Ramps team. However, the Program Manager may assist, once hiring or contracting is finalized.

#### **Marketing materials and events may include:**

1. A new ABC Ramps program guide or brochure that outlines the purpose, benefits, and details of each program and contract option, highlighting what is most relevant to employers
2. Targeted mailing to employers who have adopted TDM plans, explaining how ABC Ramps' program offerings can help support their plan goals
3. Lunch and learn events to educate HR and other staff about new and improved programming and the benefits of promoting commute options besides driving alone

### ***Employer-Focused Promotions: Data Collection and Evaluation***

The Program Manager should be diligent during the promotional activities to track engagement with area employers. As mentioned in previous sections, use of spreadsheets and/or CRM software will help ABC Ramps maintain employer relationships over time, as new products and programs are released.

## Pilot Employer Champions Program Overview



### Pilot Employer Champions: Program Parameters

This pilot Employer Champions Program is designed to recognize and support employers who encourage their employees to use ABC Ramps programs and transportation modes other than driving alone to work. Employers who are engaged during the Employer-Focused Promotions outreach program may deepen their commitment to offering employees flexible and convenient transportation options by becoming an Employer Champion. Employers opt in to the program and agree to set a specific minimum recognition level goal, based on the company's availability and promotion of transportation benefits. Employers agree to be evaluated on their progress at the end of the 12-month outreach campaign.

Figure 2 illustrates recommended participation tiers. Recommended tiers were developed based on examples from Arlington County and the City of Seattle.<sup>7,\*8</sup>

<sup>7</sup> Arlington County (Arlington Transportation Partners):

<https://arlingtontransportationpartners.com/champions/employer/#criteria> ; City of Seattle:

<https://www.seattle.gov/transportation/projects-and-programs/programs/transportation-options-program/commute-trip-reduction-program/ctr-awards>

<sup>\*8</sup> Examples include the following: Carpool (i.e., Early Bird Carpool, ridematching)

- Public transportation (i.e., Metropass, trip planning)
- Transit-Parking FlexPass (pending availability)
- Bicycling (i.e., Nice Ride, trip planning)
- Walking (i.e., Skyway system information)
- Flexible work week scheduling (i.e., obtaining permission / logistics) and remote working

Figure 3. Recommended Employer Champion Tiers



ABC Ramps will then provide TDM support to participating employers throughout the pilot program. Employees of participating employers would receive incentives throughout the pilot program. After an initial 12-month period, employers who meet specific recognition tiers would receive a certificate and sticker/decal/sign to mount at their workplace. If desired, the ABC Ramps team could also offer interim incentives for employers who accomplish specific required actions (i.e., survey employee transportation habits). During the initial pilot, employers could reapply for the program on an annual basis. The ABC Ramps team would evaluate employers’ success during the three year pilot period. Establishing relationships with local media channels prior to the program’s launch could give the ABC Ramps team the ability to recognize participating Employer Champions within these venues and attract wider participation. Arlington Transportation Partners has fostered interest in their comparable program by featuring participants within local media as an incentive to participate.

**Business Community Resources**

The Community Transportation Association of America (CTAA) produced “Transportation to Work: A Toolkit for the Business Community” to showcase successes related to employer-sponsored transportation programs. Distributing this and similar resources to employers could help them generate ideas for reducing drive-alone rates to their workplace.

<http://www.ctaa.org/webmodules/webarticles/articlefiles/SuccessStoriesEmpTranspPrograms.pdf>

**This program approach is divided into three phases:**

1. Phase One: Establish the pilot program
2. Phase Two: Manage the pilot program
3. Phase Three: Evaluate and maintain the program on an on-going basis

**Target Area / Audience:** Employers within six blocks of ABC Ramps

**Secondary Target Audiences:**

- Employers who have adopted TDM plans
- Employers who participated in developing the ABC Ramps TDM Options Implementation Plan
- Employers who have been recognized through the Commuter Choice Award

**Program Timeline:** 15-month pilot program, which would transition to a long-term program

**Target languages:** English; other language needs to be assessed based on conversations with employers

### ***Phase One: Establish the Pilot Program***

ABC Ramps will undertake the following actions to establish the program. The Program Manager would be responsible for planning and executing the recognition program. Key tasks to establish the pilot program include:

**Pilot program planning:** includes development of a program plan. Decisions that need to be made include but are not limited to:

- Setting program goals/targets and deciding how they will be evaluated
- Identifying partners and clarifying responsibilities
- Producing agreement / Memorandum of Understanding (MOU) language to manage the Phase Two relationship between the ABC Ramps team and Employer Champions
- Identifying needed collateral materials and incentives
- Developing a staffing workplan and timeline for key actions and program events
- Developing a pitch to businesses
- Collecting a master list of potential businesses, prioritizing them, and collecting contact information for the point of contact
- Developing a website or web page for the program if needed
- Developing a registration form/process for interested businesses
- Meeting with local media to discuss options for recognizing Employer Champions through their publications / channels.

