2006

Federal Transit Administration's

INDIVIDUALIZED MARKETING DEMONSTRATION PROGRAM (IMDP)

Final Report

Submitted By:

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1 Executive Summary

The Individualized Marketing Demonstration Program (IMDP) is a pilot program developed to test the effects of individualized marketing on public transportation ridership trends. It is based on a concept successfully used in Europe, Australia, and limited parts of the United States. The concept is one of measuring behavior change due to personalized marketing efforts. It includes a before survey, (self-administered mail-back one-day trip diary), a marketing/behavior change intervention, (dialogue marketing technique with market segmentation), and an after survey. Each phase lasts approximately six weeks.

This report details the selection process leading up the commencement of the IMDP, all stages within the program, and results for each city involved. Cities involved include: Bellingham, WA; Sacramento, CA; Durham, NC; and Cleveland, OH. This report is accompanied by four individual city reports, which include further detailed results for each city.

2 Introduction

2.1 About the Program

The Individualized Marketing Demonstration Program (IMDP) is a Federal Transit Administration research program aimed at increasing public transit ridership with a minimal need for new capital investment, all the while maintaining people's mobility.

Thus far, the concept has proven successful in Europe and Australia and has shown promising results in Portland, Oregon. With the idea that similar results can be obtained throughout the country, the FTA will be investing federal resources in a partnership with transit agencies in four competitively selected pilot communities in the U.S.

The FTA's IMDP centers on personalized, individual marketing of potential commuters who might consider using public transit, but need more information. Utilizing a dialog-based technique for promoting the use of public transport, the program provides targeted, personalized, customized marketing tailored for individuals that are most likely to change their travel behavior.

The primary model for this project is the UITP (International Public Transportation Association) project conducted in Europe. The UITP project involved 45 transit agencies from over 13 countries. The "Switching to Public Transport" experiment was very successful in demonstrating that effective individualized marketing can significantly increase the level of ridership, bolstering the theory that a "new customer consciousness" has developed in which people view public transit more favorably and are leaning in the direction of considering transit as the single-auto congestion continues to worsen.

Pilot projects in both Europe and Australia have yielded a reduction in car usage of around 10%, while large-scale individualized marketing efforts yielded up to 14% reductions (results tracked after one and two years.) A 1999 independent cost-benefit analysis of the Perth, Australia demonstration project yielded a 1:13 return on investment.

The first U.S. pilot project in Portland, Oregon yielded a reduction in car travel of 8% and an increase in travel by environmentally friendly modes of 27%. The one-year evaluation of the pilot's success began in September 2003, and Portland officials have indicated that if the results hold firm, they will consider replicating the process throughout the city.

Now, the FTA is taking the project to four locations in the United States, teaming with local transit authorities and local governments that have been selected on a competitive basis to be part of this promising pilot. Each location will have unique characteristics to test the true potential of the individualized marketing concept.

2.1.1 Project Stages

The IMDP project design was separated into three separate stages: the 'Before' Survey; Individualized Marketing Intervention; and the 'After' Survey. Each stage was designed with a specific purpose in mind, and would ideally take six weeks to complete.

2.1.1.1 'Before' Survey

In each city, the 'Before' survey was conducted using a mail-back survey technique utilizing a one-day trip diary for all household members. A main mailing letter and an information pamphlet accompanied the mail-back survey diaries, which were received by respondents on their nominated travel days. A series of telephone calls and reminder letters were then used to motivate the respondents to return their travel surveys.

The goal of the 'Before' survey was to gather information about the target and control areas, including residents' current travel patterns and habits, their interest in public transportation, walking, and cycling modes, and their willingness to learn more about environmentally friendly modes of transportation in their community.

Each 'Before' survey was further substantiated by a segmentation phase. In this phase of the 'Before' survey, households were separated into three main categories, and two sub-categories:

1. Group 'I' – Participants willing and able to change their mobility patterns, and those interested in receiving more information about the how, when, and why of public transportation and alternate transportation methods.
2. Group 'R' – Participants already using one or more environmentally friendly transportation mode. This group was then separated into two sub-groups:
    a. 'R with' meaning participants already using environmentally friendly transportation mode(s) but interested in receiving information.
    b. 'R without' meaning those already using environmentally friendly mode(s) but not interested in receiving further information
3. Group 'N' – Households not interested in changing their transportation habits, and those determined to have no potential for change.

Once categorized, it was possible to identify households that were willing and able to change their mobility patterns, and those who already use one or more environmentally friendly modes. Households that were not interested and had no potential for change received no further direct contact, but were sent information from each city's respective transportation agency.

2.1.1.2 Individualized Marketing Intervention

The Individualized Marketing Intervention stage was separated into two categories: the motivation and information phases; and the convincing phase.

The motivation and information phases focused attention on all households in the 'I' (interested) group and in the 'R with' group (regular users of one or more environmentally friendly modes with information needs). Households in the 'I' and 'R with' groupings were mailed a Service Sheet that contained a comprehensive list of public transportation, bicycling, and walking materials that could be ordered. The 'R without' group respondents received a gift item for already using an environmentally friendly mode, along with additional information materials. This design methodology was utilized because it was observed that regular users of alternative modes without information requests could benefit from new and updated materials.

In the convincing phase, further services, or 'home visits' were offered to households as an opportunity to learn more about a particular alternative mode via a face-to-face conversation with a qualified representative for each mode, (bus driver, cycling and/or walking professional). The convincing phase was instrumental in motivating and encouraging households to try out an alternative mode they were interested in.

2.1.1.3 'After' Survey

The 'After' survey phase was very similar to that of the 'Before' survey, in that it was conducted using a self-administered mail back survey for households and individuals. The survey forms were identical to in both the 'Before' and 'After' survey. Announcement letters, reminder letters, and phone calls were also used to motivate residents to fill out and return their travel surveys.

Once received, results from the 'After' survey were compared to those of the 'Before' survey to attain results of the IMDP in each city.

2.1.2 Implementation of Similar Projects in Other Areas

A large part of the reason the solicitation for proposals for the IMDP was initially released was because the success individualized marketing has had in other areas of the United States and the World. Four cities where individualized marketing has shown substantial results are: Viernheim, Germany; Portland, Oregon; Perth, Australia; and Gothenburg, Sweden.

2.1.2.1 Viernheim, Germany

In Viernheim, Germany, the use of individualized marketing caused car use to be reduced by 12%.

2.1.2.2 Portland, Oregon

Portland, Oregon's individualized marketing program showed a reduction of 8% in car travel, and an increase in public transit, walking, cycling, and carpooling by 27%.

2.1.2.3 Perth, Australia

Following a project similar to the IMDP in Southern Perth, car as driver trips decreased by 14%; walking increased by 35%; cycling increased by 61%; and public transportation increased by 17%.

2.1.2.4 Gothenburg, Sweden

Gothenburg, Sweden also showed substantial change after individualized marketing intervention, with a car use reduction of 13%, an increase in walking by 4%, cycling by 45%, and public transportation by 45%.

2.2 The FTA Team

2.2.1 Team Members

The FTA team consists of the Federal Transit Administration (FTA), MELE Associates, Inc., and Socialdata America. Each team member contributes to the success of the Individualized Marketing Demonstration Program through their unique capabilities and various backgrounds. As the investor of the team, FTA has contracted MELE Associates, (who then teamed with Socialdata), to perform the Individualized Marketing Pilot in four selected locations, through close coordination and partnership with the transit agencies and local officials of the city/state. Using the knowledge gained from past projects, and also the strengths of each member, the FTA Team anticipates a very successful research demonstration program with outstanding results.

2.2.1.1 FTA

The FTA is one of eleven modal administrations within the U.S. Department of Transportation. Headed by an Administrator who is appointed by the President of the United States, FTA functions through a Washington, DC headquarters office and ten regional offices which assist transit agencies in all 50 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, Guam, Northern Mariana Islands, and American Samoa.

The FTA serves as the 'parent organization' in the IMDP. All activities performed in the project are reported to the FTA, as funding for the project is directly provided by the FTA.

2.2.1.2 MELE Associates, Inc.

Established in 1971 and incorporated in 1993, MELE Associates, is a Veteran-owned, minority-owned, award-winning small business (SDVOSB) that understands the value of highly effective, cost-efficient, creative solutions that emphasize customer satisfaction. We graduated from the

Small Disadvantaged 8(a) business program under the Small Business Administration in October of 2002, and have been recognized as "Small Business Contractor of the Year", as well as one of the "FAST 50" fastest growing tech companies in Maryland in 2003, 1999, and 1998.

MELE's responsibilities in the IMDP include oversight and communication of the project as a whole. MELE will establish relationships between the FTA, Socialdata, the individual cities, and itself, provide status updates to the FTA, and, once the project is completed, organize, write, and deliver the final reports.

2.2.1.3 Socialdata

Socialdata America, Institute for Transport and Infrastructure Research Pty. Ltd. is the American division of the International SOCIALDATA GmbH Group, which was established in 1972 - then under the name "Sozialforschung Broeg" - by Werner Broeg. SOCIALDATA is working in the field of mobility and transportation research, urban and housing research, energy and environmental research, health and social research as well as communication and media research. The innovative research of SOCIALDATA is recognized worldwide; since the foundation in 1972, projects have been carried out in all countries of the EU as well as in Australia, Norway, Israel, Switzerland, Hungary and in the United States of America.

Socialdata's responsibilities in the IMDP are comprised of the hands on stages of the project, including the 'Before' survey, individualized marketing intervention, and 'After' survey. Socialdata staff will be directly involved with transit representatives from each city, which includes providing on-site staff to conduct the survey elements.

2.2.1.4 Whatcom Transportation Authority (WTA)

Whatcom Transportation Authority is the public transportation association serving Whatcom County, Washington. As the organization that services Bellingham, Washington, one of the IMDP selected cities, WTA will be directly involved with the IMDP and will work directly with the FTA team to complete the program in Bellingham.

2.2.1.5 Sacramento Regional Transit District

Sacramento Regional Transit District (SRT) is the public transportation association serving Sacramento, California. As the organization that services Rancho Cordova, a suburb of Sacramento, one of the IMDP selected cities, SRT will be directly involved with the IMDP and will work directly with the FTA team to complete the program in Sacramento.

2.2.1.6 Triangle Transit Authority

Triangle Transit Authority (TTA) is the public transportation association serving Research Triangle Park, North Carolina. As the organization that services parts of Durham, one of the IMDP selected cities, TTA will be directly involved with the IMDP and will work directly with the FTA team to complete the program in Durham.

2.2.1.7 Greater Cleveland Regional Transit Authority

Greater Cleveland Regional Transit Authority (GCRTA) is the public transportation association serving Cleveland, Ohio. As the organization that services Cleveland, one of the IMDP selected cities, TTA will be directly involved with the IMDP and will work directly with the FTA team to complete the program in Cleveland.

3 Communications Strategy

3.1 Phase I – Pre Selection

- Generate interest in the project from the broad "transit" stakeholder community
- Develop a "pool" of interested transit agencies willing to partner with FTA and commit time and resources to a joint project
- Raise awareness of FTA's initiative in this area
- Disseminate information on similar pilot projects to educate stakeholders
- Gather contact emails and telephone numbers from ATPA conference participants who attend Dr. Broeg's sessions for follow-up feedback contact by MELE/Socialdata
- Develop flyer for distribution at APTA Annual Meeting to bring Public Transit Officials to three presentations by Dr. Werner Broeg
- Coordinate with FTA for email distribution
- Coordinate with APTA for inclusion in give-away packages for all conference attendees
- Have flyer direct individuals to FTA website for more information
- Develop case study handouts
- Coordinate posting of case studies on FTA website
- Bring hand-outs to APTA conference
- Targeted calls to ATPA conference attendees that are high-probability participants in the program (either have expressed interest previously, or possess the right mix of criteria/factors)
- Coordinate logistics for session with Dr. Werner Broeg and interested parties to find out more about this project and learn about case study successes.

3.2 Phase II – Selection & Notification

- Raise the level of excitement, generate interest in the project
- Solicit input from potential transit authority participants to refine approach
- Provide broad distribution of project information to enable the widest
- audience to consider applying for the program
- Set up ProjectSpace and distribute access data to SocialData / FTA
- Finalize Project Plan and distribute for Comment

3.3 Phase III – Implementation

- Conduct Before Survey, Intervention, After Survey
- Maintain independence of the target area – prevent detailed media exposure from affecting results

3.4 Phase IV – Data Analysis / Final Reporting

- Upon tabulation of initial results, coordinate with four cities to develop media/ communications plan
- Launch National Communications Strategy
- Full scale presentations at National / International Conferences

4 Implementation Plan

The implementation plan consists of all steps preceding the selection of the four cities to participate in the Individualized Marketing Demonstration Program (IMDP), up to the conclusion of the project and distribution of the final report. The Implementation plan includes four phases, which will be discussed in further detail throughout this document:

- Phase I – Pre Selection
- Phase II – Selection & Notification
- Phase III – Implementation
- Phase IV – Data Analysis / Final Reporting

4.1 Timeline

A general timeline has been created to show the progress of the plan *(see Figure 1)*, and will be described in more detail in the sections following the timeline. Each of the phases is listed in the timeline, with corresponding dates, and action items.

PHASE I		PHASE II			
Sep 2003	*Oct 2003*	*Nov 2003*	*Dec 2003*	*Jan 2004*	*Feb 2004*
Develop /Distribute Advance Materials	Pre-Announcement (APTA Conf, UT) Distribute Materials	Criteria Finalized Official Announcement	Conduct Pilot Solicitation	Proposals Due Selection of 4 Cities	Announcement of 4 Winning Cities FTA Press Release

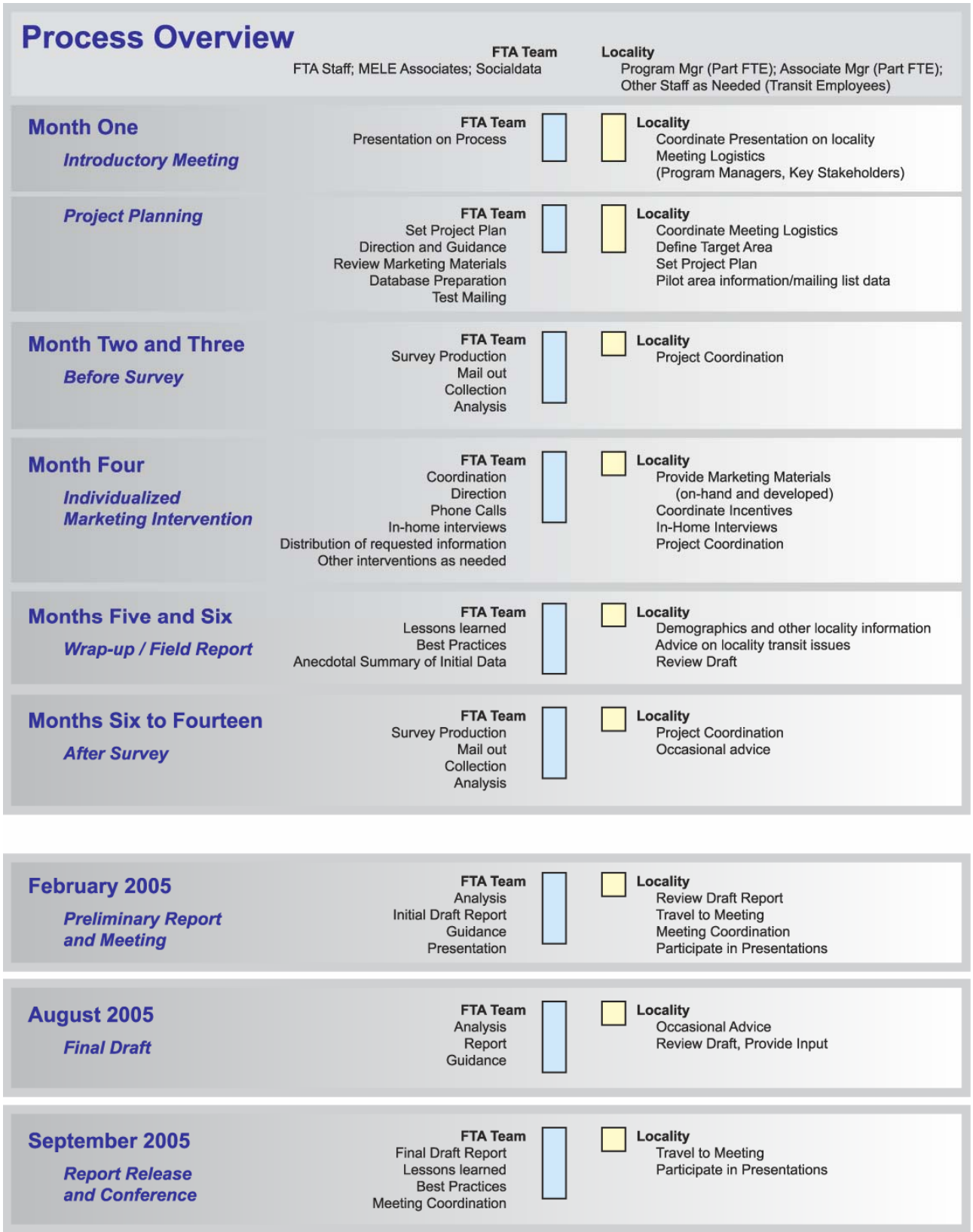
PHASE III					
Mar 2004	*Apr 2004*	*May 2004*	*June 2004*	*July 2004*	*Aug 2004*
BELLINGHAM – Unofficial Kick-Off Meeting / Project Planning SACRAMENTO – Unofficial Kick-Off Meeting	BELLINGHAM – Materials / Information Acquisition CLEVELAND – Unofficial Kick-Off Meeting TRIANGLE – Unofficial Kick-Off Meeting	BELLINGHAM – Before Survey	BELLINGHAM - Individualized Marketing Intervention CLEVELAND – Project Planning Meeting TRIANGLE – Project Planning Meeting	BELLINGHAM – Individualized Marketing Intervention	BELLINGHAM – Data Analysis SACRAMENTO – Project Planning

PHASE III (cont)					
Sept 2004	*Oct 2004*	*Nov 2004*	*Dec 2004*	*Jan 2005*	*Feb 2005*
BELLINGHAM – After Survey	BELLINGHAM – After Survey	BELLINGHAM – Data Analysis / Results Conference	BELLINGHAM – Project Plan		
				CLEVELAND – Materials / Information Acquisition	CLEVELAND – Before Survey
TRIANGLE – Materials / Information Acquisition	TRIANGLE – Before Survey	TRIANGLE – Before Survey		TRIANGLE – Individualized Marketing Intervention	TRIANGLE – Individualized Marketing Intervention
SACRAMENTO – Materials / Information Acquisition	SACRAMENTO – Before Survey	SACRAMENTO – Before Survey			SACRAMENTO – Individualized Marketing Intervention

PHASE III (cont)		PHASE IV			
Mar 2005	*April 2005*	*May 2005*	*June 2005*	*July 2005*	*Aug 2005*
			Best Practices Memorandum	Data Analysis	Final Draft Report
CLEVELAND – Individualized Marketing Intervention	CLEVELAND – Individualized Marketing Intervention	CLEVELAND – After Survey			
			CLEVELAND – After Survey		
		TRIANGLE – After Survey		TRIANGLE – Project Plan	
			TRIANGLE – After Survey		
SACRAMENTO -Individualized Marketing Intervention		SACRAMENTO - After Survey			SACRAMENTO-Project Plan
			SACRAMENTO- After Survey	SACRAMENTO- Data Analysis / Results Conference	

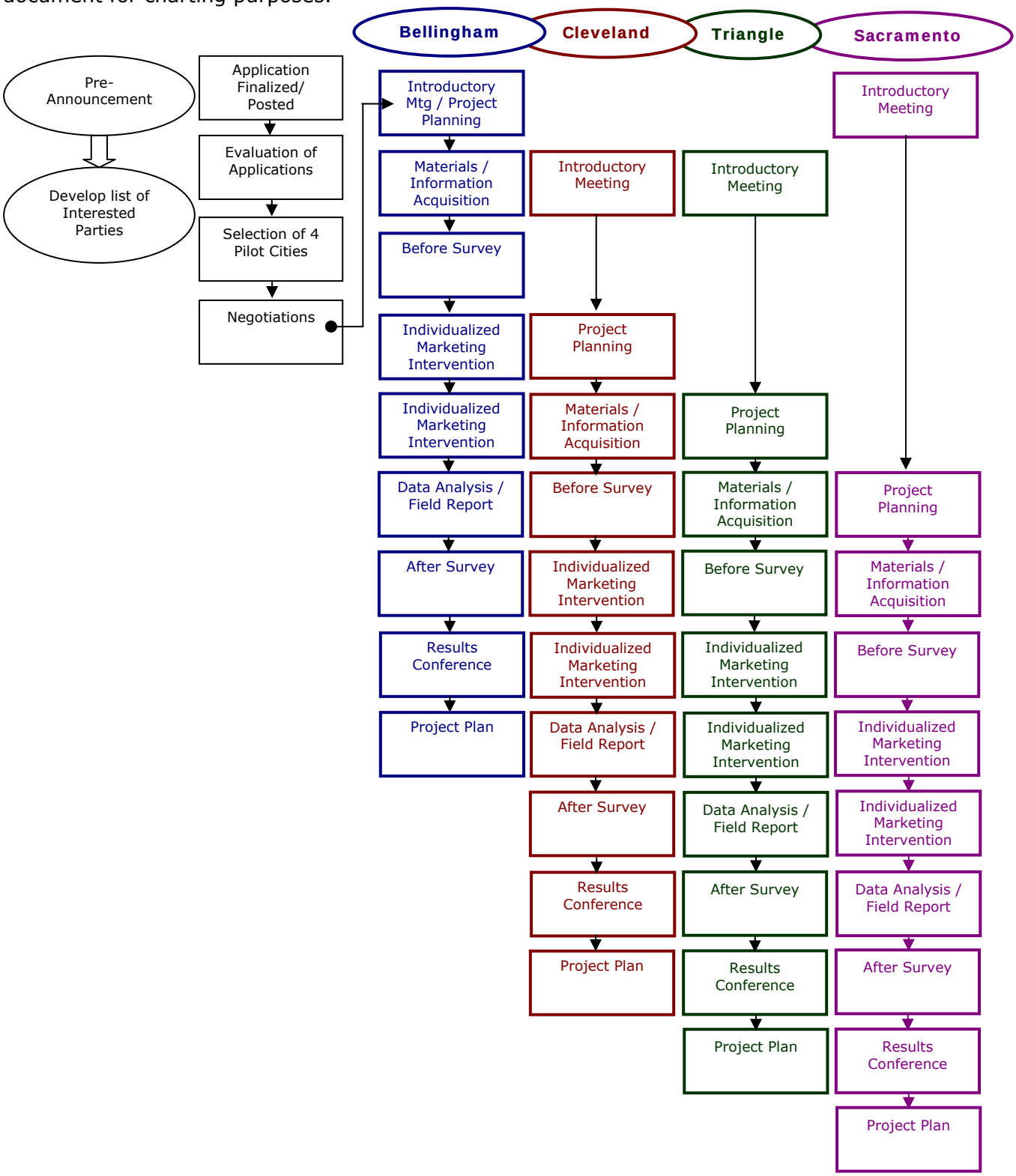
4.2 Process Overview Graphic

The Process Overview Graphic breaks down the work of the IMDP by month, showing which duties will be completed by the FTA Team, and which will be completed by the cities.



4.3 Project Flow Chart – Phases I-III

A project flow chart diagramming Phases I – III of the Implementation Plan has also been created, *(see below).* This process flow chart shows how Phases I – III correspond with one another, as well as how the timing of the project amongst the four cities coincide. The color blue has been used to show Bellingham's project steps, red for Cleveland, green for Triangle, and purple for Sacramento. These colors will remain standard for each city throughout the entirety of the document for charting purposes.



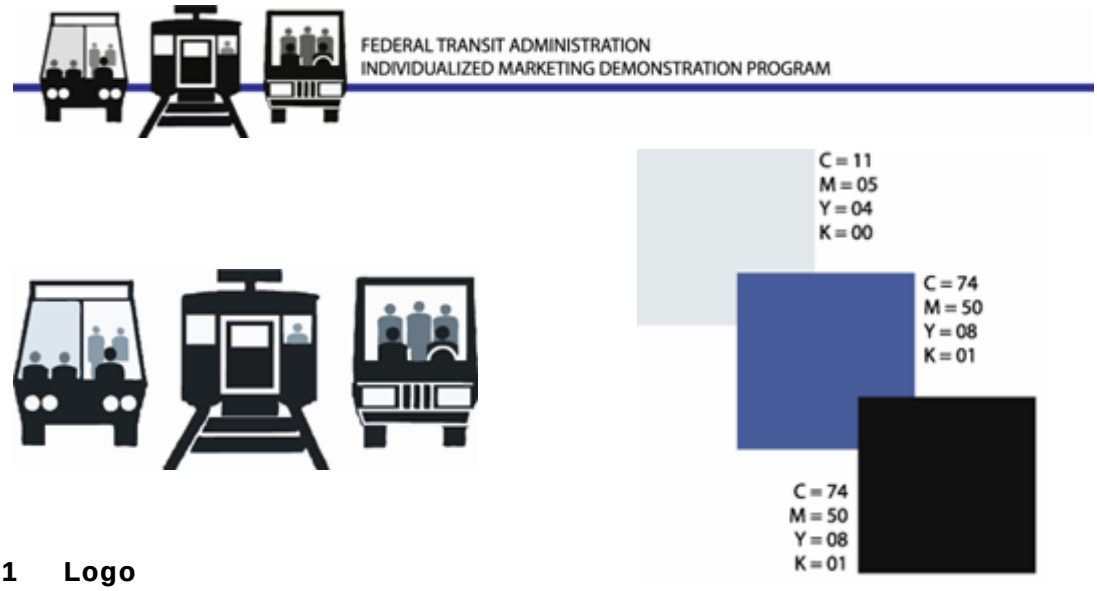
4.4 Phase I – Pre Selection

Pre Selection can be defined as all steps occurring before selection of the four winning cities. For the purposes of this document, pre selection began with the development and distribution of advance materials *(see appendix for samples)*, and concluded with the pre-announcement at the October 2003 APTA Conference in Salt Lake City, UT.

4.4.1 Advance Materials

The advance materials involved in this step included the following:

- FTA Individualized Marketing Demonstration Program Logo *(see Figure below)*
- FTA IMDP color scheme *(see Figure below)*
- FTA IMDP Header *(see Figure below)*
- IMDP Project Announcement *(see Appendix)*
- IMDP Application Form *(see Appendix)*
- IMDP Application Scoring Form *(see Appendix)*
- IMDP Interested Parties Database *(see Appendix)*



4.4.1.1 Logo

The Federal Transit Administration IMDP logo was created using the bus, train, and metro graphics shown above in Figure 2. The graphics were acquired directly from the FTA and were approved for use on this project. Using the logos, the IMDP color scheme was used to slightly modify the coloring of the people in the graphics, in order to match the IMDP color scheme created for this project.

4.4.1.2 Color Scheme

The IMDP Color Scheme was created using slight variants on the FTA colors already in place on the newly revamped website (www.fta.dot.gov) and other FTA documents/publications. It was created to bring uniformity to all IMDP document, publications, and etc.

4.4.1.3 Header

The FTA IMDP Header was created using the IMDP Color Scheme and Logo, and was used on the Application, Official Scoring Form, and other IMDP documents.

4.4.1.4 Project Announcement

The IMPD Project Announcement was created to communicate that the project will affect the behavior of large groups of people by targeting individuals. In addition, we needed to show that this is directed to all forms of transit: bus, rail, and ferry. Colors and shapes were chosen based upon those of the new FTA website.

4.4.1.5 Application Form

The IMDP Application Form was created using the IMDP Header, Color Scheme, and Logo, and was created for use by the transit agencies when submitting their application(s). Application questions were based upon the four scoring factors listed in The Selection Process above, (Leveraging Resources, Partnerships & Coordination, Integration of Project with Overall Strategic Approach, and Value of Project Characteristics as National Model). Application questions were fashioned with the goal of obtaining information about the transit agency, its goals and expectations in regards to the IMDP project, and the agency's potential as a participant in the project.

4.4.1.6 Scoring Form

The IMDP Application Scoring Form was created using the IMDP Header, Color Scheme, and Logo, and was created for use by the evaluation committees while scoring the IMDP applications. The Scoring form was fashioned on a 1-5 scale, with one being the lowest, and five being the highest, wherein the evaluator could rank the applicant. The application form also had space for comments by the evaluator, and an "extra credit" section for applicants who went above and beyond the requirements. Application scoring forms were then collected by MELE Associates, Inc., who recorded all information, and then mathematically ranked the applicants according to the evaluators' scores.

4.4.1.7 Interested Parties Database

The IMDP Interested Parties Database was created as a list of names, organizations, titles, address, phone numbers, and e-mail addresses for all transit agencies that showed interest in or asked questions about the IMDP, or were listed in the MTAP directory. The IMDP Interested Parties Database was updated on a daily basis throughout the Pre Selection, and Selection process, and all parties on the list were informed about updates, changes, or problems in the process.

4.4.2 Events

During the Pre Selection Phase, a FTA Communicators Task Force Meeting was held in Salt Lake City, Utah on Tuesday, September 30, 2003 for all potential participants in the Individualized Marketing Demonstration Program. A flyer, known as the IMDP Project Announcement was created and e-mailed to all possible participants, as well as handed out at the conference.

A series of presentations were held at the APTA Conference in Salt Lake City regarding individualized marketing as a concept, and the Individualized Marketing Demonstration Program, including:

- "Individualized Marketing: The Power of One on One"
- "Bucking the Trend: How Transit Systems are Increasing Ridership"
- "FTA Individualized Marketing Campaign Briefing Session"

4.5 Phase II – Selection & Notification

Selection & Notification can be defined as all steps occurring between the pre-selection and implementation phases. For the purposes of this document, selection and notification began with the official announcement of the IMDP project and concluded with the FTA Press Release.

The Selection & Notification phase involved many different events, including:

- Official announcement of the IMDP Project
- Release of the project solicitation
- Collection of proposals
- The Selection Process
- Announcement of the winning cities
- Negotiations
- FTA Press Release

4.5.1 Official Announcement of the IMDP Project

The Individualized Marketing Demonstration Program was officially announced in early November 2003, via the FTA website (www.fta.dot.gov), and via e-mail to all individuals/groups listed in the IMDP Interest Parties Database, *(see Appendix).* The goal of the announcement was to make transit agencies/authorities/companies aware of the solicitation so that proposals could be brought in, as well as to familiarize them with the concept being presented. *(See Appendix for full text of announcement).*

4.5.2 Release of the Project Solicitation

The project solicitation for the Individualized Marketing Demonstration Program was released in late November. *(See Appendix for full text of solicitation).* An e-mail was sent out to all individuals/groups listed in the IMDP Interested Parties Database, *(see Appendix).* The project solicitation description was also posted on the website, along with a PDF version of the application and criteria.

4.5.3 Collection of Proposals

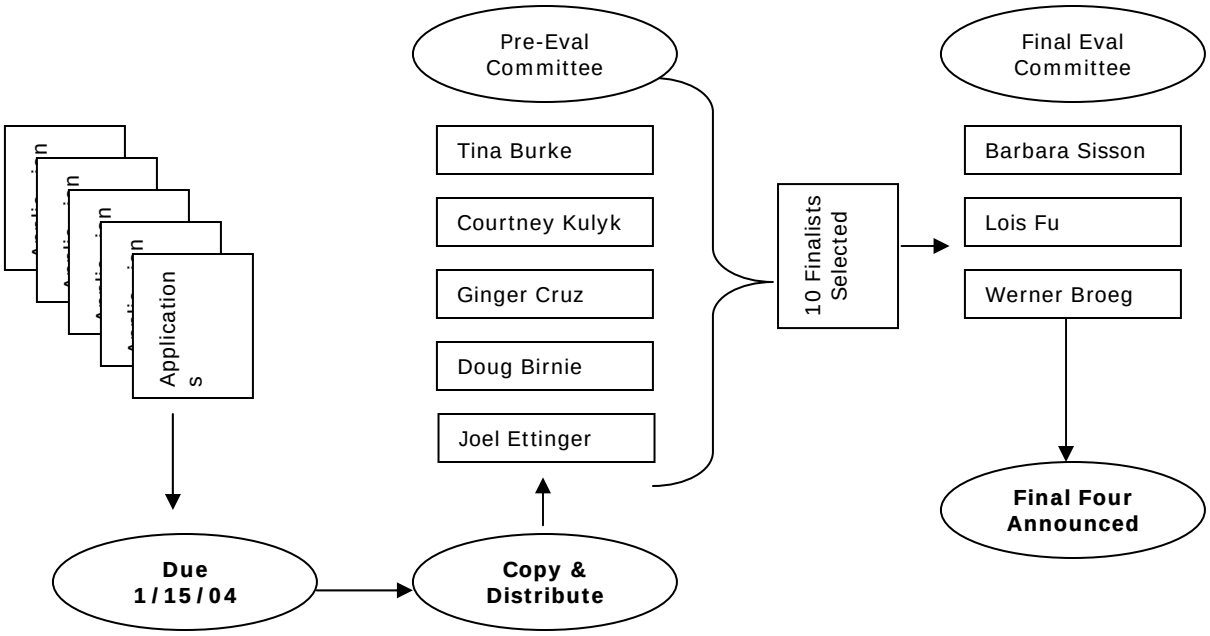
An e-mail address (individualized.marketing@fta.dot.gov) was set up on the FTA server to receive all application submissions, as well as questions about the solicitation or application. The e-mail address was set up so that all e-mails would be automatically forwarded to Ginger Cruz and Candis Larson at MELE Associates, Inc. Doug Birnie was given access to the box at FTA for occasional inventory.

When a submission arrived, it was saved, printed, duplicated, and filed accordingly by MELE Associates, Inc. At the cut off date of January 12, 2004, 66 applications had been received, saved, printed, duplicated, filed, and sent to the Pre-Evaluation and Final Evaluation Committee.

4.5.4 The Selection Process

The request for IMDP applications was sent out to various cities, transit agencies, and other interested parties in late November, with an application cut off date of January 15, 2004. At the end of that cut off date, 66 different applications had been submitted from 33 different states, as well as the District of Columbia. Once the applications had been collected, and the request for applications had closed, a selection process was put into place that included the following steps *(see figure below):*

- Collection of applications from all applicants by January 15, 2004
- Initial review of applications by the Pre-Evaluation Committee
- Selection of ten finalists by the Pre-Evaluation Committee
- Review by the Final Evaluation Committee
- Selection of four winning cities
- Final four cities announced



Using a number of variants, as well as a lengthy review process, a Pre-Evaluation Committee, and a Final Evaluation Committee were assembled to review the applications. These committees consisted of the following *(see below):*

Pre-Evaluation Committee	**Final Evaluation Committee**
Tina Burke	Barbara Sisson
Courtney Kulyk	Lois Fu
Ginger Cruz	Werner Broeg
Doug Birnie	
Joel Ettinger	

4.5.4.1 Site Selection Criteria

Both committees were asked to use a pre-determined scoring system, and fill out scoring sheets provided to them by MELE Associates, Inc. *(see Appendix for full scoring sheet).* Using first the Pre-Evaluation Committee, then the Final Evaluation Committee, each evaluation was reviewed and scored according to the following factors:

4.5.4.1.1 Leveraging Resources (25% of total scoring)

This factor focused on: the applicant's ability to secure resources beyond those provided by the FTA; and the applicant's commitment to the success of the project through examination of the commitment and resources being provided, including in-kind contribution of material, equipment, space, staff time, and other creative contributions.

4.5.4.1.2 Partnerships & Coordination (40% of total scoring)

This factor focused on special consideration given to appropriate partnerships created by the applicant for implementation of the project. Scoring took into effect the applicant's ability to clearly explain how the staff would coordinate with the project team, how both would contribute toward the success of the project, and how the results of the project would be utilized to improve the applicant's organization. Scoring also was determined by whether the applicant addressed how the project would coordinate with related activities in the organization and community, as well as successful partnerships with community organizations in the past.

4.5.4.1.3 Project Overall Strategic Approach (15% of total scoring)

This factor focused on the degree to which the project would fit into an overall approach to increase ridership in the applicant's location. Greater consideration was given to areas that have demonstrated success in planning and executing other initiatives aimed at increasing ridership, and could show a high level of commitment throughout the organization for the project.

4.5.4.1.4 Project Characteristics as National Model (20% of total scoring)

This factor focused on whether demographic and situational characteristics of the city proved to be of high value as a research demonstration to other locales. Scoring also took into effect the applicant's ability to point out the value of the location as a national or regional model.

4.5.4.1.5 Other Considerations

Along with the four main scoring components listed above, many other considerations were incorporated into the selection process, including:

Population size: Very Small Less than 100,000 Small 101,000 – 250,000 Medium 251,000 – 500,000 Large 501,000 – 750,000 Very Large 750,000 and above	**Active Fleet Size:** Small <50 peak vehicles Mid 50 to 100 peak vehicles Large 100 to 500 peak vehicles Very Large over 500 peak vehicles
Unlinked Passenger Trips: Low Less than 1 million Mid 1 million to 4 million High 4 million to 30 million Very High over 30 million	**Climate Zone:** Zone 1 Very cold Zone 2 Cold Zone 3 Moderate Zone 4 Warm Zone 5 Very Warm
Diversity Index (based on % of non-whites): Very Low Less than 20% Low 21 – 40% Moderate 41 – 60% High 61 – 80% Very High 81% and above	

4.5.4.2 Site Possibilities

Other determining factors while scoring included possible sites that could be targeted during the Individualized Marketing Demonstration Program, such as:

Area A	This area could be located in a smaller city to contrast the big city and small city results/mentality.
Area B	This area could be a designated location (economic development zone) within a very large city.
Area C	This area could consist solely of public transit in the individualized marketing process. This will enable FTA to see if promoting just one mode is more advantageous than promoting three modes and vice versa.
Area D	This area could combine some type of health element with the project such as playing on the message of daily exercise. The American Heart Association would be a good tie-in on this pilot, combining messages that 30 minutes of daily activity are good for your health.
Area E	This area could combine some type of system improvement with marketing efforts, such as a new bus line or service. This will address the issue of "if you build it (and it is marketed effectively,) they will come"
Area F	This area could focus on a combination of individualized marketing and a car restraint

	scheme such as parking or parking fees, pedestrian areas, cycle priority lanes, etc.
Area G	This area could demonstrate the effects of the program on an area with some type of direct cooperation with the community (grassroots movement)
Area H	This area could include a system change such as a new fare scheme in the pilot.
Area I	This area could be one that has a transit agency with a higher-than-average capacity, but a lower-than-average usage/ridership.
Area J	This area could focus on the public ridership trends among older individualized, especially those in retirement homes or assisted living.
Area K	This area could focus on the public ridership trends among University students, staff, and frequenters.
Area L	This area could analyze the results of Individualized Marketing despite sudden rises / incidents in crime.

The goal is that by targeting selected areas with different characteristics, the project will provide a basis for analyzing and recommending a best practice strategy for the United States, as well as provide a complete and accurate evaluation process.

4.5.4.2.1 Element Charts

Each of the cities was selected according to the four areas listed on the IMDP Application, demographic considerations, and the site possibilities listed in section 4.5.4.2. Element charts were assembled for each city to show the difference between the areas, such as diversity, location, etc., *(see below).* As can be seen from the charts, the four cities chosen represent four very different types of areas, and elements of each city's study will be highly replicable across the United States.

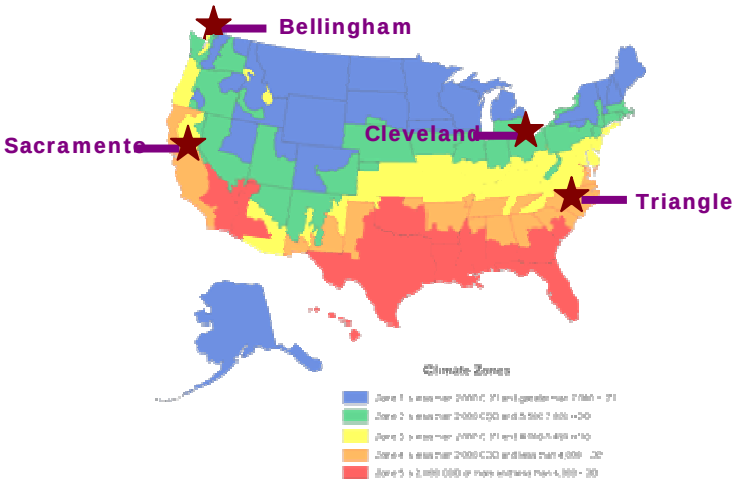
Organization Name: **Whatcom Transportation Authority**				
City / County / State: Bellingham / Whatcom / Washington				
Population Size	Active Fleet	Ridership Stats	Climatic Zone	Diversity
Very Small – 67,171	Large	Mid	Zone 3 - Moderate	Very Low
Density: Very small town				
Socio-Economic: Moderate				
Employment: 66%				
Per Capita Income: $19,000				
Ridership Trend: Increase				
Application Characteristics: Small City; All Modes - Bike/Walk/Ride; Land Use Changes Designed to Facilitate Alternate Modes				
Proposed Candidate Budget: $158,000				
Relative Financial Commitment to Project: 632%				

Organization Name: **Sacramento Regional Transit District**				
City / County / State: Sacramento / Sacramento / California				
Population Size	Active Fleet	Ridership Stats	Climatic Zone	Diversity
Medium – 407,018	Large	High	Zone 3 - Moderate	High
Density: Large new diverse suburban area				
Socio-Economic: Low				
Employment: 60%				
Per Capita Income: $19,000				
Ridership Trend: Decline				
Application Characteristics: Collaborative Team; Bilingual; New Area; Rapid Growth; Suburban				

Setting
Proposed Candidate Budget: $128,000
Relative Financial Commitment to Project: 233%

Organization Name: **Triangle Transit Authority**				
City / County / State: Research Triangle Park / Wake / North Carolina				
Population Size	Active Fleet	Ridership Stats	Climatic Zone	Diversity
Large – 627,846	Large	Mid	Zone 4 - Warm	Low
Density: Low density mid sized metro growing				
Socio-Economic: High				
Employment: 74%				
Per Capita Income: $27,000				
Ridership Trend: Increase				
Application Characteristics: Inner-Urban; Fast Growing; Diverse; Moderate Income				
Proposed Candidate Budget: $30,000				
Relative Financial Commitment to Project: 38%				

Organization Name: **Greater Cleveland Regional Transit Authority**				
City / County / State: Cleveland / Cuyahoga / Ohio				
Population Size	Active Fleet	Ridership Stats	Climatic Zone	Diversity
Medium – 478,403	Very Large	Very High	Zone 2 - Cold	High
Density: Dispersed rural				
Socio-Economic: Low				
Employment: 57%				
Per Capita Income: $14,000				
Ridership Trend: Increase				
Application Characteristics: Midwest; College Town; Good Travel Options				
Proposed Candidate Budget: $30,000				
Relative Financial Commitment to Project: 55%				



4.5.4.2.2 Site Possibility Matches

Potential cities were also compared to the site possibilities listed below to chart potential matches to previously decided areas of interest. Each of the four winning cities matched closely to two of the site possibilities.

