

VI-12. EDUCATION & PROMOTION

Engaging the community with new programs and educational campaigns can inspire innovation, achieve vehicle trip reductions and, most importantly, develop mutually beneficial networks of trust that encourage sharing of resources.

WHAT IS EDUCATION & PROMOTION?

Education campaigns are aimed at changing people's fundamental behaviors. Unlike product marketing and political campaigns, which aim to change attitudes, Educational campaigns create entirely new, enduring behaviors. These campaigns are usually long-term, reiterative programs that reach people through many different mediums, ranging from one-on-one contacts to mass advertising.

One of the best examples of successful education program is the anti-tobacco campaign, which made California virtually smoke-free indoors and greatly reduced the number of smokers overall. Significant increases in recycling are also the result of long-term, local campaigns combined with new, convenient choices.

As these successes have shown, a proactive, promotional program can promote changes in travel behavior that will help achieve the goals of the Master Transportation Study. The outline below describes the preliminary steps for planning and implementing an education and promotion program for the City of Santa Cruz. Such a program will encourage changes in travel behaviors and mode shifts among target audiences through the use of messages, education, and outreach techniques.

1. IDENTIFY MARKETS

A successful education and promotion campaign utilizes specific messages for specific audiences or "target markets." To determine which markets to focus on, we must balance the positive impact of changed behavior by a specific group with the cost to gain that behavior change.

- Identify the factors that determine whether a target audience member is likely to adopt the desired behavior (by geographic, demographic, psychographic, attitudinal groups). Various groups of people will have different reactions to the MTS strategies, depending on whether they perceive value/benefits to them or barriers/impacts on them. For example, a business owner in the downtown area may believe that the MTS will discourage customers from visiting his store and will need to be convinced otherwise. A student at UC Santa Cruz may already be an avid bicyclist and need little further encouragement. A mother with children at different schools-who participate in sports on fields around the city-may be convinced that public transportation is critical, but simply be unable to shift her mode of transport.

Primary Markets

- Through research (i.e., surveys, focus groups, etc.), determine which demographic or behavioral groups are likely to respond to the MTS goals, which groups' behavior changes will provide the most positive impacts, and what will be required to change their travel behavior. The most likely core groups are:
 - a. Students and people who consistently travel to the UCSC campus
 - b. Residents who commute east-west across the city
 - c. Companies with 10 or more employees

Secondary Markets

- Next, determine secondary groups on which to focus, and assess what will be required to change their behavior. The most likely groups are:
 - a. Current bicycle and transit users
 - b. Small business owners
 - c. Seniors
 - d. Occasional or choice riders

Other Markets

- Finally, determine other groups whose behavior change could have a major impact on the City, and assess what will be required to change their behavior. These groups may include:
 - a. Visitors to Santa Cruz
 - b. Children of school age

2. IDENTIFY MESSAGES

An effective array of education and promotion messages should be developed to influence behavior change and produce positive, sustained effects on the target audiences identified above. The overarching message will create a shift in thinking that will lead to behavioral changes.

- Transportation is a limited resource, just like water. Only a limited amount of capacity exists in the system; the City will eventually run out of capacity. If you need more water, you can build more dams or reservoirs, but at greater and greater cost as you impact other systems and eventually degrade them so that they cannot be restored. The same is true for transportation; adding capacity has tremendous impacts on the community.
- We need to manage the transportation capacity and allocate it to achieve the optimal benefits/costs to the community.

- Changing your transit mode will allow the City to manage capacity and result in significant benefits to you, your family and your community.

Based on the research conducted in Step 1, determine key messages for each target market. To the extent possible, the following elements should be addressed in the key messages:

- A proposed behavior will lessen or prevent a person's exposure to some problem or risk.
- The advantages of a behavior outweigh the disadvantages.
- A person or target market possesses the skills to perform a behavior.
- A person perceives that there is a greater social pressure to perform a behavior than not to perform it.
- Fewer barriers exist to performing a behavior than to not performing it.
- The sample matrix below provides a structure for determining the behaviors, perceived barriers, and perceived benefits associated with various modes of travel.