**Collateral materials design:** includes design of all materials outlined in the program plan

**Collateral materials production:** includes promotional materials printing, print management and placement; procurement of awards and prizes

**Hiring:** Hire short-term, part-time Outreach Specialists who would begin work during Phase Two

### **Phase Two: Manage the Pilot Program**

ABC Ramps and participating employers should follow the following steps to establish a pilot Employer Champions Program. The Program Manager will administer the program, with support from Outreach Specialists. The ABC Ramps team should create a program memorandum of understanding (MOU) that contains roles and responsibilities of the ABC Ramps team and employer champions:

#### **The ABC Ramps team will support participating employers through the following:**

- Direct TDM program support, including program surveys and pre-written communications promoting ABC Ramps programs to be sent to employees, (which can be used for internal communications channels), follow-up with interested employers, providing additional assistance to employers participating in the program.
- Motivational Interviewing (MI) conducted by outreach staff. Interviewing will focus on short duration in-person conversations at events. Outreach staff will focus on using active listening to engage participants. MI techniques are effective at encouraging behavior change and allow participants to innovate methods that help them reach behavior change goals.
- Materials such as ribbons, certificates, or signs for employees to celebrate their public commitment (i.e., display at their desk) to promoting commute options besides driving alone
- Send participants reminders and/or post reminders about the program at worksites; CBSM research points to the importance of visual prompts to encourage positive behavior change.
- Recognition on the program website as an Employer Champion. Tiers of recognition would be set based on participation goals.
- Opportunities to be featured as Champion of the Month on the program / TMO website.
- An Employer Champions certificate, if an employer meets certain participation thresholds.
- Recognition dinner or other ways of celebrating the identified Champions, once they are awarded (i.e., Downtown Minneapolis Transportation Summit)

#### **Employer Champions will participate through the following:**

- Agree to participate in the pilot program. Pilot program materials should specify participation goals that, if met, would result in the employer reaching a certain tier of the Employer Champions program. Employers should publicly advertise this recognition. CBSM research suggests that making a public commitment fosters behavior change.
- Assign an employer liaison (i.e., HR lead or other employed by participating organization) who will be the main point of contact with the ABC Ramps Program Manager. This person will identify available transportation benefits, apply for a certain recognition tier, help augment the employer's transportation benefit package, and report successes / lessons learned to ABC Ramps.
- Depending on recognition tier, survey staff about commute habits and share the results with ABC Ramps program staff.
- Provide a list of internal communications channels and timing that may be used by program administrators to promote new ABC Ramps programs.
- Coordinate events and promotions throughout the program that are mutually agreed upon between the liaison and the program administrator.
- Promote employee enrollment in ABC Ramps programs; additional incentives, if needed.

### **Phase Three: Maintain the Program on an Ongoing Basis**

Should the program transition to a recurring recognition program, staff time will be spent coordinating pilot program participants' continued participation. Outreach should also be performed to employers who did not participate during the pilot phase, particularly those who meet the Secondary Target Audience criteria shown in the preceding sections of this document. Participating employers may decide to renew their involvement by committing to a higher participation tier or reaffirming their commitment to their existing level of participation.

### ***Pilot Employer Champions: Costs***

Similar to other marketing strategies, costs to implement the pilot Employer Champions program are incurred through staff time and materials production.

#### **Staff time:**

1. Program Manager (responsibilities as outlined in the document's introduction)
2. Outreach Specialists: number may vary according to number of participating employers

#### **Material printing and procurement needs may include:**

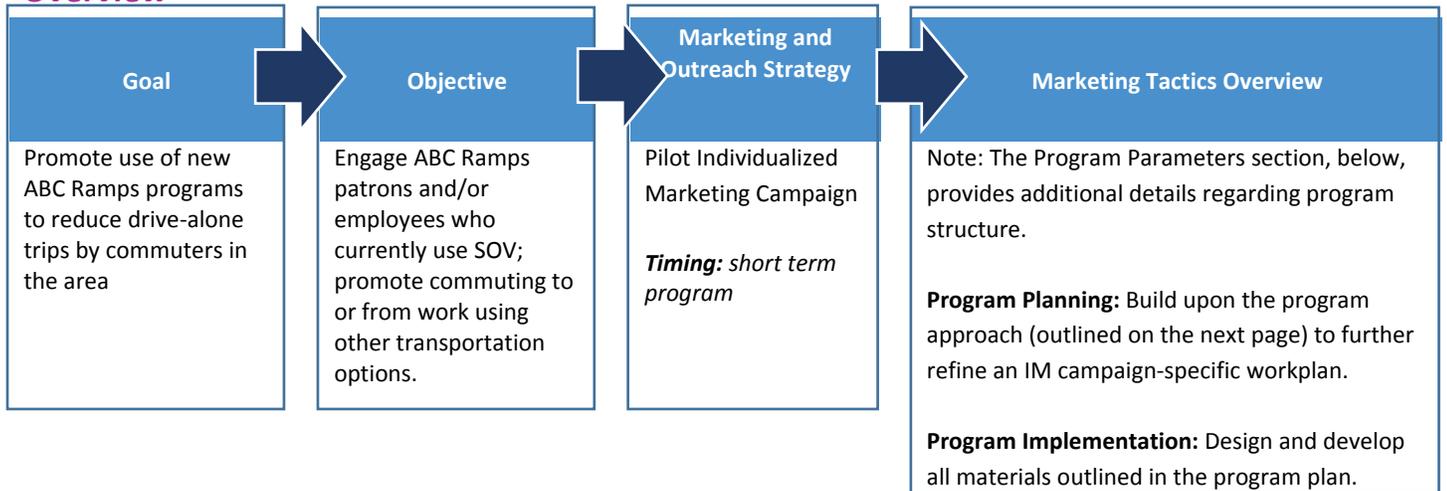
1. Informational collateral for HR staff and others to introduce the program
2. Award certificates
3. Participant decals
4. Individual participant ribbons, certificates, or other small incentives
5. ABC Ramps parking product incentives
6. Recognition dinner or other event
7. Interpretation / translation services

### ***Pilot Employer Champions: Data Collection and Evaluation***

Collecting data during and after the pilot Employer Champions program will help public agencies quantify the impact of TDM-focused programming. The program's tiers lend themselves to data collection as employers self-report their transportation-related activities. This "built-in" data collection function can help save funding that would otherwise need to be allocated for data collection efforts.