Area A:	This area could be located in a smaller city to contrast the big city and small city results/mentality.
Area B:	This area could be a designated location (economic development zone) within a very large city.
Area C:	This area could consist solely of public transit in the individualized marketing process. This will enable FTA to see if promoting one mode is more advantageous than promoting three modes and vice versa.
Area D	This area could combine some type of health element with the project such as playing on the message of daily exercise. The American Heart Association would be a good tie-in on this pilot, combining messages that 30 minutes of daily activity are good for your health.
Area E	This area could combine some type of system improvement with marketing efforts, such as a new bus line or service. This will address the issue of "if you build it (and marketed effectively,) they will come"
Area F	This area could focus on a combination of individualized marketing and a car restraint scheme such as parking or parking fees, pedestrian areas, cycle priority lanes, etc.
Area G	This area could demonstrate the effects of the program on an area with some type of direct cooperation with the community (grassroots movement)
Area H	This area could include a system change such as a new fare scheme in the pilot.
Area I	This area could be one that has a transit agency with a higher-than-average capacity, but a lower-than-average usage/ridership.
Area J	This area could focus on the public ridership trends among older individualized, especially those in retirement homes or assisted living.
Area K	This area could focus on the public ridership trends among University students, staff, and frequenters.
Area L	This area could analyze the results of Individualized Marketing despite sudden rises / incidents in crime.

= Bellingham = Sacramento = Triangle = Cleveland

4.5.5 Announcement of the Winning Cities

The four winning cities were determined in February of 2004, using scores from the Pre-Evaluation Committee, Final Evaluation Committee, and ratings from a mathematical formula created to weight and rank the Committee scores, *(see Appendix for rankings*). Notification of the results was sent via USPS in the form of an "Award Letter," *(see Appendix)*, or "Non-Award Letter," *(see Appendix).* The winning cities were also faxed their notification, in order to assure receipt of the information.

4.5.5.1 Four Final City Selections

The winning cities selected were:

- Whatcom Transit Association (WTA) – Bellingham, WA
- Sacramento Regional Transit District (RT) – Sacramento, CA
- Triangle Transit Authority (TTA) – Research Triangle Park, NC
- Greater Cleveland Regional Transportation Authority (RTA) – Cleveland, OH

Each city is described in detail in the city's own words, in the following pages. Included in the description is background on the city's transportation system(s), information about the authority/ organization/agency, reasoning as to why the city would make a good candidate, etc. These

excerpts were taken from each city's application to the FTA. *(For the full application text, please see the appendix).*

4.5.5.1.1 Bellingham, Washington - Background of City

WTA's 180 employees provide public transportation services throughout Whatcom County, with the majority of services focused on the county's largest city, Bellingham. In 2002, Whatcom's Fixed Route buses were occupied by 2,675,000 riders (breaking their previous record by more than 5%) and Specialized Transportation mini-buses were occupied by 156,313 riders. For the past five years, WTA has ranked among the top three transit agencies in Washington State for Fixed Route productivity, carrying an average of 31 passengers per hour. In October of 2003, Whatcom increased ridership by nearly 21,000 passengers largely in part by users of newly expanded evening and Sunday service and new rural routes to communities in eastern Whatcom County.

Whatcom's strategic plan to enhance its community aligns with the FTA Individualized Marketing Demonstration in its efforts to initiate the following: increase ridership by reaching new riders; promote alternative modes of travel, i.e. walking, bicycling, rail, ferry, and ridesharing trips; solve transportation problems with innovative services and marketing to create a new market share among people who are currently driving for most of their trips and work in new ways with community partners to improve access, land-use, and zoning to enhance transportation choices; and, expand WTA's role in non-transit travel alternatives.

WTA is partnering with the City of Bellingham, Whatcom County, and Whatcom Council of Governments to assist and empower a group of citizen activists, business leaders, and residents to help solve the region's transportation problems. This group is called the Community Transportation Advisory Group (CTAG). While CTAG provides the grassroots work to foster innovation, WTA is also developing support from community leaders, elected officials, agency and department staff for a new approach to transportation investment.

WTA employees and management are committed to reducing the number of automobile trips in Bellingham. The general public in Bellingham area revealed through surveys and interviews that it would like WTA to provide and promote viable travel alternatives to people who currently drive. WTA believes there is a window of opportunity in which to respond to challenges related to growth in Bellingham.

Bellingham is located on the northern edge of the Puget Sound between Seattle, Washington, and Vancouver, British Colombia. Its spectacular natural environment attracts a steady stream of new residents. Bellingham is the largest city in rural Whatcom County and it is one of the fastest growing areas in the state. Bellingham provides an excellent test of how individualized marketing will work in small cities, and the enthusiasm of the community leaders and the public will be critical to long-term, local investments to achieve local transit-building goals and to build a more sustainable, community-based transportation system.

WTA plans to use the results to justify local investment in individualized marketing, indicate where higher frequency of fixed route service is warranted, Improve marketing and educational materials, test the value of group pass sales and expand current programs, compare the cost-effectiveness of individualized marketing with the existing worksite trip reduction program, expand the constituency, continue educating local citizens about transportation choices, provide persuasive data to people on various modes of travel, and highlight appropriate investments in pedestrian bicycle in transit facilities and services.

4.5.5.1.1.1 Reason for Selection

Bellingham was selected based on four criteria previously established before project solicitation began, including: Leveraging Resources; Partnerships & Coordination; Integration of Project with Overall Strategic Approach; and Value of Project Characteristics as National Model.

In response to these criteria, Bellingham proposed a budget of $158,000, which was a 632% relative financial commitment to the project. The city also promised office space for use during the project, equipped with two computers, a fax line, Internet and five phone lines. A secured area for storage of materials and survey documents was also guaranteed.

Bellingham established partnerships with the City of Bellingham, Whatcom County, and Whatcom Council of Governments as well as a group of citizen activists, business leaders, and residents called the Community Transportation Advisory Group (CTAG). Bellingham also promised to develop support for this new approach to transportation investment from community leaders, elected officials, agency and department staff.

Bellingham provided statistics from past years, to demonstrate what they are already doing to increase ridership. For example, fixed route ridership has increased by 13% since 1999, and boardings per hour have increased by 14%. Bellingham has also reduced bus pass rates at Western Washington University to boost mass transit usage.

Bellingham provided many positive factors that contributed to its desirability as a candidate for the project. For example, though the city is small, such an area would give a contrast between the big city and small city results and mentality, and provide a good representation of small cities nationwide. Also, Bellingham's selection would give an opportunity to focus on a combination of transportation options, such as buses, cycling, and walking.

Other determining factors in city selection included: population size; active fleet size; number of unlinked passenger trips; climate zone; and diversity index.

Bellingham offers a very small population of only 67,171 people. This initially caused hesitation during the city selection process , but because of Bellingham's high score in the other criteria, it was determined that the city results could be used for comparison in other small cities throughout the United States.

Bellingham's active fleet size was a very positive contributing factor to the city's selection, as they have between 100 and 500 peak vehicles, which is considered a large fleet size.

Bellingham's unlinked passenger trips were also a determining factor in city selection, as they ranged between 1 million and 4 million, considered a mid ridership statistic.

Bellingham's climate also served as a substantial national model, due to their moderate weather, and the option to study how precipitation affects mass transportation.

Like its population size, Bellingham's diversity index was very low, with less than 20% of non-whites. Despite this low score, other factors were strong enough to keep Bellingham in consideration.

4.5.5.1.2 Sacramento, California - Background of City

The Sacramento Regional Transit District (RT) is the lead agency in a collaboration including a statewide non-governmental organization that specializes in marketing transit (Odyssey), the Sacramento Area Council of Governments (SACOG), and the City of Rancho Cordova for the individualized marketing demonstration project.

Regional Transit operates approximately 80 bus routes and 27 miles of light rail covering a 418 square-mile service area. Buses and light rail run 365 days a year using approximately 65 light rail vehicles, 220 buses powered by compressed natural gas (CNG) and 20 diesel buses. Buses operate daily from 5:00 a.m. to 11:30 p.m. every 15 to 60 minutes, depending on the route. Light rail trains operate from 4:30 a.m. to 1:00 a.m. daily with service every 15 minutes during the day and every 30 minutes in the evening. RT employs a work force of approximately 1,100 people, 80 percent of them dedicated to operations and maintenance of the bus and light rail systems. RT is

governed by a seven-member Board of Directors comprised of members of the Sacramento City Council and the Sacramento County Board of Supervisors. The fiscal year 2003 operating budget is $97.8 million, with a capital program of $99.8 million.

RT's vision is to provide a coordinated regional public transportation system that delivers quality and environmentally sensitive transit services that are an indispensable part of the fabric of communities throughout the Sacramento region.

Odyssey is a 501(c) 3 nonprofit organization that is dedicated to promoting public transit. Odyssey's mission is to make public transportation and other equitable, efficient transportation choices more competitive through policy reform and marketplace improvements. Odyssey is a statewide organization with an annual budget is $750,000 and staff of 10. Odyssey has been working with RT and six other transit operators in the Sacramento region to increase transit ridership through inexpensive customer-focused and tailored marketing. This ongoing project is funded by the U.S. Environmental Protection Agency, the California Air Resources Board, the Sacramento Area Council of Governments, and the California Department of Transportation, and positions Odyssey to provide valuable community contacts, creative marketing approaches, and excellent opportunities for disseminating the results of "Mobility Marketing" through state and national networks.

SACOG is the Metropolitan Planning Organization for the region, and is an association of Sacramento Valley governments formed from the six regional counties - El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba -and 22 member cities. SACOG's directors are chosen from the elected boards of its member governments. SACOG's mission is "Delivering transportation projects, providing public information and serving as a dynamic forum for regional planning and collaboration in the greater Sacramento Metropolitan Area." Its primary charge is to provide regional transportation planning and funding, as well as a forum for the study and resolution of regional issues. In this role, SACOG prepares the region's long-range transportation plan; approves distribution of affordable housing around the region; helps counties and cities use federal transportation funds in a timely way; assists in planning for transit, bicycle networks, clean air and airport land uses; and is undertaking a new program to link transportation and land development. SACOG has an annual operating budget of about $9.6 million, funded by local, regional, state and federal transportation funds. It has a staff of approximately 50, including consultants.

The City of Rancho Cordova is a newly incorporated city, established in July 2003. The city is rapidly growing, has a population of 57,000, and is projected to add 55,000 jobs and 37,000 new homes in the next decade. The city's mission is to serve a diverse, growing community and provide innovative, efficient customer-oriented city services to support and enhance civic involvement, livable neighborhoods and economic opportunities. The city is committed to transforming itself into a transit-oriented community. For this reason, the proposed Mobility Marketing project is an important initiative for the city.

RT's Strategic Plan outlines five key organizational values, one of which is 'Regional Leadership'. RT's fundamental role in the mobility marketing project supports its goal of providing local, regional and national leadership in innovative marketing programs to increase transit ridership. The collaborative nature of this venture will also fulfill another key organizational value – to 'engage a broad spectrum of community partners'. Another key organizational value is 'Customer Service.' The data and other knowledge gathered during this pilot project will enable RT to better understand and provide for the transit needs of our community.

Odyssey's 2001 – 2005 Strategic Plan calls for the organization to create on-the-ground examples of transit success. Since Odyssey is a non-profit that does not build capital projects, its approach is to shift travel behavior through addressing information and perception-related barriers to taking alternative modes of travel. In other words, Odyssey focuses on soft policy approaches to changing the way we get around. The Strategic Plan calls for implementing a project called Community-Based Transit Improvements which seeks to identify and implement a suite of low-cost, community-based strategies that target specific routes and market segments with high

potential for increasing ridership. Odyssey conducts community outreach that provides new data about target markets.

SACOG's Board of Directors in October 2000 adopted 10 goals that are included in the Sacramento Region's Metropolitan Transportation Plan (MTP) for 2025. The proposed project would support SACOG's MTP 2025 Overarching Goal 1: Quality of Life, as well as Goal 2 (Access & Mobility), Goal 3 (Air Quality), Goal 4 (Travel Choices), and Goal 9 (Health and Safety). Individualized marketing demonstration would also support several active projects within the Transit Planning and Coordination element of SACOG's Overall Work Program (OWP) for FY2003/2004. SACOG is committed to exploring new methods of providing transit information to current and potential riders to increase ridership and reduce single-occupancy vehicle usage, which reduces air pollution that, in turn, enhances the air quality within the Sacramento region.

The City of Rancho Cordova has begun it strategic planning process as a new city. Some of the goals include creating a transit-oriented community, capitalizing on existing transit infrastructure, promoting a community "gem" - the biking and walking trail along the American River, and promoting the image of the city by publishing information on places of interest. All of these goals would be served by the proposed demonstration project.

An overall goal is to shift travel behavior in Rancho Cordova, a suburb of Sacramento, California. RT seeks to demonstrate a reduction in passenger vehicle trips and an increase in the number of trips taken by transit, walking and biking. The research question RT is attempting to answer is: "To what degree can soft policies, such as household trip planning and community-based marketing, reduce passenger vehicle trips and increase walking, bicycling and use of transit?"

The Primary Project Aims are:

- To reduce the percentage of household private vehicle trips by 8 percent
- To increase usage of transit, walking and biking by 20 percent (combined)
- To increase transit ridership by 11 percent
- To increase the percentage of household walking trips by 8 percent

The Secondary Project Aims are:

- To evaluate the effectiveness of individualized marketing in increasing the of number of household trips made by transit, walking and biking
- To quantify the air pollution savings that result from the reduction in household private vehicle trips taken
- To measure the increase in physical activity and health due to walking, biking, and walking or biking to transit
- To describe the increased access to jobs, health care, education and social services due to education about biking, walking and transit options
- To disseminate results and promote project replicability

The project collaborative has already secured some seed funding from the U.S. Environmental Protection Agency; secured in-kind support from the California Air Resources Board; and formed an advisory committee of community stakeholders. The project collaborative has also formed an agreement with the Department of Exercise and Nutritional Sciences at San Diego State University to evaluate the public health benefits of this approach. The collaborative and RT's affiliated partners bring unique resources to the project.

The project collaborative is a partnership including a local transit agency, a metropolitan planning organization, a community-based organization, and city staff. While RT is the lead agency on this project, it routinely collaborates and is currently a partner in numerous projects with the other proposed partners. RT's role will be to lead the project and facilitate the involvement of the other three collaborators. The collaborative of agencies will contribute to the project's success in different ways.

All of the collaborating organizations and other affiliated partners are committed to disseminating the results of the Rancho Cordova pilot project. However, in particular, Caltrans and SACOG will be closely evaluating the project's results in order to determine whether these agencies may fund other demonstrations in the region or in the state. Odyssey, as a statewide organization with strong ties to the transit industry and strong community contacts, could serve as an excellent vehicle through which to replicate the project throughout the state. Caltrans, with local districts around the state, and Odyssey, with its grassroots contacts statewide, can identify ripe areas for replication.

Rancho Cordova is a fast growing, middle class inner ring suburb located in the Central Valley of California. The population is 57,000 with 7,800 children enrolled in the 13 elementary, middle and high schools. The city has the following features:

- Six bus routes, and one light rail line that together operate at less than 50 percent capacity
- A new light rail line slated to open in 2004
- Viable, efficient, and safe walking, biking and transit to and from major destination points
- Unfilled capacity on existing transit, biking and walking routes
- Potential for additional collaborative partners and local stakeholder support
- A large enough size/concentration of target audience (individuals who drive and are willing to consider switching one to two trips per week)
- Schools near transit routes and school age children with documented low levels of physical activity that can participate in the project
- Demographics that resemble the state as a whole
- Suburban land use patterns and growth characteristics commonly found not just in cities throughout California but nationwide

If the individualized marketing demonstration project succeeds in Rancho Cordova, a strong case for replicability throughout California and other Western states can be made. The demographics show diverse cultures, growth, land use patterns and transportation characteristics that are typical of those repeating themselves throughout Western suburbs.

Rancho Cordova reflects the ethnic diversity of California; in fact, it is part of the region that has become the most ethnically diverse in the state. The racial makeup of the city is 66.7% White, 11.3% African American, 12.9% Latino, 0.9% Native American, 8.2% Asian, 0.5% Pacific Islander, 5.7% from other races, and 6.5% from two or more races.

Rancho Cordova is 14.5 miles from downtown Sacramento on Highway 50, a congested corridor connecting downtown with the growing suburbs, and recreational destinations in the Sierra foothills. The city is served by one light rail station, six bus routes, a sufficient network of bicycle facilities (including lanes and routes), trails and sidewalks suitable for short trips under five miles. On average, unfilled capacity on the transit lines is more than half, with many of the seats available during non-peak hours when 80 percent of travel trips are taken.

The city is part of the six-county Sacramento region which has changed dramatically in many ways since the mid-70's when the region's population had reached about 1.1 million. The only major job center was found in downtown Sacramento. The regional transportation system allowed easy access between the suburbs and downtown Sacramento. Today, the region has evolved in ways unforeseen even 10 years ago. The population, now 1.9 million, has spread out significantly and brought outlying, adjacent communities into the urban area. Rancho Cordova has emerged as the second major job center rivaling downtown Sacramento. Rancho Cordova is also among the five districts in the region with the largest number of housing units. Two-worker households have become the norm, with extensive commuting from one community to another. Low-density suburban patterns mean people travel overwhelmingly by automobile: 50 percent of trips (are) drive alone, 43 percent of trips go by auto with two or more occupants, less than 6 percent are bicycle or walk trips, and 1 percent of trips are by transit (with transit use reaching 20 percent into

downtown Sacramento during commute hours). The radial transportation system no longer serves the region's needs well.

The State forecasts the region's population to reach 2.8 million by 2025. With that comes a 54 percent increase in travel (demand) and present trends and zoning indicate that residential and office/industrial areas will continue to develop separately as we find it the case in many Western cities (and nationwide in fact). Rancho Cordova is among the three major job centers in the region predicted for 2025, and congestion levels are already slightly above the regional average today.

Nationally, most trips are within one to five miles. In Rancho Cordova, over 70 percent of trips are less than 30 minutes, and less than 6 percent are made by public transit, biking or walking combined. Shopping, school and other home-based trips account for nearly half of all trips taken. Households with school age children take more trips (13.6 to 16.6 per day on average versus 5.7 to 9 per day for households without children).

Sacramento does not meet federal clean air standards for ozone, and unhealthy air days for sensitive groups are common during the long hot summers. In a recent study, Sacramento logged 40 days over the state standard for ozone levels, and 26 days above the national eight hour standard—more days than Los Angeles. The asthma mortality rate for ages 1-14 (1990-97) per 1,000,000 population is 26.6 for Sacramento County, compared to 18.8 for California as a whole. Growth in vehicle miles traveled is a major cause of Sacramento's air quality problems with approximately 70 percent of the Sacramento region's air pollution caused by emissions from internal combustion engines. Like many other parts of the country, childhood obesity and low rates of fitness is on the rise. In the State Assembly legislative district that encompasses Rancho Cordova, 23.7 percent of children are overweight and 38.7 percent of children are unfit. Amongst fifth graders in this district, more than 44 percent are unfit, versus a national average of 38.9 percent.

If the project succeeds in Rancho Cordova, RT believes a strong case for replicability in other Western cities can be made. As Rancho Cordova attempts to continue to grow, it is challenged with trying to meet the demand of the associated increase in travel. Yet, the City's existing public transit system as well as bicycle facility network and pedestrian facilities are underutilized. The City acknowledges its struggle with the transportation issues and is in strong support of innovative projects that promote alternative modes of transportation to its residents and visitors. Because many California and other Western cities are facing similar growth in inner and outer suburbs as well as struggling with the associated impacts on public health, Rancho Cordova is a case study that will be relevant throughout California and other Western states. If this average city can show significant travel behavior modification, then it is likely the success can be widely replicated.

This project is designed as a collaboration. In addition to RT, Odyssey, SACOG, and the City of Rancho Cordova, multiple stakeholders will also meet regularly with the project team, i.e. The California Air Resources Board (ARB), San Diego State University, 50 Corridor Transportation Management Association (TMA), and the California State Department of Transportation (Caltrans).

Results of the individualized marketing demonstration project will be disseminated. Measures and methods will be made public and available to others. The study will be disseminated using three methods: 1) presentation at scientific meetings; 2) publication in peer-reviewed journals; and, 3) presentation and discussion with community groups, policy makers and industry leaders.

Given that soft policies are politically attractive and cost-effective; the study can support a re-thinking in planning and financing in both the transportation and public health sectors. The combination of reduced car travel, increased transit ridership and reduced air pollution will grab the attention of transportation decision-makers.

Metropolitan Planning Organizations, transit agencies, and air quality districts are under increasing pressure to meet these different goals and are looking for innovative solutions. Many agencies

would be interested in replicating the individualized marketing demonstration project if the pilot succeeds.

The collaborative is confident that it can reach far into the transportation policymaker world to promote the project's results because the project team spans the transit, public works, planning, biking and walking communities.

4.5.5.1.2.1 Reason for Selection

Sacramento was selected based on four criteria previously established before project solicitation began, including: Leveraging Resources; Partnerships & Coordination; Integration of Project with Overall Strategic Approach; and Value of Project Characteristics as National Model.

In response to these criteria, Sacramento Regional Transit (SRT) outlined its intent to perform the IMDP as a collaboration between SRT, Odyssey (a non-profit, state-wide organization dedicated to promoting public transit), SACOG (a Metropolitan Planning Organization), and the city of Rancho Cordova, which will all meet regularly with the project team and contribute in-kind and/or financial resources to the project. SRT has also already secured some seed funding from the U.S. Environmental Protection Agency, in-kind support from the California Air Resources Board, and Odyssey has been supplied with a grant from the U.S. government. SRT also committed $128,357 of its own funding for the project.

An office was established for the project in the Rancho Cordova Neighborhood Center, which was centrally located in the target area. The office was equipped with computers, a fax line, internet, and six phone lines. A post office box was set up for collection of the surveys and service sheets.

SRT listed a number of agencies and organizations willing to participate in the IMDP, with reasoning for each partnership selection. These agencies and their purposes include:

- The California Air Resources Board (ARB) - review surveys and help trouble shoot any modeling requiring statistical techniques.
- San Diego State University - quantify the increase in walking and biking, and walking and biking to and from transit, and evaluate the benefits of the project from a public health perspective.
- 50 Corridor Transportation Management Association - provide bicycle safety training, assist in developing and distributing educational materials, and provide transit timetables and schedules.
- California State Department of Transporation (Caltrans) - publicize results of the project through Caltrans' website, statewide and district events, and publications; provide meeting space for project team; calculate farebox recovery ratio change from project; and consider funding a follow-up project in the region or in other parts of California, if successful.

SRT formed a project advisory committee, consisting of the following:

- The California Department of Health Services
- California Bicycle Coalition
- California Transit Association
- *Walk*Sacramento

SRT was also able to form an agreement with the Department of Exercise and Nutritional Sciences at San Diego State University to evaluate the public health benefits of the Individualized Marketing approach.

Other determining factors in city selection included: population size; active fleet size; number of unlinked passenger trips; climate zone; and diversity index.

Downtown Sacramento offers a medium population of 407,018 people, with Rancho Cordova's population much smaller at 57,000 people. However, the Sacramento region has a population of 1.9 million, spanning throughout downtown, suburbs, and adjacent urban communities.

Rancho Cordova is also considered to be the second major job center rivaling downtown Sacramento, guaranteeing growth in the coming years. As the cost of living rises in many major cities, growth with expand to the suburbs, causing an increase in jobs and housing demands. Because of projected growth and increases, Rancho Cordova is considered valuable as a national model for similar cities, despite its currently small population.

Sacramento's active fleet size was a very positive contributing factor to the city's selection, as they have between 100 and 500 peak vehicles, which is considered a large fleet size.

Sacramento's unlinked passenger trips were also a determining factor in city selection, as they ranged between 4 million and 30 million, considered a high ridership statistic.

Sacramento's climate also served as a substantial national model, due to their moderate weather.

Lastly, Sacramento's diversity index was high with 61 – 80% of non-whites in the area. This was a desirable factor in determining Sacramento as a candidate for city selection, as it would serve as a good representative of mass transit in a highly diverse city.

4.5.5.1.3 Research Triangle Park / Durham, North Carolina - Background of City

The Triangle Transit Authority (TTA) is a regional transit authority serving Wake, Durham, and Orange counties in North Carolina. The TTA was created in 1989 by the General Assembly, with a mission "to plan, facilitate, and promote, for the Greater Triangle Community, an affordable, safe and secure customer-oriented public transportation network which provides mobility, promotes economic opportunities, and protects the environment." TTA provides the following services:

- Regional bus and shuttle services connecting Raleigh, Durham, Chapel Hill, Cary, Apex, Garner, Research Triangle Park, and RDU Airport. TTA also connects four major universities.
- Paratransit service to those who cannot use our fixed-route services.
- Vanpool service to anyone who lives or works in the three-county jurisdiction.
- Transportation Demand Management (TDM) services to employers in Durham and Wake counties.
- Planning and design of a 35-mile rail transit system with 16 stations connecting Durham, RTP, Cary and Raleigh, with shuttles linking RDU International Airport and RTP. The rail transit system is expected to be operational in late 2007.
- Regional public transit information system including management of a telephone information system and web-based trip itinerary planner.

TTA is positioning itself as a mobility manager in the Triangle region and providing information about a whole range of sustainable transportation options available to the public. TTA is in the process of making a transition to a Community-Based Social Marketing approach, persuading citizens in the Triangle to make behavior changes leading them to choose more sustainable transportation alternatives. TTA has found only modest effectiveness with mass marketing strategies, and is turning to more targeted communications aimed at overcoming potential customers' barriers to using alternative transportation modes.

Activities or projects that TTA is undertaking, or have recently made operational, toward this end include:

- Hired customer service representatives to staff our call center (Sept. 2002)
- Providing customized door-to-door trip planning for the four public transit agencies in the region, available through our call center, or on-line at www.GoTriangle.org (October 2003)
- Providing on-line ride matching (available April 2004)

- Providing a regional Emergency Ride Home program (available April 2004)
- Participating in a Best Workplaces for Commuters registration and publicity campaign (Spring/Summer 2004)
- Conducting telephone and on-board surveys (several in 2003)
- Conducting an employer-based survey of employee commuting habits in Durham County (September 2003)

Although TTA has a small bus operation, it employs a large staff for various additional activities or services (vanpool, TDM, customer information, rail project planning and design) that are effectively coordinated regionally.

TTA has a history of working with organizations and providing them with customized information about all sustainable transportation options, appropriate to their needs.

Additionally, TTA has had a culture of actively cultivating relationships with a wide range of community organizations and individuals for years throughout the planning and design of TTA's regional rail project connecting Durham, Research Triangle Park, Cary, and Raleigh. These stakeholders, ranging from residents to businesses to employees to government staff and political officials, have been involved in advising the transit agency on route alignment, station location, and station design. TTA has established a relationship of trust with organizations throughout the community, and are perceived as leaders and innovators on transportation issues in the Triangle region.

TTA, in partnership with other transit agencies in the region, has also recently launched a new website, www.GoTriangle.org, which provides a door-to-door trip planner for transit trips in the region. TTA will be adding on-line rideshare matching to this website in spring 2004. These tools provide custom information for the specific trips in which users are interested, and are a perfect fit for individualized marketing.
TTA believes that it will have many of key tools in place by April 2004 that will address important barriers to using transit and ridesharing. Its marketing strategy for promoting these programs is currently focused on communications through employers since it has working relationships with over 100 employers in the three-county jurisdiction through its TDM activities.

To complement this employer-based activity, TTA is interested in the residence-based approach of the IndiMark program. Last spring, TTA conducted a direct mail campaign to residences near regional bus routes. The mailer contained a message focused on relieving the stress of driving, and contained free ride tickets. TTA noted increases in transit ridership resulting from the campaign, and follow-up surveys indicated that a significant percentage of current riders were initially influenced to ride due to the campaign. However, there were two primary limitations to the approach. First, every household received the same generic information about TTA service. TTA received several comments that the mailer was not effective without information specific to their residential location. Second, TTA only provided an incentive for using transit, rather than the whole range of sustainable transportation options. TTA is drawn to the IndiMark program because of its focus on customized information about all modes available to the customer. TTA has made strides toward identifying itself as more than transit service providers. They are becoming mobility managers.

The Triangle region of North Carolina would prove to be representative of many fast-growing, mid-sized metropolitan areas across the Sun Belt that are struggling with air quality and congestion problems resulting from a reliance on automobile travel. Like many such areas, the region also currently has moderate levels of bus-only transit services, though a rail project connecting Durham, Research Triangle Park, Cary, and Raleigh is in final design.

TTA is committed to the success of this project. The results of individualized marketing demonstration would help TTA make decisions about whether a residential-based individualized marketing approach is a viable complement to the employer-based strategies that it has been using. As TTA prepares for the opening of regional rail service at the end of 2007, it is looking

toward individual marketing as a tool to help residents understand how the rail service could fit into their daily activity. TTA sees this as a potentially effective way of promoting other new transit services in the region that would be geographically targeted. Additionally, TTA would also advocate broader application of the individualized marketing demonstration with its local and state governmental partners.

4.5.5.1.3.1 Reason for Selection

Research Triangle Park was selected based on four criteria previously established before project solicitation began, including: Leveraging Resources; Partnerships & Coordination; Integration of Project with Overall Strategic Approach; and Value of Project Characteristics as National Model.

In response to these criteria, Triangle Transit Authority (TTA) committed a budget of $29,700.

The city provided office space for use during the project, equipped with two computers, a fax line shared with the TTA internet, and six phone lines. A secured area for storage of materials and survey documents was also provided.

Unlimited access was provided to all printed marketing materials, such as schedule brochures, how-to-ride guides, and ridesharing and vanpool brochures. TTA promised participation in the design process, printing, and mailing of additional marketing materials as well.

TTA also agreed to share a post office box for collection of the surveys and service sheets.

TTA coordinated with numerous organizations to assure support and strategic partnerships. Each organization was included as a potential partnership for a specific purpose that would directly benefit the Individualized Marketing program. These organizations included, but were not limited to:

- Durham Area Transit
- Durham-Chapel Hill-Carrboro Metropolitan Planning Organization
- North Carolina Department of Transportation, Public Transit
- Durham County
- Triangle J Council of
- Local Neighborhood Associations (Crest Street, Old West Durham, Trinity Park, Trinity Heights, Walltown, and Watts Hospital-Hillandale

In addition to the new partnerships forged by TTA, the transit authority has had a culture of actively cultivating relationships with a wide range of community organizations and individuals for years throughout the planning and design of TTA's regional rail project connecting Durham, Research Triangle Park, Cary, and Raleigh. These stakeholders, ranging from residents to businesses to employees to government staff and political officials, have been involved in advising the transit agency on route alignment, station location, and station design.

TTA outlined its services to the community, proving that it has worked hard to position itself as a mobility manager in the Triangle region.

The TTA also emphasized projects from previous years that are similar to, and in support of the concept of marketing to the individual. Some of these projects included:

- Hiring customer service representatives to staff the call center (September 2002)
- Providing customized door-to-door trip planning for the four public transit agencies in the region, available through the call center, or online at www.GoTriangle.org (October 2003)
- Providing online ridematching (available April 2004)
- Providing a regional Emergency Ride Home program (April 2004)
- Participating in a Best Workplaces for Commuters registration and publicity campaign (Spring/Summer 2004)

- Conducting telephone and on-board surveys (several in 2003)
- Conducting an employer-based survey of employee commuting habits in Durham County (September 2003)

TTA also provided many positive factors that contributed to its desirability as a candidate for the project. For example, the Triangle region of North Carolina is a fast growing, mid sized, metropolitan area, which is similar to many cities nationwide. Its increasing problem with air quality and congestion problems resulting from automobile reliance further identifies it with many large cities throughout the United States. Like many other areas, Durham has only moderate levels of bus transit service. The city is also one of many representing a mixed income, suburban setting.

Other determining factors in city selection included: population size; active fleet size; number of unlinked passenger trips; climate zone; and diversity index.

Durham offers a large population of 627,846 people. Out of the 66 applicants to the Individualized Marketing Demonstration Program (IMDP), Durham was ranked 16th in population size, making it an appropriate representation of larger, fast growing cities that may possibly use the individualized marketing approach in the future.

Durham's active fleet size was a very positive contributing factor to the city's selection, as they have between 100 and 500 peak vehicles, which is considered to be a large fleet size.

Durham's unlinked passenger trips were also a determining factor in city selection, as they ranged between 1 million and 4 million, considered a mid ridership statistic.

Durham's climate also served as a substantial national model, due to their warmer weather. The city's moderate winters also made it possible to be more lenient with the IMDP schedule in Durham, seeing as how the area receives little snow, which would interfere with transit ridership statistics and functionality.

Like that of Bellingham, Washington, Durham's diversity index is considered to be low, with only 21 – 40% of non-whites living in the area. However, because of the many other desirability factors of the area, Durham was kept in consideration despite it's low diversity index.

4.5.5.1.4 Cleveland, Ohio - Background of City

The Greater Cleveland Regional Transit Authority (GCRTA) is the nation's thirteenth-largest public transportation system. It serves the residents of Northeast Ohio, a population of more than 1.4 million people, and covers a geographic region encompassing 458 square miles and 58 municipalities surrounding the city of Cleveland.

GCRTA was formed in 1975 through the consolidation of the Cleveland Transit System, Shaker Transit Lines, and six municipal bus lines. It operates under Chapter 306 of the Ohio Revised Code, which authorizes the establishment of countywide transit systems. All power and authority granted to GCRTA is vested in, and exercised by, its Board of Trustees, which is charged with managing and conducting the transit authority's affairs. The Board also establishes overall GCRTA administrative policies implemented by the General Manager.

GCRTA operates 108 rail cars on 34 miles of track and 624 buses on 1,606 route miles. It has four main rapid transit lines, composed of both light and heavy rail, with a total of 52 passenger rail stations. The transit authority has also created a network of Park-N-Ride and Transit Centers for express bus service to Cleveland's central business district and other large employment corridors. Other transportation services offered include Community Circulator routes in neighborhoods and suburbs and Paratransit service for those with disabilities. On average, 180,000 people ride GCRTA each day, which equates to approximately 53 million passenger trips annually.

GCRTA's mission is to enhance the quality of life in Northeast Ohio by providing outstanding, cost-effective public transportation services. To fulfill this mission, the transit authority is making significant capital investments to upgrade its fleets and passenger facilities, and now has one of the newest bus fleets in the country. It has also made on-time performance and customer service major priorities with its operators. As a result of these changes, GCRTA recorded a system-wide ridership increase in 2003.

Four years ago, to address growing service complaints and decreasing ridership, GCRTA initiated a long-term strategic plan to make public transportation an attractive alternative to driving in Northeast Ohio. During its first two years, the plan focused on rider retention. This was in response to rider surveys and marketing research that revealed a high level of customer dissatisfaction, resulting in a steady loss of regular transit users.

GCRTA responded by reengineering its system for riders: purchasing 340 new buses, expanding its network of Park-N-Rides, and making infrastructure upgrades to its heavy- and light-rail lines. It also worked with its operators to enhance customer service. These actions caused a dramatic decrease in service interruptions, improved on-time performance, and produced greater customer satisfaction. The end result was a stabilization of ridership, with GCRTA posting its first ridership increase in six years.

In 2003, GCRTA changed its focus from retention to recruitment. It identified the customer segments offering the greatest opportunity for expanding ridership, which included business commuters, college students, and those attending sporting and special events. Unique promotional offers were created for each segment with discount-fare incentives.

GCRTA's management team realized that in order to gain riders in these segments, the transit authority would have to do more than simply communicate recent service improvements and capital investments. What was needed was a better understanding of rider attitudes and behaviors, particularly among those falling into the "could ride/should ride" category within each segment. This led GCRTA to fund an ethnographic marketing research study of potential riders. The study was performed by an outside consultant and involved in-depth, one-on-one interviews with nonriders in the subject's own environment. In addition to providing valuable insight into customer motivations, the study also confirmed the need for additional feedback.

The Federal Transit Administration (FTA) Individualized Marketing Demonstration is seen by GCRTA as an opportunity to gain further insight into ways to change behavior of the "could ride/should ride" commuter. This information would be used by GCRTA to modify its current marketing/communications efforts and to initiate any necessary changes in its operations in order to increase public transportation usage throughout Northeast Ohio.

The management of GCRTA places a high value on marketing research and understands the potential return of well-conceived and carefully executed research studies. As a result, the organization is prepared to provide the necessary level of support to the FTA Team in order to ensure the successful execution of a research pilot in Northeast Ohio.

Northeast Ohio is often described as "mainstream America." It's a metropolitan area sharing many characteristics with other regions of the country – the crossroads between the Midwest and the East Coast. Like the region it serves, GCRTA is considered to be typical of public transportation systems operating in population areas such as Baltimore, Pittsburgh, Chicago, and Minneapolis. The fact that GCRTA is similar in size and structure to many other transit systems across the country is important because information gained from a pilot research study conducted in Cleveland would be useful to a large number of other public transportation authorities.

Another aspect of GCRTA that could contribute to the success of the pilot study is its diverse service offering. Its system is multi-modal, with bus, express motor coach, light rail, heavy rail, circulator, loop, and paratransit transportation options available to customers. The target zone proposed for the pilot study is serviced by all these modes of travel.

In 2002 and 2003, GCRTA rolled out 340 new clean-air buses equipped with after-treatment filters capable of removing 90 percent of all particulate matter from the exhaust. As a result, GCRTA now has one of the cleanest bus fleets in the country. The bus fleet is also 100 percent wheelchair-accessible, removing the travel barriers commonly faced by those with special needs.

The transit authority in Cleveland also has a long history of firsts. And in 2004, it hopes to be one of the first transit systems in the country to introduce a Bus Rapid Transit System, with the groundbreaking of its Euclid Corridor project. Along with rebuilding its infrastructure and streamlining its operations, GCRTA recently launched a complete image makeover. This consisted of a comprehensive public relations campaign to communicate the many improvements at the transit authority and an advertising campaign highlighting the benefits of using public transportation in Northeast Ohio.

GCRTA intends to use the results of the Individual Marketing Demonstration to modify the communications strategy developed for the target rider. Additionally, GCRTA plans to incorporate its findings to create a target profile of individuals most likely to change their travel behavior in favor of public transportation.

4.5.5.1.4.1 Reason for Selection

Research Triangle Park was selected based on four criteria previously established before project solicitation began, including: Leveraging Resources; Partnerships & Coordination; Integration of Project with Overall Strategic Approach; and Value of Project Characteristics as National Model.

In response to these criteria, GCRTA established an office in the center of the target area of Lakewood. The office was equipped with computers, a fax line, internet, and seven phone lines. A post office box was set up for collection of the surveys and service sheets.

GCRTA acknowledged its plans to work with three partners on the Individualized Marketing Demonstration Program (IMDP). Descriptions of these partners and their roles in the project are as follows:

- Cleveland State University's College of Urban Affairs: create a sample group and conduct surveys and interviews in coordination with the FTA Team.
- Northeast Ohio Areawide Coordinating Agency (NOACA): furnish data on traffic patterns, traffic volumes, projected travel habits, and other statistics, as well as communicate the results of the study to other organizations in Greater Cleveland.
- Brokaw Inc.: develop marketing materials for use in the research study, and advise GCRTA in the execution of the IMDP.

GCRTA also outlined its long term strategic plan to make public transportation an attractive alternative to driving in Northeast Ohio.

During its first two years, the plan focused on rider retention. Rider surveys and marketing research was done and revealed a high level of customer dissatisfaction, resulting in a steady loss of regular transit users. GCRTA responded by reengineering its system for riders: purchasing 340 new buses, expanding its network of Park-N-Rides, and making infrastructure upgrades to its heavy- and light-rail lines. It also worked with its operators to enhance customer service. These actions caused a dramatic decrease in service interruptions, improved on-time performance, and produced greater customer satisfaction. The end result was a stabilization of ridership, with GCRTA posting its first ridership increase in six years.

In 2003, GCRTA changed its focus from retention to recruitment. It identified the customer segments offering the greatest opportunity for expanding ridership, which included business commuters, college students, and those attending sporting and special events. Unique promotional offers were created for each segment with discount-fare incentives. Shortly after, an ethnographic marketing research study was done of potential riders. The study was performed by

an outside consultant and involved in-depth, one-on-one interviews with nonriders in the subject's own environment. In addition to providing valuable insight into customer motivations, the study also confirmed the need for additional feedback.

GCRTA compared the similarities of Cleveland's transportation region to those of systems operating in areas such as Baltimore, Pittsburgh, Chicago, and Minneapolis. As a metropolitan area, Cleveland shares many characteristics with other regions of the country, and is considered to be the crossroads between the Midwest and the East Coast. The fact that GCRTA is similar in size and structure to many other transit systems across the country is important because information gained from a pilot research study conducted in Cleveland would be useful to a large number of other public transportation authorities.

Other determining factors in city selection included: population size; active fleet size; number of unlinked passenger trips; climate zone; and diversity index.

Cleveland offers a medium population of 478,403 people. It is a typical size of many cities throughout the United States and offers a wide range of comparison.

Cleveland's active fleet size was a very positive contributing factor to the city's selection, as they have over 500 peak vehicles, which is considered a very large fleet size.

Cleveland's unlinked passenger trips were also a determining factor in city selection, as they ranged over 30 million trips per year, considered a very large ridership statistic. Because ridership was already so high, some concern was shown at being able to increase public transportation use further. However, Cleveland's ridership statistics were also very promising, as they showed a trend towards public transportation increase throughout the years.

Cleveland's climate also served as a substantial national model, due to their cold weather and it's compatibility to other northern states.

Cleveland's diversity index was also a positive contributor in city selection, due to the large percentage of non-whites in the area. With such a diverse population, Cleveland could more accurately represent numerous neighborhoods throughout the United States, making the project more easily reproduced in the future with similar results.

4.5.5.2 FTA City Announcement Press Release

The FTA Press Release was put out shortly after announcement of the winning cities via USPS and fax. The Press Release appeared in local papers in the winning cities, and on the FTA website. *(For full text, please see Appendix).*

4.6 Phase III – Implementation

Implementation can be defined as all steps occurring from the unofficial kick-off meetings in Bellingham and Sacramento, and ending with the creation of the Sacramento project plan. The implementation phase includes the following steps, repeated for each city:

- Project Planning Meetings
- Project Revision Meetings
- Kick-Off / Project Progress Meetings
- Results Conference / Data Analysis

4.6.1 Project Planning

Project Planning Meetings have currently been held for all four of the winning cities and took place on the following dates:

- Bellingham – March 19, 2004

- Sacramento – March 17, 2004
- Durham – April 06, 2004
- Cleveland – April 07, 2004

The goal of the meetings was to get to know the key members of the cities' organizations, to introduce the Individualized Marketing Demonstration Program to the cities in more detail, and to introduce the FTA Team. Below is a brief synopsis of what occurred at each meeting, categorized by city.