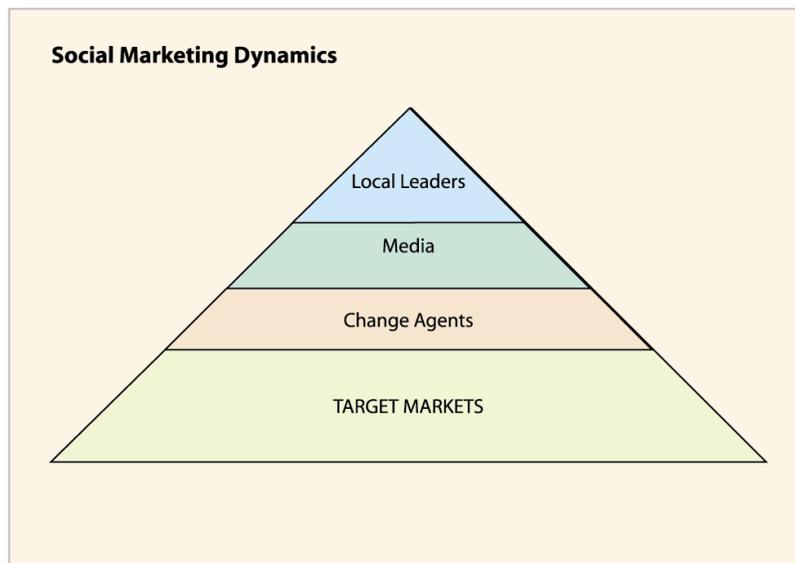
3. IDENTIFY CHANGE AGENTS

Education and promotion campaigns work by creating a critical mass of people who have

	New Behavior	Competing Behavior #1	Competing Behavior #2
Perceived Benefits			
Perceived Barriers			

adopted new behaviors and who then influence others in their social network to do the same. Each target market has its own social network. The following three steps can be used to identify and influence change agents:

- First, identify **local leaders** in each target market and determine the most effective method or **media** to change their attitudes. Local leaders are community leaders or the heads of community organizations (i.e., business groups, student groups, homeowner associations, senior associations, consumer advocacy groups, etc.) that have an interest in transportation issues. Keep in mind, local leaders do not necessarily need to change their behavior; they simply need to be convinced that behavior change will produce a positive impact and to actively support transportation goals.
- Second, identify your local transportation **change agents**. Who are the active, vocal members of local community organizations? Which individuals actively participate in government or community events? They will need to be early adopters of the new behavior, and can then influence their peers in specific target markets.
- Finally, identify the **media** to best reach those change agents.



4. DEVELOP A CAMPAIGN IDENTITY

To be effective, the campaign should have a strong and familiar identity. Consider the following steps:

- Develop identity concepts, tag lines and a recognizable and consistent "brand" and graphic look for the campaign. The campaign should have a readily identifiable logo and name that will appear on every printed piece.
- Test different brands and key messages for clarity of message, aesthetic appeal, cultural competence, and community/business preferences. We recommend focus groups with community members and the business community. These groups should be conducted in both English and Spanish.

5. IDENTIFY MEDIA AND METHODS

A strong campaign effectively matches the communication method or methods to the target audience. The following are examples of media to utilize with the core group, the secondary group, children and visitors.

Media to Reach Core Group

- **Bus and Outdoor Signage:** Develop a series of ads for buses.
- **Speakers Bureau:** Create a Speakers Bureau by leveraging existing community and neighborhood organizations, as well as businesses and special interest groups. Local leaders have credibility within their own groups and can be excellent spokespersons. They can actively support transportation goals and convey them to their most vocal and active members through presentations at regular meetings of these groups.

Prepare a message kit for presenters that include key messages and frequently asked questions organized by target audience. The documents included in the kit should be simple, electronic templates that can be easily updated and printed.

- **Trip Planning Service:** Institute a trip planning service, operated on the web or by telephone, to target the people that are likely to shift modes. The service can explicitly determine the most efficient and accessible route for transit, walking or biking from their departing point to their destination. The service can tell them which routes to take, when and where to board, and where to transfer. The service can also provide walking maps showing how to get to, from and between transit stops.
- **Targeted Information Brochures:** Prepare brochures targeted at the concerns, issues and needs of different audiences. Speakers can hand these out at presentations and they can be available at City agencies and offices, as appropriate.

- **Newsletter Articles and Editorials:** Based on the targeted brochures, prepare articles for community, neighborhood, business and other stakeholder newsletters, targeted at the concerns, issues and needs of different audiences.
- **Power Point Presentation:** To assist with informational presentations, prepare a 10-15 minute PowerPoint presentation (text of full speech included) that can be used with local community and business organizations, with slides that can be customized by target audience.
- **Posters and Banners:** Develop signage and displays for businesses and outdoor areas where core group members travel.
- **Public Relations Campaign:** Develop a press kit and media event to gain earned media and publicity. The event should include opportunities for media interviews with both representatives of the City and commuters.
- **Direct Mail Campaign:** Identify a neighborhood that could most easily transition to public transit (i.e., convenient access, high percentage of commuters, etc.) and develop a direct mail campaign. In addition, pursue targeted involvement in local events and utilize door hangers indicating where the nearest bus stops are located. Based on the results of this campaign, refine your methods and messages, and then expand to other neighborhoods.

Other Methods to Reach Core Group

- Develop an incentive campaign for employers. Campaign activities might include subsidized carpools or promotion of off-peak, telecommuting.
- Develop partnership campaigns with local businesses. These partners can distribute subsidized coupons that both advertise their business and have a free ride ticket attached. Another partnership strategy is to develop countertop signage for local businesses.
- Develop a recognition campaign to reward businesses that encourage employees to use public transit. Campaign activities might include distribution of plaques, an award ceremony with the mayor, or development of press releases.
- Develop a partnership with the University to encourage bike and public transit use. One activity could be including a movie ticket or free pizza coupon in bus ticket books.