## Pilot Individualized Marketing Campaign

### Overview



### Pilot Individualized Marketing Campaign: Program Parameters

Communities across the country have used Individualized Marketing (IM) campaigns to engage commuters through direct outreach, email and social media communication, free resource kits, and custom events.

Examples of successful campaigns include:

- We Walk Campaign, Lions Gate Hospital / Vancouver Coastal Health, Vancouver, British Columbia (2017):** This program used a custom marketing campaign to increase the number of employees who walk to work. In person engagement, brief coaching sessions, tailored support emails, and promotional items encouraged commuters to walk to work or walk for work meetings. Of those surveyed prior to the program’s launch, 25% indicated an interest in walking to work. Survey respondents who were already walking to work (66%) were engaged to increase walk commute rates to the hospital.
- Drive Less Save More Campaign, Oregon (2014-2016):** Drive Less Save More is a statewide individualized marketing campaign that reduces drive-alone trips across the state. The program has worked in five communities over two years. Each program strives to engage at least 10% of the approximately 5,000 households engaged through each program. In Milwaukie, program participation was twice the target (20%). In Salem, OR, drive-alone mode share was reduced by 7.2 percentage points. Transit use as a result of the Portland program increased by 2%.
- Chicago Go Program (2012 – 2016):** The Chicago Go Program is recognized as a Tools of Change Landmark case study related to behavior change and social marketing. The program also won a 2017 Association for Commuter Transportation (ACT) National Award for marketing and outreach. The program used a four month “active phase” to engage residents in five Chicago neighborhoods over four years. Program Ambassadors were instrumental to engaging residents through custom events and resource packet delivery. The program used pre- and post-program participant surveys to collect data to show behavior and attitudinal changes. On average, 65% of program survey respondents reporting walking, bicycling, or taking transit more often because of the program. In some communities, more

than 80% of respondents indicating using these options more than they were before the program. Robust data collection within each community helped make the case for project successes.

Individualized marketing programs identify a specific audience and provide them with customized information, support, and ongoing communications to help them try out transportation options. This pilot individual marketing program aims to provide commuters who work for participants in the Employer Champions program with personalized information and motivation to explore ABC Ramps programs and try alternatives to driving alone during their commute, at least for some commutes per week/month. The short-term program will be developed to focus outreach resources on a small, targeted audience of commuters. Whereas the Employer Champions program works primarily with local employers, the focus of the Individualized Marketing program is to work directly with employees and find ways to further support them in accomplishing behavior change goals.

ABC Ramps should release an RFP or directly select a contractor or local TMO to implement the pilot. RFP and selection criteria should evaluate applicants' ability to implement the program according to this plan's recommended pilot program parameters and ability to train ABC Ramps staff through the pilot such that it can be implemented in house for future rounds of the campaign.

**Target Area:** The geographic scope of this program will focus on employees who work within six blocks of ABC Ramps

**Target Audiences:**

- Commuters who work for companies participating in the Employer Champions program
- Commuters who work for large employers within six blocks of ABC Ramps and who arrive to work during peak AM rush hour

**Secondary Audiences:**

- Commuters who work for employers who have been identified by ABC Ramps, the local TMO, or others as exhibiting a corporate culture that supports transportation options (i.e., collaborator during the Transportation Options Implementation Plan development, employers with programs for new employee orientation, employees who have used local TMO relocation assistance)
- Commuters who work for employers who have adopted TDM plans.
- Employers who relocate to within six blocks of ABC Ramps.

**Target languages:** English; others TBD based on initial stakeholder interviews

**Staffing:** The program will be planned and administered by a local TMO or contractor. Administration includes coordinating all outreach activities and material production.

**Program Title:** Pilot individual marketing program titles are typically chosen after preliminary stakeholder interviews (see text and Figure 3, shown on the following page).

### Pilot Individualized Marketing Campaign: Timeline

Individualized Marketing campaigns are typically short-term, public-facing outreach program (i.e., September to December).<sup>9</sup> However, pre-campaign preparation and post-campaign evaluation phases also require staff time and resources. The timeline graphic below, Figure 3, describes the pre-campaign planning stage, active phase, and post-campaign evaluation stages. This approach would be repeated for each year of the three-year pilot. Additional details are provided in narrative format, following this timeline.