4.6.1.1 Bellingham

The project planning meeting for Whatcom Transit Association was held in Bellingham, WA on March 19, 2004 to discuss the Individualized Marketing Demonstration Program.

4.6.1.1.1 Project Area Selection

The target area selected is located in the City of Bellingham and is defined by street boundaries. Several neighborhoods are located in the target area.

- Columbia
- Lettered Streets
- Cornwall
- Sunnyland
- Roosevelt

This target area was selected for the following reasons:

- It provided the project with sufficient number of households to draw random samples for the survey and marketing intervention. It is common practice to have an area of around 16,000 – 18,000 people to begin with.
- The area had good transit, walking, and cycling amenities and infrastructure. In addition its topography is also conducive to all of the alternative modes (not hilly).
- The neighborhoods were older and more traditional and would result in a project with such a characteristic, different from the three other sites. It was discussed that the FTA Demo would look at four scenarios and not 4 identical projects, which in the end results with a much broader scope of lessons learned. Bellingham's target area is old and traditional much to the contrast of Sacramento, which is young and has a major system improvement.

The control group for this project will be the rest of the City of Bellingham, meaning a random sample will be drawn from the rest of the city. This will provide Bellingham not only with a control group but good mobility indicators for the entire city.

4.6.1.1.2 Transit Service Background

WTA's 180 employees provide public transportation services throughout Whatcom County, with the majority of services focused on the county's largest city: Bellingham. In 2002, Whatcom's Fixed Route buses were occupied by 2,675,000 riders, (breaking their previous record by more than 5%), and Specialized Transportation mini-buses were occupied by 156,313 riders. For the past five years, WTA has ranked among the top three transit agencies in Washington State for Fixed Route productivity, carrying an average of 31 passengers per hour. In October of 2003, Whatcom increased ridership by nearly 21,000 passengers, largely by users of newly expanded evening and Sunday service and new rural routes to communities in eastern Whatcom County.

Bellingham's transit system is easy to access and provides relatively low fares for residents. The major north-south corridor is State Street (which turns into James Street), a commercial area. Residents in the transit area are presented with two major destinations: Bellis Fair Mall and downtown Bellingham. Whatcom provides evening and Sunday service. Evening service runs until

10:30 pm. The fare for WTA is based on a pass and cash only. Riders pay each time they board the bus, and there are no transfers.

Cash fare	$0.50/ride $0.25/ride for Senior Citizens
Monthly Pass	$15/month
University Student Pass	$30/quarter
Senior Bus Pass	$7/month or $20/quarter
Quarterly Pass	$45/quarter
Annual Pass	$150/year

At the beginning of the Individualized Marketing Demonstration Program (IMDP), Whatcom Transportation Authority (WTA) had approximately 35 routes, which serviced 2.8 million riders per year. According to a 2003 random phone survey of 400 riders and non-riders, the following information was obtained:

- Nearly one third of county residents rode a bus in 2002
- Of the one third, only 35% rode regularly
- 66% of the riders were between the ages of 16 and 24
- 35% of ridership was comprised of Western Washington University (WWU) students

4.6.1.1.3 Individual Project Timeline

The project timeline agreed upon is as follows:

Before Survey	May 2004
After Survey	August 2004

Traditionally the each phase of the project takes approximately 4-6 weeks.

4.6.1.2 Sacramento

The project planning meeting for Sacramento Regional Transit was held on March 17, 2004 to discuss the Individualized Marketing Demonstration Program.

4.6.1.2.1 Project Area Selection

Within the city of Sacramento, a certain area was designated as a "test area." Houses within the test received marketing intervention, and a control group was established (based on random selection) for comparison purposes.

There were many reasons for selecting the particular test area within Sacramento, which included, but are not limited to, the following:

- The suburban community was populated with younger and racially diverse individuals
- The six bus routes and one light rail line operate at less than 50% capacity
- A new light rail service was slated to open in 2004
- The area contained viable, efficient, and safe walking, biking, and mass transit to and from major destination points
- There was a large concentration of individuals who were willing to consider driving less often and switching one or two trips per week to alternative modes
- Schools were located near transit routes and school age children showed low levels of physical activity
- The city's demographics resembled the state as a whole

The target are selected is located just outside downtown Sacramento in an area called Rancho Cordova. Rancho Cordova is a fast growing, middle class, inner ring suburb that is served by one light rail station, six bus routes, a sufficient network of bicycle facilities, (including lanes and routes), and trails and sidewalks suitable for short trips under five miles.

The city has a population of about 57,000; its ethnic diversity reflects that of the state, and it is rapidly growing with high demand for jobs and services. There are many older established neighborhoods, as well as newly developed neighborhoods in the city. Rancho Cordova is a newly incorporated city that is dedicated to serve a diverse, growing community through innovative, efficient customer-oriented city services. It emphasizes civic involvement and livable neighborhoods.

Rancho Cordova residents have a median age of 32 years, and the average household size contains 2.7 persons. The racial distribution is rather divers with 66.6% white, 11.3% African American, 12.9% Hispanic, 0.9% Native American, 0.5% Pacific Islander, and 8.2% Asian residents.

The target area included the entire city of Rancho Cordova. Random households were selected for participation in the project, in a similar manner as to selection of the control group.

4.6.1.2.2 Transit Service Background

Sacramento Regional Transit has a service area population of 418 square miles. Included in its types of service are bus, light rail, paratransit, neighborhood circulation shuttles, and central city circulating shuttles. There are 267 active buses, with 221 of those as peak vehicles, and 58 active light rail vehicles, with 44 operating during peak hours. SRT operates approximately 80 bus routes and 27 miles of light rail. Buses and light rail run 365 days a year. Of SRT's buses, 220 are powered by compressed natural gas (CNG) and 20 are diesel. Buses operate daily from 5:00am to 11:30pm, every 15 to 60 minutes, depending on the route. Light rail trains operate from 4:30am to 1:00am daily, with service every 15 minutes during the day, and every 30 minutes in the evening.

SRT employs a work force of 1,100 people, with 80% dedicated to operations and maintenance of bus and light rail systems. SRT is governed by a seven member board of directors comprised of members of the Sacramento City Council and the Sacramento County Board of Supervisors.

During the 1990s, RT experienced solid ridership growth, but that has declined in recent years. Total annual ridership has hovered around 27.5 million since 2000. Recent figures show a dramatic change, with total ridership up 6 percent since July 2003. Some of that gain is likely due to a new light rail line that opened in September of 2003. However, bus ridership is holding its own with a 3 percent gain during the same period. In addition, the Sunrise Boulevard light rail extension will open in June 2004.

On average, unfilled capacity on the transit lines is more than half, with many of the seats available during non-peak hours, when 80% of travel trips are taken.

4.6.1.2.3 Individual Project Timeline

The project timeline agreed upon is as follows:

Before Survey	November 2004
After Survey	July 2005

Traditionally the each phase of the project takes approximately 4-6 weeks.

4.6.1.3 Durham

The project planning meeting for Triangle Transit Association (TTA) was held on April 6, 2004 to discuss the Individualized Marketing Demonstration Program.

4.6.1.3.1 Project Area Selection

Within the city of Durham, a certain area was designated as a "test area." Houses within the test received marketing intervention. A control group was also established, based on a random selection process.

There were many reasons for selecting the particular test area within Durham, which included, but are not limited to, the following:

- The area provided the project with a sufficient number of households to draw random samples for the survey and marketing intervention. It is common practice to have an area of around 16,000 – 18,000.
- The area's topography was conducive to bicycling and walking modes (relatively flat).
- A future rail station was planned at the Duke Medical Center and at Ninth Street, both of which are at the southern edge of the test area.
- The neighborhoods were moderate income and racially diverse; therefore, different from the three other previously selected sites. It was agreed that the FTA IMDP would look at four scenarios and not four identical projects, resulting in a much broader scope of lessons learned.

The target area is located in West Durham and is comprised of older and racially more diverse neighborhoods. There is an incomplete network of sidewalks and limited transit service (several local bus routes with connections to the rest of the local system and several regional bus routes). There are also several neighborhood-scale, pedestrian-oriented commercial districts. There are fairly low car ownership rates for this area (12% have no vehicle available), as compared to the three county region (6%). There are also a lower percentage of residents driving alone to work in this area (61%) when compared to the region (78%). Activity in this area is also significantly influenced by Duke University and Medical Center, and may be a good model for other such academic locales.

4.6.1.3.2 Transit Service Background

The Triangle Transit Authority is a regional transit authority serving Wake, Durham, and Orange counties in North Carolina. The TTA was created in 1989 by the General Assembly, with a mission "to plan, facilitate, and promote, for the Greater Triangle Community, an affordable, safe and secure customer-oriented public transportation network which provides mobility, promotes economic opportunities, and protects the environment." TTA provides the following services:

- Regional bus and shuttle services connecting Raleigh, Durham, Chapel Hill, Cary, Apex, Garner, Research Triangle Park, and RDU Airport. We also connect four major universities.
- Paratransit service to those who cannot use our fixed-route services.
- Vanpool service to anyone who lives or works in our three-county jurisdiction.
- Transportation Demand Management services to employers in Durham and Wake counties. Planning and design of a 35-mile rail transit system with 16 stations connecting Durham, RTP, Cary and Raleigh, with shuttles linking RDU International Airport and RTP. The rail transit system is expected to be operational in late 2007 or early 2008.
- Regional public transit information system including management of a telephone information system and web-based trip itinerary planner.

At the beginning of the IMDP, average TTA ridership in the target area fell between 1200 and 1500 people. TTA's partner organization, the Durham Area Transit Authority (DATA) has slightly higher ridership, ranging from 45,000 to 60,000 people.

In 1999, Durham County passed a law that companies of 100 or more employees have to implement an employer information system, which includes:

- An annual commuter service
- Company contact point
- Transportation fares on site

At the start of the IMDP, TTA was working with 83 companies and over 85,000 employees. 65 employers were surveyed, and 15,500 responses were received. Of the 15,500 responses:

- 81% of employees drove to work alone
- 6% carpooled
- 2% other
- 1% teleworked
- 1% took the bus
- 1% drove a motorcycle
- <1% vanpooled
- <1% bicycled/walked

TTA also operates a vanpooling program. At the start of the IMDP, TTA had 15 passenger vans with at least 7 passengers per vehicle, which were leased to various agencies/people. A small monthly fee was charged per rider, with drivers riding free. Of these 15 vans, all but 6 were in operation, although vanpooling only made up about 1% of commuters.

TTA's partner agency, DATA was also highly involved in the IMDP. During the start of the program, DATA had 16 routes, 62 buses, and 4.1 million passengers, with 85% captive riders, 25 passengers per hour, and 13,000 miles logged per month.

4.6.1.3.3 Individual Project Timeline

The project timeline agreed upon is as follows:

Before Survey	October 2004
After Survey	April 2005

Traditionally the each phase of the project takes approximately 4-6 weeks.

4.6.1.4 Cleveland

The project planning meeting for Greater Cleveland Regional Transit Association (GCRTA) was held on April 7, 2004 to discuss the Individualized Marketing Demonstration Program.

4.6.1.4.1 Project Area Selection

Within the city of Cleveland, a certain area was designated as a "test area." Houses within the test area received marketing intervention, and those outside the area (control group) were used for comparison purposes.

There were many reasons for selecting the particular test area within Cleveland, which included, but are not limited to, the following:

- The area provided an excellent opportunity to study the ridership behavior of senior citizens
- Travel behavior research obtained from this study could be applied in many areas of the country where a large percentage of retired individuals reside
- The GCRTA has increased contact and intervention with the senior citizens for special events, providing bus and rail services to large groups coming from other areas
- GCRTA began offering incentives to the senior market by supplying discount transit passes (2/3 off for seniors 65 and older)
- Partnerships could arise with senior citizen agencies and golden age centers
- The area had an adequate transit system in addition to many sidewalks and walking trails
- The neighborhoods were well established and comprised of older persons, which made this project site different from the three others. It was agreed that the FTA IMDP would look at four scenarios, and not four identical projects, resulting in a much broader scope of lessons learned.

The target area is located in an area just outside of downtown Cleveland, known as Lakewood. Lakewood is comprised of older and well-established neighborhoods. Because of the high percentage of senior citizens in Lakewood, the target group for the Cleveland project consisted of households with at least one member who was 55 years of age or older. Households within this test area received the marketing intervention. A control group was established (based on random selection) for comparison purposes.

Within the target area, there exists a mixed transit system, (community circulator, bus, and rail), in addition to an array of sidewalks and walking paths. Twelve to fifteen percent of all transit riders occur on the rail system, which runs throughout most of the greater Cleveland area. Nearly all buses in the fleet are low floor buses, which allow easy accessibility to handicapped individuals by use of ramps. Community circulators run through specific communities.

4.6.1.4.2 Transit Service Background

The Greater Cleveland Regional Transit Authority (GCRTA) is the nation's thirteenth largest public transportation system. It serves the residents of Northeast Ohio, a population of more than 1.4 million people, and covers a geographic region encompassing 458 square miles, and 58 municipalities surrounding the city of Cleveland.

GCRTA's public transportation system is multi-modal, with bus, express motor coach, light rail, heavy rail, circulator, loop, and paratransit transportation options available to customers.

GCRTA operates 108 rail cars on 34 miles of track and 624 buses on 1,606 route miles. It has four main rapid transit lines, composed of both light and heavy rail, with a total of 52 passenger rail stations. The transit authority has also created a network of Park-N-Ride and Transit Centers for express bus service to Cleveland's central business district and other large employment corridors. Other transportation services offered include Community Circulator routes in neighborhoods and suburbs and Paratransit service for those with disabilities.

In 2002 and 2003, 340 new clean-air buses were added to the fleet. As a result, GCRTA now has one of the cleanest bus fleets in the country, as well as 100 percent wheelchair-accessible. The bus system has also recently been upgraded with GPS tracking units, which are monitored by a communication center.

In 2003, GCRTA recorded a 1.5 percent increase in ridership. It was the first ridership increase realized by the transit authority in six years, and it reflects the many improvements made by GCRTA to ensure service reliability and customer satisfaction.

At the beginning of the Individualized Marketing Demonstration Program (IMDP), Greater Cleveland Regional Transit Authority (GCRTA) 624 buses, 60 heavy rail cars, 48 light rail cars, 77 Paratransit vehicles, and 64 community circulators. Out of these vehicles, 500 buses, 22 heavy rail cars, 16 light rail cars, 58 Paratransit vehicles, and 50 community circulators run during peak hours.

On average, 180,000 people rode GCRTA each day, which equates to approximately 53 million passenger trips annually.

4.6.1.4.3 Individual Project Timeline

The project timeline agreed upon is as follows:

Before Survey	March 2005
After Survey	July 2005

Traditionally the each phase of the project takes approximately 4-6 weeks.

4.6.2 Before Survey

4.6.2.1 Bellingham

The Bellingham 'Before' Survey was done using a self-administered mail back trip diary. A total of 4,400 surveys were mailed, with 739 returned by the post office without opening for varying reasons, such as the residents had moved or the address no longer matched the household name. That reduced the sample size to 3,661 persons. Of those, 2,196 completed and returned the survey. This represents a 60% response to the 'Before' survey. Nine hundred eighty eight of the respondents were in the target area and 1,208 were in the control group.

4.6.2.2 Sacramento

The Sacramento 'Before' Survey was done using a self-administered mail back trip diary. A total of 2,600 surveys were mailed, with 380 returned by the post office without opening for varying reasons, such as the residents had moved or the address no longer matched the household name. That reduced the sample size to 2,200 persons. Of those, 1,288 completed and returned the survey. This represents a 58% response to the 'Before' survey.

4.6.2.3 Durham

The Durham 'Before' Survey was done using a self-administered mail back trip diary. A total of 2,400 surveys were mailed, with 470 returned by the post office without opening for varying reasons, such as the residents had moved or the address no longer matched the household name. That reduced the sample size to 1,930 persons. Of those, 1,043 completed and returned the survey. This represents a 54% response to the 'Before' survey.

4.6.2.4 Cleveland

The Cleveland 'Before' Survey was done using a self-administered mail back trip diary. A total of 2,700 surveys were mailed, with 265 returned by the post office without opening for varying reasons, such as the residents had moved or the address no longer matched the household name. That reduced the sample size to 2,435 persons. Of those, 1,583 completed and returned the survey. This represents a 65% response to the 'Before' survey.

4.6.3 Individualized Marketing Intervention

4.6.3.1 Bellingham

A total of 25 home visits were conducted during the individualized marketing intervention phase. These home visits were approximately 40 minutes long and were perceived as "positive" by each household.

4.6.3.2 Sacramento

During the individualized marketing intervention stage, a total of 220 tote bags with information were delivered personally to Rancho Cordova residents using bicycles and trailers, all within four days of receiving their service sheets. A total of 15 home visits were conducted and each of these home visits were approximately 67 minutes long and were perceived as "positive" by each household.

4.6.3.3 Durham

During the individualized marketing intervention stage, a total of 268 tote bags with information were delivered personally to Durham residents within three days after receiving their service sheets. A total of 5 home visits were and each of these home visits were approximately 40 minutes long and were perceived as "positive" by each household.

4.6.3.4 Cleveland

A total of 47 home visits were conducted during the individual marketing intervention phase. Nineteen of these visits were conducted via a phone consultation. These home visits were approximately 45 minutes long and were perceived as "positive" by each household.

4.6.4 After Survey

4.6.4.1 Bellingham

The response rate to the Bellingham 'After' survey was 71%, with 1,519 persons (net) returning their travel survey.

4.6.4.2 Sacramento

The response rate to the Sacramento 'After' survey was 68%, with 1,524 persons (net) returning their travel survey.

4.6.4.3 Durham

The response rate to the Bellingham 'After' survey was 66%, with 1,174 persons (net) returning their travel survey.

4.6.4.4 Cleveland

The response rate to the Cleveland 'After' survey was 69%, with 1,814 persons (net) returning their travel survey.

4.7 Phase IV – Data Analysis / Final Reporting

4.7.1 Bellingham

4.7.1.1 Before Survey Statistics

Results from the 'Before' survey indicated that there were 331 persons (37%) in the 'Interested' or 'I' group, 289 (32%) persons in the 'R' group, and 280 (31%) persons who were 'Not Interested' or 'N' group.

4.7.1.2 After Survey Statistics

The Bellingham 'After' Survey was done using a self-administered mail back trip diary. A total of 2,000 surveys were mailed, with 249 returned by the post office without opening for varying reasons, such as the residents had moved or the address no longer matched the household name. That reduced the sample size to 2,151 persons. Of those, 1,519 completed and returned the survey. This represents a 71% response to the 'Before' survey. Six hundred fifty nine of the respondents were in the target area and 868 were in the control group.

4.7.1.3 Data Analysis

After comparing the results from the 'Before' and 'After' studies, increases were shown in all environmentally friendly modes of transportation, as can be seen in the sections below.

4.7.1.3.1 Increase in Environmentally Friendly Modes of Travel

Environmentally friendly modes (EFM) increased substantially following the marketing intervention, according to daily mode choice. The walking mode increased by three percentage points and bicycling and public transportation usage rose by one percentage point each.

Relative changes in mode choice measured by the 'After' survey in terms of trips per person per year included an 8% reduction in car (as driver) use with a 10% increase in the car as passenger mode. Car (as driver) trips were replaced by environmentally friendly modes – walking increased by 35%, bicycling by 13%, and public transportation by 14%, representing statistically significant changes.

4.7.1.3.2 Everyday Mobility

Bellingham's target group, which contained 900 persons, had a total of 690 cars (both before and after the marketing intervention). A successful IMDP campaign resulted in an 8% reduction in vehicle miles traveled by these cars. This equates to 250,000 miles reduced per year.

4.7.2 Sacramento

4.7.2.1 Before Survey Statistics

Results from the 'Before' survey indicated that there were 352 persons (39%) in the 'Interested' or 'I' group, 110 (12%) persons in the 'R' group, and 438 (49%) persons who were 'Not Interested' or 'N' group.

4.7.2.2 After Survey Statistics

The Sacramento 'Before' Survey was done using a self-administered mail back trip diary. A total of 2,500 surveys were mailed, with 257 returned by the post office without opening for varying reasons, such as the residents had moved or the address no longer matched the household name. That reduced the sample size to 2,243 persons. Of those, 1,524 completed and returned the survey. This represents a 68% response to the 'Before' survey. Seven hundred forty four of the respondents were in the target area and 780 were in the control group.

4.7.2.3 Data Analysis

After comparing the results from the 'Before' and 'After' studies, increases were shown in all environmentally friendly modes of transportation, as can be seen in the sections below.

4.7.2.3.1 Increase in Environmentally Friendly Modes of Travel

The walking and public transportation modes increased by one percentage point each, according to daily mode choice. The bicycling and car (as passenger) modes increased slightly, but these changes were not statistically significant. Car (as driver) use decreased by three percentage points following the marketing campaign.

Relative changes in mode choice measured by the 'After' survey in terms of trips per person per year included a 2% reduction in car (as driver) use with a 1% increase in the car (as passenger) mode. Car (as driver) trips were replaced by environmentally friendly modes – walking increased by 15%, bicycling by 30%, and public transportation by 43%.

4.7.2.3.2 Everyday Mobility

The Sacramento target group, which contained 900 persons, had a total of 780 cars (both before and after marketing intervention). A successful IMDP campaign resulted in a 4% reduction in vehicle miles traveled by these cars. This equates to 160,000 miles reduced per year.

4.7.3 Durham

4.7.3.1 Before Survey Statistics

Results from the 'Before' Survey indicate that there were 456 persons (51%) in the 'Interested' or 'I' group, 80 persons (9%) in the 'R' group, and 364 persons (40%) who were in the 'Not Interested' or 'N' group.

4.7.3.2 After Survey Statistics

The Durham 'Before' Survey was done using a self-administered mail back trip diary. A total of 2,150 surveys were mailed, with 364 returned by the post office without opening for varying reasons, such as the residents had moved or the address no longer matched the household name. That reduced the sample size to 1,786 persons. Of those, 1,174 completed and returned the survey. This represents a 66% response to the 'Before' survey. Five hundred eighty one of the respondents were in the target area and 593 were in the control group.

4.7.3.3 Data Analysis

After comparing the results from the 'Before' and 'After' studies, increases were shown in all environmentally friendly modes of transportation, as can be seen in the sections below.

4.7.3.3.1 Increase in Environmentally Friendly Modes of Travel

According to daily mode choice, car (as driver) usage decreased by 4% and the two environmental modes promoted, (walking and cycling), showed increases. The use of public transportation rose slightly, but these small changes can only be seen on the detailed level of trips per person per year.

Relative changes in mode choice measured by the 'After' survey in terms of trips per person per year included a 7% reduction in car (as driver) use with a 7% increase in the car (as passenger) mode. Car (as driver) trips were replaced by environmentally friendly modes – walking increased by 15%, bicycling by 25%, and public transportation by 35%, representing statistically significant changes.

4.7.3.3.2 Everyday Mobility

The Durham target group, which contained 900 persons, had a total of 770 cars (both before and after marketing intervention). A successful IMDP campaign resulted in an 11% reduction in vehicle miles traveled by these cars. This equates to 530,000 miles reduced per year.

4.7.4 Cleveland

4.7.4.1 Before Survey Statistics

Results from the 'Before' survey indicated that there were 478 persons (40%) in the 'Interested' or 'I' group, 232 (19%) persons in the 'R' group, and 490 (41%) persons who were 'Not Interested' or 'N' group.

4.7.4.2 After Survey Statistics

The Cleveland 'Before' Survey was done using a self-administered mail back trip diary. A total of 2,900 surveys were mailed, with 271 returned by the post office without opening for varying reasons, such as the residents had moved or the address no longer matched the household name. That reduced the sample size to 2,629 persons. Of those, 1,814 completed and returned the survey. This represents a 69% response to the 'Before' survey. Eight hundred ninety four of the respondents were in the target area and 920 were in the control group.

4.7.4.3 Data Analysis

After comparing the results from the 'Before' and 'After' studies, increases were shown in all environmentally friendly modes of transportation, as can be seen in the sections below.

4.7.4.3.1 Increase in Environmentally Friendly Modes of Travel

According to daily mode choice, car (as driver) usage decreased by 3%, whereas car (as passenger) mode increased by one percentage point. The walking mode showed the most significant change, increasing by 2%. The use of public transportation and bicycling rose slightly, but these small changes can only been seen on the detailed level of trips per person per year.

Relative changes in mode choice measured by the 'After' survey in terms of trips per person per year included a 4% reduction in car (as driver) use with a 5% increase in car (as passenger) mode. Car (as driver) trips were replaced by environmentally friendly modes – walking increased by 13%, bicycling by 33%, and public transportation by 26%.

4.7.4.3.2 Everyday Mobility

The Cleveland target group, which contained 1,200 persons, had a total of 1,040 cars in the 'Before' survey, and 1,030 cars in the 'After' survey. A successful IMDP campaign resulted in an 8% reduction in vehicle miles travelled by these cars. This equates to 430,000 miles reduced per year.

4.7.5 Detailed City Results

Detailed results can be found in the IMDP Individual City Reports, including charts, tables, etc. analyzing and presenting the data.

5 Conclusion

The Individualized Marketing Demonstration Program (IMDP) was a pilot program developed to test the effects of individualized marketing on public transportation ridership trends. Conducted in four cities of varying demographics, the study's purpose was to determine whether marketing designed for individual riders could increase ridership better than marketing efforts already in place.

According to the studies done in Bellingham, Durham, Sacramento, and Cleveland, the use of environmentally friendly modes of travel can increase with concentrated marketing efforts to the individual. Though statistically small increases are shown in each city, a larger scale program may bring forth more significant results. However, the time it takes to complete a project such as the IMDP, and the funding necessary to complete all steps are weighted factors as to whether a larger scale project would be worthwhile.

6 Appendix

6.1 City Selection

6.1.1 Forms

6.1.1.1 Application Form

INTRODUCTION

The Federal Transit Administration is undertaking a research demonstration program aimed at increasing public transit ridership through a new targeted marketing program. Called "Individualized Marketing", the concept has proven successful in Europe and Australia, and has shown promising results in Portland, Oregon.

Utilizing a dialog-based technique for promoting the use of public transit, the program provides customized marketing tailored to individuals who are most likely to change their travel behavior. The FTA is investing federal resources in a partnership with transit agencies in four competitively selected pilot communities in the U.S. The FTA's pilot projects will test personalized, individual marketing of potential customers who might consider using public transit, but need more information. Taking transit options directly to individuals has proven to be a unique method of boosting ridership.

The primary model for this project is the UITP (International Public Transportation Association) project conducted in Europe. The UITP project involved 45 transit agencies from over 13 countries. The "Switching to Public Transport" experiment successfully demonstrated that effective individualized marketing can significantly increase the level of ridership, bolstering the theory that a "new customer consciousness" has developed in which people view public transit more favorably, and will consider using transit as automobile congestion continues to worsen.

Pilot projects in both Europe and Australia have yielded a reduction in car usage of around 10%, while large-scale individualized marketing efforts yielded up to 14% reductions even one to two years after intervention. A 1999 independent cost-benefit analysis of the Perth, Australia demonstration project yielded a 1:13 return on investment. Further, public transit revenue increases tied to the success of the individualized marketing project can pay for the cost of the project in 2-4 years.

The first U.S. pilot project in Portland, Oregon yielded an initial reduction in car travel of 8% in the target area as well as an increase in travel on environmentally friendly modes of 27%. The one-year evaluation of the pilot's success began in September 2003.

The FTA is seeking applications from transit agencies or government entities that are interested in participating in the Individualized Marketing Demonstration Projects. Guidelines for the application are set forth below.

PROJECT FUNDING

For purposes of this demonstration program, the definition of technical assistance is the provision of contractual expertise to the selected city/location to conduct an Individualized Marketing Demonstration in partnership with the local transit authority and other local participating organizations. The FTA will pay for the services of MELE Associates and Socialdata, (collectively referred to as "The FTA Team".) The FTA Team will perform the functions necessary to run an 800-person Individualized Marketing Demonstration, utilizing measurable concepts and an established methodology for individualized marketing in a designated target zone in your locale. The FTA Team will also perform "before" and "after" surveys with a control group. The project will require

the close coordination and participation of the transit agency in the selected location, and in-kind matching in the form of staff and materials. At the end of the demonstration, the FTA will provide in-depth data and analysis, as well as best practices for each location.

THE PROCESS

Following is a high-level overview of the process that will be undertaken for the four selected cities:

Month 1

Introductory meeting – Local officials will brief the FTA Team on their area, transit features, demographics, and introduce the Local Project Team. The FTA Team will brief local officials and stakeholders on the process.

Project Level Meeting – Following the introductory meeting, the Local project manager will work with the FTA team to define the target area, control group and finalize a project plan (template will be provided). The FTA Team will initiate database preparation, will perform an initial review of the locales marketing material and will do test mailings, as well as coordinate with local officials on logistics. They will also accept input from local project managers on draft letters and instruments to be used during the project.

Month 2-3

'Before' Survey – The FTA team will perform a baseline "before" survey both for the target and control groups.

Month 4

Individualized Marketing Intervention - The FTA team will conduct the individualized marketing intervention in the designated area. This will include coordination with local officials on any home-visits required, and distribution of marketing and other materials that will be provided by the local area.

Month 5-6

Close-out, data analysis, preliminary field report issued.

Month 6-14

An 'After' survey will be performed by the FTA Team, with data analysis performed off-site. Preliminary results of the first after-survey will be shared with all four pilot locations on or about November 2004. Final results, best-practices, and more detailed results will be shared with the individual areas by September, 2005, which is the anticipated completion date for the demonstration project.

ELIGIBILITY

Eligible applicants include public or private transit organizations, state or local government agencies, and metropolitan planning organizations. Individuals and private businesses are not eligible to apply.

SELECTION CRITERIA

Selection of the four pilot locations will be based upon evaluation of the following factors listed in order of importance, from most important (1) to least important (4):

1. Partnerships and Coordination

Applicants should give special consideration to creating partnerships that are appropriate for implementing this project. You should clearly explain how your staff will coordinate with the FTA project team, and how you will contribute toward the success of the project, as well as utilize the results of the project to improve your organization. You should also address how this project will be coordinated with related activities within your organization, and with your community, and show how you have successfully partnered with community organizations in the past.

2. Leveraging Resources

   This factor will focus on the applicant's ability to secure resources beyond those provided by the FTA. The FTA will evaluate the degree to which your organization is committed to the success of the project by assessing the local financial commitment and the resources you will be providing – to include in-kind contribution of material; equipment; space; staff time and any other creative contributions to the success of the project.

3. Value of Project Characteristics as National Model

   Weight will be given to selection of a location that provides demographic and situational characteristics that will be of high value as a research demonstration to other communities. The first pilot areas will be instrumental in building a body of knowledge that will be shared among transit authorities nationwide. Your ability to identify the value of your location as a national or regional model will be critical in helping FTA select the final pilot locations.

4. Integration of Project with Overall Strategic Approach

   Finally, the degree to which this project fits into an overall approach to increase ridership in your location will be another key factor in selection of the successful pilot cities. Greater consideration will be given to those areas that have demonstrated success in planning and executing other initiatives aimed at increasing ridership, and who can show a high level of commitment for this project throughout their organization.

MINIMUM REQUIREMENTS

While the scope of participation will be largely determined by the input received in the application process, there are minimum requirements that will be expected of each of the participating pilot locations. Below is a list of those minimum requirements.

1. Some selected pilot locations will host a meeting upon completion of the first after survey in their area. This meeting will include FTA staff and contractors, as well as key stakeholders, and possibly other pilot managers. You will be required to provide meeting space and basic logistics coordination for this meeting.

2. Travel budget for your project director to two off-site meetings, (one of which will be Washington D.C., the other to a location in the continental U.S. to be determined), to assist in the presentation of project findings.

3. Space allocation – one room with large table and one desk, telephones, (5), and 2 computer terminals with internet connectivity; to be used by FTA project staff for an initial 4-6 month period, and then for two months during the "after survey" process, which could occur 6 months to 1 year after the initial individualized marketing intervention. Meeting space should also be provided as necessary over the course of the project.

APPLICATION

Please respond to the following questions. Your response to all 10 questions should be written clearly in non-technical language, and range between 8-10 pages, but should not exceed 10. The questions should guide, but not limit, your response.

1. Briefly describe your organization and your organization's mission.

2. Briefly describe how this demonstration project will support your organization's strategic plan. Provide concrete examples/references.

3. Provide a summary of your organization's goals for this project. What is the expected outcome, improvement, change or success you will work toward with this project?

4. Describe your organization's proposed involvement in the project. Explain how you will actively participate in the project's success.

5. Is there anything unique or innovative about your organization that would add to the success of this project?

6. Provide information on the intended target area, and identify the characteristics that make your location the best choice for a national pilot.

7. Will this project involve collaboration with any other partners (government or private)? If so, who, and what value would they bring?

8. What specific marketing/informational material will you utilize (or adapt/create) for this project, and how is the material going to contribute to the project's success?

9. Propose the best timing for the before and after surveys, as well as the individualized marketing intervention in your location, and explain why you selected those times.

10. How do you plan on using the results from the Individualized Marketing Demonstration?

Provide a Project Budget Plan that details the matching funds, resources, (including promotional and incentive items), and staff that you will provide. For each item, provide a budget breakdown of the in-kind cost, as well as the funding source. The total Project Budget Plan should be no longer than 3 pages, and will not be counted toward the 10-page limit for the questions above.

- Personnel – Identify each position by title and name; include hourly rate (inclusive of fringe) and the number of hours dedicated to the project.
- Consultation and Subcontracted Services
- Travel
- Supplies
- Use of equipment (such as computers, telephones, etc.)
- Marketing Publications
- Local Area Map
- Space Occupancy (general terms only)
- Promotional/Incentive Items
- Other Direct Costs

PROJECT DATA SUMMARY

Please provide the following information:

NAME OF ORGANIZATION:

TYPE OF ORGANIZATION:

CITY:

COUNTY:

STATE:

SERVICE AREA POPULATION:

PUBLIC TRANSIT RIDERSHIP STATISTICS (# ANNUAL UNLINKED TRIPS IN 2002):

TYPES OF SERVICE (BUS, LIGHT RAIL, HEAVY RAIL, PARATRANSIT, OTHER…)

NUMBER OF ACTIVE VEHICLES (PER SERVICE)/NUMBER OF PEAK VEHICLES

(Note: For the above, please use National Transit Database Reporting Definitions for 2002)

Briefly describe the characteristics of public transit ridership trends in your area in the past few years (increasing, stagnant, and decreasing) and any other significant trends that may be impacted by this project.

Briefly describe any planned events/factors, such as fare increases, service expansions or service reductions anticipated between February 2004 and February 2005 that may have an impact on transit ridership.

PROPOSED PROJECT DIRECTOR **ORGANIZATION DIRECTOR:**

Key Point of Contact for this Project:

NAME:	NAME:
TITLE:	TITLE:
ADDRESS:	ADDRESS:
E-MAIL:	E-MAIL:
TELEPHONE:	TELEPHONE:
MOBILE:	MOBILE:
FAX:	FAX:
WEBSITE:	WEBSITE:

*****For the Proposed Project Director, summarize his/her unique qualifications for this position and how they will contribute to the project (limited to space below):*

AUTHORIZATION:

This application is hereby submitted for consideration by:

_____
Signature of Authorizing Official

_____
Name (printed)

_____
Title

_____
Date

If the submitting organization is not the official area transit agency, certification is required stating that the transit agency is aware of this application, and agrees to participate in the project.

- ☐ This application is being made by the Transit Agency.
- ☐ This application is not being made by the Transit Agency, but certification is provided below of the Transit Agency's participation.

_____
Signature of Transit Agency Authorizing Official

_____
Name (printed)

_____
Title

_____
Date

APPLICATION DEADLINE:

Federal Transit Administration (FTA) agency staff is prohibited from speaking with potential Proposers about the project during the solicitation.

Please direct all questions to:

FTA Individualized Marketing Program
Ginger Cruz, MELE Associates, Inc.
(240) 453-6960
individualized.marketing@fta.dot.gov

Applicants will be required to submit any further questions in writing prior to the close of business Friday December 12, 2003 in order for staff to prepare any response required to be answered and distributed to all interested parties. Questions are best received and most quickly responded to when sent via e-mail.

Completed applications may be submitted either by post/courier or email, and should arrive no later than 4 p.m. Eastern Time, January 15, 2004. Please use the "delivery receipt" feature on your email to ensure that the application has been received. Applications should be emailed to:

individualized.marketing@fta.dot.gov

Word, WordPerfect and PDF files are acceptable. If mailing or couriering please use certified mail, UPS, or a service that can verify the application was received by the deadline, and mail to:

Federal Transit Administration
Attention: Doug Birnie
Room 9114
U.S. Department of Transportation
400 7th St. SW
Washington D.C. 20590

6.1.1.2 Application Evaluation Form

PART ONE 10 QUESTIONS

	Does Not Meet	Partially Meets	Meets	Partially Exceeds	Exceeds
1. Briefly describe your organization and your organization's **mission**.	○	○	○	○	○
2. Briefly describe how this demonstration project will support your organization's **strategic plan**. Provide concrete examples/references.	○	○	○	○	○
3. Provide a summary of your organization's **goals** for this project. What is the expected outcome, improvement, change or success you will work toward with this project?	○	○	○	○	○
4. Describe your organization's proposed **involvement** in the project. Explain how you will actively participate in the project's success.	○	○	○	○	○
5. Is there anything unique or **innovative** about your organization that would add to the success of this project?	○	○	○	○	○
6. Provide information on the intended **target area**, and identify the characteristics that make your location the best choice for a national pilot.	○	○	○	○	○
7. Will this project involve **collaboration** with any other partners (government or private)? If so, who, and what value would they bring?	○	○	○	○	○
8. What specific **marketing**/informational material will you utilize (or adapt/create) for this project, and how is the material going to contribute to the project's success?	○	○	○	○	○
9. Propose the best **timing** for the before and after surveys, as well as the individualized marketing intervention in your location, and explain why you selected those times.	○	○	○	○	○
10. How do you plan on using the **results** from the Individualized Marketing Demonstration?	○	○	○	○	○

PART TWO BUDGET PLAN

1. Provide a Project Budget Plan that details the matching funds, resources, (including promotional and incentive items), and staff that you will provide.	○	○	○	○	○

- ☐ Personnel
- ☐ Travel
- ☐ Use of Equipment
- ☐ Local Area Map
- ☐ Promotional / Incentive Items
- ☐ Consultation and Subcontracted Services
- ☐ Supplies
- ☐ Marketing Publications
- ☐ Space Occupancy
- ☐ Other Direct Costs

NOTES:

PART THREE ESSAY

1. Briefly describe the characteristics of public transit **ridership trends** in your area in the past few years (increasing, stagnant, and decreasing) and any other significant trends that may be impacted by this project.	○	○	○	○	○
2. Briefly describe any planned **events/factors**, such as fare increases, service expansions or service reductions anticipated between February 2004 and February 2005 that may have an impact on transit ridership.	○	○	○	○	○

PART FOUR PROGRAM MANAGER

	Does Not Meet	Partially Meets	Meets	Partially Exceeds	Exceeds
1. For the Proposed Project Director, summarize his/her unique qualifications for this position and how they will contribute to the project.	◯	◯	◯	◯	◯

NOTES:

PART FIVE COLLECTIVE APPLICATION

1. Partnerships & Coordination	◯	◯	◯	◯	◯

NOTES:

2. Leveraging Resources	◯	◯	◯	◯	◯

NOTES:

PART FIVE (CONT)

	Does Not Meet	Partially Meets	Meets	Partially Exceeds	Exceeds
3. Value of Project Characteristics as National Model:	◯	◯	◯	◯	◯

NOTES:

	Does Not Meet	Partially Meets	Meets	Partially Exceeds	Exceeds
4. Integration of Project with Overall Strategic Approach:	◯	◯	◯	◯	◯

NOTES:

PART SIX AUTHORIZED BY TRANSIT AUTHORITY YES ☐ NO ☐

EXTRA CREDIT ☐ [CHECK IF APPLICABLE]

Note: This section should be used only if an application goes above and beyond the expected limits, and can be considered "exceptional."