Media to Reach Secondary Group

Speakers Bureau, targeted information brochure, newsletters, direct mail campaign (as above, directed to these groups).

Other Methods to Reach Secondary Group

- Develop an incentive campaign for choice riders. One incentive could be providing discounts at events to patrons who present public transit stubs.

- Develop partnership campaigns with local businesses (for example, subsidize coupons that advertise local business and have a free ride ticket attached). Local businesses distribute them at their place of business. Develop countertop signage for local businesses.
- Develop incentive campaigns with destination businesses, such as restaurants, clubs, and other entertainment venues.
- Bring the bus to senior centers to demonstrate senior-friendly amenities, such as kneeling, lifts, signage, etc.

Methods to Reach Children

- Develop an illustrated booklet, similar to the Magic School Bus, that describes the problems, solutions, and benefits in varying layers of detail to appeal to students ranging from kindergarten to sixth grade.
- Develop a "field trip" program whereby kids tour corporate yards via an actual public bus that arrives to pick them up at school. The "trip" can also include visits with bus drivers to encourage kids to view public transit as part of their daily life.
- Develop an incentive campaign to encourage kids grades seven through 12 to ride the bus to the movies or shopping, rather than relying on their parents.
- Create a curriculum kit for schools.

Methods to Reach Visitors

Visitors to Santa Cruz have a tremendous impact on traffic. Below are several proactive ways to reach them:

- Develop partnerships with hotels and other tourist-serving and destination businesses (i.e., Boardwalk, etc.) to offer free shuttle rides from a parking area.
- Create subsidized bicycle programs.
- Distribute transit coupons.

MTS POTENTIAL

Model Educational Campaign Messages

"Arising from a broad-based community process, the MTS presents an inspiring vision of a sustainable transportation future for Santa Cruz. The MTS pioneers an innovative model to inspire local action that demonstrates Santa Cruz's values and commitment to create new travel choices and enhance community livability. Imagine what can be done today in Santa Cruz to realize the community's dreams for the future:

Today in Santa Cruz:

Residents, businesses, local government and the City Council of Santa Cruz partner with UC Santa Cruz, Metro, SCCRTC and Santa Cruz County to envision a sustainable transportation future for the city and the region.

And in the future:

Santa Cruz and the greater region are recognized as a national model and a global inspiration for sustainable transportation planning.

Today in Santa Cruz:

The City, in collaboration with local businesses, residents, Metro, adopt aggressive mode split goals, Transportation System and Transportation Demand Management measures.

And in the future:

For local trips internal to Santa Cruz, the city will realize a 110% reduction in local and arterial street vehicle traffic growth by 2020.

Today in Santa Cruz

Business, the city and residents work together to ensure the right mixes of uses and pedestrian-oriented urban design to support local shopping and employment on Neighborhood Main Streets.

And in the future:

Neighborhood Main Streets are celebrated as vibrant, memorable and identifiable public places where people choose to walk and cycle rather than drive to meet their daily needs, socialize, hold civic events and enjoy community life.

Today in Santa Cruz:

The City and region collaborate to expand regional carpooling and transit choices, and support the "One in Five" program to make an alternate travel choice one day a week.

And in the future:

Efficient and rapid transit and carpooling become the travel mode of choice, where, transit and carpool ridership exceeds projections.

Today in Santa Cruz:

Neighborhood streets are closed for a day to cars, for a "street reclaiming party" where parents share their "car activity diaries" to work together to reduce, replace and save on child-oriented car trips.

And in the future:

Residential streets are safe, attractive places for family life, where cars are quiet guests, children freely play and parents enjoy time saved by sharing child-oriented car trips.

Today in Santa Cruz:

The City and Metro introduce transit & shuttle services that link outlying parking lots to a valet parking system using city and office parking for weekend parking during the summer.

And in the future:

Tourists drop off their cars and relax, and arriving by transit to the downtown and board-walk to shop, stroll and sun-while reducing local street traffic congestion.

Today in Santa Cruz:

The City Council initiates a citywide car-sharing program.

And in the future:

Parking lots are converted to city parks and members of the car-sharing club spend an evening to talk about their trip to Paris with the money they saved from owning one less car.

Today in Santa Cruz:

Gaps in the bicycle network are closed and design standards ensure safe, high quality amenities to encourage cycling for people of all ages.

And in the future:

Impassioned cyclists safely share bicycle routes with leisurely seniors and children to travel to any point in town.

Today in Santa Cruz:

School children plant trees along major arterial streets.

And in the future:

Broad tree canopies line shady colorful sidewalk cafes, creating a beautiful urban forest, replenishing the air.