Figure 4. Pilot Individualized Marketing Campaign Timeline

Month											
1	2	3	4	5	6	7	8	9	10	11	12
<b>Pre-Campaign Preparation</b>					<b>Public Outreach Phase (“Active Phase”)</b>				<b>Post-Campaign Evaluation</b>		
Contact employers Interview local stakeholders Develop and obtain program materials					<ol style="list-style-type: none"> <li>1. Send program invitation to potential participants along with pre-program survey and resource kit order form</li> <li>2. Outreach Specialists deliver customized program resource kits</li> <li>3. Coordinate invitations to become worksite leaders and set participation goals</li> <li>4. Regularly communicate with program participants</li> <li>5. Hold special events to try new forms of transportation</li> <li>6. Distribute a post-program survey to evaluate impacts</li> </ol>				<ol style="list-style-type: none"> <li>1. Evaluate program impacts</li> <li>2. Communicate results to commuters, employers, local / regional public agencies, chambers of commerce, and others</li> <li>3. Prepare for future campaigns, depending on pilot campaign lessons learned</li> </ol>		

<sup>9</sup> Many campaigns use a timeline from June to September as the program’s active engagement phase. However, local stakeholders in Minneapolis suggested using September to December as an optimal time to engage employees. Summer schedules are often irregular based on a culture of using long weekends and flex schedules to make the most of summer weather. The suggested September to December timeline would allow engagement to begin in pleasant fall weather and continue as the season shifts.

## **Pre-Campaign Planning**

### **Contact Employers**

IM campaigns are only successful if area employers commit to one of two communication approaches. *The campaign will fail if employers' do not follow through with at least one of these requests:*

1. Provide IM campaign staff their employee email lists so that members of the ABC Ramps team can invite commuters to participate.
2. Send employees an email on the IM campaign / ABC Ramps team's behalf, inviting them to the program.

The ABC Ramps team should expect to spend several hours a week during the campaign planning stages in contacting employers to request permission to contact their employees. The team should also budget time to follow-up with employers regarding this request.

### **Plan and Participate in Local Stakeholder Interviews**

Preparation is also needed before the pilot to interview local stakeholders regarding target area employees' motivators and barriers regarding daily commute transportation. Many of these lessons learned are already documented within the ABC Ramps Transportation Options Implementation Plan. These stakeholders could be reengaged during this time.

### **Develop and Obtain Program Materials**

1. Develop a program guide or brochure to distribute to commuters during in person meetings and outreach events.
2. Develop a downtown transportation options map showcasing multimodal commute options. Maps should feature downtown and North Loop transportation options, landmarks, and a list of recommended travel / safety tips. Maps could combine transportation elements from those listed on the Meet Minneapolis website: <https://www.minneapolis.org/map-transportation/maps/>
3. Obtain sufficient copies of existing printed transportation resources from public agencies that serve the target area. These may include tools such Metro Transit bus maps and Skyway system information. It is necessary to contact agencies early to ensure that they produce sufficient inventory of materials by the time they are needed.
4. Develop monthly email newsletters. The first email should include an invitation to participate. These could be sent in waves to help regulate delivery demand. A future email should include an order form for participants to create a custom travel resource kit (i.e., free day of Early Bird carpool parking at ABC Ramps).

### **Campaign Active Phase: Support and Encourage Participants**

1. An invitation to opt in to the program, including offering up a packet of customized transportation materials.
2. A pre-program survey, designed to evaluate current transportation habits and stage of change
3. Program participants order and receive a personalized kit that includes information about ABC Ramps programs and services, as well as information about transportation options near their workplace. The kit would be hand-delivered to the workplace by a program ambassador. The kit usually includes some kind of modest incentive item such as a travel mug, water bottle, t-shirt, or bicycle lights.<sup>10</sup>
4. Optional: An invitation to become a worksite leader. These leaders would assist outreach staff with spreading news to their peers. They should receive special incentives, certificates, signs, ribbons, or other markers to make a public commitment and to identify themselves as leaders. Employers who are already participating in the Employer Champions program would have already designated a primary liaison. They may not need this extra support.
5. Optional: invitation to set a goal related to how they commute to work, and/or invitation to log trips on a weekly basis throughout the program. There are IM programs that use these tools, but they are not mandatory.
6. Regular communications throughout the program, potentially including e-newsletters. The callout box on this page provides additional communication channels.

#### **Communication Channels<sup>1</sup>**

- **Employer internal communications:** email, intranet, posters
- **ABC Ramps website**
- **One-on-one communications:** During events, staff trained in motivational interviewing and stages of change would validate participant's stage and tailor conversations accordingly.
- **Hotline:** Use existing local TMO hotline for commute assistance
- **Program participants e-newsletter**

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<sup>10</sup> Workplace deliveries can sometimes raise logistical issues. Depending on the worksite, Outreach Specialists may not be able to deliver packets to participating employees' desks. If this is not possible, some receptionists may agree to deliver packets. Other worksites may only agree to hold packets at the front desk, raising the need for Outreach Specialists to remind participants to pick them up.

7. Hosting special events, incentives, and continued use of the existing local TMO 'hotline' for commute assistance. Special events should be developed based on input and ideas from local stakeholders. Other programs have seen success by soliciting creative ideas from program participants. Event ideas include those proposed in the callout box at right.
8. Post-program survey to collect information about participants' changes to travel behavior and feedback related to the program.

### **Post-Campaign Reporting and Analysis**

Establish a reporting and analysis framework to ensure that program reach and impact is recorded and can be assessed at the end of the pilot. According to TransitCenter, typical evaluation protocol can answer the following questions<sup>11</sup>:

- Is this program reducing drive-alone trips and vehicle miles traveled (VMT)?
- Is the selected evaluation approach based on best practices? Will it withstand criticism?
- What types of program benefits to communities and individuals can we reveal?
- How can a given program be made more effective?