EXPLANATION:

6.1.2 Spreadsheets

6.1.2.1 Interested Parties Spreadsheet

city / state	organization	population	climatic zone
Albany, NY	New York Department of Transportation	95,658	Zone 1
Alexandria, VA	Virginia Railway Express	128,283	Zone 3
Alexandria, VA	Multi Media Services Corporation	128,283	Zone 3
Ames, IA	Iowa Department of Transportation	50,731	Zone 2
Antioch, CA	Tri Delta Transit	90,532	Zone 4
Arlington Heights, IL	Pace	76,031	Zone 2
Arlington, VA	Arlington County Department of Public Works	189,453	Zone 3
Arlington, VA	Capitol Resources	189,453	Zone 3
Atlanta, GA	FTA	416,474	Zone 4
Atlanta, GA	Georgia Department of Transportation	416,474	Zone 4
Atlanta, GA	Metropolitan Area Rapid Transit Authority	416,474	Zone 4
Austin, TX	Capital Area MPO (CAMPO)	656,562	Zone 5
Austin, TX	Texas Department of Transportation	656,562	Zone 5
Bakersfield, CA	Golden Empire Transit District	247,057	Zone 5
Bakersfield, CA	Golden Empire Transit District	247,057	Zone 5
Baltimore, MD	Maryland Department of Transportation	651,154	Zone 3
Baton Rouge, LA	Louisiana Department of Transportation	227,818	Zone 5
Bellingham, WA	Whatcom Council of Governments	67,171	Zone 3
Birmingham, AL	Birmingham - Jefferson County, AL	242,820	Zone 4
Birmingham, AL	Birmingham Jefferson County Transit Authority	242,820	Zone 4
Bismarck, ND	North Dakota Department of Transportation	55,532	Zone 1
Boise, ID	Idaho Transportation Department	185,787	Zone 2
Boston, MA	Mass. Exec. Office of Trans. & Construction	589,141	Zone 2
Boston, MA	Massachusetts Rehabilitation Commission	589,141	Zone 2
Boston, MA	Metropolitan Area Planning Council	589,141	Zone 2
Boulder, CO	GO Boulder / City of Boulder	94,673	Zone 1
Bowling Green, KY	Community Action of Southern Kentucky	49,296	Zone 3
Brainerd, MN	City of Brainerd/Crow Wing County	13,178	Zone 1
Bridgeport, CT	Greater Bridgeport Transit Authority	139,529	Zone 2
Bridgeport, CT	Greater Bridgeport Transit Authority	139,529	Zone 2
Burlington, VT	Chittendon County Transportation Authority	38,889	Zone 1
Cambridge, MA	Cambridge Community Development Dept	101,355	Zone 2
Cambridge, MA	City of Cambridge	101,355	Zone 2
Cambridge, MA	FTA	101,355	Zone 2
Carson City, NV	Nevada Department of Transportation	52,457	Zone 2
Charleston, SC	SR Concepts	96,650	Zone 5
Charleston, WV	West Virginia Department of Transportation	53,421	Zone 3
Charlottesville, VA	Thomas Jefferson Planning District Commission	45,049	Zone 3
Cheyenne, WY	Wyoming Department of Transportation	53,011	Zone 2
Chicago, IL	Chicago Land Bicycle Federation	2,896,016	Zone 2
Chicago, IL	FTA	2,896,016	Zone 2
Chicago, IL	Illinois Department of Transportation	2,896,016	Zone 2
Cleveland, OH	Brokaw, Inc.	478,403	Zone 2
Cleveland, OH	Greater Cleveland Regional Transit Authority	478,403	Zone 2
Cleveland, OH	RTA	478,403	Zone 2

Columbia, SC	South Carolina Department of Transportation	116,278	Zone 4
Columbus, OH	Central Ohio Transit Authority	711,470	Zone 2
Columbus, OH	Columbus Ohio	711,470	Zone 2
Columbus, OH	COTA	711,470	Zone 2
Columbus, OH	Ohio Department of Transportation	711,470	Zone 2
Concord, NH	New Hampshire Department of Transportation	40,687	Zone 1
Dayton, OH	GDRTA	166,179	Zone 3
Dayton, OH	Greater Dayton Ohio Transit	166,179	Zone 3
Dayton, OH	Greater Dayton Ohio Transit	166,179	Zone 3
Dayton, OH	Greater Dayton RTA	166,179	Zone 3
Dayton, OH	Greater Dayton RTA	166,179	Zone 3
Dayton, OH	Greater Dayton RTA	166,179	Zone 3
Denver, CO	Colorado Department of Transportation	554,636	Zone 1
Denver, CO	FTA	554,636	Zone 1
Denver, CO	Regional Transportation District	554,636	Zone 1
Dover, DE	DelDOT	32,135	Zone 3
Dubuque, IA	ECIA	57,686	Zone 2
Ellicott City, MD	Commuter Solutions of Howard County	56,397	Zone 3
Erie, PA	Erie Metropolitan Transit Authority	103,717	Zone 2
Fairfax, VA	Fairfax VA Dept. of Transportation	21,498	Zone 3
Fairfield, IA	Iowa Department of Transportation	9,509	Zone 2
Fargo, ND	Metropolitan Council of Governments	90,599	Zone 1
Florence, SC	Pee Dee Regional Transportation Authority	30,248	Zone 4
Frankfort, KY	Kentucky Transportation Cabinet	27,741	Zone 3
Ft. Wright, KY	TANK	5,681	Zone 3
Gloucester, MA	Cape Ann Transportation Authority	30,273	Zone 2
Green Bay, WI	Green Bay Metro Transit	102,313	Zone 1
Gulf Port, MS	Coast Transit	71,127	Zone 5
Harrisburg, PA	Pennsylvania Department of Transportation	48,950	Zone 2
Hartford, CT	CTTransit	121,578	Zone 2
Helena, MT	Montana Department of Transportation	25,780	Zone 1
Honolulu, HI	Hawaii Department of Transportation	371,657	Zone 5
Houston, TX	Metropolitan Transit Authority of Harris County	1,953,631	Zone 5
Huntington, WV	The Transit Authority	51,475	Zone 3
Indianapolis, IN	Indiana Department of Transportation	781,870	Zone 2
Indianapolis, IN	Indianapolis Public Transportation Corp.	781,870	Zone 2
Jackson, MS	Mississippi Department of Transportation	184,256	Zone 5
Jackson, WY	Southern Teutons	8,647	Zone 1
Jackson, WY	START Bus System	8,647	Zone 1
Jacksonville, FL	Jacksonville Transportation Authority	735,617	Zone 5
Janesville, WI	City of Janesville, WI	59,498	Zone 1
Jefferson City, MO	Missouri Department of Transportation	39,636	Zone 3
Jefferson, LA	Jefferson Parish Transit Admin. / OCD	11,843	Zone 5
Johnsonburg, PA	Area Transportation Authority	3,003	Zone 2
Johnstown, PA	Cambria County Transit Authority	23,906	Zone 2
Juneau, AK	Alaska Department of Transportation	30,711	Zone 1
Kansas City, MO	ATA	441,545	Zone 3
Kansas City, MO	Kansas City Transportation Authority	441,545	Zone 3
Knoxville, TN	Knoxville Area Transit	173,890	Zone 4
Knoxville, TN	Knoxville Area Transit	173,890	Zone 4
Knoxville, TN	Knoxville Transportation	173,890	Zone 4
Lakewood, WA	Pierce Transit	58,211	Zone 3

Lakewood, WA	Pierce Transit	58,211	Zone 3
Lakewood, WA	Pierce Transit	58,211	Zone 3
Lansing, MI	Michigan Department of Transportation	119,128	Zone 2
Laredo, TX	City of Laredo (Laredo Metro)	176,576	Zone 5
Lawton, OK	Lawton Area Transit System	92,757	Zone 5
Lincoln, NE	Nebraska Department of Roads	225,581	Zone 2
Lincoln, NE	StarTran	225,581	Zone 2
Little Rock, AR	Arkansas State Hwy & Transportation Dept.	183,133	Zone 4
Los Angeles, CA	Los Angeles County Metro. Trans. Authority	3,694,820	Zone 4
Louisville, KY	Transit Authority of River City (TARC)	256,231	Zone 3
Madison, WI	Wisconsin Department of Transportation	208,054	Zone 1
Midland, MI	Center for Independent Living	41,685	Zone 1
Milwaukee, WI	Milwaukee County Transit System	596,974	Zone 1
Minneapolis, MN	Metro Transit, Minnesota	382,618	Zone 1
Missoula, MT	Missoula In Motion	57,053	Zone 1
Montgomery, AL	Alabama Department of Transportation	201,568	Zone 5
Montpelier, VT	Vermont Agency of Transportation	8,035	Zone 1
Muncie, IN	Nuncie Industrial Transit System	67,430	Zone 2
Nashville, TN	Metropolitan Transit Authority	545,524	Zone 4
Nashville, TN	Tennessee Department of Transportation	545,524	Zone 4
New Haven, IN	Citilink	12,406	Zone 2
New Orleans, LA	Regional Transit Authority / New Orleans	484,674	Zone 5
New Orleans, LA	RTA New Orleans	484,674	Zone 5
New Orleans, LA	RTA New Orleans	484,674	Zone 5
New York City, NY	CommuterLink	8,008,278	Zone 3
New York, NY	FTA	8,008,278	Zone 3
New York, NY	FTA	8,008,278	Zone 3
New York, NY	New York City Department of Transportation	8,008,278	Zone 3
New York, NY	New York Metropolitan Transit Authority	8,008,278	Zone 3
New York, NY	New York State Department of Transportation	8,008,278	Zone 3
New York, NY	New York State Department of Transportation	8,008,278	Zone 3
Newark, DE	Ctr for Applied Demography & Survey Research	28,547	Zone 3
Newington, CT	Connecticut Department of Transportation	29,306	Zone 2
North Little Rock, AR	Central Arkansas Transit Authority	60,433	Zone 4
Oakland, CA	AC Transit	399,484	Zone 4
Oakland, CA	Alameda - Contra Costa Transit	399,484	Zone 4
Oakland, CA	Alameda - Contra Costa Transit	399,484	Zone 4
Oakland, CA	Metropolitan Transportation Commission	399,484	Zone 4
Oakland, CA	Metropolitan Transportation Commission	399,484	Zone 4
Oklahoma City, OK	Oklahoma Department of Transportation	506,132	Zone 5
Olympia, WA	Washington Department of Transportation	42,514	Zone 2
Omaha, NE	Metro Area Transit	390,007	Zone 2
Orange, CA	Orange County Transportation Authority	128,821	Zone 4
Orlando, FL	LYNX	185,951	Zone 5
Painesville, OH	Laketran Ohio	17,503	Zone 2
Painesville, OH	Laketran Ohio	17,503	Zone 2
Philadelphia, PA	Central Philadelphia Development Corp.	1,517,550	Zone 2
Philadelphia, PA	FTA	1,517,550	Zone 2
Philadelphia, PA	SEPTA	1,517,550	Zone 2
Philadelphia, PA	SEPTA	1,517,550	Zone 2
Philadelphia, PA	SEPTA	1,517,550	Zone 2

Philadelphia, PA	SEPTA	1,517,550	Zone 2
Philadelphia, PA	SEPTA	1,517,550	Zone 2
Phoenix, AZ	Arizona Department of Transportation	1,321,045	Zone 5
Pierre, SD	South Dakota Department of Transportation	13,876	Zone 1
Pittsburg, PA	Southwestern Pennsylvania Commission	334,563	Zone 2
Pompano Beach , FL	SFRTA / Tri-Rail	78,191	Zone 5
Portland, OR	Tri-County Metro. Transportation District	529,121	Zone 3
Price, UT	Parks Transportation	8,402	Zone 2
Providence, RI	Rhode Island Public Transit Authority	173,618	Zone 3
Raleigh, NC	North Carolina Department of Transportation	276,093	Zone 4
Raleigh, NC	Triangle Transit Authority	276,093	Zone 4
Reno, NV	Regional Transportation Commission	180,480	Zone 2
Reno, NV	Washoe County RTC	180,480	Zone 2
Richmond, VA	Virginia Dept. of Rail & Public Transportation	197,790	Zone 3
Riverside, CA	Riverside Transit Agency	255,166	Zone 4
Rochester, NY	Rochester Genesee Regional Trans. Authority	219,773	Zone 2
Sacramento, CA	California Department of Transportation	407,018	Zone 3
Sacramento, CA	Odyssey	407,018	Zone 3
Sacramento, CA	Sacramento Area Council of Gov'ts (SACOG)	407,018	Zone 3
Sacramento, CA	Sacramento Regional Transit District	407,018	Zone 3
Sacramento, CA	Sacramento Regional Transit District	407,018	Zone 3
Sacramento, CA	Transit Outreach & Enhancements	407,018	Zone 3
Salem, OR	Oregon Department of Transportation	136,924	Zone 3
Salt Lake City, UT	Utah Department of Transportation	181,743	Zone2
Salt Lake City, UT	Utah Transit Authority	181,743	Zone 2
Salt Lake City, UT	Utah Transit Authority	181,743	Zone 2
Salt Lake City, UT	Utah Transit Authority	181,743	Zone 2
San Carlos, CA	San Mateo County Transit District	27,718	Zone 4
San Carlos, CA	San Mateo County Transit District	27,718	Zone 4
San Diego, CA	North County Transit District	1,223,400	Zone 4
San Diego, CA	San Diego Metro Transit Dev. Board	1,223,400	Zone 4
San Francisco, CA	City CarShare	776,733	Zone 4
San Francisco, CA	San Francisco Municipal Railway	776,733	Zone 4
San Jose, CA	Santa Clara Valley Transportation Authority	894,943	Zone 4
Santa Barbara, CA	Santa Barbara Metropolitan Transit District	92,325	Zone 5
Santa Barbara, CA	Unknown	92,235	Zone 5
Santa Clarita, CA	City of Santa Clarita	151,088	Zone 5
Santa Cruz, CA	City of Santa Cruz	54,593	Zone 4
Santa Cruz, CA	Santa Cruz Metro	54,593	Zone 4
Santa Cruz, CA	Santa Cruz Metro	54,593	Zone 4
Sante Fe, NM	New Mexico State Hwy & Trans. Department	32,203	Zone 2
Seattle, WA	FTA	563,374	Zone 3
Seattle, WA	Intercity Transit	563,374	Zone 3
Seattle, WA	King County Department of Transportation	563,374	Zone 3
Seattle, WA	Sound Transit	563,374	Zone 3
Seattle, WA	SoundTransit Seattle	563,374	Zone 3
Spokane, WA	Spokane Transit	195,629	Zone 2
Springfield, MO	City Utilities Transit	151,580	Zone 3
St. Clair, PA	Schuylkill Transportation System	3,254	Zone 2
St. Paul, MN	ECM Publishers	287,151	Zone 1
St. Paul, MN	Metro Transit, Minnesota	287,151	Zone 1
St. Paul, MN	Minnesota Department of Transportation	287,151	Zone 1
Stockton, CA	San Joaquin RTD	243,771	Zone 4

Stockton, CA	SJRTD	243,771	Zone 4
Sumter, SC	Santee Wateree RTA	39,643	Zone 4
Tallahassee, FL	Florida Department of Transportation	150,624	Zone 5
Tampa, FL	Hillsborough Area Regional Transit	303,447	Zone 5
Tampa, FL	National Center for Transit Research	303,447	Zone 5
Toledo, OH	Toledo Area RTA	313,619	Zone 2
Topeka, KS	Kansas Department of Transportation	122,377	Zone 3
Trenton, NJ	New Jersey Department of Transportation	85,403	Zone 3
Tucson, AZ	Sun Tran	486,699	Zone 3
Tucson, AZ	Sun Tran	486,699	Zone 3
Tulsa, OK	Metropolitan Tulsa Transit Authority (MTTA)	393,049	Zone 4
Tulsa, OK	Metropolitan Tulsa Transit Authority (MTTA)	393,049	Zone 4
Tulsa, OK	Tulsa Transit	393,049	Zone 4
Unknown	Bay Area Rapid Transit (BART)		
Unknown	Charlotte Area Transit System (CATS)		
Unknown	PATCO		
Unknown	Southeastern Housing		
Unknown	WMATA		
Unknown	Merced County Transit		
Urbana, IL	Champaign-Urbana Mass Transit District	36,395	Zone 2
Vancouver, WA	City of Vancouver	143,560	Zone 2
Vancouver, WA	C-TRAN	143,560	Zone 2
Waltham, MA	Women's Studies Research, Brandeis Univ.	59,226	Zone 2
Washington, DC	American Public Transportation Association	572,059	Zone 3
Washington, DC	American Public Transportation Association	572,059	Zone 3
Washington, DC	American Public Transportation Association	572,059	Zone 3
Washington, DC	B&D Sagamore	572,059	Zone 3
Washington, DC	FTA	572,059	Zone 3
Washington, DC	FTA	572,059	Zone 3
Washington, DC	Metropolitan Washington Transit Authority	572,059	Zone 3
Washington, DC	The Ferguson Group	572,059	Zone 3
Washington, DC	The Ferguson Group	572,059	Zone 3
Washington, DC	Washington Metro Area Transit Authority	572,059	Zone 3
West Covina, CA	Foothill Transit	105,080	Zone 4
Wheaton, IL	Dept. of Economic Dev. & Trans. Planning	55,416	Zone 2
Wilmington, DE	Delaware Transit Corporation	72,664	Zone 3
Wilmington, DE	Delaware Transit Corporation	72,664	Zone 3
Winthrop, ME	Maine Department of Transportation	2,893	Zone 3
Woodbridge, VA	PRTC	31,941	Zone 1
Worcester, MA	Worcester Regional Transit Authority	172,648	Zone 2

6.1.2.2 Application Rankings

KEY	ORG_NAME	CITY	Ginger	Rating	FTA	Rating	Kulyk	Rating
1	Metropolitan Transit System (MTS)	San Diego	0.430285714	42	0.377142857	55a	0	56a
2	Santa Clara Valley Transportation Authority (VTA)	San Jose	0.641714286	16	0.377142857	55b	0.498571429	42
3	Jacksonville Transportation Authority (JTA)	Jacksonville	0.443428571	38	0.371428571	56	0.503714286	39
4	Maui County Department of Transportation	Wailuku	0.694571429	11	0.407142857	53	0.782857143	6
5	Pace Suburban Bus Service	Northeastern Illinois	0.551428571	29	0.886	4	0.520285714	35
6	City of Cambridge, Massachusetts	Cambridge	0.607714286	20	0.606857143	25	0.836	2
7	Transit Authority of River City (TARC)	Louisville	0.368571429	48	0.916	3	0.462285714	47

8	Alameda-Contra Costa Transit District	Alameda, Albany, Berkeley, El Cerrito, Emeryville, Fremont, Hayward, Newark, Oakland, Piedmont, Richmond, San Leandro, San Pablo	0.391142857	46	0.569714286	32	0.498	43
9	North County Transit District	Oceanside	0.562571429	28a	0.537142857	40	0.548571429	24
10	Orange County Transportation Authority	Orange	0.707142857	9	0.945714286	2	0.545142857	26
11	Sacramento Regional Transit District	Sacramento	0.841142857	2	0.949428571	1	0.658857143	9
12	San Mateo County Transit District (SamTrans)	San Carlos	0.633714286	17	0.578571429	29	0.535714286	33a
13	Santa Rosa CityBus	Santa Rosa	0.566857143	27	0.435428571	50	0.541428571	29
14	GO Boulder/City of Boulder	Boulder	0.403428571	44	0.504571429	45	0.501428571	41
15	Connecticut Department of Transportation	Newington	0.582857143	22	0.624285714	21	0.537142857	32a
16	Washington Metropolitan Area Transit Authority	Washington	0.583428571	21	0.542857143	37	0.538571429	31a
17	ValleyRide	Boise	0.537142857	34e	0.402	54	0.54	30a
18	Indianapolis Public Transportation Corporation (IndyGo)	Indianapolis	0.542857143	30d	0.506	44	0.662	8
19	The South Bend Public Transportation Corporation	South Bend	0.371428571	47	0.514571429	42	0.584285714	18
20	New Orleans Regional Transit Authority	New Orleans	0.665714286	14	0.606	26	0.542857143	28
21	Howard County Department of Planning and Zoning	Ellicott City	0.435428571	39	0.536285714	41	0.538571429	31b
22	Maine Department of Transportation	Augusta	0.573428571	26	0.873142857	5	0.617142857	13
23	Detroit Department of Transportation (DDOT)	Detroit	0.362857143	50	0.377142857	55c	0	56b
24	Metro Transit	Minneapolis/St. Paul	0.537142857	34a	0.691714286	15	0.537142857	32b
25	Kansas City Area Transportation Authority (KCATA)	Kansas City	0.541428571	31c	0.693142857	14a	0.615714286	14
26	Triangle Transit Authority	Research Triangle Park+	0.803428571	5	0.818571429	7	0.798285714	5
27	City of Santa Fe/Santa Fe Trails Transit Division	Santa Fe	0.392571429	45	0.511714286	43	0.543714286	27
28	Regional Transportation Commission	Reno	0.574857143	25	0.714285714	13a	0.535714286	33b
29	Central Ohio Transit Authority	Columbus	0.541428571	31b	0.717142857	12a	0.412	51
30	Greater Dayton Regional Transit Authority (RTA)	Dayton	0.575714286	24	0.717142857	12b	0.581428571	19
31	Greater Cleveland Regional Transit Authority	Cleveland	0.668571429	12	0.718571429	11	0.58	20a
32	Laketran	Painesville	0.667142857	13	0.693142857	14b	0.58	20b
33	Tulsa Transit	Tulsa	0.542857143	30c	0.683142857	17	0.366285714	54
34	Rogue Valley Transportation District	Medford	0.562571429	28b	0.364285714	58	0.605428571	15
35	Southwestern Pennsylvania Commission (SPC)	Pittsburgh	0.434857143	40	0.552857143	36	0.336857143	55
36	Rhode Island Public Transit Authority	Providence	0.806285714	3	0.714285714	13b	0.502857143	40
37	South Carolina Department of Transportation (SCDOT)	Columbia	0.411428571	43	0.471714286	48	0.476285714	44
38	City of Laredo/The Laredo Transit Management Incorporated	Laredo	0.365714286	49	0.37	57	0.57	22
39	Fort Worth Transportation Authority	Fort Worth	0.434	41	0.584285714	28	0.468857143	46
40	Metropolitan Transit Authority of Harris County, Texas	Houston	0.541428571	31a	0.72	10a	0.547142857	25
41	Utah Transit Authority	Salt Lake City	0.538571429	33a	0.72	10b	0.588571429	16
42	Community Transit	Lynnwood	0.542857143	30a	0.72	10c	0.459142857	48
43	King County Metro	Seattle	0.978571429	1	0.82	6	0.804	4
44	Intercity Transit	Olympia	0.542857143	30b	0.72	10d	0.628571429	11
45	Pierce Transit	Lakewood	0.619142857	18	0.616857143	22	0.632857143	10
46	Janesville Transit System	Janesville	0.473142857	37	0.438857143	49	0.369142857	53

47	Metro Transit System	Madison	0.805714286	4	0.42	51	0.74	7
48	Southern Teton Area Rapid Transit (START)	Jackson	0.758	7	0.638285714	20	0	56c
49	Detroit Transportation Corporation	Detroit	0.535714286	35b	0.541428571	38	0.578571429	21a
50	County of Schuylkill	Pottsville	0.538571429	33d	0.54	39a	0.578571429	21b
51	Kanawha Valley Regional Transportation Authority	Charleston	0.479714286	36	0.54	39b	0.504571429	38
52	Metro Area Transit	Omaha	0.538571429	33b	0.576285714	30	0.507428571	37
53	Central Contra Costa Transit Authority (CCCTA) and The Metropolitan Transportation Commission (MTC) in Oakland	Alamo, Clayton, Concord, Danville, Lafayette, Martinez, Moraga, Orinda, Pacheco, Pleasant Hill, San Ramon, Walnut Creek	0.608285714	19	0.601714286	27	0.617714286	12
54	Santa Barbara Metropolitan Transit District	Santa Barbara	0.538571429	33c	0.560285714	33	0.396571429	52
55	Pee Dee Regional Transportation Authority	Florence	0.537142857	34b	0.575714286	31	0.471714286	45
56	Ohio Public Transit Association	Columbus	0.54	32c	0	59	0.531428571	34
57	Knoxville Area Transit	Knoxville	0.577714286	23	0.643142857	19	0.516	36
58	Chicago Transit Authority	Chicago	0.711428571	8	0.615428571	23	0.837428571	1
59	City of Aspen Transportation Department	Aspen	0.535714286	35a	0.558857143	35	0.535714286	33c
60	Project Concern Regional Transit Authority	Dubuque	0.537142857	34c	0.475142857	47	0.438285714	49
61	StarTran	Lincoln	0.54	32b	0.498571429	46	0.424571429	50
62	Whatcom Transportation Authority	Bellingham	0.705714286	10	0.690285714	16	0.834571429	3
63	Sun Tran	Tucson	0.662857143	15	0.608571429	24	0.551428571	23
64	Regional Transportation Authority in Nashville	Nashville	0.537142857	34d	0.409142857	52	0.578571429	21c
65	Southeastern Pennsylvania Transportation Authority (SEPTA)	Philadelphia	0.778	6	0.644571429	18	0.585714286	17
66	Hampton Roads Transit	Hampton+	0.54	32a	0.559714286	34	0.54	30b

6.1.3 Applications

6.1.3.1 Bellingham Application

Provide a Project Budget Plan that details the matching funds, resources, (including promotional and incentive items), and staff that you will provide. For each item, provide a budget breakdown of the in-kind cost, as well as the funding source. The total Project Budget Plan should be no longer than 3 pages, and will not be counted toward the 10-page limit for the questions above.

- Personnel – Identify each position by the title and name; include hourly rate (inclusive of fringe) and the number of hours dedicated to the project.
- Consultation and Subcontracted Services
- Travel
- Supplies
- Use of equipment (such as computers, telephones, etc.)
- Marketing Publications
- Local Area Map
- Space Occupancy (general terms only)
- Promotional/Incentive Items
- Other Direct Costs

PROJECT DATA SUMMARY
Please provide the following information:

NAME OF ORGANIZATION: Whatcom Transportation Authority

TYPE OF ORGANIZATION: Public Transportation Agency

CITY: Bellingham

COUNTY: Whatcom County

STATE: Washington

SERVICE AREA POPULATION: 172,080

PUBLIC TRANSIT RIDERSHIP STATISTIC (# ANNUAL UNLINKED TRIPS IN 2002): 3,013,966

TYPES OF SERVICE (BUS, LIGHT RAIL, HEAVY RAIL, PARATRANSIT, OTHER…) Fixed Route bus, paratransit, "Flex Route" (hybrid between Fixed Route and paratransit for general public), dial-a-ride (curb-to-curb van service for general public), vanpool, and community use vans

NUMBER OF ACTIVE VEHICLES (PER SERVICE)/NUMBER OF PEAK VEHICLES: 38 Fixed Route buses, 39 paratransit buses, 23 vans, and four motor trolleys

(Note: for the above, please use National Transit Database Reporting Definitions for 2002)

Briefly describe the characteristics of public transit ridership trends in your area in the past few years (increasing, stagnant, decreasing) and any other significant trends that may be impacted by this project.

WTA's Fixed Route ridership has increased by 13% since 1999, and boardings per hour have increased by 14%. Ridership growth is primarily due to our reduced rate bus pass at Western Washington University. Ridership on non-university routes has been largely static in recent years.

Briefly describe any planned events/factors, such as fare increases, service expansions or service reductions anticipated between February 2004 and February 2005 that may have an impact on transit ridership.

WTA is currently working with professional transit planning consultants to review service standards, routes and schedules, and fare policy. Changes resulting from this effort would likely go into effect in January 2005.

PROPOSED PROJECT DIRECTOR *Key Point of Contact for this Project:*		ORGANIZATION DIRECTOR:	
NAME:	Maureen Camandona	NAME:	Richard Walsh
TITLE:	Comm Relations & Mktng Mngr	TITLE:	General Manager
ADDRESS:	4111 Bakerview Spur / 98225	ADDRESS:	4111 Bakerview Spur / 98225
E-MAIL:	maureenc@ridewta.com	E-MAIL:	richardw@ridewta.com
TELEPHONE:	360-527-4718	TELEPHONE:	360-738-4581
MOBILE:	360-319-1951	MOBILE:	360-739-0630
FAX:	360-738-7302	FAX:	360-738-7302
WEBSITE:	www.ridewta.com	WEBSITE:	www.ridewta.com

**For the Proposed Project Director, summarize his/her unique qualifications for this position and how they will contribute to the project (limited to space below):*

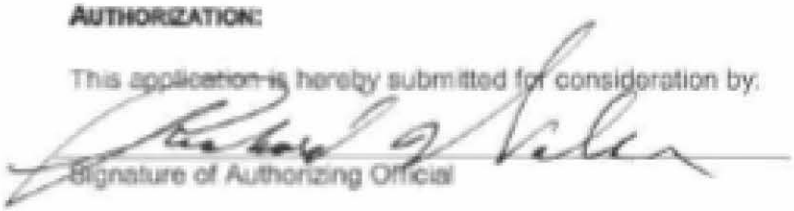
As the project manager, I would bring the following skills and abilities to the Individualized Marketing project:

- **Organized, effective project management:** I work successfully with volunteer groups, government, health and social service providers, private sector partners, professional consultants and others to keep large and small projects on time and on target.
- **Pro-active media and community relations:** as a liaison with media and community leaders, I am a clear communicator, and a reliable source of information regarding WTA's contribution to the city of Bellingham.
- **Creative problem-solving:** I work with all players (within and outside of WTA) to achieve results, and act as a clearinghouse for city-wide resources.

- **Personal and professional commitment to project outcome:** as a bike commuter, pedestrian, bus rider and public transportation advocate, I am both personally and professionally invested in the growth of non-automobile modes of travel throughout Bellingham and Whatcom County.

AUTHORIZATION:

This application is hereby submitted for consideration by:



Signature of Authorizing Official

Richard Walsh
Name (printed)

General Manager
Title

January 13, 2004
Date

If submitting organization is not the official area transit agency, certification is required stating that the transit agency is aware of this application, and agrees to participate in the project/

- ☑ This application is being made by the Transit Agency
- ☐ This application is not being made by the transit Agency, but certification is provided below of the transit Agency's participation.

Signature of Transit Agency Authorizing Official

Name (printed)

Title

Date

APPLICATION DEADLINE:

Federal Transit Administration (FTA) agency staff are prohibited from speaking with potential Proposers about the project during the solicitation.

Please direct all questions to:

FTA Individualized Marketing Program
Ginger Cruz, MELE Associates, Inc.
(240)453-6960
individualized.marketing@fta.dot.gov

1. Whatcom Transportation Authority (WTA) and its Mission

WTA's 180 employees provide public transportation services throughout Whatcom County, with the majority of services focused on the county's largest city, Bellingham. In 2002, we carried 2,675,000 riders aboard Fixed Route buses (breaking our previous record by more than 5%) and 156,313 riders aboard Specialized Transportation mini-buses. For the past five years, WTA has ranked among the top three transit agencies in Washington State for Fixed Route productivity, carrying an average of 31 passengers per hour.

In October of 2003, we experienced our highest ridership in agency history. The increase over the previous year, nearly 21,000 passengers, was made up in large part by users of newly expanded evening and Sunday service (introduced in Bellingham in September, 2003) and new rural routes to communities in eastern Whatcom County (introduced in November 2002). Though ridership is on the rise, only about 1% of trips in Whatcom County are currently made by bus. Western Washington University students comprise a substantial proportion of our ridership. Ridership on routes *not* serving the University is generally static.

In 2003 we embarked on a strategic planning process for which we have had an unprecedented amount of community input (through surveys, interviews and community meetings) from our riders, community leaders, Board of Directors and staff regarding our agency mission. Our strategic plan is based on the following mission statement.

WTA's mission is to enhance our community by:

- Delivering safe, reliable, efficient and friendly service
- Offering environmentally sound transportation choices
- Providing leadership in creating innovative transportation solutions
- Partnering with our community to improve transportation systems

2. How the Demonstration Project Supports WTA's Strategic Plan

Increase Ridership

Traditional marketing efforts reach current riders, and people with significant incentives to ride. Our primary strategic goal of increasing ridership however depends in large part on reaching *new* riders. Based on our market research, reaching this market segment will require an approach that personalizes our message. Individualized marketing will provide the personal attention to supplement WTA's broader marketing strategy to reach this new demographic. The demonstration may also highlight where stronger coordination with our partners' marketing efforts could increase our own ridership (see sections 7 and 8).

Promote Alternative Modes of Travel

We know from working with our partners who focus on other modes of travel that increases in walking, bicycling, rail, ferry and ridesharing trips support increased bus ridership. WTA is establishing its identity in the community as a multiple mode transportation resource, and as a

central clearinghouse for information on all travel alternatives. Individualized marketing will allow us to feature this expanded role for WTA to the target community and impress these users with a full-service WTA message. We also expect that communicating the results of the intervention (through media and other public presentations) will allow us to share this message with the community at large.

Solve Transportation Problems through Innovation

WTA's strategic plan recognizes that traditional transit approaches won't be enough to proactively address our community's transportation challenges as Bellingham's population increases. Innovative services and marketing will be required to create new market share among people who are currently driving for most of their trips. In addition to examining our own products and marketing, WTA is working in new ways with community partners to improve access, land-use, and zoning to enhance transportation choices.

3. WTA's Goals for the Project

- Increase transit trips by at least four percent in the target neighborhood
- Increase walking, bicycling and ridesharing trips by at least seven percent
- Expand and improve marketing of travel alternatives to non-riders in the community
- Raise awareness of the benefit realized by all when *others* use alternative modes
- Strengthen partnerships with organizations working to improve the transportation system
- Expand WTA's role in non-transit travel alternatives
- Build on past success as an innovator
- Establish a successful model for future marketing efforts in other neighborhoods and business districts

4. WTA's Involvement in the Project and Active Participation in its Success

Marketing and Community Relations

The demonstration project will be a major focus for WTA's Community Relations and Marketing manager during the project time-line. Acting as Project Manager for the intervention will constitute up to 50% of the total WTA marketing budget and staff resources for the 6 month initial project phase. Approximately 0.2 FTE of planning staff time and 0.3 FTE administrative support staff time will be dedicated to the project to assist and coordinate with the FTA team. Meeting space, office space and equipment for the FTA team will be funded through this department. The Marketing Project Manager will work with the FTA team to develop and produce marketing materials specific to the demonstration project including individualized route maps, schedules and informational brochures.

Data Collection and Analysis

WTA investments in service development are based on thorough and accurate tracking of ridership and demographic data. Parallel with other efforts to expand our data range, WTA will integrate demonstration project data to help WTA understand market segments that have not traditionally been responsive to WTA outreach.

Community Partnerships

WTA is partnering with the City of Bellingham, Whatcom County, and Whatcom Council of Governments to assist and empower a group of citizen activists, business leaders, and residents to help solve our region's transportation problems before they get out of control. This group is called the Community Transportation Advisory Group (CTAG). WTA is investing significant funds and staff time in this innovative effort because surveys show that an increased citizen voice in transportation decisions will result in more balanced transportation investments, and that means higher ridership. WTA's work with the FTA team will be coordinated with CTAG's work to bring fresh and accurate data to guide this group as they develop recommendations to shape the future of Whatcom County's transportation network.

While CTAG provides the grassroots work to foster innovation, WTA is also developing support from community leaders, elected officials, agency and department staff for a new approach to transportation investment. WTA will introduce the individualized marketing project to key leaders through an initial presentation and post-project follow-up to demonstrate results. WTA will use project results to show elected officials the high return on investment yielded by their continuing support for innovative transportation solutions.

5. What Makes WTA Unique and Innovative?

WTA employees and management are committed to reducing the number of automobile trips in Bellingham. Our worksite presents many challenges for employees to use alternative modes – varied employee report-to-work times, no bus service to agency headquarters, industrial park location with no sidewalks, few street lights, few bike routes, and no retail or restaurants within walking distance. However, nearly 20 percent of WTA employees participate in Commute Trip Reduction alternatives for some of their trips.

WTA riders consistently give our drivers a rating of 4.3 or better on their professionalism and helpfulness (on a scale where 5 is excellent). Write-in comments regarding driver friendliness are commonplace. A rider recently wrote in to report that the friendliness of her WTA bus drivers helped her decide to relocate to Bellingham! On recent surveys even the general public, made up predominantly of non-riders, expressed that WTA employees are friendly and courteous and that our vehicles are clean and attractive.

Although the general public revealed through surveys and interviews their belief that our primary role is to serve citizens without access to a car, over half of respondents also want WTA to provide and promote viable travel alternatives to people who currently drive. Our recent introduction of expanded evening and Sunday service is a response to this feedback. For example, our new service gives commuters who drive to work an opportunity to use public transportation for shopping and attending cultural events downtown where parking is less available and convenient than at their worksites.

Board members work hard to enable Bellingham families to live with fewer (or no) automobiles, and they promote WTA as crucial to obtaining this goal. They participate in city-wide forums regarding transportation solutions, including fact-finding trips (with WTA staff and other community leaders) to other small cities to observe their transportation systems.

As you will read in the following section, citizens of Bellingham are becoming acutely aware of transportation challenges that will face us in the near future. We don't have to look very far within our region for examples of devastating traffic congestion and its related problems. There is a window of opportunity in which to respond to challenges related to growth, and WTA is one of the key agencies expected to provide leadership and innovation.

6. Target Area

In order to take advantage of the important demographic, topographic and land-use opportunities for individualized marketing, we will conduct the demonstration in the City of Bellingham. Bellingham is located on the northern edge of Puget Sound between Seattle, Washington, and Vancouver, British Columbia. Its spectacular natural environment attracts a steady stream of new residents. With a population of 80,000 Bellingham is the largest city in rural Whatcom County and it is one of the fastest growing areas in the state.

Bellingham provides an excellent test of how individualized marketing will work in small cities. Our challenges are representative of those faced by other small cities across the country. Our population density is too low to warrant high frequency transit service. Our relatively low land values allow for abundant, free or very inexpensive parking through our neighborhoods and commercial districts. We also bear a particular burden as a city that is attracting people from elsewhere – the newcomers' perspective that "we don't have traffic congestion here." Many of the new residents come from very auto-oriented urban and suburban areas. For some in this group, part of the attraction of Bellingham is that it is so easy to drive here.

Our challenges may be similar to those faced by other small cities, but our opportunities are unique. Historically, the city developed as four small towns built around Bellingham Bay, each with its own street grid, roughly parallel to the shore. The combination of these grids in present-day Bellingham means that there are no straight streets that cross the city. This turns out to have been a real boon for pedestrians and bicyclists, since there is little opportunity for such streets to evolve into multi-lane arterials that are the exclusive domain of automobiles. The distances between neighborhoods, parks, workplaces and schools, the widths of the streets and the posted speed limits have changed very little for many decades. In fact, relatively speaking, Bellingham does have very high rates of walking and bicycling. Bellingham worksite data reveals nearly twice the walking rates (4.2%) and three times the bicycling rates (3.6%) as the rest of the state.

While the shape of our city contributes to these mode shares, so do the people themselves. Bellingham residents are involved and interested in improving their community. For example, they have voted twice to tax themselves to support greenways development and have recently approved a sales tax increase for WTA. For a city our size, we have an unusually large group of people who are highly informed about our transportation system and working to expand transportation choices. The group is vibrant and diverse – pedestrian and bicycle activists, dedicated bus riders, proponents of downtown revitalization, reporters, environmentalists, simple living advocates, even local elected leaders – all interested in programs and infrastructure that will provide more transportation choices in our community.

As individuals and groups these people are actively searching for transportation success stories from elsewhere in the country that might be replicated in Bellingham. A year and a half ago members of the City Council put together a fact-finding trip to Boulder, Colorado to learn what that city has done to promote transportation choices. The Mayor, transit agency and city staff members along with various community leaders participated in the trip. Citizens have taken the initiative to invite speakers from Vancouver, BC; Seattle, WA; Paducah, KY; Boulder, CO; and Boston, MA to come to Bellingham to make presentations on subjects including high school trip reduction, downtown housing, car sharing and community-designed bus routes. In fact we heard about TravelSmart a couple of years ago and have been in communication with Werner Brög and his staff about coming to Bellingham to make a presentation. (Like elsewhere in the country, our local governments are grappling with budget shortfalls, so we very pleased to hear from Werner of the impending FTA demonstration grants.)

We understand that individualized marketing doesn't need an especially enthusiastic target audience to be successful. However, the enthusiasm of community leaders will be critical when moving from a successful demonstration project with Federal funds to long-term local investment. In short, the challenges facing Bellingham make it a good test site for how individualized marketing will work in small cities, while the unique opportunities represented by our infrastructure and citizens' attitudes position us to achieve our local transit-building goals and to build a more sustainable, community-based transportation system.

As to the location within the City of Bellingham, we are inclined to select a neighborhood that will rigorously test the success of individualized marketing. We would be pleased to work with FTA in selecting an appropriate neighborhood. Bellingham neighborhoods have strong identities based on their unique attributes and citizen participation in neighborhood associations. From our perspective both the Alabama Hill and South Hill neighborhoods would fit our criteria for a specific target area:

- Variety of income levels, including the very high end
- No strong concentrations of Western Washington University student residences
- Good transit service, but not necessarily the best in the city
- Connections to bicycle and pedestrian trails
- Challenging terrain for bicycling

Using these criteria to select our target area will give us confidence that individualized marketing can be successfully repeated anywhere in the city. Furthermore, we would be able to defend the project's results against accusations that its success was guaranteed by the presence of one or more groups that are already inclined to use alternatives to driving – low-income residents, college students, people living neighborhoods without hills, etc.

7. Partners

Because of the interest in transportation choices in our community, many local organizations have been involved in projects that support the mission of WTA. Some of these partnering organizations are involved in ongoing programs that will play important roles in the individualized marketing demonstration. Other organizations have initiated projects for their

own reasons that create a supportive atmosphere for transit and other transportation choices. In the long run, all will have made important contributions in improving our transportation system.

The **Whatcom Council of Governments (WCOG)** is an important partner for WTA. As the state-designated Regional Transportation Planning Organization (RTPO) and Metropolitan Planning Organization (MPO) WCOG is focused on regional coordination of planning for transportation projects involving state and federal funds. WCOG is leading two major efforts that we anticipate will directly support the individualized marketing demonstration. Those efforts are the Community Transportation Advisory Group and Commute Trip Reduction.

Community Transportation Advisory Group (CTAG) is staffed by WCOG and was created as a result of the Whatcom Transportation Summit held on May 18, 2001. Over 150 community members and leaders participated in the Summit, organized by Whatcom County and Bellingham leadership. This event laid the groundwork for a more coordinated, comprehensive, and community-based transportation policy. CTAG is comprised of 15 community representatives who advise the Whatcom Regional Transportation Policy Board (RTPO) on the community's concerns in order to reach a collaborative vision for the County's transportation system.

The Summit and CTAG are extraordinary examples of community education and group process. There is a strong sense of ownership among participants and an eagerness to begin working on improving our local transportation system. Elected leaders, recognizing the value of this group, have pooled their resources to invest in CTAG's future work. CTAG will be an important communication channel for the individualized marketing demonstration project. More importantly though, they are the logical entity through which our community can invest in the expansion of individualized marketing should the demonstration prove to be successful. This community participation and investment will make a strong partnership with WTA, with its own internal goals of increasing transit ridership.

The Washington State Commute Trip Reduction (CTR) law requires major employers to promote alternatives to driving alone to work to their employees. WCOG administers the program for Whatcom County and provides many products and services to employers to assist them in this work. This free assistance is the basis of a very positive relationship with the two-dozen largest employers in the county. At the very least, this network of employers represents a strong communication channel for getting the word out that the individualized marketing demonstration project is taking place.

Each worksite has a trained employee transportation coordinator who communicates with fellow employees on all subjects relating to local transportation, including special promotions and projects that are beyond the scope of the CTR program. For example, this past summer, thanks to the work of these coordinators, employees at CTR worksites represented the largest percentage of participants in a promotion that was open to all Whatcom County residents and was designed to mitigate traffic congestion caused by a major highway renovation project through the city. (The promotion involved a partnership between the Washington State Department of Transportation, WCOG and WTA.)

Employees at CTR worksites are rewarded for choosing Smart Commuting (the local name for transportation choices that reduce vehicle trips). Participating employers contribute their own incentives and administer turnkey services that are provided through a partnership of WCOG and WTA. The latter include:

- Guaranteed Ride Home,
- Smart Commuter Discount and
- Smart Commuter Anniversary gifts.

These are very popular programs that build a strong loyalty to program participation. More than 1,300 local residents proudly identify themselves as Smart Commuters.

Since many employees of CTR companies live in Bellingham, Smart Commuters will naturally be a subset of the individualized marketing demonstration. We predict that having access to these programs will produce even greater use of all transportation choices for non-work trips during the intervention. This will be helpful information as we are considering expanding the programs beyond CTR worksites.

Over the seven years of its existence in Whatcom County the CTR program has raised awareness of transportation choices, increased appreciation of individual and community benefits of a more diverse transportation system and reduced vehicle trips to worksites. The latter is carefully measured, as well as the public and private resources needed to operate it. With such a strong example of a cost-effective program designed to reduce vehicle trips *to work*, we are eager to compare its results with the individualized marketing demonstration that aims to affect all trips.

Western Washington University is one of the participating CTR employers, but is also a direct partner with WTA in its own right. Western Washington University is surrounded by residential neighborhoods and commercial development. Over 10,000 students and employees come to campus each day. With just under 1,000 parking spaces on campus WWU students and employees are among WTA's best customers. In keeping with that relationship both parties have invested in transit service and products designed exclusively for the University. One important innovation, the Viking Xpress Pass, allows students and employees three months of unlimited access to all of WTA's transit services for a third of the cost of a regular quarterly bus pass. We are now in the fourth year of the Xpress Pass program. Each year sales of the pass dramatically surpass those of previous years. For example, nearly 6,000 passes were sold this past September compared to 3,667 in September 2000.

Since WWU students and employees live in all of Bellingham's neighborhoods, they will be another subset of the individualized marketing demonstration. We predict that having access to this unique fare media will produce even greater use of transit among this group during the individualized marketing intervention. We are very pleased with the effect that the Xpress Pass program has had on transit ridership on routes serving the WWU campus. If it turns out that Xpress Passholders have significantly higher trips to other destinations during the individualized marketing demonstration, we will be eager to explore other forms of group passes.

The **City of Bellingham** provides three different opportunities for partnering with WTA during the individualized marketing demonstration and its follow-on. The City's Public Works Department administers a contract with a local environmental education organization,

RESources, to run the Watershed Pledge program in Whatcom County. More than 500 businesses and 1,000 households have taken the pledge. Participants choose from checklists of environmentally sound practices created for their specific watershed. Reducing vehicle trips and using other forms of transportation are featured prominently in the checklists. This program is viewed positively in our community, and we feel that it will reinforce the effects of the individualized marketing demonstration.

The Bellingham Bicycle Pedestrian Advisory Committee (BPAC) works with City staff and advises the Mayor and City Council regarding on-street bikeways and their connections with off-street trails. They also develop informational materials and host events designed to educate the public on the safe use of these facilities. *Bike to Work and School Day* held every year in May is the most popular of their promotional events. Last year volunteers counted 1,677 bicycle commuters at welcome stations located all over the city. WTA has long been a promoter and supporter of *Bike to Work and School Day*. We anticipate that the BPAC will make valuable contributions to the individualized marketing demonstration.

The Bellingham City Council is the third of WTA's City partners. Their active interest in building a sustainable transportation system for the City of Bellingham was described in the preceding section. We can count on several if not all City Council members participating in information meetings throughout the demonstration project. We expect that their ongoing participation will facilitate City investments in expanding individualized marketing (when current budget difficulties have passed) should the demonstration prove successful.

The following three organizations are all examples of indirect partnerships with WTA that will positively impact the demonstration project. Among its other activities **Downtown Renaissance Network** is working to strenthen our transportation system by changing our land use. For example, last year they hosted a two-day workshop for downtown building owners and developers called, Live It Up: Developing Upper Story Housing Downtown. **Northwest Physical Activity Coalition** has members in Island, San Juan, Skagit and Whatcom Counties. Their current project involves selling discounted pedometers to promote walking for transportation and recreation. **St. Joseph Hospital**, located in Bellingham, has made a name for itself as an innovator. They have twice won a Governor's CommuteSmart Award for their program promoting walking, bicycling, ridesharing and transit to employees.

8. Marketing/Information Material

The WTA transit guide and system map provide comprehensive information about our fixed route service and summary information about all other services. We also have specific materials for bicyclists and each type of transit service (Specialized Transportation, Dial-A-Ride, Commuter Connection, Vanpool and Rideshare Service). All of the information contained in our paper brochures is available on our website. We are constantly seeking to improve these materials from both a marketing and educational point of view. We are particularly interested in catching the attention of non-transit riders and having our materials be readily understood by them.

We know that brochures specific to each route play a critical role in helping people get the transit information that they need without overwhelming them with comprehensive information. We do

have map and schedule brochures for many of our routes, but not all. We intend to produce additional specific pieces as needed for the demonstration project. We are confident that our past efforts to provide good transit information will serve us well during the demonstration project, and we are eager to improve our materials with an individualized marketing approach.

We have monthly and quarterly passes available for purchase by households in the target area and plan to use Free Ride Coupons to encourage trial ridership. We also know from our experience with the Viking Xpress Pass that appropriate fare media is an important ingredient in increasing ridership. We anticipate a subset of data showing higher ridership among Viking Xpress pass holders (see previous section).

Throughout the demonstration project WTA has many forms of ongoing advertising and marketing that it can put to use in support of the project as needed – newspaper, radio, television PSAs, direct mail and exterior bus ads.

In addition to WTA's own materials, our partners' materials will also contribute to the success of the demonstration project. Excellent educational materials and promotional events are available through WCOG's Commute Trip Reduction program, the Bicycle Pedestrian Advisory Committee and the City's Watershed Pledge program (see descriptions in preceding sections).

WTA will have a budget for small thank you gifts to give to people participating in the intervention who choose alternatives to driving. In addition, some of our partners already provide popular incentive items. The Watershed Pledge program has very attractive sun-catcher ornaments with the program logo stamped in recycled glass. Smart Commuters receive anniversary gifts every spring and Smart Commuter Discount cards and brochures twice a year. Over 100 merchants and service providers throughout Whatcom County participate in the Smart Commuter Discount program.

9. Proposed Timing of Surveys & Intervention

As with our selection of a target area for the intervention, we are inclined to propose a timeline that will represent the best test of individualized marketing in Bellingham. At the same time a priority is to follow a timeline that works for the FTA team. We propose that the intervention is timed when primary and secondary schools are in session, either May/June or September, whichever works best for the FTA team. The intervention would then dictate the timing of the before and after surveys as described by the process overview provided by FTA.

Like cities all across the county, vehicle traffic increases dramatically during the school year because of parents driving their children to and from school. Conducting the intervention during this time presents both an opportunity and a challenge. The opportunity is for parents to recognize the discretionary nature of many of these trips given the existence of school buses and WTA service and the benefits of children using active transportation. When school trips are removed from morning trip chains, adults have more transportation choices. The challenge lies in the growing perception among parents that driving their children to school is safer than all other modes of travel. This perception exists in the face of data showing vehicle collisions as a leading cause of death among children.

10. How will we use the results of the demonstration?

If the demonstration project is as successful in Bellingham as it has been in other cities, we have an unabashedly grand vision of what we would like to achieve with long-term individualized marketing efforts (see below). In the short-term we would use the results of the demonstration project to:

- Justify expanded local investment in individualized marketing
- Indicate where higher frequency of fixed route service is warranted
- Improve WTA's marketing and educational materials
- Test the value of group pass sales such as the Viking Xpress Pass (see Partners section)
- Test the value of expanding the Smart Commuter programs (see Partners section)
- Compare the cost-effectiveness of individualized marketing with the existing worksite trip reduction program
- Expand the constituency interested in assisting WTA as it works to improve its services
- Continue educating local citizens about transportation choices
- Provide persuasive data for people who currently doubt the value of walking, bicycling, ridesharing and transit for the majority of travelers
- Highlight appropriate investments in pedestrian, bicycle and transit facilities and services

As we have described in the sections pertaining to target area and partners, this is the teachable moment for Bellingham. WTA, citizens, community leaders and elected officials are informed and interested in building a sustainable transportation system that provides real options other than private vehicles. Though we have actively sought models of success in other cities, we have yet to find something that is really suited to a small city. On the other hand, everything that we have read or heard presented about TravelSmart projects leads us to believe that it would be just as successful in a small city as in a major metropolitan area.

If, in fact, individualized marketing can produce cost-effective mode shifts to walking, bicycling, ridesharing and transit, it will come not a moment too soon for Bellingham. City planners are projecting that our population will grow by 50% in the next 20 years. Our community will either follow the nationwide example of sprawling growth at the edge of the city…or we will invent something totally new.

We could become the first small city in the U.S. that embraces land use changes designed to facilitate transportation choices other than private vehicles. We could dramatically increase our investments in bicycle, pedestrian and transit facilities and services and build beautiful transit-oriented development projects along our downtown waterfront. However, the scale of change that is necessary is a lot to ask from the citizens of a small city, especially if they can't look around and see some other small city that has done something similar. To succeed we will need the majority of our citizens to have positive experiences using all modes of transportation for their real travel needs. Only then will the proposed changes and investments make sense to them as participants in the transportation system and as taxpayers.

Whatcom Coordinated Investments in Transportation Choices

Individualized Marketing Demonstration Project Budget

Source of Funds	Local Funds	In-kind	Total Investments
WTA Individualized Marketing Leveraged Investments			
- Promotional campaign(s)	2,000		2,000
- Relax campaign		7,500	7,500
- Smart commuter discount	2,000	1,000	3,000
- WWU discount pass program	2,000	18,000	20,000
- School field trip pass program		400	400
- WTA Strategic Planning (Marketing & Services)	72,000		72,000
- Social Services Donated Passes		8,000	8,000
- Special Event Transportation	4,000	300	4,300
Individualized Marketing Direct Project Investments			
Staff:			
M. Camandona, WTA Marketing	9,000		9,000
Marketing Administrative Assistant	2,500		2,500
R. Gordon, WTA Service Director	2,800		2,800
R. Nichols, WTA Data	2,400		2,400
K. Cederstrom, Rideshare Coordinator	2,000		2,000
S. Horst, WCOG CTR		400	400
G. Rogers, WCOG Planning Dir.		800	800
A. Taylor, WCOG GIS		500	500
Consultants/sub-contractors	800	1,000	1,800
Travel	4,000		4,000
Supplies		500	500
Equipment (computers, telephone, etc)		2,500	2,500
Marketing Materials (devel, print, distrib.)	1,600	1,800	3,400
Local Area Map		500	500
Office space		6,000	6,000
Incentive/promotional items	2,000		2,000
Sub-total:	**$109,100**	**$49,200**	**$158,300**

Partner Investments 2003-2004:	Partner funds	In-kind	Total Investments
Whatcom Council of Governments			
- Commute Trip Reduction program	50,000	6,300	56,300
Smart Commuter program	30,000	1000	31,000
- North Sound Connecting Communities	70,000	21,000	91,000
- CTAG	65,500	4,500	70,000
- Coast Millennium Trail	6,000	6,500	12,500
City of Bellingham			
- City Council (Boulder trip)	4,000	875	4,875

Whatcom Coordinated Investments In Transportation Choices

Individualized Marketing Demonstration Project Budget

- BPAC & bike to work day	3000	6,000	**9,000**
- Public Works	67,000	25,000	**92,000**
- Neighborhood Associations	5,000	27,000	**32,000**
- Greenways levy	85,308	23,400	**108,708**
- Community Development	12,508	50,000	**62,508**
Downtown residential devel. tax incentive	20,000	9,000	**9,000**
- Watershed Pledge	7,230	125,000	**132,230**
Downtown Renaissance Network	16,250	4,500	**20,750**
- Transportation committee	500	3,750	**4,250**
- Live it Up workshop	2,000	5,625	**7,625**
Whatcom Physical Activity Coalition	15,000	3,125	**18,125**
- Kids Walk & Roll (2003)	10,000	3,720	**13,720**
- Champions for Walk to School (2004)		1,073	**1,073**
St. Joseph Hospital			
- CTR investment/awrd	8,400	75,600	**84,000**
- Lifequest education	2,000	354	**2,354**
Whatcom County Transfer of Development Rights		32,000	**32,000**
Washington State Department of Transportation			
- SmartTrips Promotion (2003)	40,000	10,000	**50,000**
- Statewide Commute Trip Reduction Program		14,000	**14,000**
Bellingham School District		3,564	**3,564**
- Kids Walk & Roll	10,000	1,500	**11,500**
- North Bellingham Elementary School		2,250	**2,250**
Mt. Baker Bicycle Club		5,625	**5,625**
- Bike to Work and School Day	3,000	2,000	**5,000**
Sustainable Connections	1,750	2,000	**3,750**
Sub-Total Partner Investments:	**534,446**	**476,261**	**990,707**
Total Transportation Choices Investment:	**$643,546.00**	**$525,461.00**	**$1,149,007.00**

6.1.3.2 Durham Application

Dear Mr. Birnie:

The Triangle Transit Authority (TTA) is pleased to submit this letter to FTA as an application for selection as a pilot location for the Individualized Marketing Demonstration. The Triangle region of North Carolina would be an excellent pilot location for this demonstration project. We believe that it would prove to be representative of many fast-growing, mid-sized metropolitan areas across the Sun Belt that are struggling with air quality and congestion problems resulting from a reliance on automobile travel.

For this project, we have proposed conducting this demonstration in one of three locations in Durham, North Carolina, each of which would provide important regional and national models from which other transit agencies could learn.

Our staff is very excited that FTA is conducting this demonstration program, and appreciates the opportunity to submit this application. Please feel free to direct any questions about this application to Audra Foree at 919-485-7470 (aforee@rideTTA.org) or John Tallmadge at 919-485-7430 (jtallmadge@rideTTA.org).

Sincerely,
John Claflin
General Manager

Organizational Description and Mission (#1)

The Triangle Transit Authority is a regional transit authority serving Wake, Durham, and Orange counties in North Carolina. The TTA was created in 1989 by the General Assembly, with a mission "to plan, facilitate, and promote, for the Greater Triangle Community, an affordable, safe and secure customer-oriented public transportation network which provides mobility, promotes economic opportunities, and protects the environment." TTA provides the following services:

- Regional bus and shuttle services connecting Raleigh, Durham, Chapel Hill, Cary, Apex, Garner, Research Triangle Park, and RDU Airport. We also connect four major universities.
- Paratransit service to those who cannot use our fixed-route services.
- Vanpool service to anyone who lives or works in our three-county jurisdiction.
- Transportation Demand Management services to employers in Durham and Wake counties.
- Planning and design of a 35-mile rail transit system with 16 stations connecting Durham, RTP, Cary and Raleigh, with shuttles linking RDU International Airport and RTP. The rail transit system is expected to be operational in late 2007 or early 2008.
- Regional public transit information system including management of a telephone information system and web-based trip itinerary planner.

Support of TTA's Strategic Plan (#2)

As evidenced above in the description of services provided, TTA is positioning itself as a mobility manager in the Triangle region. While we pride ourselves on the regional bus service that we provide, and we generate a lot of public interest from the rail project we will be building, our communications focus is aimed at providing information about the whole range of sustainable transportation options available to people. TTA is also in the process of making a transition to a Community-Based Social Marketing approach to persuading citizens in the Triangle to make behavior changes leading them to choose more sustainable transportation alternatives. We have found only modest effectiveness with

mass marketing strategies, and are turning to more targeted communications aimed at overcoming potential customers' barriers to using alternative transportation modes.

Activities or projects that we are undertaking, or have recently made operational, toward this end include:

- Hired customer service representatives to staff our call center (September 2002)
- Providing customized door-to-door trip planning for the four public transit agencies in the region, available through our call center, or on-line at www.GoTriangle.org (October 2003)
- Providing on-line ridematching (available April 2004)
- Providing a regional Emergency Ride Home program (available April 2004)
- Participating in a Best Workplaces for Commuters registration and publicity campaign (Spring/Summer 2004)
- Conducting telephone and on-board surveys (several in 2003)
- Conducting an employer-based survey of employee commuting habits in Durham County (September 2003)

We believe that we will have many of key tools in place by April 2004 that will address important barriers to using transit and ridesharing. Our marketing strategy for promoting these programs is currently focused on communications through employers since we have working relationships with over 100 employers in the three-county jurisdiction through our TDM activities.

To complement this employer-based activity, we are interested in the residence-based approach of the IndiMark program. This past Spring, we conducted a direct mail campaign to residences near our regional bus routes. The mailer contained a message focused on relieving the stress of driving, and contained free ride tickets. We did see increases in transit ridership resulting from this campaign, and follow-up surveys have indicated that a significant percentage of our current riders were initially influenced to ride due to this campaign. However, there were two primary limitations to this approach. First, every household received the same generic information about our service. We received several comments back that the mailer was not effective without information specific to their residential location. Second, we were only providing an incentive for using transit, rather than the whole range of sustainable transportation options. We have been drawn to the IndiMark program because of its focus on customized information about all modes available to the customer.

TTA Project Goals (#3)

TTA expects to see overall travel changes that are comparable to Portland and the Australian/European examples. We would establish goals of reducing driving alone trip by approximately 8%, and increasing trips made by other modes by 25%. We haven't established goals by mode, but we would anticipate that the most people would shift to transit where more transit is available, meaning southeast central Durham, west Durham, and Woodcroft, in that order. However, as a percentage, the shift would likely be more significant in the reverse order due to current levels of transit use.

TTA's Proposed Involvement (#4)

TTA will coordinate with the FTA Team through our Commuter Resources Department. Audra Foree, Transportation Demand Management Planner, will be the Project Manager, and will be responsible for day-to-day coordination. John Tallmadge, Director of Commuter Resources, will serve another resource in support of this demonstration project. We anticipate convening a project oversight committee of community stakeholders in order to advise us on the final pilot location, messages and materials that would be communicated, and to lend additional legitimacy to the effort. We think the involvement of neighborhood associations is particularly important. We've described the collaborations that we plan for this project below in #7.

TTA will provide marketing and informational materials and services as described below in #8. Additionally, TTA would certainly commit to meeting all of the minimum requirements for hosting a meeting, and providing a travel budget for the project manager. TTA will also provide all necessary meeting and work space required, including five telephones and two computer terminals with internet access. The space will be available at our RTP Transfer Terminal, which houses TTA's customer service staff.

TTA's Unique Qualities (#5)

TTA has made strides toward identifying ourselves as more than transit service providers. We are becoming mobility managers. Though TTA has a small bus operation, we have a larger staff than most agencies this size because we have taken on various additional activities or services (vanpool, TDM, customer information, rail project planning and design) that are effectively coordinated regionally. Therefore, we have the capacity to manage a project of this type, while maintaining our current activity levels. Also, because we have TDM functions within our organization, we have a history of working with organizations and providing them with customized information about all sustainable transportation options, appropriate to their needs. We are excited about the Individualized Marketing demonstration because it goes beyond just the work trip, and focuses the information on the individual customer, rather than the institution with which they are affiliated.

Proposed Target Area and Value of Project Characteristics as National Model (#6)

The Triangle region of North Carolina would prove to be representative of many fast-growing, mid-sized metropolitan areas across the Sun Belt that are struggling with air quality and congestion problems resulting from a reliance on automobile travel. Like many such areas, the region also currently has moderate levels of bus-only transit services, though a rail project connecting Durham, Research Triangle Park, Cary, and Raleigh is in Final Design.

We have identified two locations that we believe would be excellent candidates for this demonstration. The reason that we have three proposed locations is because we would like to draw on the expertise of the FTA team in aiding us in determining which is more appropriate for achieving the desired outcomes of the demonstration. One location would serve as a model for mixed-income, "in-town" neighborhoods in cities currently with low to moderate levels of transit. A second location would serve as a model for "suburban" neighborhoods in cities with low to moderate levels of transit. The third location would serve as a model for low-income, "urban" neighborhoods where transit-dependency is already high, despite low to moderate levels of transit.

In addition to the situational attributes of these three areas, the demographics and physical characteristics of the three locations are quite different. A table comparing them to the three-county region is attached, and a description of each follows.

West Durham

The first specific location where we would propose to conduct the demonstration is in several west Durham neighborhoods. These are some of the older neighborhoods in Durham, and they surround Duke University. The neighborhoods are a moderate-income, racially diverse area (see attached table). There is an incomplete network of sidewalks and limited transit service (several local bus routes with connections to the rest of the local system and several regional bus routes). There are also several neighborhood-scale, pedestrian-oriented commercial districts. Future rail stations are planned at the Duke Medical Center and at Ninth Street, both of which are at the southern edge of the proposed area. There are fairly low car ownership rates for this area (12% have no vehicle available), as compared to the 3-county region (6%). There are also a lower percentage of residents driving alone to work in this area (61%) when compared to the region (78%).

We believe that the west Durham location would be a good regional and national model for other mid-sized, moderate-to-low density cities with modest levels of transit service. Activity in this area is also significantly influenced by Duke University and Medical Center, and may be a good model for other such academic locales. Because of the proximity of a variety of activities to the residences in this area, we believe that there are good opportunities for shifting people to sustainable travel options.

Woodcroft

The second specific proposed location is the Woodcroft area in southern Durham. This area has been more recently developed, and in some areas is still developing. The heart of it is a classic 1980's-era Planned Unit Development, built around a developer's master plan, incorporating different types of housing, and a small commercial shopping center. There is very little office employment in this area. The area is served by one local transit route, one regional transit route, and has some walking paths. A major regional mall has been built in the past two years across the interstate from this area. The demographics and commute travel behavior of these residents is similar to the region as a whole. Only 3.4% of residents have no vehicle available. Nearly 85% of residents drove alone to work.

We also believe that the Woodcroft location would be a good regional and national model, but for different reasons. This area would be a good model for traditional suburban residential development in SunBelt cities with modest transit services. Our concern about this location is the limited number of travel options that are reasonably available to residents. If individualized marketing would successful in shifting travel from drive-alone travel to more sustainable options, then it should be successful in areas with more transit service and better bicycling and pedestrian amenities.

Southeast central Durham

The third specific proposed location is the collection of neighborhoods in southeast central Durham which are proximate to North Carolina Central University. This area has some characteristics similar to west Durham, but its demographics are quite different. The racial identity of the residents is predominantly African-American (96.5%). The median-income is low ($21,800). Car ownership rates are low (30.5% do not own a car), as compared to our region. The current percentage of individuals driving alone for their commute to work is low (51%), as compared to the region. Several local bus routes and a regional bus route serve this area.

These neighborhoods in Southeast central Durham would be an excellent model for low-income neighborhoods where there are already high rates of transit-dependency. It would be of value to compare the effectiveness of Individualized Marketing in this area with more mixed-income, auto-reliant neighborhoods.

Proposed Collaboration (#7)

In order to establish support for this project, and to encourage the participation of key stakeholders, we have already communicated with a number of other organizations. They include governmental agencies and neighborhood representatives.

1. Durham Area Transit Authority - Involvement from the Durham Area Transit Authority is critical since they provide the local bus services to the target area. They have committed to providing whatever quantity of their schedules is necessary.
2. Durham-Chapel Hill-Carrboro Metropolitan Planning Organization – The metropolitan planning organization is interested in this approach as a TDM measure that may be replicated more broadly throughout their planning jurisdiction.
3. North Carolina Department of Transportation, Public Transit Division – NCDOT is beginning a major launch of performance-based TDM programs and funding this Spring. A significant effort will be put into launching a "Best Workplaces for Employers" campaign. They are interested in participating in this effort to determine whether it is replicable in other parts of the state.

4. Durham County Government – Durham County is a leader in TDM in the state of North Carolina. They adopted an ordinance in 1999 requiring large employers to develop Commute Trip Reduction plans and annually survey their employees. This program will support their goals to reduce congestion and air pollution. They will also lend additional legitimacy to this program.
5. Triangle J Council of Governments – This regional body is responsible for managing the Triangle's "Best Workplaces for Commuters" program. They also are a venue for sharing the success of public programs to governments throughout the region.
6. Local Neighborhood Associations (Crest Street, Old West Durham, Trinity Park, Trinity Heights, Walltown, and Watts Hospital-Hillandale) – These organizations of residents are critical in terms of building lasting support for this type of personal communication. They also can be a vehicle for announcing the project, communicating the results back to the neighborhoods, and ensuring that our communications are appropriate and effective.

TTA has had a culture of actively cultivating relationships with a wide range of community organizations and individuals for years throughout the planning and design of TTA's regional rail project connecting Durham, Research Triangle Park, Cary, and Raleigh. These stakeholders, ranging from residents to businesses to employees to government staff and political officials, have been involved in advising the transit agency on route alignment, station location, and station design. We have established a relationship of trust with organizations throughout the community, and are perceived as leaders and innovators on transportation issues in the Triangle region.

Marketing/Informational Material (#8)

If selected for the demonstration, TTA will be committed to the success of this project. TTA will provide unlimited access to current printed materials, including schedule brochures for TTA and the Durham Area Transit Authority (DATA), our How-To-Ride guide, ridesharing and vanpooling brochures. We will also participate in the designing, printing, and mailing of additional materials, as needed.

As a supplement to printed information resources, TTA, in partnership with other transit agencies in the region, has also recently launched a new website, www.GoTriangle.org, which provides a door-to-door trip planner for transit trips in the region. We will be adding on-line rideshare matching to this website in Spring 2004. These tools provide custom information for the specific trips in which users are interested, and are a perfect fit for individualized marketing.

TTA will also provide small gifts to participants who are currently using travel alternatives, and ticket books or regional monthly passes to participants who are interested in trying transit. The transit agencies in the Triangle currently have a single monthly pass that allows for travel on any public transit vehicle. This summer, we also anticipate installing electronic fareboxes on all transit vehicles in the region, which will create an opportunity to offer a 30-day pass that initiates on the first day of use by the patron.

Proposed Timing (#9)

We would recommend that the west Durham and southeast central Durham locations would begin with the before surveys in September since they are both areas anchored by universities, and experience a fair amount of turnover related to the academic calendar. The individualized marketing intervention would be appropriate in November/early December, with the after survey in April. It would also be interesting to conduct an additional follow-up survey during the 2005-06 academic year, to see if the retention rate of those who had switched modes is lower than that found in other demonstrations. One might hypothesize that locales with relatively high turnover rates would have lower retention rates.

If we would conduct this in the Woodcroft area, the timing could be more flexible since we are not aware that resident turnover is related to a predictable calendar. However, we would recommend that the survey and intervention be conducted on a similar timeline since we see the most ridership growth seasonally with peaks in September and October. This seems to suggest that it is a time of year when people are already considering how they are going to travel.

Using the results (#10)

The results of this project would help TTA make decisions about whether a residential-based individualized marketing approach is a viable complement to the employer-based strategies that we have been using. As TTA prepares for the opening of regional rail service at the end of 2007, we are looking toward individual marketing as a tool to help residents understand how the rail service could fit into their daily activity. We also see this as a potentially effective way of promoting other new transit services in the region that would be geographically targeted. There also seem to be important opportunities for using the individualized marketing principles into the workplace activities that we currently do. For example, in our annual surveys with employers, we could include follow-up questions about whether the individual is interested in further information about any particular sustainable modes. This would allow us to communicate directly with the interested individual, rather than targeting an employer because a percentage of their employees have expressed interest.

If this demonstration were successful, we would also advocate for its broader application with our local and state governmental partners.

Proposed Project Budget Plan

		Hourly Rate	Hours	Cost	
Personnel					
	Audra Foree, TDM Planner	25	150	3750	
	Billie Cox, Marketing/Customer Service Manager	26	75	1950	
	John Tallmadge, Director of Commuter Resources	35	50	1750	
Subcontracted Services	Graphic Design, printing for additional publications			5000	
Travel				1000	
Supplies				250	
Use of Equipment				??	
Marketing Publications				4000	$500 borne by DATA for their schedules
Local Area Map				500	
Space Occupancy	$300/month/person			9000	
Promotional/Incentive Items				2500	
Other Direct Costs					
Total				29700	

All costs are TTA's except as noted above

Please provide the following information:

NAME OF ORGANIZATION: Triangle Transit Authority

TYPE OF ORGANIZATION: Regional Public Transportation Agency

CITY: Raleigh, Durham, Chapel Hill, Cary, Research Triangle Park

COUNTY: Orange, Durham, and Wake

STATE: NC
SERVICE AREA POPULATION: 1.2 million people

PUBLIC TRANSIT RIDERSHIP STATISTICS (# ANNUAL UNLINKED TRIPS IN 2002):
941,414 (bus) 313,750 (vanpool) 540 (paratransit)

TYPES OF SERVICE (BUS, LIGHT RAIL, HEAVY RAIL, PARATRANSIT, OTHER…):
Bus, Vanpool, Paratransit
NUMBER OF ACTIVE VEHICLES (PER SERVICE)/NUMBER OF PEAK VEHICLES:
Bus: 68/43…Vanpool: 85/50…Paratransit: 5/4

Briefly describe the characteristics of public transit ridership trends in your area in the past few years (increasing, stagnant, decreasing) and any other significant trends that may be impacted by this project.

Overall, the amount and significance of public transportation in the Triangle region is increasing. Of particular note was the introduction of Chapel Hill Transit's (CHT) fare-free service in spring 2002. While at first the fare-free service diverted some riders from Triangle Transit Authority (TTA) to CHT buses, ridership on TTA routes in Chapel Hill is increasing and returning to pre-fare-free levels. The CHT fare-free service (TTA's fare remains $1.50) has attracted significant ridership increases in Chapel Hill, and more people who have never used the bus before are learning about local and regional bus services, including TTA's regional connections from Chapel Hill.

In March 2002, TTA moved from 30-minute peak-period headways to 15-minute peak-period headways between our major destinations. While ridership declined after September 11, 2001, and continued to fall for over a year with many job losses in Research Triangle Park, ridership has again been steadily rising since March 2003. We are pleased that in the fall of 2003, three of the last four months were among TTA's top ten ridership months of all time.

Outside of Chapel Hill, which is a very dense employment center with severe parking constraints, transit ridership on TTA and other regional buses is primarily the domain of those with one or zero cars. 50 percent of TTA's ridership does not have access to an automobile, and fewer than 16 percent of TTA riders have two or more cars.

Another recent innovation at TTA in customer information is our new trip planning website, www.Gotriangle.org, which provides customized transit itineraries for passengers, including walking directions and printable maps.

The other change that is under negotiation is the merging of the marketing, customer information, and service planning functions of TTA, Durham Area Transit Authority, Raleigh Transit Authority, and Cary Transit. This is scheduled to occur in Fall 2004.

Briefly describe any planned events/factors, such as fare increases, service expansions or service reductions anticipated between February 2004 and February 2005 that may have an impact on transit ridership.

In 2004 and 2005, we expect that total annual service hours will remain at the same level as 2003- roughly 97,000 hours per year. Our focus in that time will be making existing services more productive as we try to improve our cost recovery ratio. Also, TTA is considering a fare increase that may occur within the next year.

Finally, TTA has experienced a good degree of success with the UPASS program that was set up with NC State University in 2003. Under the UPASS program, NC State students, faculty and staff board without paying if they show a university identification card.

The change that may occur is that TTA is currently negotiating with UNC-Chapel Hill about creating a UPASS program for UNC students, faculty and staff that is similar to the NC State program. This program, if enacted, would extend the "free-as-you-board" access of all Chapel Hill Transit buses to TTA buses for anyone associated with the university. After the inception of the UPASS at NC State, daily ridership from NC State doubled within a few months. We estimate a similar effect could occur with the UNC program, as over 40,000 individuals, perhaps even 50,000- would suddenly be able to board merely by showing their ID. Neither of these universities are in Durham where the demonstration project is proposed.

PROPOSED PROJECT DIRECTOR *Key Point of Contact for this Project:*	ORGANIZATION DIRECTOR:
NAME: Audra R. Foree	NAME: John Claflin
TITLE: Transportation Demand Management Planner	TITLE: General Manager
ADDRESS: P. O. Box 13787, Research Triangle Park, NC 27709	ADDRESS: Same
E-MAIL: aforee@ridetta.org	E-MAIL: jclaflin@ridetta.org
TELEPHONE: 919-485-7470	TELEPHONE: 919-485-7424
MOBILE:	MOBILE: 919-624-4060
FAX: 919-485-7441	FAX: 919-485-7441
WEBSITE: www.ridetta.org	WEBSITE: www.ridetta.org

*For the Proposed Project Director, summarize his/her unique qualifications for this position and how they will contribute to the project (limited to space below):

Audra Foree, Transportation Demand Management Planner, is responsible for administration of the Durham County Commute Trip Reduction Program. On a daily basis, she provides consultative and educational services to area major employers and assists them with the development of customized commute trip reduction plans to reduce the number single-occupant vehicles during peak commuting hours. Verification and monitoring the compliance of commute trip reduction plans with the ordinance

and identifying TDM strategies which are appropriate to the region, and which help address concerns specific to each organization affected are also her responsibility.

Most recently, Audra has been project lead for a commute alternatives survey effort of our employer base, which includes over 85, 000 employees in Durham. The survey provides useful information regarding employee travel habits, their commute modes, and asks questions about what incentives would induce them to use alternative modes. The survey effort has just ended, and over 15,000 responses were gathered.

In addition to her duties with Triangle Transit Authority, Audra has a significant amount of outreach experience through her past employment with the Durham Area Transit Authority (DATA), where she administered ADA transportation services for the disabled. She also has sales and marketing experience as a licensed real estate broker, and is an independent consultant of a major cosmetics company.

6.1.3.3 Sacramento Application

Customized Mobility Marketing in Rancho Cordova

Improving Air Quality, Physical Activity, and Mobility by Increasing Transit, Walking and Biking Trips

Submitted to the Federal Transit Administration

by Sacramento Regional Transit District

in collaboration with

Odyssey, Sacramento Area Council of Governments, and the City of Rancho Cordova

January 15, 2004

Application

1. Briefly describe your organization and your organization's mission.

The Sacramento Regional Transit District (RT) is submitting this application as the lead agency in a collaboration including a statewide non-governmental organization that specializes in marketing transit (Odyssey), the Sacramento Area Council of Governments (SACOG), and the City of Rancho Cordova.

Regional Transit operates approximately 80 bus routes and 27 miles of light rail covering a 418 square-mile service area. Buses and light rail run 365 days a year using approximately 65 light rail vehicles, 220 buses powered by compressed natural gas (CNG) and 20 diesel buses. Buses operate daily from 5:00 a.m. to 11:30 p.m. every 15 to 60 mins, depending on the route. Light rail trains operate from 4:30 a.m. to 1:00 a.m. daily with service every 15 mins during the day and every 30 mins in the evening. RT employs a work force of approximately 1,100 people, 80 percent of them dedicated to operations and maintenance of the bus and light rail systems. RT is governed by a seven-member Board of Directors comprised of members of the Sacramento City Council and the Sacramento County Board of Supervisors. The fiscal year 2003 operating budget is $97.8 million, with a capital program of $99.8 million.

RT's vision is to provide a coordinated regional public transportation system that delivers quality and environmentally sensitive transit services that are an indispensable part of the fabric of communities throughout the Sacramento region.

Odyssey is a 501(c) 3 nonprofit organization that is dedicated to promoting public transit. Odyssey's mission is to make public transportation and other equitable, efficient transportation choices more competitive through policy reform and marketplace improvements. Odyssey is a statewide organization with an annual budget is $750,000 and staff of 10. Odyssey has been working with RT and six other transit operators in the Sacramento region to increase transit ridership through inexpensive customer-focused and tailored marketing. This ongoing project is funded by the U.S. Environmental Protection Agency, the California Air Resources Board, the Sacramento Area Council of Governments, and the California Department of Transportation, and positions Odyssey to provide valuable community contacts, creative marketing approaches, and excellent opportunities for disseminating the results of "Mobility Marketing" through our state and national networks.

SACOG is the Metropolitan Planning Organization for the region, and is an association of Sacramento Valley governments formed from the six regional counties -El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba -and 22 member cities. SACOG' s directors are chosen from the elected boards of its member governments. SACOG'mission is "Delivering transportation projects, providing public information and serving as a dynamic forum for regional planning and collaboration in the greater Sacramento Metropolitan Area." Its primary charge is to provide regional transportation planning and funding, as well as a forum for the study and resolution of regional issues. In this role, SACOG prepares the region's long-range transportation plan; approves distribution of affordable housing around the region; helps counties and cities use federal transportation funds in a timely way; assists in planning for transit, bicycle networks, clean air and airport land uses; and is undertaking a new program to link transportation and land development. SACOG has an annual operating budget of about $9.6 million, funded by local, regional, state and federal transportation funds. It has a staff of approximately 50, including consultants.

The City of Rancho Cordova is a newly incorporated city, established in July 2003. The city is rapidly growing, has a population of 57,000, and is projected to add 55,000 jobs and 37,000 new homes in the next decade. The city's mission is to serve a diverse, growing community and provide innovative, efficient customer-oriented city services to support and enhance civic involvement, livable neighborhoods and economic opportunities. The city is committed to transforming itself into a transit oriented community. For this reason, the proposed Mobility Marketing project is an important initiative for the city.

2. Briefly describe how this demonstration project will support your organization's strategic plan. Provide concrete examples/references.

RT's Strategic Plan outlines five key organizational values, one of which is 'Regional Leadership.' RT's fundamental role in this mobility marketing project supports its goal of providing local, regional and national leadership in innovative marketing programs to increase transit ridership. The collaborative nature of this venture will also fulfill another key organizational value – to 'engage a broad spectrum of community partners.'Another key organizational value is 'Customer Service.' The data and other knowledge gathered during this pilot project will enable RT to better understand and provide for the transit needs of our community.

Odyssey's 2001 – 2005 Strategic Plan calls for the organization to create on-the-ground examples of transit success. Since Odyssey is a non-profit that does not build capital projects, its approach is to shift travel behavior through addressing information and perception-related barriers to taking alternative modes of travel. In other words, Odyssey focuses on soft policy approaches to changing the way we get around. The Strategic Plan calls for implementing a project called Community-Based Transit Improvements which seeks to identify and implement a suite of low-cost, community-based strategies that target specific routes and market segments with high potential for increasing ridership. Odyssey conducts community outreach that provides new data about target markets.

SACOG's Board of Directors in October 2000 adopted 10 goals that are included in the Sacramento Region's Metropolitan Transportation Plan (MTP) for 2025..The proposed project would support SACOG's

MTP 2025 Overarching Goal 1: Quality of Life, as well as Goal 2 (Access & Mobility), Goal 3 (Air Quality), Goal 4 (Travel Choices), and Goal 9 (Health and Safety). The FTA "Individualized Marketing" demonstration program would also support several active projects within the Transit Planning and Coordination element of SACOG's Overall Work Program (OWP) for FY2003/2004. SACOG is committed to exploring new methods of providing transit information to current and potential riders to increase ridership and reduce single-occupancy vehicle usage, which reduces air pollution that, in turn, enhances the air quality within the Sacramento region.

The City of Rancho Cordova has begun it strategic planning process as a new city. Some of the goals include creating a transit-oriented community, capitalizing on existing transit infrastructure, promoting a community "gem"-the biking and walking trail along the American River, and promoting the image of the city by publishing information on places of interest. All of these goals would be served by the proposed demonstration project.

3. Provide a summary of your organization's goals for this project. What is the expected outcome, improvement, change or success you will work toward with this project?

This project's overall goal is to shift travel behavior in Rancho Cordova, a suburb of Sacramento, California. Specifically the project seeks to demonstrate a reduction in passenger vehicle trips and an increase in the number of trips taken by transit, walking and biking. The research question we are attempting to answer is: "To what degree can soft policies, such as household trip planning and community-based marketing, reduce passenger vehicle trips and increase walking, bicycling and use of transit?"

The Primary Project Aims are:

To reduce the percentage of household private vehicle trips by 8 percent

To increase usage of transit, walking and biking by 20 percent (combined)

To increase transit ridership by 11 percent

To increase the percentage of household walking trips by 8 percent

The Secondary Project Aims are:

To evaluate the effectiveness of individualized marketing in increasing the of number of household trips made by transit, walking and biking

To quantify the air pollution savings that result from the reduction in household private vehicle trips taken

To measure the increase in physical activity and health due to walking, biking, and walking or biking to transit

To describe the increased access to jobs, health care, education and social services due to education about biking, walking and transit options

To disseminate results and promote project replicability

The proposed project is an outreach and education pilot project that has been in the planning stages for six months. The project collaborative has already secured some seed funding from the U.S. Environmental Protection Agency; secured in-kind support from the California Air Resources Board; and formed an advisory committee of community stakeholders. The project collaborative has also formed an agreement with the Department of Exercise and Nutritional Sciences at San Diego State University to evaluate the public health benefits of this approach. Our collaborative and our affiliated partners bring unique resources to the project. These contributions are detailed in the answer to question 5.

4. Describe your organization's proposed involvement in the project. Explain how you will actively participate in the project's success.

While RT is the lead agency on this project, we routinely collaborate and are currently a partner in

numerous projects with the other proposed partners. RT's role will be to lead the project and facilitate the involvement of the other three collaborators. The collaborative of agencies will contribute to the project's success in different ways, detailed below.

Sacramento Regional Transit District's marketing department will:

Serve as the project lead

Administer grant from FTA

Review the FTA team's draft before and after surveys

Provide marketing materials, as described in question 8

Contribute to and review new marketing materials that will be tailored to different groups based on their community affiliations

Send the project director to two off-site meetings (one in D.C. and one elsewhere in the U.S.)

Assist in dissemination of project results and encourage replicability

Odyssey will play a critical role in project implementation, and will:

Coordinate project partner meetings and collaboration

Serve as the primary liaison with the FTA study team

Coordinate with FTA study team to implement the active marketing phase of the project

Customize marketing materials to specific community affiliations among selected households (including the Latino population, Russian populations, children, etc.)

Coordinate the quantification of air quality improvements

Coordinate the quantification of the physical activity improvements

Design and oversee implementation of a dissemination plan for the study results

Send project staff to two off-site meetings (one in D.C. and one elsewhere in the U.S.)

The Sacramento Area Council of Governments will:

Identify discrepancies or potential problems with gathered data. SACOG has collected demographic and travel behavior data in the greater Sacramento area. This data can be used to compare Rancho Cordova to other Sacramento area communities in terms of travel behavior and access to non-automobile modes of transportation.

Publicize results of the project through SACOG's website, committees, regional events, and publications

Provide meeting space for project team

Provide staff for the project advisory committee and staff to attend the project meetings

Consider funding a follow-up project in the region or in other parts of California, if successful

The City of Rancho Cordova will:

Assist with community outreach in Rancho Cordova

Provide meeting space for the project team

Provide a detailed map of the area for the project team

Publicize the results of the project through the city's website and by requesting to present at the statewide League of Cities conference

Provide staff support as necessary

5. Is there anything unique or innovative about your organization that would add to the success of this project?

As a collaborative, the four agencies are bringing a diversity of talents, resources, and contacts to the table. Although each of our organizations is innovative, we would like to stress that what is truly unique about our proposal is that we will significantly enhance the "Individualized Marketing Intervention" activity by developing new marketing materials that will be culturally-based and capitalize on the community affiliations of the targeted households. One of the project partners, Odyssey, has received partial funding for this intervention from the U.S. Environmental Protection Agency (EPA). The funding is insufficient for conducting the project as a whole, which is why FTA support is critical to the Rancho Cordova pilot being implemented. However, the EPA funding will support Odyssey's analysis of the results of the project. Odyssey will assess the shift to walking and biking, measure the air quality benefits, and quantify the physical activity increases deriving from the project.

Customized Information and Marketing Strategies

Odyssey has pioneered a successful soft policy approach to increasing transit ridership which dovetails with Socialdata's method. This project, called Community-Based Transit Improvements, is based on the precept that the community knows best how to market to itself and has the right messengers to do the marketing.