Programs led by the Chicago Department of Transportation (DOT) and Oregon DOT have used the following metrics to analyze impacts before and during campaigns:

- Percent change in drive alone mode share
- Estimated change in VMT
- Percent of participants who report feeling more informed about transportation options
- Percent of participants who report feeling more confident using transportation options besides driving
- Percent of people who use transportation options more often
- Number of people who order a packet of transportation resources
- Number of people who attend program events
- Level of engagement through social media outlets
- Most popular resources ordered through the program

More information about conducting and evaluating an individualized marketing program can be found here:

<http://chicagocompletestreets.org/getinvolved/gocampaign/>

<sup>11</sup> <http://transitcenter.org/wp-content/uploads/2017/07/TDM-paper.pdf>

### **Custom Event Ideas**

- **Lunch-and-learn** discussions
- **Group Skyway lunch walks**
- **Themed bike rides** at lunch or after work
- **Transit to local events:** Organize an after work transit trip to a popular local event near downtown or the North Loop. Alternatively, the Chicago Go Campaign organized a popular transit knitting circle for a one-time event. Knitters brought their projects on the train for conversation and sightseeing. The unusual format and in person instruction regarding using transit encouraged event attendance.
- **Carpooler / commuter karaoke contest:** carpoolers and other commuters can upload a video for a chance to win prizes and/or meet-and-greet opportunities with local celebrities. Entries must not involve driving alone to be eligible for the competition, and must not be filmed by the driver or show distracted driving.
- **Ridematching breakfast sign-up pop-up** at worksites or in building lobbies
- **Lunchtime ridematching event** at worksites to allow employees to learn more and sign-up with their peers

## Pilot Individualized Marketing Program: Costs

Employer-based programs offer potential for cost saving compared to neighborhood-based individualized marketing programs, since employer-focused programs do not use direct mail. Delivery costs are typically more manageable than neighborhood-based IM programs, given their more concentrated setting and the potential to accomplish multiple deliveries at a single worksite. ABC Ramps should explore opportunities to partner with employers to share the costs of this and other outreach initiatives.

Figure 5 represents one year of campaign activities. Campaign costs could include the following and would vary based on the number of participants. A more detailed program budget would also include ABC Ramps team member staff time to provide project management assistance as well as interpretation and translation services, if necessary, based on stakeholder interviews.

Figure 5. Estimated IM Program Costs

Item	Estimated Cost
Program Manager hiring (one FTE)	\$50,000 to \$75,000
Outreach Specialist hiring (two to four PTE)	\$19,200 to \$48,000
Professional services to assist in implementing the pilot	\$150,000 to \$200,000
Print materials	\$20,000 to \$25,000
Incentive costs	\$2,500 to \$5,000
<b>Estimated budget per year (rounded to nearest \$500)</b>	<b>\$192,000 to \$303,000</b>
<b>Estimated budget per three-year trial (rounded to nearest \$500)</b>	<b>\$575,500 to \$909,000</b>

### Future Considerations: Applying Stages of Change to the IM Campaign

Utilizing the Stages of Change theory within the pilot IM program is optional. Although the theory may enhance the pilot, *it may be challenging to integrate these concepts within the short-term pilot*. Full integration of Stages of Change practices within IM campaigns is recommended should the campaigns become recurring, yearly marketing strategies. In this case, Stages of Change theory may be used to divide program participants into segments to provide highly customized offerings such as targeted messaging and incentives.

Within the short-term pilot, the Stages of Change model helps identify three main opportunities for integrating the theory within the pilot IM program:

- 1) **Train outreach staff in Stages of Change model.** They will then be able to ask perceptive questions and listen to the replies to identify roughly in what Stage of Change the participant falls. That insight will allow them to respond in the moment in a fashion that is more likely to be received well. Formal training regarding motivational interviewing and/or stages of change theory is available from a variety

of sources, including private sector consulting practices and non-profit organizations. Here is an overview of methods to engage people in each stage:

- **Pre-contemplation: Increase awareness of need to change.** Strategies include providing information about risks and benefits and stimulating reflection on values.
- **Contemplation: Build motivation and increased confidence in ability to change.** Strategies include using role models for norming and building self-efficacy (belief that change is possible); and exploring fears and barriers.
- **Preparation: Plan for and follow through on a new action.** Strategies include setting goals; identifying social support; building a new self-image; action planning; and developing reward systems.
- **Action: Reaffirm commitment and follow up.** Strategies include: trip logging; enjoying rewards; coping planning (anticipate situations that could spark a relapse); and finding partners/buddies.
- **Maintenance: Prevent relapse.** Strategies include: setting up nudges; relapse prevention; and becoming champions.

Opportunities to integrate training within outreach staff's daily activities include lunch and learn sessions, webinars, and brief reminder lessons (i.e., ten to 15 minutes, held prior to outreach events). Training could include a motivational interviewing listening activity, partnered/small group conversation role playing, and small flyers/postcards for staff to refer to in the field, as needed. These trainings would augment outreach staff members' existing skills and draw from their existing knowledge of TDM engagement.

- 2) **Focus more energy on assisting people who fall in the Preparation and Action stages.** Normally, generic outreach focuses on the benefits of changing behavior, or the "why." Stages of Change theory reminds us that people who are interested in changing their behavior, but who still need some help to succeed, are the easiest group to serve. Rather than focusing on benefits, these people need assistance with the details of making a change, and with social support in forming new habits (the "how"). We do not propose a wholesale switch to "how" rather than "why" in marketing, but we do propose that including more information about how to successfully make a change will be a successful and research-supported strategy if it can be directed to the people most likely to need this type of assistance.
- 3) **Any custom apps created for/by ABC Ramps can offer enhanced features** based on Stages of Change theory.