In Monterey, Odyssey developed simpler transit maps in Spanish, highlighting the destinations most frequented by the target market segment: low-income Latino farm workers and their families. Odyssey then distributed 1,500 flyers through Catholic priests, social service providers and shop owners. These community marketing activities on one rural transit line reduced annual car trips by 12,000 and vehicle miles traveled by 347,000.[1]

In Yuba City, the project targeted Sikh elders. Marketing included helping the temple throw a chai tea festival in a local park, advertising transit service through a Punjabi TV show, and posting testimonials at selected bus stops featuring Sikh elders or families telling their peers where the bus goes. Although an after-survey has not yet been conducted, the local transit agency has indicated that ridership has hit a two-year high on the target route.

The approach employs community networks to identify the types of information to provide, the mediums through which to provide it, and the messengers to deliver the marketing. For the proposed project, Odyssey will work with the FTA team to customize marketing materials so they are culturally-based, in appropriate languages, and use community messengers.

Quantification of Air Pollution Reductions

The project will quantify the reduction in vehicle-miles traveled due to the marketing intervention. Using a model jointly developed by Odyssey and the California Air Resources Board (ARB), we will then convert this reduction into tons of pollution abated. Although the expected decrease will be small, it is probable that it will be cost effective on a dollars per ton basis. Odyssey's Community-Based Transit Improvements pilot project in Monterey reduced pollution at below the cost-effectiveness benchmark used by the ARB. By showing the pollution reduced, the project's benefits will be recognized by different audiences, some of which may be willing to invest in replicating the Rancho Cordova pilot.

Measurement of Physical Activity Impact

Public health foundations, organizations, and agencies are increasingly recognizing the link between the built environment, travel options and public health. By quantifying the benefits of the project in terms of increased physical activity, we enhance the probability that this individualized household approach to travel behavior change will be funded by agencies outside the transportation community. Obesity is largely a result of an increasingly sedentary lifestyle in the U.S. [2] The prevalence of physical inactivity among the American population is much greater than the prevalence of other risk factors related to

increased risk of chronic disease. 3 With 64 percent of Americans overweight or obese in 2001, and 31 percent obese, leading medical and public health journals have explicitly advocated more walking and bicycling for daily travel as the most affordable, feasible and dependable way for Americans to get the additional exercise they need. 4 Odyssey, in conjunction with San Diego State University, will quantify the health benefits of the project.

Number & Diversity of Committed Partners

Our project collaborative is a partnership including a local transit agency, a metropolitan planning organization, a community-based organization, and city staff. RT will lead and manage the project. The collaborating partners have all agreed to contribute resources and time to ensure the success of the project. This collaborative has secured various commitments from other organizations, indicating broad-based support from community organizations, transit trade associations and the public health community for the pilot project in Rancho Cordova. This support is detailed in the answer to question 7. In brief, the project's advisory committee already has some initial members including the California Transit Association, the California Bicycle Coalition, WalkSacramento and the California Department of Health Services. The Department of Exercise and Nutritional Sciences at San Diego State University will evaluate the project's ability to promote physical activity, thus quantifying the project's expected benefits and increasing the probability of funding for similar projects by public health foundations and government agencies. In addition, the California Air Resources Board will quantify project impact on vehicle-miles traveled and air pollution, thus increasing the probability of funding for future projects by air quality agencies.

Replication of the Project in the Region and Throughout California

All of the collaborating organizations and other affiliated partners are committed to disseminating the results of the Rancho Cordova pilot project. However, in particular, Caltrans and SACOG will be closely evaluating the project's results in order to determine whether these agencies may fund other demonstrations in the region or in the state. Odyssey, as a statewide organization with strong ties to the transit industry and strong community contacts, could serve as an excellent vehicle through which to replicate the project throughout the state. Caltrans, with local districts around the state, and Odyssey, with its grassroots contacts statewide, can identify ripe areas for replication.

6. Provide information on the intended target area, and identify the characteristics that make your location the best choice for a national pilot .

Rancho Cordova is a fast growing, middle class inner ring suburb located in the Central Valley of California. The population is 57,000 with 7,800 children enrolled in the 13 elementary, middle and high schools. In sum, the project collaborative chose this location because the city has:

Six bus routes, and one light rail line that together operate at less than 50 percent capacity

A new light rail line slated to open in 2004

Viable, efficient, and safe walking, biking and transit to and from major destination points

Unfilled capacity on existing transit, biking and walking routes

Potential for additional collaborative partners and local stakeholder support

A large enough size/concentration of target audience (individuals who drive and are willing to consider switching one to two trips per week)

Schools near transit routes and school age children with documented low levels of physical activity that can participate in the project

Demographics that resemble the state as a whole

Suburban land use patterns and growth characteristics commonly found not just in cities throughout California but nationwide

If the project succeeds in Rancho Cordova, a strong case for replicability throughout California and other Western states can be made. The demographics show diverse cultures, growth, land use patterns and transportation characteristics that are typical of those repeating themselves throughout Western suburbs.

Demographics.

Rancho Cordova reflects the ethnic diversity of the state, in fact, it is part of the region that has become the most ethnically diverse in the state. The racial makeup of the city is 66.7% White, 11.3% African American, 12.9% Latino, 0.9% Native American, 8.2% Asian, 0.5% Pacific Islander, 5.7% from other races, and 6.5% from two or more races.

Existing Land Use and Transportation Characteristics.

Rancho Cordova is 14.5 miles from downtown Sacramento on Highway 50, a congested corridor connecting downtown with the growing suburbs, and recreational destinations in the Sierra foothills. The city is served by one light rail station, six bus routes, a sufficient network of bicycle facilities (including lanes and routes), trails and sidewalks suitable for short trips under five miles. On average, unfilled capacity on the transit lines is more than half, with many of the seats available during non-peak hours when 80 percent of travel trips are taken. [5]

The city is part of the six-county Sacramento region which has changed dramatically in many ways since the mid-70's when the region's population had reached about 1.1 million. The only major job center was found in downtown Sacramento. The regional transportation system allowed easy access between the suburbs and downtown Sacramento. Today, the region has evolved in ways unforeseen even 10 years ago. The population, now 1.9 million, has spread out significantly and brought outlying, adjacent communities into the urban area. Rancho Cordova has emerged as the second major job center rivaling downtown Sacramento. Rancho Cordova is also among the five districts in the region with the largest number of housing units.[6] Two-worker households have become the norm, with extensive commuting from one community to another. Low-density suburban patterns mean people travel overwhelmingly by automobile: 50 percent of trips (are) drive alone, 43 percent of trips go by auto with two or more occupants, less than 6 percent are bicycle or walk trips, and 1 percent of trips are by transit (with transit use reaching 20 percent into downtown Sacramento during commute hours). The radial transportation system no longer serves the region's needs well.

The State forecasts the region's population to reach 2.8 million by 2025. With that comes a 54 percent increase in travel (demand) and present trends and zoning indicate that residential and office/industrial areas will continue to develop separately as we find it the case in many Western cities (and nationwide in fact). Rancho Cordova is among the three major job centers in the region predicted for 2025, and congestion levels are already slightly above the regional average today.

Travel Behavior.

Nationally, most trips are within one to five miles. [7] In Rancho Cordova, over 70 percent of trips are less than 30 minutes, and less than 6 percent are made by public transit, biking or walking combined. [8] Shopping, school and other home-based trips account for nearly half of all trips taken. Households with school age children take more trips (13.6 to 16.6 per day on average versus 5.7 to 9 per day for households without children). [9]

Public Health Indicators.

Sacramento does not meet federal clean air standards for ozone [10] , and unhealthy air days for sensitive groups are common during the long hot summers. In a recent study, Sacramento logged 40 days over the state standard for ozone levels, and 26 days above the national eight hour standard—more days than Los Angeles. [11] The asthma mortality rate for ages 1-14 (1990-97) per 1,000,000 population is 26.6 for Sacramento County, compared to 18.8 for California as a whole. [12] Growth in vehicle miles traveled is a major cause of Sacramento's air quality problems with approximately 70 percent of the Sacramento region's air pollution caused by emissions from internal combustion engines. [13] Like many other parts of

the country, childhood obesity and low rates of fitness is on the rise. [14] In the State Assembly legislative district that encompasses Rancho Cordova, 23.7 percent of children are overweight and 38.7 percent of children are unfit. Amongst fifth graders in this district, more than 44 percent are unfit, versus a national average of 38.9 percent. [15]

Replicability.

If the project succeeds in Rancho Cordova, a strong case for replicability in other Western cities can be made. All of the above characteristics are typical for cities facing suburban sprawl. As this newly incorporated city attempts to continue to grow, it is challenged with trying to meet the demand of the associated increase in travel. Yet, as highlighted previously in this application, the City's existing public transit system as well as bicycle facility network and pedestrian facilities are underutilized. The City acknowledges its struggle with the transportation issues and is in strong support of innovative projects that promote alternative modes of transportation to its residents and visitors. Because many California and other Western cities are facing similar growth in inner and outer suburbs as well as struggling with the associated impacts on public health, Rancho Cordova is a case study that will be relevant throughout California and other Western states. If this average city can show significant travel behavior modification, then it is likely the success can be widely replicated.

7. Will this project involve collaboration with any other partners (government or private)? If so, who, and what value would they bring?

This project is designed as a collaboration. In addition to RT, Odyssey, SACOG, and the City of Rancho Cordova, multiple stakeholders will also meet regularly with the project team and contribute in-kind and/or financial resources to the project. The value of these additional project contributions is quantified in the Project Budget Plan. As noted before, Odyssey has received a grant from the U.S. EPA which will provide significant support to the "Individualized Marketing Intervention" task in the project. Without FTA support for the overall project implementation and the before-and-after surveys, the collaborating agencies will likely not be able to leverage the resources noted in this section.

The California Air Resources Board (ARB) is the statewide oversight agency responsible for implementing and enforcing air pollution control rules and regulations to meet federal and state air quality standards. ARB promotes the implementation of cost-effective transportation strategies as part of air quality plans through research, published reports, and evaluation tools on transportation and air quality linkages. ARB administers the EPA seed grant for the Mobility Marketing project (which funds part of the marketing intervention and the air quality quantification) and will calculate the vehicle miles traveled reduction and the air pollution abated. The result will be an estimate of private vehicle emission reductions for five major pollutants, nitrogen oxides (NOx), reactive organic gases (ROGs), carbon monoxide (CO), carbon dioxide (CO2) and particulate matter with an aerodynamic diameter of less than 10 microns (PM10) that are attributable to the project. ARB will review surveys and help trouble shoot any modeling requiring statistical techniques.

San Diego State University assesses the relationship between physical activity and environmental supports for physical activity in community settings. Dr. Barbara Ainsworth, Professor and Chair of the Department of Exercise and Nutritional Sciences at San Diego State University, is recognized nationally and internationally as a leader in the field of physical activity and public health and an expert in the assessment of physical activity. The university will quantify the increase in walking and biking, and walking and biking to and from transit, and evaluate the benefits of the project from a public health perspective.

50 Corridor Transportation Management Association works to 'Improve the quality of life through effective transportation planning' for the communities located along U.S. Corridor 50 in the Sacramento Region including Rancho Cordova. The association has more than 130 members representing employers, developers and government in the Sacramento Region and will assist in disseminating project results to its members and partners. The association will further provide bicycle safety training, assist in

developing and distributing educational materials, and provide transit timetables and schedules.
California State Department of Transporation (Caltrans) will publicize results of the project through Caltrans' website, statewide and district events, and publications; provide meeting space for project team; calculate farebox recovery ratio change from project; and consider funding a follow-up project in the region or in other parts of California, if successful.

Initial members of the project advisory committee include:

The California Department of Health Services. Staff member Anne Seeley will liaise between the project collaborators and the Healthy Transportation Network, a social marketing effort looking at strategies for increasing biking and walking in California. They will disseminate results from the project to the public health community.

California Bicycle Coalition. The coalition will provide consulting on bicycle education and outreach, and help with the intervention focused on increasing bicycle trips, and bicycle trips to and from transit.

California Transit Association. The association will assist in disseminating the project results to its 80 transit agency members.

WalkSacramento. This local community organization will provide consulting on educating households on pedestrian facilities and how to walk to and from transit stops. The group will help with the intervention.

Letters of support from many of the above organizations, as well as the collaborators, are attached.

8. What specific marketing/informational material will you utilize (or adapt/create) for this project, and how is the material going to contribute to the project's success?

Regional Transit will utilize its Bus & Light Rail timetable book, pocket timetables, system map, How-to-Ride guide and other published information which provides comprehensive guides to the transit system and services. The agency will also offer service information via its Web site (www.sacrt.com), and complimentary ride tickets to encourage potential passengers to try transit. RT is also capable of creating a designated web page and other Internet amenities exclusive to a defined target market audience. RT also can establish a designated phone number and/or agency contacts.

Other collaborators and supporting agencies will also provide marketing materials, marketing strategies, and incentives. Most notably, Odyssey will adapt existing information and create new information so that the materials and strategies are culturally-based, in appropriate languages, and are affiliated with community groups or other trusted messengers. Odyssey will help design the information, and pay for graphic design, printing and production. The 50 Corridor Transportation Management Association (TMA) will provide incentive ride tickets, transit timetables, and coupons to bike shops.

9. Propose the best timing for the before and after surveys, as well as the individualized marketing intervention in your location, and explain why you selected those times.

The collaborative is flexible on the timing of the project, and can adapt to the FTA team's schedule. Ideally, the pre-survey would be administered after the opening in June 2004 of a new light rail extension of the Folsom line to Sunrise Boulevard. To provide enough time for ridership to stabilize, the pre-survey would be done at the beginning of August 2004. If the survey is administered over the summer, then we will adjust results for seasonal fluctuations, as transit ridership is generally lower over the summer due to school and other vacations.

That said, if the FTA team needs to begin the project implementation in spring, the collaborating agencies have agreed that we could administer the pre-survey in April 2004. We would use the opportunity to include survey questions inquiring about how households would like to receive information about the new light rail extension. In addition, transit ridership is generally higher in March and April and we would not need to make large adjustments based on seasonal fluctuations between the spring pre-survey and the fall post-survey. We would isolate the impact of the individualized marketing by using statistical

techniques to separate out the effects of the new light rail addition. This would be done in the data analysis phase, and would be supported by ARB and Odyssey staff with statistics expertise, and the RT planning department.

10. How do you plan on using the results from the Individualized Marketing Demonstration?

All of the project team partners participate in broad networks through which the results of the project will be disseminated. All resulting measures and methods will be made public and available to others. The study will be disseminated using three methods: 1) presentation at scientific meetings; 2) publication in peer-reviewed journals; 3) presentation and discussion with community groups, policy makers and industry leaders.

Presentations and discussion of the findings among the transportation community's leaders and policymakers will be organized by Odyssey. Target audiences include city and county elected officials, school boards, transportation planners and administration from Metropolitan Planning Organizations, transit agencies and community-based organizations and advocacy groups. A summary of the study findings will be sent to transportation and city planning offices at the county, state, and federal levels and will be posted on the federal EPA website, Odyssey website, partner websites and through listservs and e-mail databases of the California Alliance for Transportation Choices and California Bicycle Coalition. Presentations will be requested at the following conferences: California Transit Association, American Public Transportation Association, American Planning Association and Railvolution.

Presentations to the public health community will be coordinated by San Diego State University and the California Air Resources Board, with assistance from the Department of Health Services. Examples of annual meetings are the Robert Wood Johnson Foundation Active Living Research symposium, American Public Health Association and the American College of Sports Medicine.

Publication of the research findings in peer-reviewed journals will be submitted by the project collaborative. The target audience will be researchers (and practitioners) in the fields of public health, transportation, city planning, recreation and physical activity. Examples of journals are the American Journal of Public Health, Journal of the Transportation Research Board, Journal of the American Planning Association, American Journal of Preventive Medicine, American Journal of Health Promotion, Transit California and Passenger Transport.

Given that soft policies are politically attractive and cost-effective, the study can support a re-thinking in planning and financing in both the transportation and public health sectors. The combination of reduced car travel, increased transit ridership and reduced air pollution will grab the attention of transportation decision-makers.

Metropolitan Planning Organizations, transit agencies, and air quality districts are under increasing pressure to meet these different goals and are looking for innovative solutions. Already we have been told that agencies would be interested in replicating our project if the pilot succeeds. (See attached letters from a Metropolitan Planning Organization (SACOG), the leader of the California transit industry (CTA), the City of Rancho Cordova, the California Air Resources Board, WalkSacramento and the 50 Corridor TMA.)

We are confident we can reach far into the transportation policymaker world to promote the project's results because the project team spans the transit, public works, planning, biking and walking communities. For instance, because Odyssey has secured funding from the U.S. EPA, Odyssey is now part of a network of transportation-focused grantees from across the nation. Sacramento Regional Transit District, as an active member of the California Transit Association and the American Public Transit Association, will bring the project's results to the thousands of transit agencies across the country. The City of Rancho Cordova can share this pilot venture with peers in municipal public works departments across California and the U.S..

Our advisory group includes statewide leaders of the walking and biking communities. In addition, Odyssey runs a statewide coalition of 30+ groups, regularly trains transit agencies and community advocates and serves on the Steering Committee of Railvolution. Because our reach is deep in the

transportation policymaking world, we can widely disseminate the results and persuade decision makers to replicate the project.

Project Budget Plan

The project team brings significant resources to the proposed project. Because we are a collaborative, each organization is dedicating resources. Significant support will be contributed through Odyssey's grant from the federal Environmental Protection Agency to support the marketing intervention.

The following abbreviations are used in the below spreadsheets:

RT	Sacramento Regional Transit District
SACOG	Sacramento Area Council of Governments
City	City of Rancho Cordova
TMA 50	Corridor Transportation Management Association
EPA U.S.	Environmental Protection Agency
ARB	California Air Resources Board
VISTA	VISTA*Americorps (volunteer staff working at Odyssey)

Personnel

Name	Title	Agency	Hourly Rate	Hours	In-Kind Total	Source
Mike Wiley	Assistant General Manager, Planning and Transit Service Development	RT	$ 69	30	$ 2,057	RT
Christina Ragsdale	Assistant General Manager, Marketing and Public Relations	RT	$ 54	30	$ 1,629	RT
Alane Masui	Senior Public Information Officer	RT	$ 36	160	$ 5,789	RT
Kristina Egan	Executive Director	Odyssey	$ 50	190	$ 9,513	EPA
Petra Staats	Project Manager	Odyssey	$ 35	1000	$ 34,600	EPA
Phil Olmstead	Project Manager	Odyssey	$ 23	190	$ 4,433	EPA
Carlos Morales	Project Associate	Odyssey	$ 8	900	$ 6,750	VISTA
Jim Brown	Senior Planner	SACOG	$ 60	32	$ 1,920	SACOG
Anne Novotny	Associate Transit Planner	SACOG	$ 53	120	$ 6,360	SACOG
Matt Carpenter	Associate Planner/ Engineer	SACOG	$ 53	60	$ 3,180	SACOG
Cyrus Abhar	City Engeineer	City	$ 75	80	$ 6,000	City
Jeff Weir	Air Pollution Specialist	ARB	$ 40	75	$ 3,000	ARB
Rebecca Garrison	Executive Director	TMA	$ 65	50	$ 3,250	TMA
Total				**2917**	**$ 88,482**	

* Note: Hourly rate is inclusive of fringe.

Full Project Budget

Line Item	Quantity		Rate	Total	Source
Personnel					
Mike Wiley	30	hours	$ 69	$ 2,057	RT
Christina Ragsdale	30	hours	$ 54	$ 1,629	RT
Alane Masui	160	hours	$ 36	$ 5,789	RT
Kristina Egan	190	hours	$ 50	$ 9,513	EPA
Petra Staats	1000	hours	$ 35	$ 34,600	EPA
Phil Olmstead	190	hours	$ 23	$ 4,433	EPA
Carlos Morales	900	hours	$ 8	$ 6,750	VISTA
Jim Brown	32	hours	$ 60	$ 1,920	SACOG
Anne Novotny	120	hours	$ 53	$ 6,360	SACOG
Matt Carpenter	60	hours	$ 53	$ 3,180	SACOG
Cyrus Abhar	80	hours	$ 75	$ 6,000	City
Jeff Weir	75	hours	$ 40	$ 3,000	ARB
Rebecca Garrison	50	hours	$ 65	$ 3,250	TMA
Subtotal Personnel				**$ 88,482**	
Marketing Costs					
Consultation/ Subcontracted Services					
Graphic Design				$ 6,000	EPA
Printing				$ 2,000	EPA
Ad Specialties				$ 2,500	EPA
Promotional/ Incentive Items					
2-way fare tickets	800	units	$ 3.50	$ 2,800	RT
Ad specialties	800	units	$ 1.50	$ 1,200	RT
Bike shop coupons				$ 250	TMA
1-way fare tickets	100	units	$ 1.75	$ 175	TMA
Marketing Publications & Maps					
Bus Books	800	units	$ 3.00	$ 2,400	RT
System Maps	800	units	$ 1.50	$ 1,200	RT
Transit Timetables	50	units	$ 1.00	$ 50	TMA
Subtotal Marketing Costs				**$ 18,575**	
Direct Costs					
Travel					
RT Staff Trips	2	trips	$ 1,000	$ 2,000	RT
Odyssey Staff Trips	2	trips	$ 100	$ 200	EPA
Supplies					
Pedometers	210	units	$ 15	$ 3,150	EPA
Bicycle Computers	70	units	$ 20	$ 1,400	EPA
Equipment					
Phones	5	$75/ mo	$ 75	$ 3,000	RT
Computers with DSL	2	$125/mo	$ 125	$ 2,000	RT
Color Printer Supplies				$ 1,250	EPA
Local Area Map					
Large area map				$ 300	City
Space Occupancy					
Rent for large room (full servi	200	$2.50 /sq ft	$ 2.50	$ 4,000	RT
Other Direct Costs					
Meeting Space	4	meetings	$ 250	$ 1,000	City
Meeting Space	8	meetings	$ 250	$ 2,000	SACOG
Refreshments	8	meetings	$ 100	$ 800	SACOG
Bike Safety Clinics				$ 200	TMA
Subtotal Non-Labor Costs				**$ 21,300**	
Total Budget				**$ 128,357**	

The chart below quantifies the in-kind contributions by the different collaborators and some of the supporting organizations. The total in-kind contribution will be higher because the below is exclusive of the contributions from many of the supporting organizations.

In-Kind Totals		
Agency	**In-Kind Contribution**	
Regional Transit	$	28,076
Odyssey	$	71,796
SACOG	$	14,260
City of Rancho Cordova	$	7,300
California Air Resources Board	$	3,000
Hwy 50 Transportation Management Association	$	3,925
Total Budget	**$**	**128,357**

Project Data Summary

NAME OF ORGANIZATION: Sacramento Regional Transit District

TYPE OF ORGANIZATION: Public transportation district

CITY: Sacramento

COUNTY: Sacramento

STATE: California

SERVICE AREA POPULATION: 418 square miles

PUBLIC TRANSIT RIDERSHIP STATISTICS (# ANNUAL UNLINKED TRIPS IN 2002): 26,709,166

TYPES OF SERVICE (BUS, LIGHT RAIL, HEAVY RAIL, PARATRANSIT, OTHER…)
Bus, light rail, paratransit, neighborhood circulating shuttles, central city circulating shuttles.

NUMBER OF ACTIVE VEHICLES (PER SERVICE)/NUMBER OF PEAK VEHICLES
Bus – 267 active vehicles/221 peak vehicles Light Rail – 58 active vehicles/44 peak vehicles
(Note: For the above, please use National Transit Database Reporting Definitions for 2002)

Briefly describe the characteristics of public transit ridership trends in your area in the past few years (increasing, stagnant, decreasing) and any other significant trends that may be impacted by this project.

During the 1990s, RT experienced solid ridership growth, but that has declined in recent years. Total annual ridership has hovered around 27.5 million since 2000. Recent figures show a dramatic change, though, with total ridership up 6 percent since July 2003. Some of that gain is likely due to a new light rail line that opened in September of 2003. However, bus ridership is holding its own with a 3 percent gain during the same period. In addition, the Sunrise Boulevard light rail extension will open in June 2004.. Coincidentally, this extension will service the same community that is targeted for this marketing project, which will offer exciting promotional opportunities.

Briefly describe any planned events/factors, such as fare increases, service expansions or service reductions anticipated betw een February 2004 and February 2005 that may have an impact on transit ridership.

RT plans to open a 2.8-mile light rail extension in June 2004 with three stations that will service the Rancho Cordova community targeted for this project. This extension will serve both the community residents who commute out of the area to work, and many large community employers who generate a growing reverse commute from outside the community. In addition, RT will open a 7.4 mile extension of this line east to the City of Folsom, in April 2005. Concurrent with these light rail openings, RT will restructure bus service to ensure it is well integrated with the new light rail service.

Proposed Project Director	Organization Director
Name: Alane Masui	Name: Dr. Beverly Scott
Title: Senior Public Information Officer	Title: General Manager
Address: 1400 29th St., P.O. Box 2110	Address: 1400 29th St., P.O. Box 2110
E-mail: amasui@sacrt.com	bscott@sacrt.com
Telephone: (916) 321-2814	Telephone: (916) 321-2989
Mobile:	Mobile:
Fax: (916) 444-0502	Fax: (916) 444-2156
Website: www.sacrt.com	Website: www.sacrt.com

**For the Proposed Project Director, summarize his/her unique qualifications for this position and how they will contribute to the project (limited to space below):*

Alane Masui is the proposed project director for the Individualized Marketing Demonstration. Ms. Masui has 13 years of transit marketing experience and currently serves as a Senior Public Information Officer for Sacramento Regional Transit District. In her current role, Ms. Masui oversees the advertising and marketing activities for the District. She has developed promotions for various services and programs, including the introduction of downtown trolley service and The Neighborhood Ride shuttle program. Most recently, she developed a multimedia marketing campaign to promote the District's new South Line light rail extension.

Prior to her position at RT, Ms. Masui served as Marketing and Commuter Services Manager for the San Joaquin Regional Transit District. At SJRTD, she managed all advertising, marketing and outreach programs, including the promotion of the District's service expansion to a countywide system.

Ms. Masui earned a BA in Communication Studies with a minor in Journalism from California State University, Sacramento.

AUTHORIZATION:

This application is hereby submitted for consideration by:

Beverly A. Scott
Signature of Authorizing Official

Beverly Scott
Name (printed)

General Manager
Title

1/13/04
Date

If the submitting organization is not the official area transit agency, certification is required stating that the transit agency is aware of this application, and agrees to participate in the project.

- ☒ This application is being made by the Transit Agency.
- ☐ This application is not being made by the Transit Agency, but certification is provided below of the Transit Agency's participation.

Beverly A. Scott
Signature of Transit Agency Authorizing Official

Beverly Scott
Name (printed)

General Manager
Title

1/13/04
Date

APPLICATION DEADLINE:

Federal Transit Administration (FTA) agency staff are prohibited from speaking with potential Proposers about the project during the solicitation.

Please direct all questions to:

FTA Individualized Marketing Program
Ginger Cruz, MELE Associates, Inc.
(240) 453-6960
individualized.marketing@fta.dot.gov

Letters of Support

Collaborating Agencies

Sacramento Area Council of Governments

Odyssey

City of Rancho Cordova

Supporting Agencies

California Air Resources Board

California Department of Transportation (Caltrans)

50 Corridor Transportation Management Association

California Bicycle Coalition

WalkSacramento

California Transit Association

Footnotes

1 Odyssey, Community Transit Project: Monterey Final Report, submitted to U.S. Environmental Protection Agency, March 2003.
2 U.S. Department of Health and Human Services: "Physical Activity and Health: A Report of the Surgeon General." Atlanta, GA: Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, 1996.
3 California Department of Health Services, http://nurseweb.ucsf.edu/iha/pahi.htm.
4 Flegal K M, Carrol M D, Ogden C L, and Johnson CL. "Prevalence and Trends in Obesity Among Adults, 1999-2000." Journal of the American Medical Association 288(14) (2002): 1723-1727; Dora C. "A Different Route to Health: Implications of Transport Policies." British Medical Journal, 318 (1999): 1686-1689.
5 http://www.cityofranchocordova.org/info/census2000/ranchocordovacdp_long.pdf . May 2003.
6The population density is 944.0/km² (2,445.4/mi²). There are 21,584 housing units at an average density of 370.1/km² (958.6/mi²). (2000 Census).
7 U.S. Department of Transportation. (1995). 1995 Nationwide Personal Transportation Survey. Washington, D.C. Federal Highway Administration
8 US Census. (2000).9 Sacramento Area Council of Governments. (2001). Pre-census Travel Behavior Report, Analysis of the 2000 Sacramento Area Council
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12 National Center for Health Statistics. (1997). Annual Summary of Vital Statistics, 1979-97; National Hospital Discharge Survey, 1979.
13 http://www.sparetheair.com/faq.html#5. August, 2001.
14California Center for Public Health Advocacy (CCPHA). (2002). An Epidemic: Overweight and Unfit Children in California Assembly Districts.
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6.1.3.4 Cleveland Application

Application for Expressions of Interest
Federal Transit Administration
Individualized Marketing Demonstration

Submitted: January 15, 2004

1240 West Sixth Street
Cleveland, Ohio 44113-1331

1. Organization & Mission

The Greater Cleveland Regional Transit Authority (GCRTA) is the nation's thirteenth-largest public transportation system. It serves the residents of Northeast Ohio, a population of more than 1.4 million people, and covers a geographic region encompassing 458 square miles and 58 municipalities surrounding the city of Cleveland.

GCRTA was formed in 1975 through the consolidation of the Cleveland Transit System, Shaker Transit Lines, and six municipal bus lines. It operates under Chapter 306 of the Ohio Revised Code, which authorizes the establishment of countywide transit systems. All power and authority granted to GCRTA is vested in, and exercised by, its Board of Trustees, which is charged with managing and conducting the transit authority's affairs. The Board also establishes overall GCRTA administrative policies implemented by the General Manager.

Public transportation has a long and proud history in Northeast Ohio, spanning more than 100 years. Prior to 1900, the electric streetcar was the primary means of travel in the city of Cleveland. Then in 1913, a rapid transit system was added with the creation of the Shaker Lines. Cleveland's bus era began in 1925, when the Motor Coach Division of Cleveland Railway initiated operation of a downtown loop. These early transit groups contributed many firsts to public transportation, including the front-entrance, center-exit streetcar design and rapid transit service to a major airport.

Today, GCRTA operates 108 rail cars on 34 miles of track and 624 buses on 1,606 route miles. It has four main rapid transit lines, composed of both light and heavy rail, with a total of 52 passenger rail stations. The transit authority has also created a network of Park-N-Ride and Transit Centers for express bus service to Cleveland's central business district and other large employment corridors. Other transportation services offered include Community Circulator routes in neighborhoods and suburbs and Paratransit service for those with disabilities. On average, 180,000 people ride GCRTA each day, which equates to approximately 53 million passenger trips annually.

GCRTA's mission is to enhance the quality of life in Northeast Ohio by providing outstanding, cost-effective public transportation services. To fulfill this mission, the transit authority is making significant capital investments to upgrade its fleets and passenger facilities, and now has one of the newest bus fleets in the country. It has also made on-time performance and customer service

major priorities with its operators. As a result of these changes, GCRTA recorded a system-wide ridership increase in 2003.

2. How the Demonstration Project Will Support the Organization's Strategic Plan

Four years ago, to address growing service complaints and decreasing ridership, GCRTA initiated a long-term strategic plan to make public transportation an attractive alternative to driving in Northeast Ohio. During its first two years, the plan focused on rider retention. This was in response to rider surveys and marketing research that revealed a high level of customer dissatisfaction, resulting in a steady loss of regular transit users.

GCRTA responded by reengineering its system for riders: purchasing 340 new buses, expanding its network of Park-N-Rides, and making infrastructure upgrades to its heavy- and light-rail lines. It also worked with its operators to enhance customer service. These actions caused a dramatic decrease in service interruptions, improved on-time performance, and produced greater customer satisfaction. The end result was a stabilization of ridership, with GCRTA posting its first ridership increase in six years.

In 2003, GCRTA changed its focus from retention to recruitment. It identified the customer segments offering the greatest opportunity for expanding ridership, which included business commuters, college students, and those attending sporting and special events. Unique promotional offers were created for each segment with discount-fare incentives.

GCRTA's management team realized that in order to gain riders in these segments, the transit authority would have to do more than simply communicate recent service improvements and capital investments. What was needed was a better understanding of rider attitudes and behaviors, particularly among those falling into the "could ride/should ride" category within each segment. This led GCRTA to fund an ethnographic marketing research study of potential riders. The study was performed by an outside consultant and involved in-depth, one-on-one interviews with nonriders in the subject's own environment. In addition to providing valuable insight into customer motivations, the study also confirmed the need for additional feedback.

The Federal Transit Administration (FTA) Individualized Marketing Demonstration is seen by GCRTA as an opportunity to gain further insight into ways to change behavior of the "could ride/should ride" commuter. This information would be used by GCRTA to modify its current marketing/communications efforts and to initiate any necessary changes in its operations in order to increase public transportation usage throughout Northeast Ohio.

To facilitate the research study, GCRTA proposes using a university campus as the target zone. In Cleveland, as in many other cities, students make up a large percentage of public transportation ridership. And because those exposed to public transportation at an early age are more likely to view it as an alternative mode of travel, targeting this demographic is vital to the future growth of public transportation.

3. Summary of Organization's Goals for the Project

Higher education is one of Northeast Ohio's largest and most stable industries, employing 28,000 people to educate 160,000 degree-seeking students. Students attending middle schools, high schools, colleges, and universities represent approximately 20 percent of GCRTA's ridership.

While college students are a large customer segment for GCRTA, their dependence on public transportation has diminished over the years. Most college students now own or have access to a car. This is true even for students living at campus dormitories located near other college facilities. And like other potential rider groups, many college students are not familiar with the

services offered by the local transit system.

GCRTA has partnered with several universities in Northeast Ohio to change existing trends and increase public transportation ridership among college students. Through collaboration with college administrators, the transit authority developed the Universal Access Pass (U-Pass). Colleges and universities participating in the U-Pass program are able to offer students unlimited rides on trains and buses for a discounted fare each term.

Since the introduction of the program two years ago, student response to the U-Pass has been moderate, but GCRTA believes the Individualized Marketing Demonstration study will uncover ways to enhance the program. The recommended target zone for the pilot research study is Cleveland State University, which recently elected to participate in the U-Pass program.

Obtaining greater insight into the attitudes and motivations of college students, who are more likely to change their behaviors and embrace public transportation, is the primary objective of GCRTA for the pilot study. This information would be used to modify its communication strategy to this target audience. The organization's goal is a ridership gain of 6 to 10 percent among college students, beginning with those at Cleveland State University and followed by students at other colleges in Northeast Ohio, particularly those participating in the U-Pass program.

A secondary objective of GCRTA is to acquire information from test participants that is universal to all rider groups, permitting the transit authority to tailor communications programs to the individuals who are most likely to change their travel behavior and choose public transportation.

4. Organization's Proposed Involvement in the Project

The management of GCRTA places a high value on marketing research and understands the potential return of well-conceived and carefully executed research studies. As a result, the organization is prepared to provide the necessary level of support to the FTA Team in order to ensure the successful execution of a research pilot in Northeast Ohio.

Based on the information provided in the FTA application, GCRTA sees its role, first and foremost, as project management. This includes scheduling team meetings, establishing deadlines, creating candidate profiles, overseeing the development of marketing and communications materials, and disseminating information to team members.

It believes its second role is to serve as an advisor — assisting the FTA Team in working through social, cultural, and environmental issues specific to the locality; providing rider demographics and trends; and addressing questions about the GCRTA: its history, services, operations, marketing, and reputation.

GCRTA's final role is that of client. The transit authority needs to communicate to the FTA Team its short- and long-term vision for public transportation in Northeast Ohio and how the pilot can support this vision.

The transit authority is comfortable in fulfilling these various roles because it has worked on similar research projects in the past. It is also prepared for the additional workload necessary to accomplish the tasks in each role.

To assemble a staff, GCRTA will assign various employees from its central office to the research pilot. Specifics detailing the names and titles, along with the hourly commitment for each employee assigned to the team, are outlined later in this document. The position of program manager, which GCRTA views as critical, will be filled by the transit authority's director of marketing and communications. GCRTA's senior market research analyst will also be on the Locality Team, lending professional support and counsel to researchers on the FTA Team. In addition to the individuals specifically assigned, GCRTA will direct its employees as needed to

accomplish specific tasks related to the project (e.g., generation of ridership reports from data processing).

Beyond human resources, GCRTA is prepared to commit financial resources and contribute material, equipment and space. Again, a detailed explanation of the organization's commitment is outlined later in this document. Highlights include the fact that GCRTA operates its own print and sign shops and has ample space available at its central office to provide dedicated workstations for FTA Team members.

5. Unique Aspects of Organization Contributing to the Success of the Project

Northeast Ohio is often described as "mainstream America." It's a metropolitan area sharing many characteristics with other regions of the country – the crossroads between the Midwest and the East Coast.

Like the region it serves, GCRTA is considered to be typical of public transportation systems operating in population areas such as Baltimore, Pittsburgh, Chicago, and Minneapolis. The fact that GCRTA is similar in size and structure to many other transit systems across the country is important because information gained from a pilot research study conducted in Cleveland would be useful to a large number of other public transportation authorities.

Another aspect of GCRTA that could contribute to the success of the pilot study is its diverse service offering. Its system is multi-modal, with bus, express motor coach, light rail, heavy rail, circulator, loop, and paratransit transportation options available to customers. The target zone proposed for the pilot study is serviced by all these modes of travel.

In 2002 and 2003, GCRTA rolled out 340 new clean-air buses equipped with after-treatment filters capable of removing 90 percent of all particulate matter from the exhaust. As a result, GCRTA now has one of the cleanest bus fleets in the country. The bus fleet is also 100 percent wheelchair-accessible, removing the travel barriers commonly faced by those with special needs.

Despite a significant drop in revenue from a sales-tax funding source and a dramatic rise in health-care costs, GCRTA has been able to maintain a balanced budget without raising transit fares. In fact, the transit authority has not issued an across-the-board fare increase in more than 11 years.

GCRTA is an active member of the American Public Transportation Association. The transit authority's president, George F. Dixon III, is the current chairman of the association, the fifth Clevelander to hold this office.

The transit authority in Cleveland also has a long history of firsts. And in 2004, it hopes to be one of the first transit systems in the country to introduce a Bus Rapid Transit System, with the groundbreaking of its Euclid Corridor project.

6. Information on the Intended Target Zone

Cleveland State University (CSU) was founded in 1967 and is located in the heart of downtown Cleveland. It is primarily a commuter school, with 98 percent of its students traveling to school by car or taking public transportation.

CSU has formed close ties with the city's business and civic organizations. The university currently has more than 100 partnerships in place with civic, nonprofit, and corporate entities in the region, including the Cleveland Clinic's biomedical research and engineering initiatives. In addition, it partners with over 60 education and social-service agencies.

Not only is the institution an integral part of the community, its students and graduates are often lifelong residents. Eight-five percent of CSU graduates remain in Northeast Ohio to live and work, contributing to every dimension of the region's economic and civic life. This is a very important consideration for GCRTA, because habits formed by college students using public transportation are likely to affect ridership as these students move into the workplace.

In 2003, 10,356 undergraduate and 5,618 graduate students were enrolled at CSU. The student body is composed of individuals with diverse ethnic backgrounds, including 800 foreign students from over 60 nations.

The CSU campus is easy to access from all parts of Northeast Ohio due to its downtown location, with links to highways as well as rail and bus routes provided by GCRTA. Parking is abundant and affordable at the university. CSU operates 30 surface and garage lots with a total of 4653 parking spaces. This is in addition to street parking and garages and parking lots operated by other organizations. The average daily parking rate is $6 per day.

GCRTA believes CSU is the ideal location for the pilot, yielding both local and national benefits, because potential test candidates have two viable modes of travel to choose from: driving to school and parking or using public transportation. CSU's adoption of the transit authority's U-Pass program adds a further dimension to the study.

7. Collaboration with Other Partners

GCRTA plans to work with three additional partners on the Individualized Marketing Demonstration. Descriptions of these partners, and how they will contribute to the success of the pilot, follow:

Cleveland State University's College of Urban Affairs
Soon after its founding in 1967, CSU established the Institute of Urban Studies to enhance public service and improve the quality of urban life. The institute is now known as the Maxine Goodman Levin College of Urban Affairs at Cleveland State University. As part of its mission, this college provides applied research and outreach services to the community through a number of integrated centers and initiatives, including its Center for Nonprofit Policy and Practice. The collective mission of these research centers is to investigate issues and challenges facing urban communities and to apply the college's resources to their solutions.

The role of the College of Urban Affairs in the pilot study would be to create a sample group and conduct surveys and interviews in coordination with the FTA Team. Additional tasks could also be explored.

Northeast Ohio Areawide Coordinating Agency (NOACA)
NOACA is a federally designated Metropolitan Planning Organization for five counties in Northeast Ohio. The organization's chief functions are to conduct long- and short-range transportation planning, transportation-related air-quality planning, and areawide water-quality management planning as defined by federal and Ohio mandates.

For the pilot research program, NOACA will furnish data on traffic patterns, traffic volumes, projected travel habits, and other statistics. In addition, NOACA will be a valuable partner in communicating the results of the study to other organizations in Greater Cleveland.

Brokaw Inc.
Brokaw Inc. is GCRTA's advertising and public relations agency of record. The agency has a strong brand-planning and research department, which recently helped conduct an ethnographic study of potential riders in partnership with the research firm of Insight Works, Inc., in New York.

In addition to developing marketing materials used in the research study, Brokaw will be an advisor to GCRTA in the execution of the research project.

8. Specific Marketing Materials Proposed

Along with rebuilding its infrastructure and streamlining its operations, GCRTA recently launched a complete image makeover. This consisted of a comprehensive public relations campaign to communicate the many improvements at the transit authority and an advertising campaign highlighting the numerous benefits of using public transportation in Northeast Ohio. A variety of collateral pieces was also developed, such as easy-to-use timetables on routes and schedules, system maps, fare-card information sheets, and an overview image piece on the reengineered transit system.

All these materials will be made available for the pilot. In addition, GCRTA proposed the possible development or modification of the following marketing/informational material:

Direct Mail

CSU frequently sends direct-mail pieces to its students and faculty on a variety of topics. This database would be available to GCRTA and the FTA Team for the pilot research study. The types of direct-mail pieces that could be developed include surveys, promotional offers, and program announcements and service information.

Web Mail

The Internet is the primary mode of communication at the university. Students are provided with password-protected microsites, allowing them to receive updates on programs and policy changes, enroll in classes, send/receive messages, and review degree status. The faculty employs the site to post grades, alert students to schedule changes, and communicate with administrators. These microsites could be used to create Web communications similar to those described for direct mail.