## Conclusion

Implementing overarching institutional recommendations and recommended marketing strategies could result in improved awareness of ABC Ramps' programs and new / improved products. If implemented, ABC Ramps would join a strong cohort of communities leading the way for Transportation Demand Management (TDM) programming. The programs would also be unique due to the programs' leadership by ABC Ramps and MnDOT.



## Existing Outreach and Marketing Initiatives

Local stakeholder interviews and online research revealed the following outreach and marketing initiatives currently or previously enacted to promote the ABC Ramps.

### Organizations Conducting Marketing and Outreach

The following organizations are currently or have previously been involved with marketing and outreach with ABC Ramps. The organizations' roles and responsibilities are presented below.

- Metro Transit: The agency's Commuter Programs division offers programs related to ABC Ramps including Guaranteed Ride Home, ridematching, and carpool permits. Metro Transit staff also provide direct outreach to area employers.
- Move Minneapolis: The local transportation management organization (TMO) offers relocation support for employers moving to downtown Minneapolis and administration support for ABC Ramps print advertisements.
- ABM: ABM staff assist with promotions and events held in the ramps.
- City of Minneapolis: The City of Minneapolis has been involved in contracts with private firms to create print ad campaigns and creative in person events.
- MnDOT: MnDOT manages contracts with outside agencies to produce marketing materials. MnDOT manages in person events as well as campaigns, and initiatives and provides leadership for developing and implementing new marketing strategies.

### In Person Outreach and Employer Support

#### *Relocation Assistance*

Move Minneapolis, Downtown Council, and others assist large employers' transition to downtown office space. Move Minneapolis hosts resource fairs at the employer's old location to showcase transportation options. Move Minneapolis and others follow-up with individual commuters to continue connecting employers with resources to improve employees' commute experiences.

**Responsible Organization:** Move Minneapolis

#### *New Employee Onboarding*

Move Minneapolis periodically offers new employee onboarding to answer questions related to commuting options. The City of Minneapolis, for example, holds monthly sessions. Other employers request Move Minneapolis' assistance on an as-needed or annual basis, depending on the organization.

**Responsible Organization:** Move Minneapolis

### ***Employer TDM Assistance***

Move Minneapolis and Metro Transit work one-on-one with employers to benchmark existing commute patterns and help them reduce drive alone mode share within their company. The groups work with large employers by analyzing their existing mode split, surveying employees, and proposing strategies to help those who drive alone successfully use other forms of transportation. For example, Metro Transit could help employers offer MetroPass to their employees. Both Move Minneapolis and Metro Transit have worked with Thrivent to improve employees' awareness and use of transportation options. The company has in turn promoted the organizations' transportation services outreach to others in the region.

**Responsible Organization:** Metro Transit, Move Minneapolis

### ***Commuter Choice Awards***

Metro Transit and area TMOs present this annual award, which is based on the national Best Workplaces for Commuters award. Six categories exist to recognize:

- Employer of the Year
- Building Owner/Management Company of the Year
- Organization of the Year
- Government Entity of the Year
- Commuter Champion of the Year
- Commuter Benefits Coordinator of the Year

Nominations are evaluated according to clarity, creativity, and outcomes. The award reception is held to announce the winners and to encourage networking among nominees. Metro Transit states that the encouragement aspect of the Commuter Choice Awards motivates businesses to participate. Businesses that do well in the program gain promotion and publicity. Metro Transit distributes Riders Almanacs to employers and showcases successful groups in a newsletter. The overall goal is to show businesses who encourage reduced SOV commuting as the norm.

**Responsible Organization:** Move Minneapolis, Metro Transit



**COMMUTER  
CHOICE  
AWARDS  
2018**

*Figure 1. Commuter Choice Awards graphic.*

### ***Best Places for Car Free Commuters Transportation Resource Kit***

Move MPLS created the Best Places for Car Free Commuters transportation resource kit and distributed copies to ten employers. The TMO evaluated the outreach program's results based on reduced drive alone rates among participants. Two North Loop employers were selected as the winners: When I Work and Amazon.

**Responsible Organization:** Move Minneapolis

## Advertisements and Other Media

### *Skyway Advertisements and Other Print Advertisements*

The city of Minneapolis and ABM have an advertising contract with Outfront Media Skyway Advertising to place backlit posters for ABC Ramps in the Minneapolis skyway system. When surveyed, commuters often cite these ads as one of the most common ways people learn about the ABC Ramps. Campaigns usually feature the discount monthly carpool program, but sometimes communicate other transportation choices.

Stakeholders have expressed varying opinions regarding print advertisements' effectiveness in promoting the ABC Ramps.

The following timeline summarizes major milestones in ABC Ramps ad campaigns.

- **1989 – 1990:** Metro Transit and Ride Share Minnesota launch a large marketing campaign about the carpool discount parking.
- **2002:** MnDOT takes a more involved role in managing the carpool program based on direction from Federal Highway Administration (FHWA) MnDOT hired the ad agency Periscope is hired to conduct extensive market research and create a campaign.
- **2005 – 2015** City of Minneapolis contracts with various creative agencies to manage the ABC Ramp marketing. New campaigns are developed every 2-3 years. Tactics include skyway advertising, tabling events, brochures distributed by the Downtown Minneapolis TMO, customer and carpool appreciation events, Downtown Journal newspaper ads, Facebook ads, Twitter and other social media. Campaign themes included "Walk a little Save a lot," "Refer a Friend," "Don't be an SOV" . Benefits to carpooling including save money, reduce stress, build community and others were highlighted.
- **2010:** ABC Ramps convenes a series of focus groups with carpoolers and non-carpoolers to discover key barriers and benefits.
- **2015: World Car Free Day!** ABC Ramps supports the launch and campaign development of World Car Free Day in Minneapolis. It is now an annual event.
- **2016 to present:** ABC Ramps have increased their contract with Move Minneapolis to support the carpool marketing.

Stakeholders have expressed varying opinions regarding print advertisements' effectiveness in promoting the ABC Ramps.

**Responsible Organization:** MnDOT, Move Minneapolis, City of Minneapolis, Outfront Media Skyway Advertising



Figure 2. Example print advertisement

## ***Other Advertising Campaigns, Promotional Events, Giveaways, and Strategies***

Other campaigns, promotional events, and/or other incentives are often coupled with ad campaigns. The following list describes key strategies:

- **Carpool Appreciation Day:** ABC Ramps holds this event every fall. Carpoolers receive free parking on this day as well as other incentives. The event is also a chance to administer a survey to customers. These surveys have an estimated 30% response rate and are seen by MnDOT as a good chance to learn a lot from customers. A representative from the City of Minneapolis also mentioned enthusiasm for this event. Skyway ads promote the day in advance. The event's tabling is staffed by ABM with seasonal workers who work during the baseball schedule, and who give away free cookies.
- **Refer a Friend Day:** This event gave incentives to customers who referred new customers to the ramps. This promotion was seen as less successful than others.
- **Walking/Bicycling Tabling:** Tabling occurs in the spring to promote walking and bicycling to and from the ABC Ramps.
- **Walk a Little, Save a Lot:** A free pedometer promotion was coupled with marketing collateral displaying walk times to nearby destinations.
- **Pledges:** The TMO has collected pledges in the past related to using options besides driving alone. A lack of follow-up from these pledges has reduced their success. Future pledges should follow-up on leads generated from the program, since these individuals may be more likely to change their travel behavior.
- **Social Media:** The ABC Ramps have used a Twitter hashtag in the past, but have seen limited engagement. The ABC Ramps also leverage MnDOT and other agencies' social media presence.
- **Pandora Radio Ads:** The ABC Ramps have previously used Pandora Radio ads. However, the ads' effectiveness is unknown at this time, and their cost is seen as high.

**Responsible Organization:** MnDOT

## Stages of Change Theory

The Stages of Change Model is a well-accepted framework for understanding how behavior change happens. When used in the context of transportation behavior change programs, the theory can provide important insight into program participants' mental attitude toward the desired behavior. This section of the memorandum covers the basics of Stages of Change, and proposed methods to use them to benefit ABC Ramps programs.

### What Is the Stages of Change Theory?

According to the Stages of Change theory, individuals show varying levels of readiness to change behavior(s). These levels are identified as five distinct 'stages of change' (Figure 1). While these five stages present a sequential order for change to occur, the Stages of Change theory acknowledges that behavior change often occurs in a nonlinear fashion, such that individuals may move back and forth between stages over periods of time. Individuals in different stages require different messaging, support, and tools to help them progress towards behavior change. Understanding the stages of change and how they apply to program participants helps to create tailored interventions for each stage, engaging more people, more effectively.