U-Pass Campaign

In promoting the U-Pass program, GCRTA created a variety of advertising/marketing pieces. They include print ads, online ads, mailers, flyers, and interior stanchion signs. These materials could be modified for the purposes of the pilot.

Signs/Banners

As was mentioned earlier, GCRTA operates its own sign shop capable of producing signs and banners in a wide range of dimensions and on numerous types of substrates. Signs could be developed for bus-stop shelters in proximity of the target zone. Banners, for placement at and around the university campus, could also be created.

9. Best Timing for Before and After Surveys

CSU, the proposed target zone for a pilot study in Northeast Ohio, operates on a three-semester schedule. Its Fall semester begins in late August and is completed in December. Spring semester runs from mid-January through mid-May. And its Summer session is from June to early August.

Following the high-level overview furnished by FTA detailing the process that will be undertaken for the pilot, and comparing this schedule to CSU's college terms, it is suggested that the "before" survey be conducted during CSU's Spring semester, at any date between February and May 2004.

Enrollment at CSU drops off significantly during the Summer semester, so this would not be an appropriate time to conduct the "after" survey. It is therefore recommended that the "after" survey be conducted in early Fall 2004, coinciding with CSU's Fall semester — ideally between early September and late October.

10. How GCRTA Plans to Use Results

As was mentioned earlier, GCRTA intends to use the results of the Individual Marketing Demonstration to modify the communications strategy developed for the college/student rider. This includes any changes to the organization's U-Pass program. Additionally, GCRTA plans to incorporate its findings to alter communications aimed at other rider groups and to create a target profile of individuals most likely to change their travel behavior in favor of public transportation.

Project Budget Plan

RTA Personnel:

	Hourly Rate	Weekly Hours
Director of Marketing and Communications	$ 51.00	8
Marketing Development Supervisor	34.00	8
Senior Market Research Analyst	33.00	8
Graphic Designer	28.00	4
Administrative Assistant	23.00	8
Weighted Hourly Rate	$ 31.00	36

Consultation:

Brokaw Inc.:			
Account Executive	$100.00	2	
Account Service	73.00	4	
Account Coordination	73.00	4	
Public Relations Director	100.00	2	
Creative Team/Blended Rate	86.00	4	
Weighted Hourly Rate	$ 83.00	14	

Travel:

- Travel budget will be allocated for off-site meetings of the pilot project teams.

Equipment:

- Computer Workstations - Five computer workstations, including laptops w/most recent versions of Microsoft Office software. Internet access. Networked to local and system printers.
- Access to departmental fax machines.
- Telephones at each work station with unique extensions and long distance accessibility.

Space Occupancy:

- Five module workstations will be made available for FTA-related team members. Stations will be located in proximity to the Marketing Department at GCRTA's Main Office and internal team members.
- Conference rooms will be made available for all project meetings.

Miscellaneous:

- All team members will receive transit passes allowing for unlimited access to the transit system for the duration of the program.

Project Data Summary
Please provide the following information:

Name of Organization:	Greater Cleveland Regional Transit Authority
Type of Organization:	Public Transportation Authority
City:	Cleveland
County:	Cuyahoga
State:	Ohio
Service Area Population:	52.7 million passenger trips in 2002
Type of Service:	Bus, Light Rail, Heavy Rail, Circulator, Loop, Paratransit
Number of Active Vehicles:	624 buses, 60 heavy-rail cars, 48 light-rail cars 77 Paratransit vehicles, 64 community circulators
Number of Peak Vehicles:	500 buses, 22 heavy-rail cars, 16 light-rail cars 58 Paratransit, 50 community circulators

Briefly describe the characteristics of public transit ridership trends in your area in the past few years (increasing, stagnant, decreasing) and any other significant trends that may impact this project.

In 2003, GCRTA recorded a 1.5 percent increase in ridership. It was the first ridership increase realized by the transit authority in six years, and it reflects the many improvements made by GCRTA to ensure service reliability and customer satisfaction. GCRTA expects this trend of moderate growth to continue over the next several years.

Briefly describe any planned events/factors, such as fare increases, service expansions or service reductions anticipated between February 2004 and February 2005 that may have an impact on transit ridership.

There are no fare increases anticipated and no significant route/service changes planned between February 2004 and February 2005 that would impact transit ridership.

Proposed Project Director

Stephen J. Bitto
Director of Marketing and Communications
Greater Cleveland Regional Transit Authority
1240 West 6th Street
Cleveland, OH 44113
sbitto@gcrta.org
(216) 566-5255
(216) 781-4248 (fax)
www.rideRTA.com

Organization Director:

Joseph A. Calabrese
General Manager/CEO
Greater Cleveland Regional Transit Authority
1240 West 6th Street
Cleveland, Ohio 44113
jcalabrese@gcrta.org
(216) 566-5218
(216) 390-9600 (cell)
(216) 781-4043 (fax)
www.rideRTA.com

Summary of Project Director Qualifications

Mr. Bitto is a seasoned marketing executive with 25 years of experience in service-related industries. For the past ten years he has directed and managed the Greater Cleveland Regional Transit Authority's fully integrated marketing function. As a member of the Authority's Executive Management Team, he has developed and implemented programs that have resulted in the establishment of new customer relationships. Initiatives targeting work-trip commuters, students and special event attendees have generated the greatest results. Equally important has been the Authority's efforts to nurture existing customer relationships. Money-back guarantees, value-added offers and customer appreciation initiatives have all served to strengthen the relationship between the Authority and its valued customers.

In his position at the Authority and in his prior work experience, Mr. Bitto has solicited, developed and cultivated cooperative marketing relationships with many of Greater Cleveland's premier organizations/destinations (e.g., Educational - Case Western Reserve University, Cleveland State University; Cultural - Playhouse Square Foundation, the Rock and Roll Hall of Fame and Museum; Sports/Recreational – Convention and Visitors Bureau of Greater Cleveland, Cleveland Indians, Cavaliers and Browns; Corporate – University Hospitals of Cleveland, Greater Cleveland Growth Association, International Management Group (IMG), Sherwin-Williams, and Forest City Enterprises). These organizations could be drawn upon to lend support and enhance the pilot research study.

Finally, Mr. Bitto's extensive work experience is supplemented by his formal education, which includes a Master's in Business Administration from Cleveland State University as well as a degree in business from Miami University in Oxford, Ohio.

AUTHORIZATION:
This application is hereby submitted for consideration by:

Signature of Authorizing Official

Steven J. Bitto

Name (printed)

Director, Marketing and Communications

Title

January 15, 2004

Date

If the submitting organization is not the official area transit agency, certification is required stating that the transit agency is aware of this application, and agrees to participate in the project.

☒ This application is being made by the Transit Agency.

☐ This application is not being made by the Transit Agency, but certification is provided below of the Transit Agency's participation.

6.1.4 Letters

6.1.4.1 Announcement Letter Sample (Before Survey)

(DATE)

Dear Interstate Area Resident,

The (ORGANIZATION) will be conducting a survey of travel patterns in (CITY) in (MONTH) of (YEAR). Your household has been randomly selected to participate and we are asking for your assistance in collecting this information.

The survey will enable us to better understand the factors that influence travel patterns, and help us develop programs to meet the future travel needs of the residents of your local area.

The specialist firm Socialdata America has been engaged to conduct the survey. In the next week or so, a questionnaire will be mailed, together with a self-addressed stamped envelope. You will be asked for information on what trips you make and your reasons for making them (e.g. work, recreation, shopping).

The information you provide will remain strictly confidential and will be used for statistical purposes only.

We ask for your cooperation in completing the questionnaire and returning it promptly. Your assistance will be greatly appreciated.

Sincerely yours,

(OFFICIAL)

6.1.4.2 Main Mailing Letter (Before Survey)

(DATE)

Dear Interstate Area Resident,

Recently we wrote to you about a survey relating to travel patterns in your local area. This survey is being conducted on behalf of the (ORGANIZATION). As mentioned earlier, this information will assist us in planning for the future travel needs of residents in your local area.

We would be grateful if you would complete the 'Household' and 'Trip' forms enclosed, and return them as soon as possible in the self addressed stamped envelope provided.

A brochure explaining the survey has been enclosed for your information and on the 'Household' form you will find instructions that relate to the questionnaire. Should you have any further questions, please do not hesitate to call Socialdata's survey office at 503-245-9630.

Again, we assure you that all the information will be kept strictly confidential and no names or home addresses will appear on any permanent records or be linked to any information you provide.

We extend our sincere appreciation for your involvement in this important survey.

Sincerely yours,

(OFFICIAL)

6.1.4.3 Project Award Letter

[DATE]
[ADDRESS]
[SALUTATION]

Congratulations! CITY NAME has been selected as one of the four pilot communities for the Federal Transit Administration's (FTA) Individualized Marketing Demonstration Program. The FTA Team is excited about partnering with you and your staff, as we move forward to explore the potential of this unique marketing approach.

The following four communities were chosen to participate in the pilot:

Bellingham, WA – Whatcom Transportation Authority
Cleveland, OH – Greater Cleveland Regional Transit Authority
Triangle Park, NC – Triangle Transit Authority
Sacramento, CA – Sacramento Regional Transit District

While there were many excellent submissions, the successful applicants demonstrated the most compelling partnerships, resource leveraging, integration with overall strategic approach and value as a national model. We hope to take the results of these pilot projects and share the lessons learned, methodologies, and deployment strategies with transit agencies across the country, as we all work to increase transit ridership and alternate modes of transportation.

Over the coming weeks, you will be contacted by our consultants in this effort, MELE Associates and Socialdata America. These companies will be providing the technical oversight and assistance on behalf of the FTA to ensure that projects are coordinated and well-executed. You will be given an outline of the project plan and background material to help you get started. We will also be scheduling visits with each of your cities in the first weeks of March, so our FTA team can meet directly with your organization. We look forward to your active participation in the project from the planning stages on through to completion and sharing the results with the rest of the transit community.

Again, my congratulations to everyone involved. We look forward to a productive and enjoyable partnership. If you have any questions related to the project, please contact the Project Manager, Ms. Ginger Cruz, at (240) 453-6960, or Ms. Courtney Kulyk at (503) 245-9630.

Sincerely,
Jennifer L. Dorn

6.1.4.4 Project Non-Award Letter

[DATE]
[ADDRESS]
[SALUTATION]

Many thanks to you and your team for the considerable time and effort that was evident in your application to become one of the pilot cities for the Federal Transit Administration's (FTA) Individualized Marketing Demonstration Program.

We received 66 applications from throughout the country, and every application was carefully evaluated in accordance with the criteria set forth in the "Request for Expressions of Interest." I know you will be disappointed to learn that you were not selected as one of the pilot cities.

The four cities that were selected to participate in the pilot program are:

Bellingham, WA – Whatcom Transportation Authority
Cleveland, OH – Greater Cleveland Regional Transit Authority
Triangle Park, NC – Triangle Transit Authority
Sacramento, CA – Sacramento Regional Transit District

I urge you to continue your efforts to boost transit ridership in your community, and hope you will continue to stay engaged as the FTA builds a body of knowledge from these demonstrations. We will take every opportunity to share the results and lessons-learned, and trust that you will continue to provide us with any additional information you may garner from other efforts that you undertake.

Thank you, again, for your interest in the Individualized Marketing Demonstration Program. Should you have any questions related to the project, please contact the Project Manager for this effort, Ms. Ginger Cruz, at (240) 453-6960.

Sincerely,
Jennifer L. Dorn

6.1.4.5 Scoring Instructions E-mail

Greetings All,

All of the FTA Individualized Marketing Applications are in and have been processed!! You should be receiving a package within the next 24 hours with all of the applications.

We received a total of 66 applications from 33 states and the District of Columbia (great input!)

We have scoring sheets attached to the top of each application. For the Pre-Judges:

Joel Ettinger
Doug Birnie
Tina Burke
Courtney Kulyk
Ginger Cruz (me)

…we would like to shoot for a conference call on Monday, January 26 to discuss before finalizing our scores. If possible, we would like to have final scores by Tuesday, January 27 written in, and the Scoring Sheets (3 pages each x 66 applications) sent back to MELE Associates for input into the database. For FTA, we will pick them up from Doug Birnie (366-1666) who is the collection point. For Courtney, if you can fax them to Ginger Cruz (240) 453-6991 and then FEDEX the originals, same for Joel Ettinger. Please email me back with a time that works and I'll coordinate from here.

For the final judges:

Lois Fu
Barbara Sisson
Werner Broeg

These packets are simply for your review. You will be receiving a list of the top candidates ranked by about January 28. We would like to get your schedules so we can set time for a conference call to discuss sometime after January 28. Please email me back times that work for you. Ideally, we would like to select the finalists by February 6.

Each of you has an instruction sheet with the applications – this applies primarily to the pre-judges. The final judges are not constrained by theses scoring sheets – they are for information only.

If you have any questions, please contact me at the numbers below. I have attached the preliminary database of all 66 applicants (we are in the process of adding final info and cleaning up format). The applications are also available on ProjectSpace – a secure web environment. If the FINAL JUDGES are traveling and would prefer to review the applications on-line rather than bringing the hard-copies with them, please let me know and we can arrange for you to review them on-line and post comments on-line as well.

Thanks!
Ginger Cruz

6.1.5 Press Releases / Memos

6.1.5.1 FTA Winning City Press Release

U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/affairs/briefing.htm

News

FTA 10-04 — Contact: Drucella Andersen
Friday, April 2, 2004 — Tel.: (202) 366-4043

FTA Selects Four Communities For Pilot Program To Boost Public Transportation Ridership

The Federal Transit Administration (FTA) today selected four communities to participate in an innovative pilot program aimed at increasing public transit ridership. FTA's Individualized Marketing Demonstration Program is designed to change commuter travel behavior by promoting the use of public transportation through targeted, customized marketing methods. Selected from more than 60 applicants, the pilot cities are:

Whatcom Transportation Authority (WTA), Bellingham, Washington
Greater Cleveland Regional Transit Authority, Cleveland, Ohio
Sacramento Regional Transit District, Sacramento, California
Triangle Transit Authority (TTA), Triangle Park, North Carolina

"These four communities developed excellent plans to increase ridership through innovative partnerships and leveraging of resources," said Jennifer L. Dorn, FTA Administrator. "We plan to take the results of these pilot programs and share successful strategies to boost ridership for transit agencies across the country," she said.

The FTA's pilot project is based on personalized, individual marketing of potential commuters who might consider using public transit, but need more information. Transit agencies first identify a neighborhood (approximately 600 households) with existing transit service and

those residents are contacted in writing to determine if they are interested in learning more about travel options. Interested residents are then contacted by phone to determine if they would like information on transit, bicycling or walking. The outreach continues until residents have enough information to ensure their comfort level with trying different modes of transportation. In a few cases, bus operators make "home visits" to personally discuss public transportation routes and options with residents.

The FTA's program is modeled after the UITP (International Public Transportation Association) project conducted in Europe, as well as larger scale individualized marketing programs in Australia, which resulted in significant increases in ridership. The pilot project in Europe resulted in a 10 percent reduction in car usage in the targeted area, while the large-scale individualized marketing efforts yielded up to 14 percent reductions. The first U.S. pilot project in Portland, Oregon, reduced car travel by 8 percent in the first area selected for the pilot, and resulted in a 27 percent increase in travel by environmentally friendly modes in that same area.

6.1.5.2 Background for Decision Memo

Background For Decision Memo – Jenna Dorn/Robert Jameson

The FTA Individualized Marketing Demonstration Pilot solicitation brought in **66 applications** from 33 states and DC (Due January 15, 2004). Each of those applications was carefully reviewed by three pre-judges (Doug Birnie – FTA; Tina Burke – FTA; Joel Ettinger – FTA Regional; Courtney Kulyk – Socialdata; Ginger Cruz – MELE). The criteria included clarity of answers to the initial 10 questions in the application, but was focused on the overall judging in 4 areas:

1. **Partnerships and Coordination**
   Commitment to creating partnerships that are appropriate for implementing this project as well as how applicant's staff will coordinate with the project team -- How applicant will both contribute toward the success of the project, and utilize the results of the project to improve its organization.

2. **Leveraging Resources**
   Ability to secure resources beyond those provided by the FTA and the degree to which the organization is committed to the success of the project.

3. **Value of Project Characteristics as National Model**
   Location provides demographic and situational characteristics that will be of high value as a research demonstration to other locales.

4. **Integration of Project with Overall Strategic Approach**
   The degree to which this project fits into an overall approach to increase ridership in applicant's location with greater consideration given to those areas that have demonstrated success in planning and executing other initiatives aimed at increasing ridership, and who show a high level of commitment and understanding of the approach.

Based on the initial judging, a total of 12 applicants were chosen for further consideration. Three final judges (Lois Fu, Barbara Sisson, Werner Broeg) then reviewed the applications and narrowed the field to the eight (8) now up for a final decision. To assist in selection, key demographic and transit characteristics are included in a cover page of each of the 8 applications. We have included the complete application package. It is important to note that two of the applicants received the unanimous support of all three final judges. Those two locations are: Sacramento, California and Triangle Park, North Carolina.

6.2 Project Background

6.2.1 Similar Projects in Other Cities

6.2.1.1 Portland Case Study

6.2.1.2 Roy Cresswell Paper

Socialdata

27th Nottingham Transport Conference – "Sharing in Success"
Roy Creswell Lecture
Nottingham, 27/28 March 2003

Reducing Car Use!?
Just do it!

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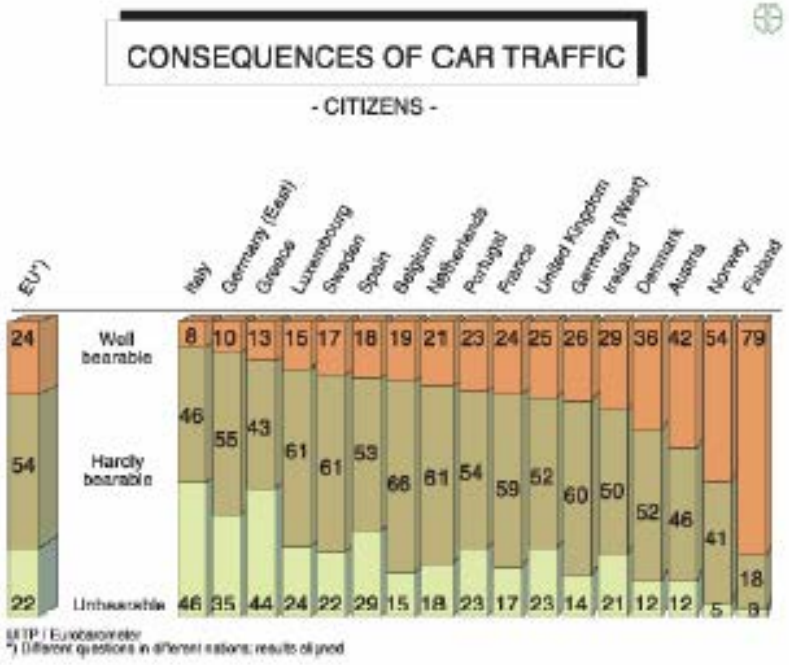
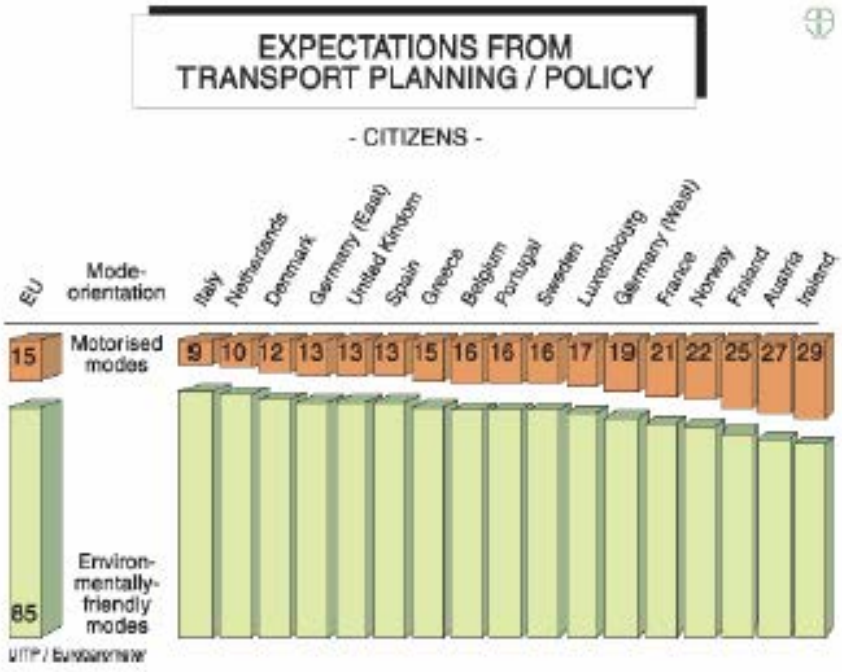
1 *Between Skylla and Charybdis*

The dependence on the car in everyday travel has increased enormously in the last decades. This has serious and growing consequences for the environment and health and for many communities affected by road traffic. At the same time, these consequences are very expensive for business, environment and society. Ways have to be found to overcome this car dependency so that people use other modes of transport.

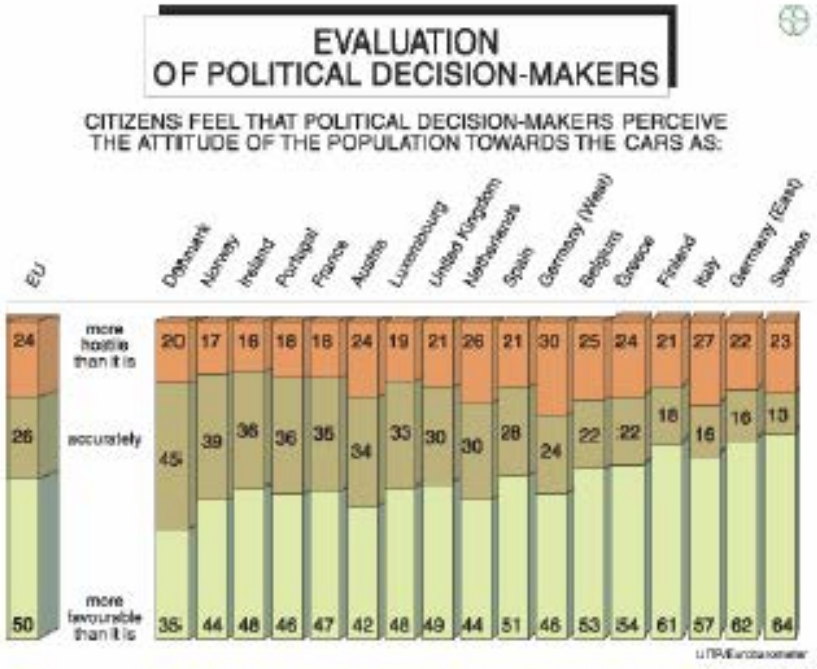
The steep increase in the use of motorised private transport has resulted in greater transport distances for the inhabitants of European cities but not in any substantial mobility gain. The time spent on transport has to a large extent remained steady, at about one hour per person per day ("active mobility"). But at the same time the consequences connected with this increase ("passive mobility") have become much greater.



Since, however, passive mobility takes up an incomparably greater part of our lifetime, citizens mainly judge the traffic trend from the passive mobility standpoint. They therefore hope that transport planning and policy will provide relief precisely during the period of passive mobility by an orientation towards the promotion of environmentally friendly and not (no longer) motorised private modes.



This understandable wish that environmentally friendly transport modes will be encouraged is countered by public opinion which is seen as "pro-car". Accordingly the importance of motorised private transport is overestimated and the possibility of reducing it is underestimated.



Nonetheless limited changes by individuals in their behaviour would be possible at any time without giving rise to major problems and would have great impact. But it is not sufficient for such behavioural changes to be possible, as they must also be considered possible. And the predominance of the car in public opinion runs counter to this requirement.

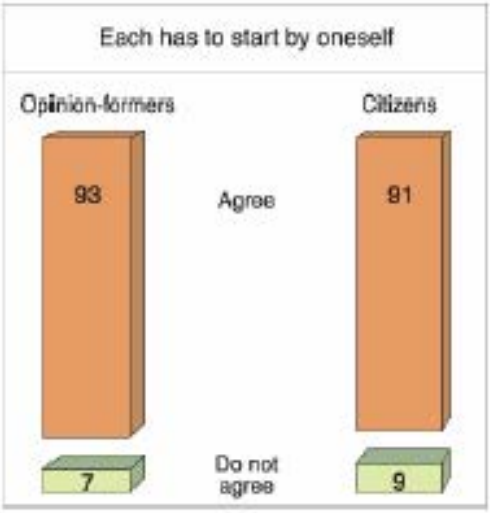
The result is, strange as it may seem, that the simple behavioural changes in active mobility, which would make an appreciable contribution to the desired improvements concerning passive mobility, are (wrongly) considered to be so radical that any attempt to initiate them is immediately seen as an unwarranted impairment of the quality of life. Accordingly practical measures to reduce traffic are not taken at all or not taken

confidently enough, and the very trend we think we are avoiding (deterioration in the quality of life) actually occurs.

Transport policy and transport planning do not provide much solution to this "mental blockage". For, first and foremost, it is not a change in basic conditions which is necessary but a change in people. It is not "others" who have to make a change, but we ourselves. This obviously applies not only to citizens but also to opinion-formers and decision-makers.

IMPROVE CONSEQUENCES OF CAR TRAFFIC

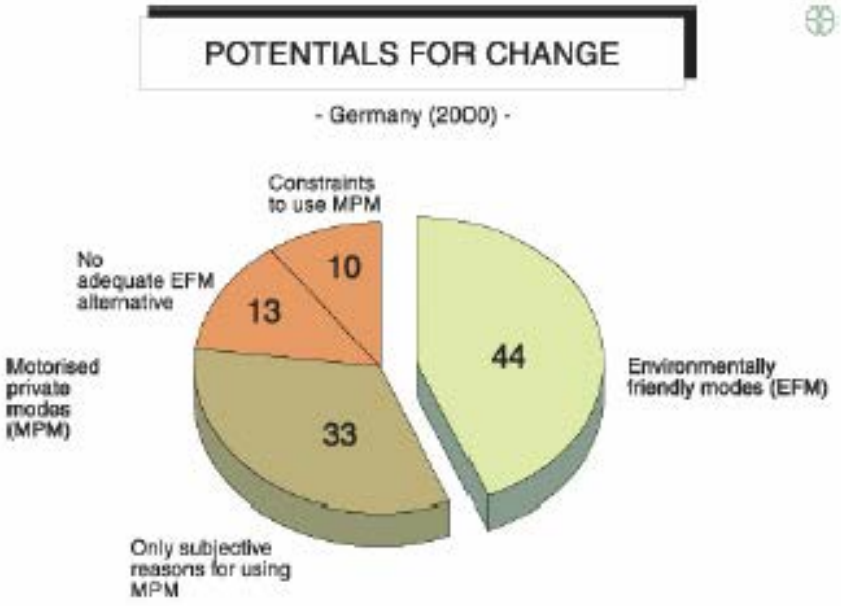
- Germany -



2 *Old Wine in New Barrels*

Behaviour is a product of wanting to do something and being able to do it. In the context of mobility, "being able" is determined by individual constraints and available options, whilst "wanting" is determined by information, perception and subjective preferences. The present discussion about ways of influencing people's choice of transportation is indeed dominated by proposals concerning options (new tramways, bicycle tracks etc.), behavioural control (road pricing, parking fees etc.) or restrictions (no-parking zones, speed limits etc.). In all of this, it is assumed that people have to be influenced "from the outside" because they are not willingly prepared to adopt a pattern of sustainable mobility by themselves.

This is disproved by the findings of numerous studies on why people choose the transportation they do, and what the chances are of changing their behaviour patterns. Again and again, it has emerged that there is great potential for behavioural changes without the objective conditions needing to be changed at all. More than half of all car trips in Germany are made without any inherent necessity for choosing the car to make them, and there is at least one equally good, environmentally friendly alternative (= on foot, by bicycle, using public transport).



To open up this potential, therefore, does not require any costly investments or unpopular restrictions – all it takes is the deliberate use of "soft policies" (information, motivation, identification). Nor are people required to give up their cars entirely, but simply to give more thought to their choice of transportation. If every car driver in Germany were to make only two journeys a week (just one round trip) by a more environmentally friendly means of transportation than the car, the volume of car traffic would be reduced by a significant 15 - 20 %.

The potential for soft policies is especially great for the simple reason that people are swayed in their choice of transportation by severe miscalculations and lack of information. About half of the German citizens for whom public transport is a genuine alternative are not in possession of the facts; if they do know of the alternatives, they heavily overestimate the travelling time and the fares involved. In other words, people's subjective perception of alternatives to the car is considerably worse than the true state of affairs. However, since it is subjective perception which controls behaviour patterns, this is the key to effective and sustainable influence.

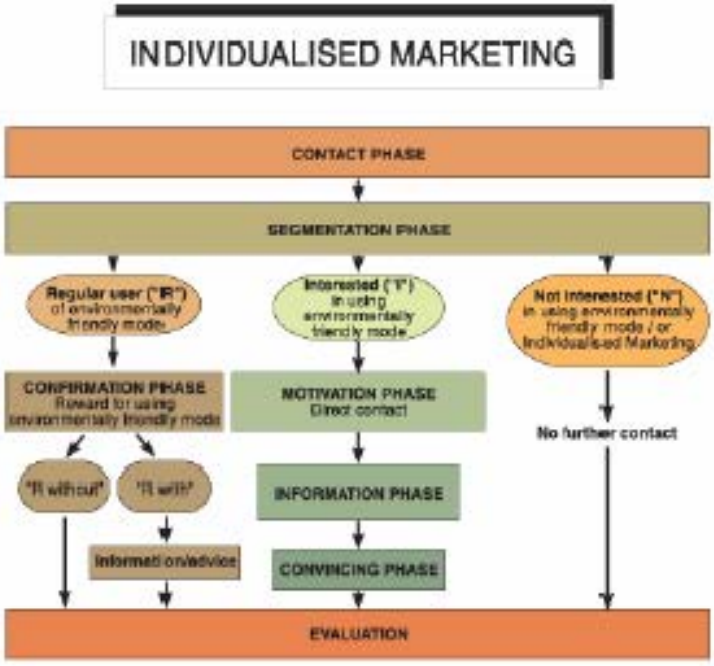
3 *The Homeopathic Way to a Healthier Transport System*

In a business context, problems of this type are solved with differentiated marketing concepts. In the case we are examining, it would make sense to use a dialogue marketing process. This enables mobility patterns to be changed in a quasi-homeopathic way by strengthening existing resources. Citizens are taken seriously as active partners in solving a shared problem. They are motivated to make their own contribution and given all the help and information that they need. "Dialogue" means that they actively join in, decide for themselves what information they need, and are served individually instead of being the passive recipients of unwanted advertising material.

THE HOMEOPATHIC WAY

Dialogue marketing of this kind is particularly successful when it happens in a communal context, the dialogue (with all inhabitants) taking place in seweral phases.

First, all households are personally addressed and invited to reflect on their choice of transportation. Then – depending on how willing they are to change their behaviour patterns – they are segmented into different groups and drawn into a dialogue, which will vary from group to group. In this dialogue they receive not only information and advice tailored to their needs, but also reassurance and rewards. Measures range from providing a bus-stop timetable to making a house visit. In all cases, the dialogue is kept as individual as possible and only maintained for as long as necessary, so that the targeted persons do not feel burdened or pressurised (help to self-help). This concept has so far encountered thoroughly positive reactions, achieving not only sustainable changes in behaviour patterns, but also definite improvements in motivation and attitude. Their numerous letters and comments prove the point.



Private households are the classic field of application for individualised dialogue marketing (behavioural changes "at source"). There are, though, two useful and effective areas where this can be complemented: schools and businesses (behavioural changes "at destination"). In both cases, applying a slightly modified process can reinforce the effect, particularly where peak traffic is concerned, and gain additional important partners.

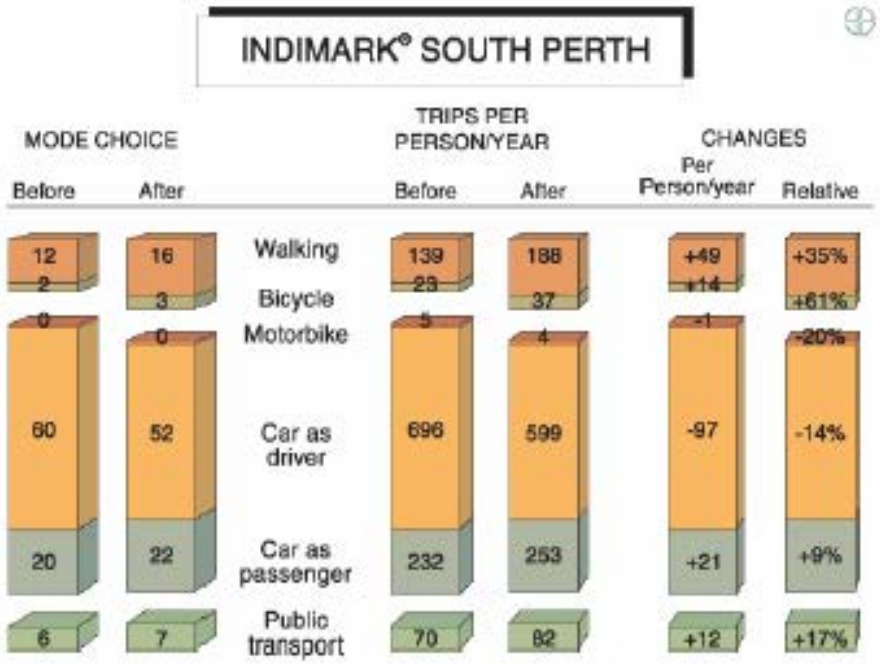
4 *Individualised Marketing – An Effective Tool for Reducing Car Use*

Individualised Marketing (IndiMark®) is a dialogue-based technique for promoting the use of public transport, cycling and walking as alternatives to car travel developed by *Socialdata*. It is a programme based on a targeted, personalised, customised marketing approach which empowers people to change their travel behaviour. Using these "soft policies" to make people think about their travel behaviour has proven to be highly successful in achieving shifts in mode from the car; shifts that are proving to be sustained in the longer term.

In the 1990s *Socialdata* undertook a series of projects of an experimental nature, in order to prove the effectiveness of so-called "soft policies" for public transport. The starting point of these experiments was the recognition that much opposition to the use of public transport is due to a lack of information and motivation. Potential users of public transport were contacted directly, to motivate them to think about their travel behaviour. They were then thoroughly informed about the availability of public transport to meet their specific needs. As an added incentive, selected test candidates were given a special ticket to use the public transport system free of charge for one month.

The development of the method was supported by an International demonstration project called "Switching to Public Transport", initiated by the UITP (International Association of Public Transport) – the world-wide association of urban and regional passenger transport operators, authorities and suppliers, with scientific leadership from Socialdata. In 13 European countries 45 projects were carried out which were very successful. This demonstration project showed that personalised encouragement, motivation and information could lead to considerable increase in public transport use, that the approach could be applied on a large scale and that it was relevant for many very different, countries. Since then about 100 large scale projects in Europe have promoted public transport by IndiMark® . It has proven to be highly successful in achieving mode shifts from car to public transport.

Following from this, the approach of Individualised Marketing was extended to all environmentally friendly modes in order to reduce car use. It has been very successfully implemented on a large scale for the first time in Perth, the Australian metropolis said to have been built for and around the automobile. In a local council area (South Perth) with 35,000 inhabitants, without introducing any special measures as restrictions, the project succeeded in reducing the number of car trips by 14 % and the kilometres travelled in cars by 17 %. The share of trips made on foot rose by one third, bicycle trips increased by two thirds, public transport trips by one sixth (bus only by one quarter) and 10 % more trips were made as car passengers.

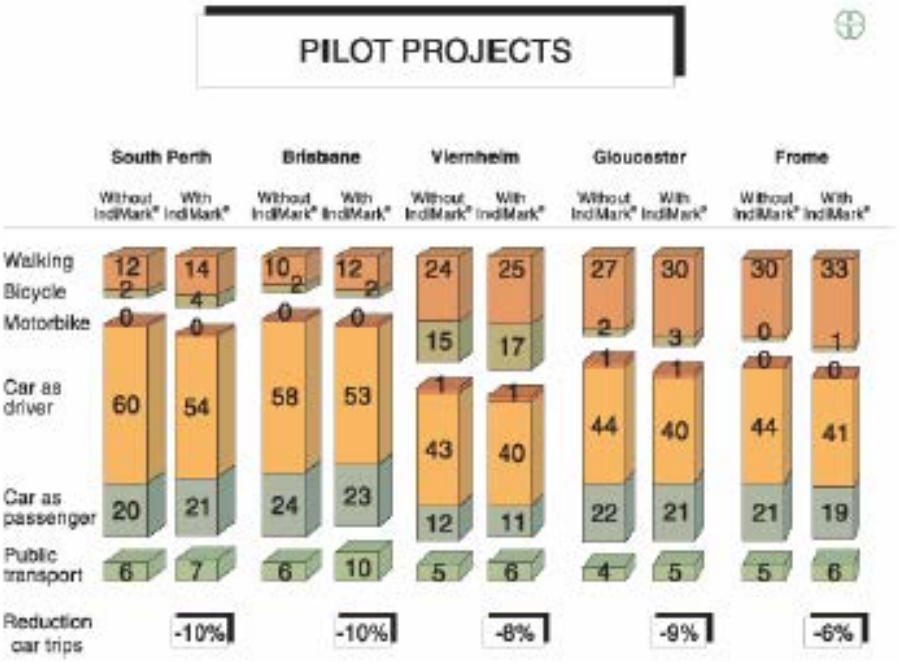


A cost-benefit analysis by the Department of Transport rewealed a cost-benefit ratio of 1:30. These findings have induced the Government of Western Australia to extend the application of IndiMark® to half of Perth over the coming years.

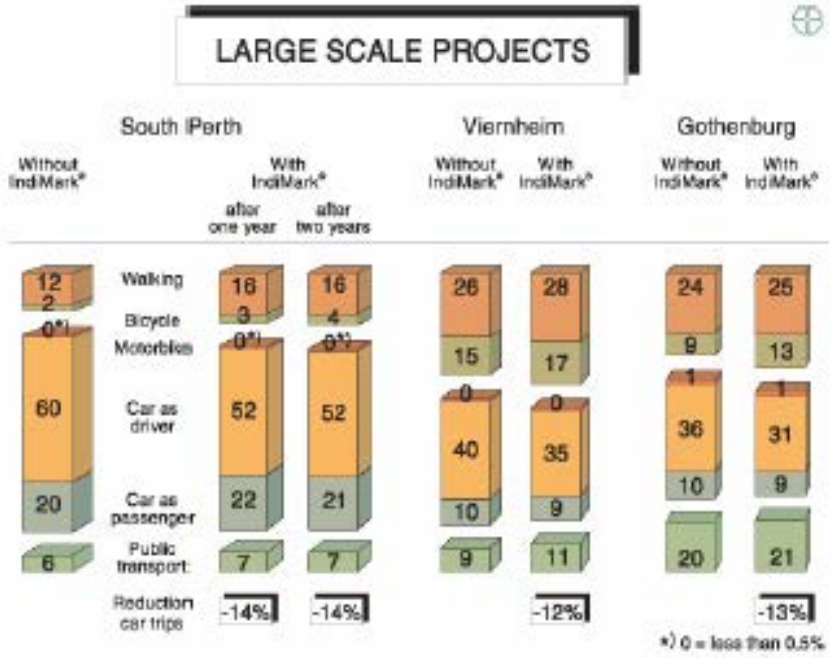
5 A Global Approach for a Global Problem

5.1 Mode choice

Since this successful application in Perth a number of other cities have tested and applied IndiMark® to reduce car trips. Pilot projects are under way in Paris, London, Portland (USA), Townsville (Australia) and completed in Australia (Perth, Brisbane), Germany (Viernheim) and the UK (Gloucester, Frome). They show a reduction of car trips between 6 % and 10 %:



There are at present large scale projects completed and evaluated in Perth, Viernheim and Gothenburg. In Perth and Viernheim, the success of the large scale application succeeded the result of the pilots; in Perth repeated evaluation surveys suggest that the behavioural changes achieved were sustainable.



In addition to this, there are presently five large scale projects in Perth and five in the UK under way or close to completion.

The results of all projects in Europe, Australia and the United States which have been conducted so far show that Individualised Marketing has a great potential as a tool for promoting use of public transport, cycling and walking as alternatives to car travel.

The modal shift achieved makes a significant contribution to the aims of local transport policies and also other policies. The reduction of car use would help to reduce traffic congestion, improve air quality and cut road crash casualties, the associated increases in walking and cycling would make a significant contribution to health promotion purposes.

5.2 *Extended possibilities*

The key to the success of the process explained is personal contact. Once the requisite personal contact has been established, the dialogue is not restricted to a discussion of alternative means of transport that are kinder to the environment. On the contrary: it would be worthwhile, helpful and scarcely any more trouble to extend the dialogue. This might include promoting other ways of using transportation (such as "car-sharing" or "car-pooling" schemes) and encouraging a more environmentally sound use of the car. (There are journeys for which it is extremely difficult to replace the car by a more environmentally friendly means of transportation. In such cases it is often possible at least to encourage a more environmentally friendly use of the car. Automobile clubs offer successful programmes in this area, providing a valuable addition to the actual change of transportation).

The concept also touches on other topics that are of importance as regards sustainable development:

- Health (the increase of walking and cycling is entirely in line with the WHO recommendation of "30 minutes exercise per day");
- Road safety (the introduction of driving habits that are kinder to the environment has brought about a considerable increase in road safety);
- Energy consumption (the motivation to adopt sustainable behaviour patterns in the choice of transportation combines very well with changes to energy consumption behaviour).

Clearly, then, a project of this nature should be implemented in a partnership of all social institutions. This is a particular asset of the concept, for truly sustainable behaviour patterns can only be achieved where there is a wide consensus between all the players ("social marketing"), including politicians, decision-makers, opinion leaders, media, user's associations (walking, cycling, driving clubs etc.); providers in the transport market (public transport companies, car-sharing organisations, bicycle dealers etc.); businesses, chambers of commerce, professional associations; other players (medical insurance companies, energy providers) and (local) initiatives (Agenda 21, citizens' initiatives etc.).

6 *In Control or Under Control of Traffic*

The insights at the root of this concept are neither new nor revolutionary. They have been proven effective. Nevertheless, they have not attracted the public attention they deserve. Instead, they meet widespread disbelief, scepticism and rejection by many transport professionals. This reveals one fundamental dilemma of the transport world.

Transport policy, transport planning and transport sciences have been greatly influenced in the last few decades by the rapid development of car traffic. In only a few dozen years the car has left an indelible mark on social life in the Western countries. It has become mankind's symbol for the technical conquest of nature, for freedom and affluence, for status and individuality. The slogan "open roads for free citizens" came to reflect the spirit of a generation who for the first time in history felt they were able to cast off their fetters and enjoy virtually unlimited mobility.