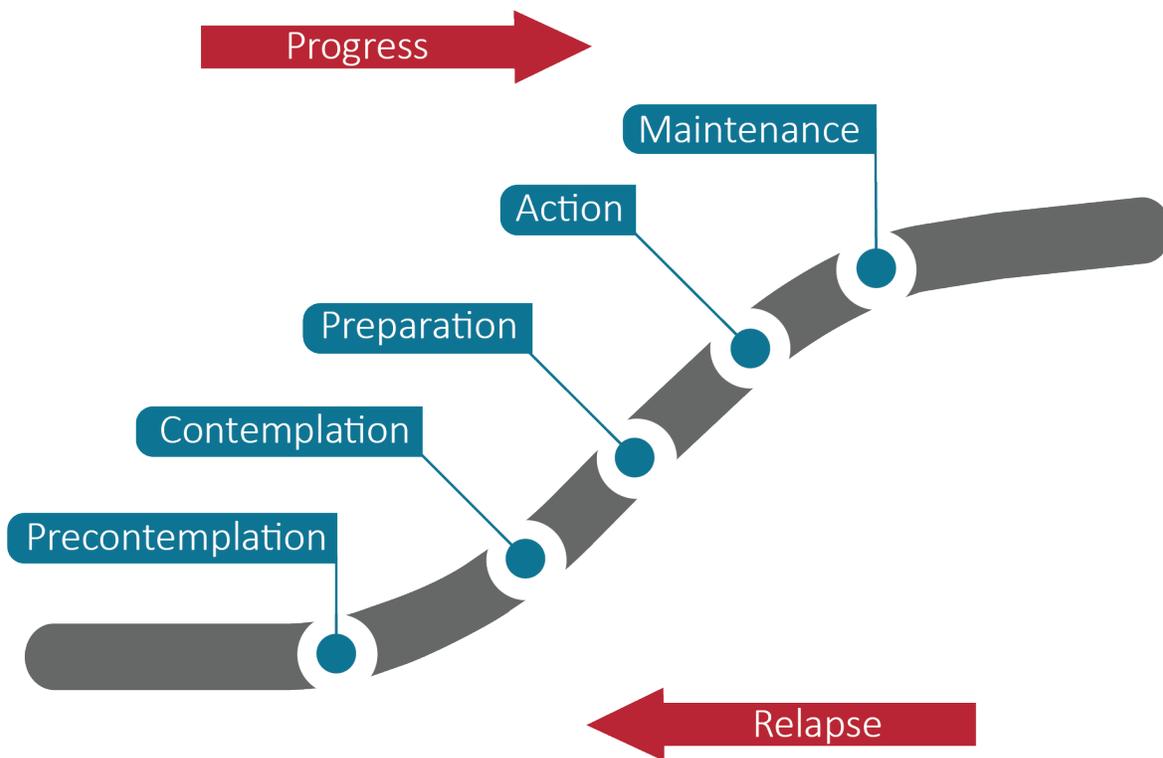


Figure 1. Stages of Change Model (Transtheoretical Model)

The Stages of Change theory allows practitioners to identify a participant's current level of readiness for change using the five stages below:

1. **Pre-contemplation:** Individual is not thinking about changing the behavior; may not associate a problem with current behavior(s); may not have interest in accepting help.
2. **Contemplation:** Individual is (more) aware of consequences of current behavior(s) and may acknowledge current behavior as a challenge in their life; is ambivalent about wanting help and sees both pros and cons when considering behavior change.
3. **Preparation:** Individual is getting ready to change behavior and is making commitments to do so; may be researching various strategies and resources available to help them change; may have tried to change behavior many times in the past and failed.
4. **Action:** Individual actively takes steps to change behavior(s) using one or more techniques, all of which depend on willpower, rewards or motivation, and enhancing self-confidence. This stage commonly occurs over one or several 6 month periods.
5. **Maintenance:** Individual establishes new behavior as a self-sustaining habit and avoids temptations to revert back to prior behavior (generally defined as more than six months); new behavior or associated goal of the behavior proves personally worthwhile and meaningful.

Although the likelihood for relapse decreases as one's habits become self-sustaining (Maintenance), relapse or lapse may occur. A lapse is referred to as a momentary "slip" to an unwanted behavior. This may be triggered by a change in routine, for example. Relapse occurs when one reverts to previous behavior. Relapse can be a learning experience as an individual reassesses their commitment to behavior change and determines a strategy to pursue this change.

## How Can the Model Be Applied to Transportation Programs?

The Stages of Change theory can be used to design a program that segments participants according to where they are on the stages of change spectrum, and applies specific interventions, activities and/or messages tailored to each stage. For instance, a program may be designed to provide basic educational material to participants who are in the pre-contemplation stage and more robust coaching, workshops or guidance to people who are in the contemplation or preparation stage.

Programs should provide research-based “stage-specific” messages and interventions for each stage. The basic goals and strategies for each segment are below:

1. **Pre-contemplation:** Increase awareness of need to change. Strategies include providing information about risks and benefits and stimulating reflection on values.
2. **Contemplation:** Build motivation and increased confidence in ability to change. Strategies include using role models for norming and building self-efficacy (belief that change is possible); and exploring fears and barriers.
3. **Preparation:** Plan for and follow through on a new action. Strategies include setting goals; identifying social support; building a new self-image; action planning; pledges; and developing reward systems.
4. **Action:** Reaffirm commitment and follow up. Strategies include: trip logging; enjoying rewards; coping planning; and finding partners/buddies.
5. **Maintenance:** Prevent relapse. Strategies include: setting up nudges; relapse prevention; and becoming champions.

### **Evaluation Considerations**

The evaluation of a program designed around the stages of change model can demonstrate the program’s ability to move participants along the behavior change continuum. When used in conjunction with a rating system, this can provide a way to quantify the program’s effect on participants’ behavior. For instance, a pre- and post- program survey of participants may include a question to determine their stage and how it has changed over the course of the program.

### **Additional Information and Training**

Additional information about combining behavior change theories, including Stages of Change and others, with transportation demand management can be found in the following resources:

- “Applying behavioural insights to transportation demand management”, The Behavioural Insights Team (BIT) and Alta Planning + Design for TransLink (Vancouver), [https://altaplanning.com/wp-content/uploads/Behavioural-Insights-to-Transportation-Demand-Management\\_FINAL.pdf](https://altaplanning.com/wp-content/uploads/Behavioural-Insights-to-Transportation-Demand-Management_FINAL.pdf)
- *Fostering Sustainable Behavior: Community-based Social Marketing* by Doug McKenzie-Mohr, PhD (McKenzie-Mohr & Associates) and related resources, <http://www.cbsm.com/pages/guide/preface/>
- Transportation Demand Management: State of the Practice, Smart Growth America (2013), <https://smartgrowthamerica.org/app/legacy/documents/state-of-the-practice-tdm.pdf>
- “A conceptual framework for infusing behavior change theories into program design, delivery, and evaluation: A financial education example”, Lisa A. Guion, Ed.D. and Travella R. Free, <https://projects.ncsu.edu/ffci/publications/2010/v15-n1-2010-spring/guion-free.php>