Those who produced cars or carried out the necessary infrastructure planning work were also held in equally high esteem and they succumbed to the universal euphoria; the (planning) techniques and instruments developed by them clearly reflected an emphasis on car traffic. With such planning methods and their planning action, they have left their mark on people's thinking and their environment.

But since mobility on the part of the "mobile" at the same time leads to considerable disturbances precisely for those who are "non-mobile", and since no disturbance is greater than that caused by the car, this increasing mobility necessarily raises the disturbance level. This did not seem to matter as long as the consequences of mobility were seen as the inevitable (and appropriate) price to be paid for "personal freedom".

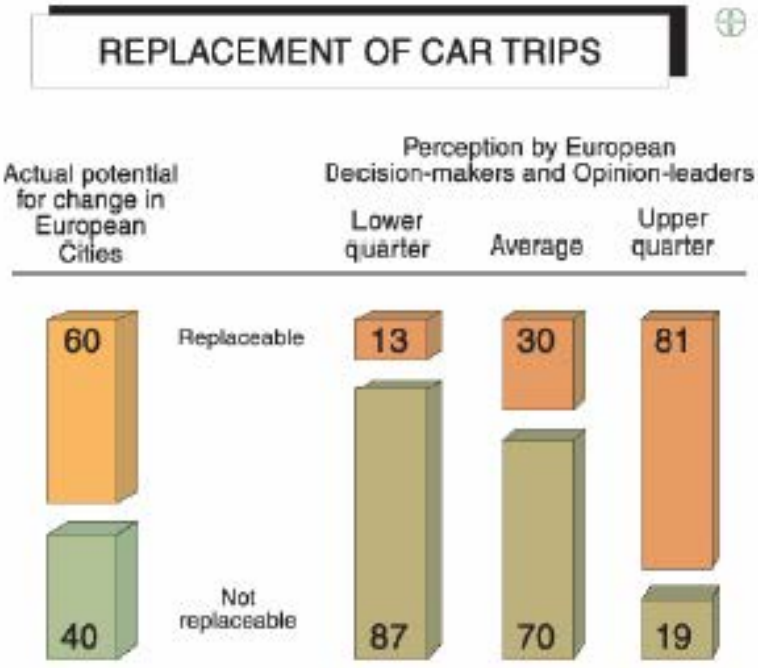
A change in thinking has slowly taken place: the detrimental effects of mobility are judged as negatively as the benefits of acquired mobility are positively. Along with the growing insight into finite nature of resources, a singular kind of conflict has arisen: the more people believe the message that mobility can be increased ad infinitum, the more self-defeating this message becomes. Maximising individual benefits on a massive scale has an overall detrimental impact that, in turn, neutralises these benefits.

And yet another change can be made particularly clear by using transport as an example. While after the Second World War the car symbolised with such striking effect the conquest of nature and personal freedom, it now epitomises the necessity of

subordinating personal development, which is theoretically possible, to the paramount interest of environmental conservation.

It is precisely everyday mobility that makes it possible to achieve considerable overall improvements by means of numerous, minor changes in individual behaviour and to test a change in thinking that is very important for the survival of humanity.

Unfortunately, this opportunity is scarcely perceived by transport policy decision-makers, transport planners and transport theorists. Those who are so often themselves the staunchest advocates of "automobile freedom" find it extremely difficult to accept the idea that transport modes which are more tolerable than the car have to be promoted.



It is here that the transport professionals themselves could provide the inspiration for a major change of course in the transport field. However, they would first have to realise that it is possible for them to change their own behaviour too.

6.2.1.3 Australia Case Study

CASE STUDY

Increasing Public Transit Ridership

Western Australia's TRAVELSMART

Individualized Marketing Program for Perth
TravelSmart Individualized Marketing is:

- A successful, innovative travel behavior change program
- Proven and sustainable (reducing car travel by17%)
- Cost-effective (a benefit cost ratio of 30:1 saving more than $1 billion over 15 years)
- Popular with the community
- Applicable to all Australian cities

What is TravelSmart?
TravelSmart is a world's-first initiative by Transport to help preserve Western Australia's environment and quality of life. By decreasing our reliance on cars we can reduce traffic congestion and improve air quality. Other benefits are reduced road trauma and improved health and fitness. Car use in the Perth Metropolitan Region is high by world standards - we make 63% of all our personal trips by car as the driver.

TravelSmart encourages a lot of people to make small changes in their travel behavior - which makes a big difference over all. We have already produced some spectacular results.

TravelSmart works because there is the potential for change: people average 19 car trips per week and there is a convenient alternative option available for almost half of all car trips made.

We don't tell people what to do - we empower them by providing localized information, advice and encouragement relevant to their unique situation, and then leave the choices up to them.

Individualized marketing - How does it work?
Individualized marketing is the name of the approach we use to inform people of their travel choices and motivate them to consider walking, cycling or using public transport as an alternative to their car.

We telephone almost every household in an area to identify those interested. We ask them what information they would like about walking, cycling and public transport and deliver personalized packages of information specific to their situation (i.e local bus service timetables and local cycling and walking maps).

We may even visit their home, talk to them about using public transport and offer new users trial use with free tickets. If they wish, we can arrange a personal visit by someone with practical skills and knowledge of walking and cycling (including local facilities). We can also provide discount vouchers from local bike shops, or give them a "Heart Movers' Kit" to encourage them to walk more.

Those people who are already using public transport or cycling or walking regularly are encouraged to continue by rewarding them with vouchers and small gifts (i.e. a sports drink bottle). We also give them additional information if they want it.

What we achieved?
Individualized marketing has been successful starting with a pilot project in the City of South Perth in 1997. This project reduced car trips by 10%. The pilot project changes had been sustained when they were measured again one and two years after the project. From February to June 2000, we ran a large scale individualized marketing program in South Perth (pop 35,000). Out of 17,500 households, we identified 15,300 with a contact name and phone number. We contacted 94 per cent of these and 55 per cent chose to participate in the program.

Evaluation of these projects measured behavior change. (The results are for the whole program, including households that chose not to participate.)

Trips by	Change
Car-as-driver	Down 14%
Public transport	Up 17%
Cycling	Up 61%
Walking	Up 35%
Car kilometers traveled	Down 17%

The 14 per cent drop in car-as-driver trips cut the number of vehicle kilometers traveled by 17%. This was achieved by people changing to an alternative for just two trips each week. Overall, people did not reduce their travel; they still averaged 3.4 trips per person per day.

An overall increase in bus boardings of 26% has been sustained resulting in an additional 300,000 passengers over the first twelve months following the program.

TravelSmart Benefits

For the community and individuals:

- Less traffic, noise and pollution in local streets.
- Improved personal security (with more people on the streets walking and cycling).
- Savings in car running costs.
- Fewer road crashes.
- Improved health from physical activity (cycling and walking - including to and from the bus stop or train station).
- Reduced Greenhouse gases.

For the Government:

- Increased public transport patronage and reduced rates of public transport subsidies.
- Traffic levels reduced to that of ten years ago, resulting in less pressure to build roads.
- Reduced pollution and Greenhouse gas emissions from car usage - down by as much as 18 %.

For all of us:

- A benefit to cost ratio of more than 30:1, worth over $1 billion in savings to the community over 15 years.

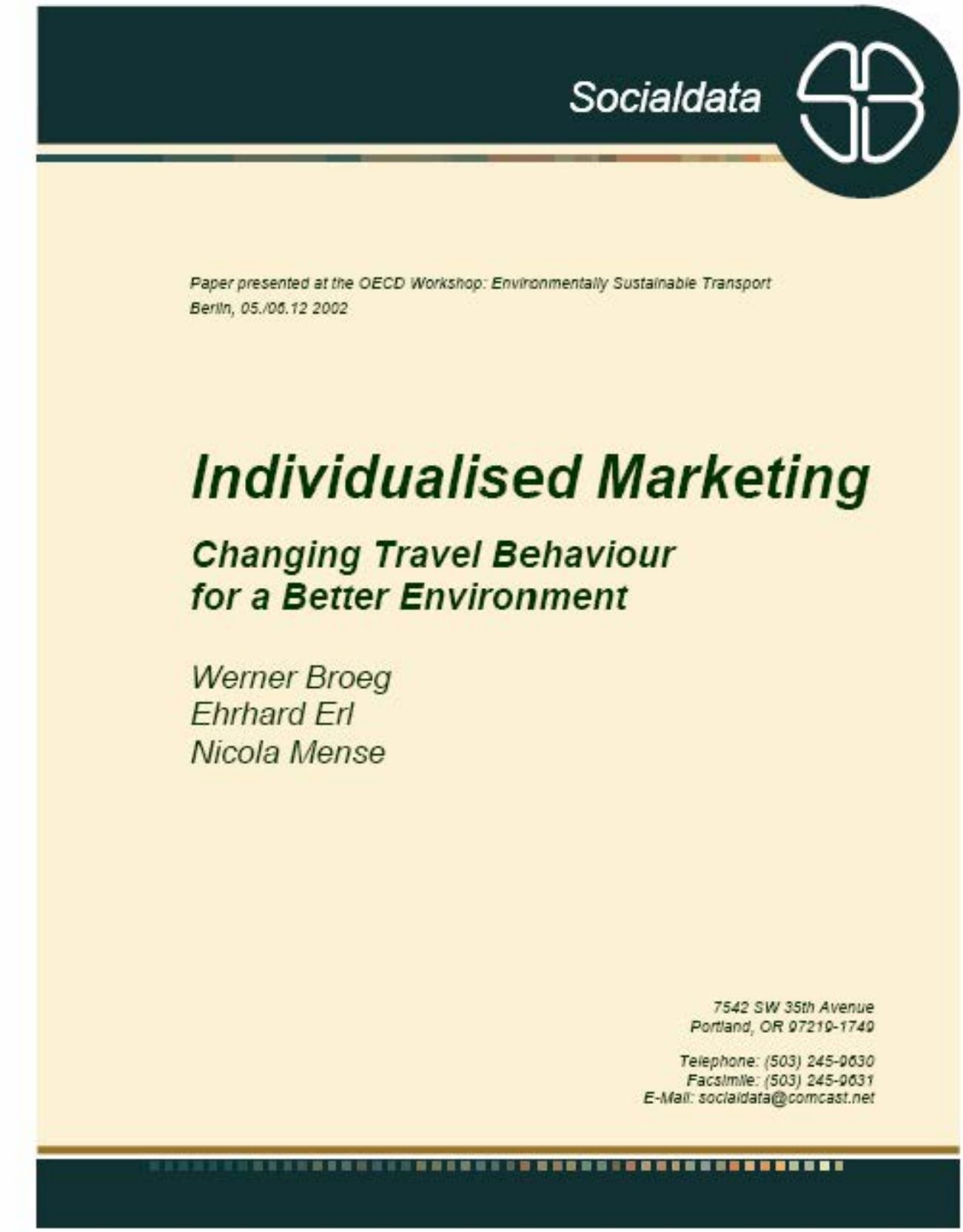
The Future
A staged program is planned to expand individualized marketing across half of the Perth Metropolitan Region involving 600,000 residents at an estimated cost of $26 million. This is equivalent to the construction cost of seven kilometers of four-lane dual carriageway with shoulder. The program is detailed in TravelSmart 2010 - A 10-year plan. (Our contact details are on the back page of this leaflet.) The first stage of the program was in South Perth. Expansion beyond this is not yet fully funded.

-Potential partners for cost sharing include:
-State Government
-Local Government
-Private sector (bus operators)
-Commonwealth Government

The TravelSmart Jigsaw
TravelSmart programs reach people through many different routes. They can become involved through individualized marketing to their own homes (the generic name for this is "dialogue marketing"), or through workplaces, schools and major destinations (i.e. universities). We provide information, advice, support and encouragement. Each individual is empowered to make the travel choice that suits their lifestyle and personal needs. Schools, businesses, local government and major destinations are encouraged to run their own TravelSmart programs.

Further Information
TravelSmart Web site
http://www.dpi.wa.gov.au/travelsmart
Department for Planning and Infrastructure
441 Murray Street, Perth
Phone: (08) 9216 8000
Facsimile: (08) 9216 8001
www.dpi.wa.gov.au

6.2.1.4 OECD Berlin Paper



Socialdata

Paper presented at the OECD Workshop: Environmentally Sustainable Transport
Berlin, 05./06.12 2002

Individualised Marketing

Changing Travel Behaviour for a Better Environment

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Summary

The dependence on the car in everyday travel has increased enormously in the last decades. This has serious and growing consequences for the environment and health and for many communities damaged by road traffic. At the same time, these consequences are very expensive for business, environment and society. Ways have to be found to overcome this car dependency and make people use other modes of transport.

The traditional approach to achieve mode change has been through the provision of transport services and infrastructure, including pricing and longer term land use policies. They are surely necessary for an increased use of the transport system, but they are only of limited value if people are unaware of the system improvements.

In order to make people change their personal travel behaviour people need to be aware of decent alternatives to car travel. One might think that all necessary information about these alternatives – walking, cycling and public transport – is readily available. But all empirical surveys show that this information does not reach the respective target group. If the concept of customer orientation is taken at all seriously, information has to be brought to the customer instead of expecting him/ her to catch it from the provider.

Recognising this lack of information and motivation that caused an opposition to the use of public transport Socialdata developed the concept of Individualised Marketing (IndiMark®), a dialogue-based technique for promoting the use of public transport, cycling and walking as alternatives to car travel. It is a programme based on a targeted, personalised, customised marketing approach which empowers people to change their travel behaviour. Using these "soft policies" to make people think about their travel behaviour has proven to be highly successful in achieving shifts in mode from the car; shifts that are proving to be sustained in the longer term.

Socialdata conducted many pilot projects in different European countries and in Australia where Individualised Marketing has been applied successfully. In all these projects a reduction of car usage around 10% has been achieved. The increase especially in walking and cycling has been great. In the meantime there have been several large scale application with several tenthousand participants. The evaluation of these projects shows that the reduction of car usage was even greater than in the pilot projects. The use of the car could be reduced by 14% in South Perth. Similar results were achieved in two other

large scale applications in Germany (-12%) and Sweden (-13%) and evaluations made one and two years after the IndiMark®-campaign show that the results are sustainable. For environmentally friendly modes a strong increase in usage could be noticed. In the South Perth project for example increases in walking of 35%, cycling (61%) and public transport (17%) were reached. Results from other large scale applications will be available soon.

This shows that Individualised Marketing is a cost-effective measure to reduce the number of car trips sustainably without constraining people's mobility. It is not necessary to completely change people's lifestyle. If everyone could change using public transport, walking or cycling just once a week instead of using the car, this would have a great effect overall. Reducing our reliance on cars has many environmental and health benefits – traffic congestion will decrease, air quality will improve, there would be less road trauma, and people will be fitter and healthier.

1 *Perth, Western Australia*

By world standards, car use in the Perth metropolitan area, Western Australia, is high, with about 80% of all personal trips currently undertaken as either a car driver or a passenger. Since 1986, the number of car trips as driver has increased alarmingly, and many would think the task of changing travel behaviour in such a car-dominated city as Perth would be difficult, if not impossible.

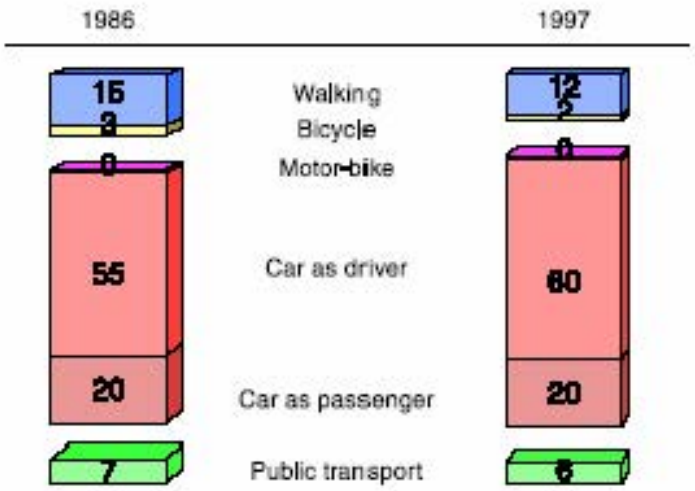
The municipality of South Perth comprises seven suburbs in close proximity to Perth City Centre, with a population of around 35,000. It provides a wide variety of travel

options to residents and visitors, through an extensive network of cycleways, walkways, bus routes and a ferry service.

1.1 *Existing Behaviour*

A comparison of mobility survey results of South Perth residents on an average day in 1986 and 1997 reveals the changes in main mode share over time in the travel behaviour of local residents (Figure 1). What is interesting, is that the amount of travel has remained virtually the same, only the way people travel has changed.

Figure 1 *Mode Choice in South Perth*

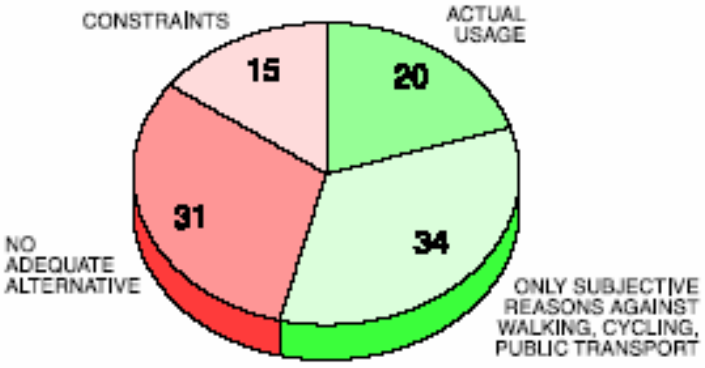


The share of all environmentally friendly modes has decreased, walking from 15% to 12%; bicycle from 3% to 2%; public transport from 7% to 6%. These trips have been switched to the car as driver, the share of which has increased by five percentage points (from 55% to 60%) over the eleven years. The use of car as passenger has remained constant (20%).

1.2 Potential for Change

Further in-depth research was carried out from the 1997 mobility survey to obtain the reasons for an individual's mode choice for each trip. This analysis was supported by follow-up interviews, identifying the awareness, perception and choice barriers currently preventing individuals from using real alternatives. These analyses make it possible to differentiate clearly between people's subjective and objective situations and, with this information, to determine the opportunities for travel behaviour change to environmentally friendly modes.

Figure 2 *Potential for Environmentally-friendly Modes*



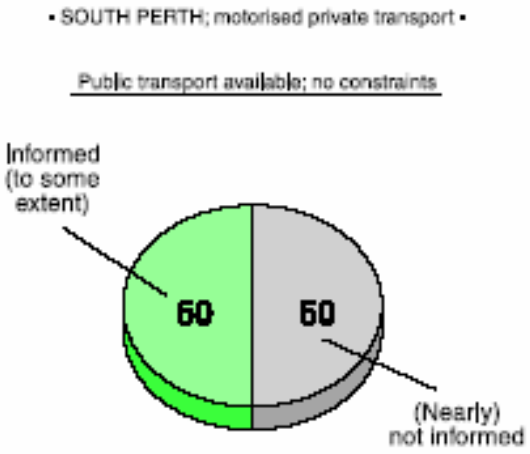
In South Perth, 80% of trips are made by motorised private modes and 20% by environmentally friendly modes. 15% of the trips undertaken by private car, use the car because there are constraints to using alternatives (Figure 2). As these constraints could be because the car is used for business reasons, or to carry heavy parcels, these trips have limited potential for change. A further 31% of trips would require system improvements, such as the provision of an adequate bus connection or improved walking and cycling facilities, before a switch could be made.

However, for about one third of the trips (34%) there are only subjective reasons against the use of alternative modes. For these trips, if a behavioural approach to mode change is applied, changes are possible without the need for system improvements, pricing or changes in land use policy. This group has the greatest potential for change and is the focus for the travel behaviour change programme.

This programme would require no system improvements, only the implementation of a travel behaviour programme to inform, motivate and encourage people to use environmentally friendly modes - including the 20% of trips that already use alternative modes, so that they are not lost to motorised travel.

The lack of information is an important reason why public transport is not used more often, although it is a real alternative. In South Perth half of the population is not informed sufficiently.

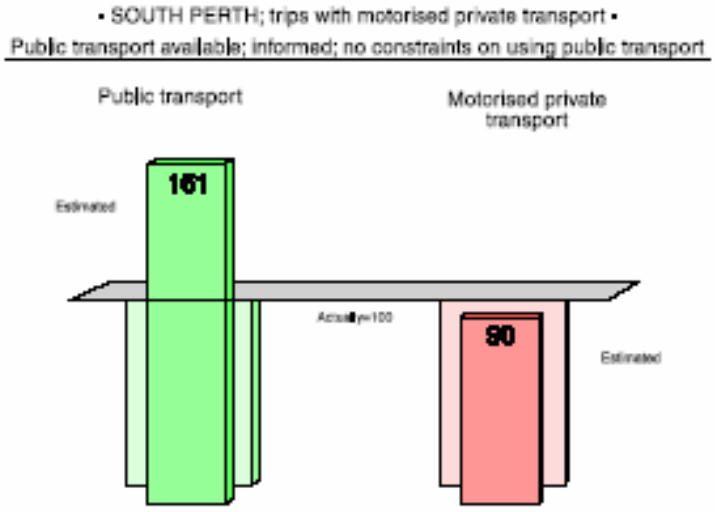
Figure 3: ***Extend of Information***



Although one might think that in the information-technology area people should be informed better, research shows the opposite. The extend of information has decreased in the last 20 years.

Besides this lack of information the negative perception of public transport, especially of the travel time, is another reason why alternative modes are not used.

Figure 4: ***Perception of Traveltime***



The inhabitants of South Perth overestimate the time they would need for a trip by Public Transport by half of the actual time. They believe, the trip by car would be much faster than it actually is.

2 *Individualised Marketing - The Basic Principles*

Using the "soft policy" approach, measures to activate these opportunities for change must be professionally adapted to the specific needs of the alternative modes as well as to the potential customers. It might be thought that all the necessary information about alternative modes - such as walking, cycling and public transport - is readily available. But all empirical surveys show that this information does not reach the respective target groups. Even with more sophisticated marketing methods, the (potential) customer is still required to enquire for information (e.g. customer information centres).

Priority has to be given to distributing information effectively. If the concept of customer orientation is taken seriously, information has to be "brought" to the customer instead of expecting him/her to get it from the provider.

In the 1990s Socialdata undertook a series of projects of an experimental nature, in order to prove the effectiveness of so-called "soft policies" for public transport. The starting point of these experiments was the recognition that much opposition to the use public transport is due to a lack of information and motivation.

Potential users of public transport were contacted directly, to motivate them to think about their travel behaviour. They were then thoroughly informed about the availability of public transport to meet their specific needs. As an added incentive, selected test candidates were given a special ticket to use the public transport system free of charge for one month.

The first experiment was carried out in 1991 in the German city of Kassel. This was extremely successful: the use of public transport for the test group nearly doubled, with constant mobility indicators. A similarly encouraging result came from a second experiment in Nuremberg in 1993. These results remained nearly constant for almost four years (without further measures). Both experiments showed that the largest percentage of new trips was won in off-peak traffic periods (the field with the largest potential).

2.1 *The "Switching to Public Transport" Project*

These findings led to an International demonstration project called "Switching to Public Transport", initiated by the UITP (International Union of Public Transport) - an operators' association, with scientific leadership from Socialdata. About 45 projects in 13 European nations were carried out (Figure 3) and these projects were hugely successful (Laconte and Brög 1998, Brög, 2000).

Figure 5 *The UITP "Switching to Public Transport" Project*

This demonstration of Individualised Marketing showed that personalised encouragement, motivation and information could lead to considerable increases in public transport use, that the approach could be applied on a large scale and that it was relevant for many, very different, countries.

3 *The South Perth Pilot Study*

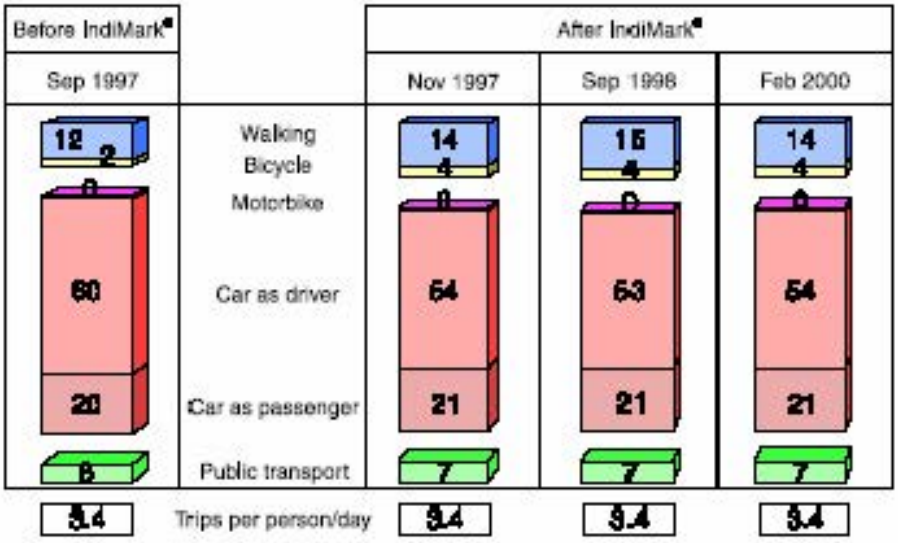
In Western Australia, the Department of Transport has developed TravelSmart®, an integrated approach to encourage people to be less reliant on car usage by providing

travel behaviour change programmes. TravelSmart® is a world-first initiative to help preserve Western Australia's environment and quality of life. It is about empowering people, by providing them with localised information, advice and encouragement about alternative modes of transport, and leaving the choice to them. Individualised Marketing is part of this integrated approach (Department of Transport, 1999. Department of Transport, 2001. www. travelsmart.transport.wa.gov.au)

In 1997, *Socialdata Australia* was contracted by the Department of Transport to provide an Individualised Marketing (IndiMark®) pilot study in the City of South Perth.

The pilot study consisted of applying the IndiMark® system, with 'before' and 'after' studies to evaluate changes in travel behaviour. Further evaluations were carried out at a later date to determine whether the changes were sustained (Goulias,2001)

Figure 6 ***Mode Choice in South Perth Before and After the IndiMark Pilot Project***



The first "after study", conducted immediately following the campaign, in November 1997, showed that Individualised Marketing is an effective tool to increase the use of alternative modes and to reduce the share of motorised private transport: car use. Car as driver trips went down by 10%, and at the same time walking increased by 16%, cycling by 91% and public transport by 21% (Figure 6).

A second evaluation in February 2000 found that these figures for mode choice remained constant over more than two years. Walking trips were constant at 14% of all trips, the same as in 1997 following IndiMark®, compared to 12% before. Cycling doubled from 2% to 4% and then remained at this level. The car-as-driver share decreased from 60% to 54% immediately following the IndiMark® campaign and then remained at this level. The car-as-passenger and public transport mode shares also changed following IndiMark® in 1997, and have remained constant to February 2000.

Thus, it is evident that Individualised Marketing has long-lasting effects on mode choice even two and a half years after the campaign. The changes in mode choice proved to be sustained.

From the pilot study results, an extensive cost/benefit analysis was carried out by Ker and James (1999) to calculate the cost-effectiveness of the Individualised Marketing campaign. This showed that for every dollar invested in IndiMark®, there was a cost benefit of $13 (Figure 7).

Figure 7 The South Perth Pilot: Cost-Benefit Analysis

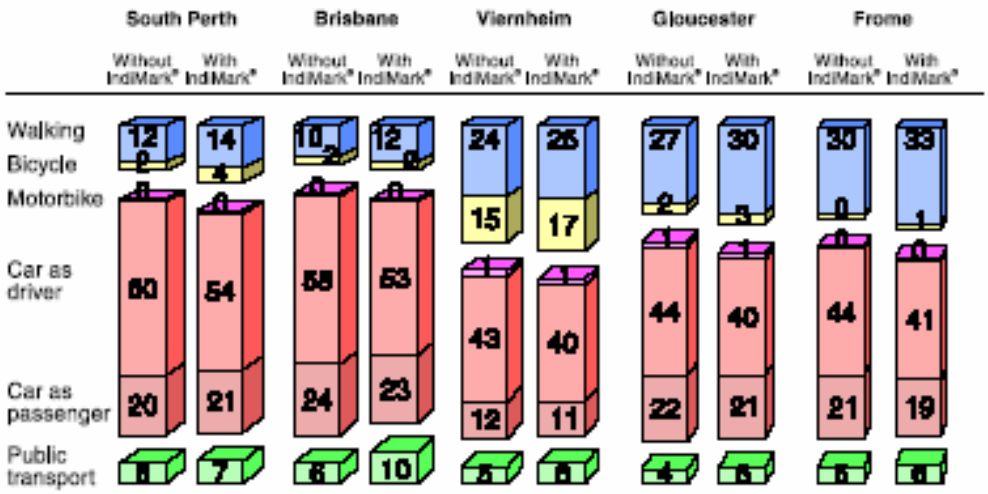
Costs	**$ 1.3 Mio**
Benefit	**$ 16.8 Mio**

Cost-Benefit-Ratio	**1 : 13**

Since then further pilot projects have been conducted promoting all environmentally friendly modes (walking, cycling, public transport) using individualised marketing. In all projects the share of car as driver could be reduced significantly.

In Brisbane the reduction of car traffic was 10%, like in Perth. The first project in Germany was in the medium sized town of Viernheim where a reduction of car traffic of 8% could be reached. Two other projects were conducted in England. One in Gloucester with a reduction of 9% and Frome with a reduction of 6% (Fig. 8).

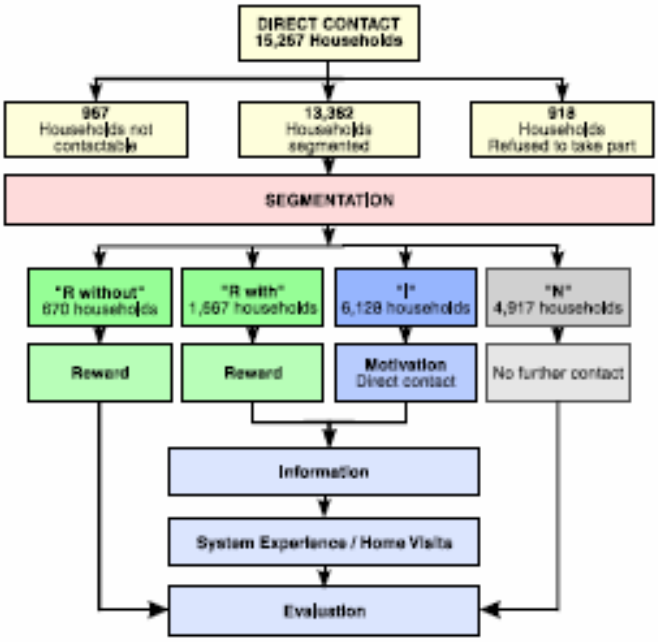
Figure 8 *Pilotprojects*



4 *The South Perth Large Scale Demonstration Project*

In general, Individualised Marketing means establishing a dialogue through an individualised, direct contact approach via a detailed step-by-step procedure. Through these stages there is a communication process based on personal contact, providing information and further support on an individual basis. This personal contact can motivate people to think more effectively about their daily travel, providing them with information if requested, and supporting their need to try out the alternatives if required.

Figure 9 *Market Segmentation - The South Perth Large Scale Project*



The first phase of IndiMark® is to personally contact all households in a given area.

In South Perth there were 15,267 households; some households (967) were not contactable and 918 households preferred not to take part.

The 13,382 households who were successfully contacted were classified into three main groups "I", "R", and "N" (Figure 9).

- Group "I", (interested/interesting households) are households that are not using environmentally friendly modes regularly, but who are interested in doing so. This group is more likely to change and to continue to use environmentally friendly modes with personal contact, motivation and information. There were 6,128 households in this group in South Perth, and they received the most attention.
- Group "R Without" (at least one member of the household is a regular user of an alternative mode, without a need for further information). These 670 households were rewarded with a small gift.

- Group "R With" (at least one member of the household is a regular user of environmentally friendly modes, with information needs). These 1,667 households received a gift, and their requested information.
- Group "N" (not interested / not interesting households) are excluded. In South Perth there were 4,917 households who did not wish to participate or there was no possibility for them to use environmentally friendly modes. This group received no further contact, as it is highly unlikely that any of these households would be able to change their current travel behaviour.
- Group "I" received further motivation, information and the opportunity to receive home visits by specialist staff. For public transport, for example, a household not using buses or trains regularly, may receive a free "test ticket" for a month, to become more familiar with the system.

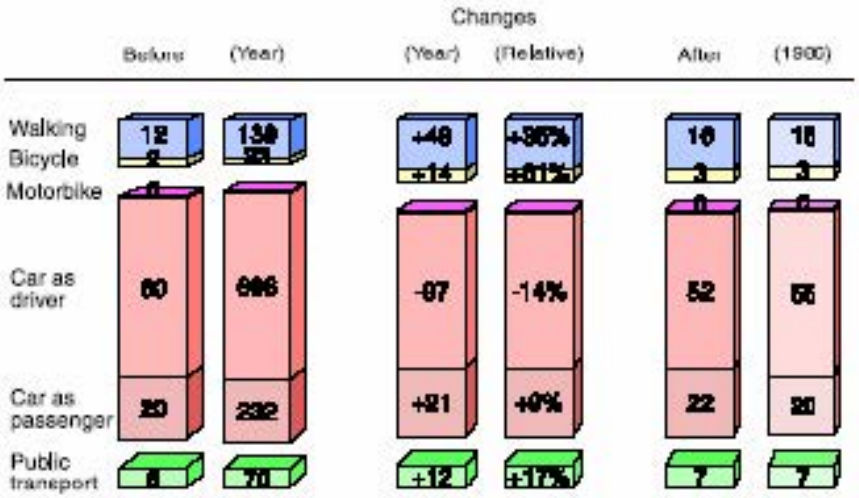
Figure 10 *The South Perth Large Scale Project - Contact Record*

ca. 37,000	letters
ca. 29,000	phone calls
ca. 42,000	items marketing / information material
3,200	personalised timetables (to 1,200 households)
ca. 6,000	individualised packages
616	home visits by Perth Bus staff with
760	test tickets
2,601	personal home contacts by Socialdata (cycling and / or walking)
ca. 9,000	kilogram total weight

During the course of the IndiMark® campaign contact with individual households was made through over 3,000 home visits, 29,000 telephone calls and 37,000 letters (Figure 7).

Around 6,000 packages of information were individually collated, packaged and hand delivered to households in South Perth - totalling about 9,000 kilograms.

Figure 11 The South Perth Large Scale Project – Evaluation



Random sample surveys of the population were conducted before and after the Individualised Marketing programme to measure its effect. In the 'before' survey, the mode share was: 12% of trips by walking, 2% by bicycle, less than 0.5% by motorbike, 60% as car-as-driver, 20% as car as passenger and 6% by public transport. The second column (Year) refers to the number of trips per person per year undertaken by the different modes.

The programme achieved a 14% reduction in car trips, (Changes, Relative) with these trips changing to: walking (up 35%), cycling (up 61%), public transport use (up 17%) and car sharing (up 9%) (Figure 11). The results from the 'after' survey are expressed across the whole population, not just those taking part (Figure 6).

People spent more time exercising through walking and cycling, and overall they made more trips within the City of South Perth than before.

The 14% reduction in main mode share of car-as-driver trips has restored travel patterns to lower car dependence than the 1986 levels of 55%.

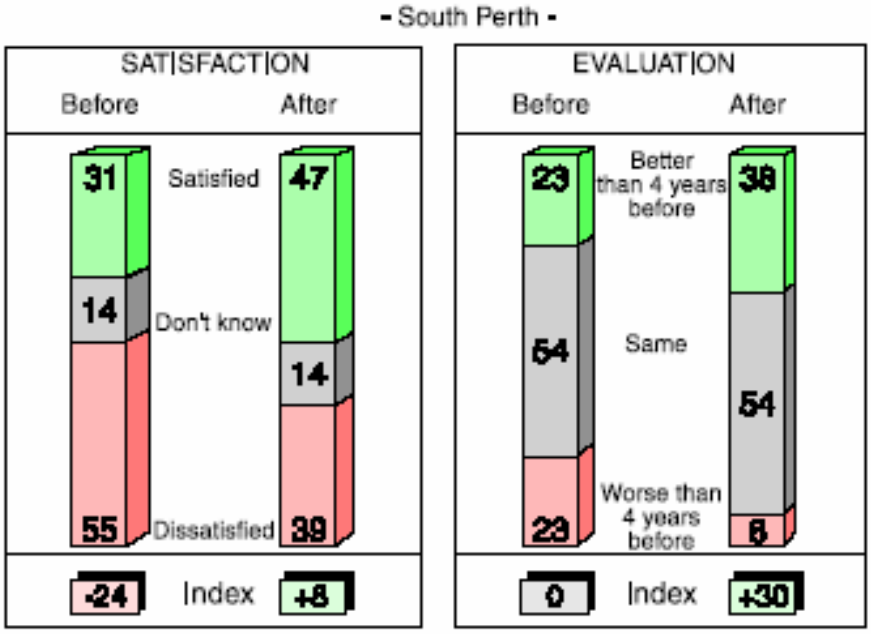
Figure 12 The South Perth Large Scale Project - Changes in Public Transport Use

Month	1999 - 2000	2000 - 2001
Mar	+25 %	+6 %
Apr	+17 %	-12 %
May	+31 %	+4 %
Jun	+42 %	+3 %
Jul	+26 %	
Aug	+34 %	
Sept	+27 %	
Oct	+25 %	
Nov	+20 %	
Dec	+14 %	
Jan 2000	+25 %	
Feb	+5 %	
Total	**+25 %**	**(+1 %)**

Independent bus counts (automatically when people entered the bus) were undertaken as a further measure to evaluate the effectiveness of the programme. IndiMark® took place in February to May 2000. Between March 2000 and February 2001, there was a 25% increase in public transport trips that started in South Perth (Figure 12).

The results from March 2001 to June 2001 show an overall increase (+1%), which indicates that the effect of IndiMark® is sustained.

Figure 13 The South Perth Large Scale Project - Changes Satisfaction with Bus Services



During this period in South Perth, there were no system improvements to the public transport system, only IndiMark®. Yet, despite this, the results clearly show that residents were more satisfied with public transport "after" IndiMark® than "before". The satisfaction-index "before" was -24 (31% - 55%) and rose "after" to +8 (47% - 39%). At the same time the percentage of those which felt that the system has been improved increased from 23% to 38% (evaluation-index "before": ±0; "after": +30).

5 *Large scale applications*

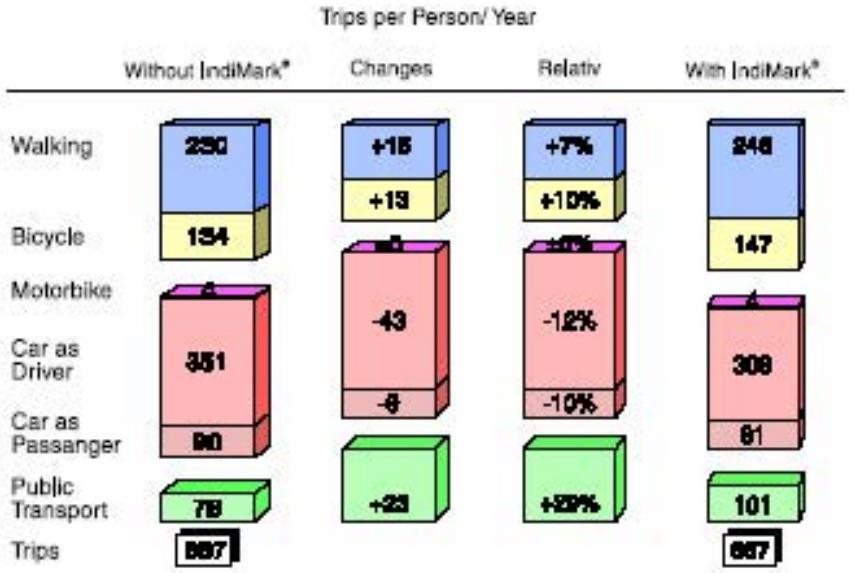
The application in Viernheim

This large scale application was conducted in Viernheim, Germany from the beginning to Mid 2001 in connection to the EU-project TAPESTRY (Travel Awareness Publicity and Education Supporting a Sustainable Transport Strategy in Europe).

To find out about the impacts of the campaign thorough 'before' and 'after' studies were made.

The following graph shows the mode choice before and after an IndiMark®-Campaign.

Figure 14 IndiMark Evaluation



The evaluation shows that without IndiMark® almost the same amount of trips (Per person and year) are made as Car as driver and Car as passenger (441 trips) as by walking, cycling and public transport (442). After IndiMark® the trips that are made as Car as driver decreased by 43 and by 9 for Car as passenger. A significant increase can be noticed for trips made by public transport (+23), bike (+13) and walk (+16). This means that environmentally friendly modes increased by 52 trips while trips made as Car as driver and Car as passenger decreased by 52 trips. Relatively this means there is an increase of walking of 7%, of cycling of 10% and of public transport of 29%. Motorised private modes decreased, Car as driver of 12% and Car as passenger by 10%.

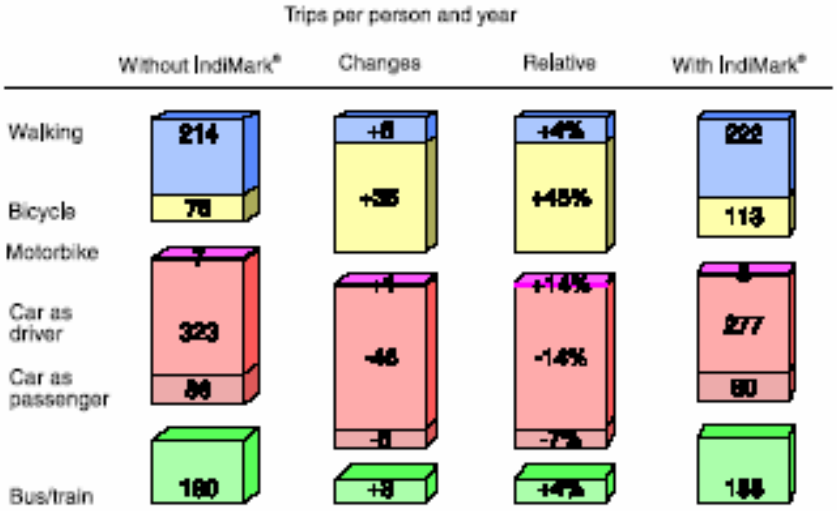
The total number of trips (887) after the IndiMark®-Campaign was the same as before.

The application in Gothenburg

The large scale application in Gothenburg was conducted between February and May 2002, with the 'before' study in January and February and the 'after' study between August and September 2002.

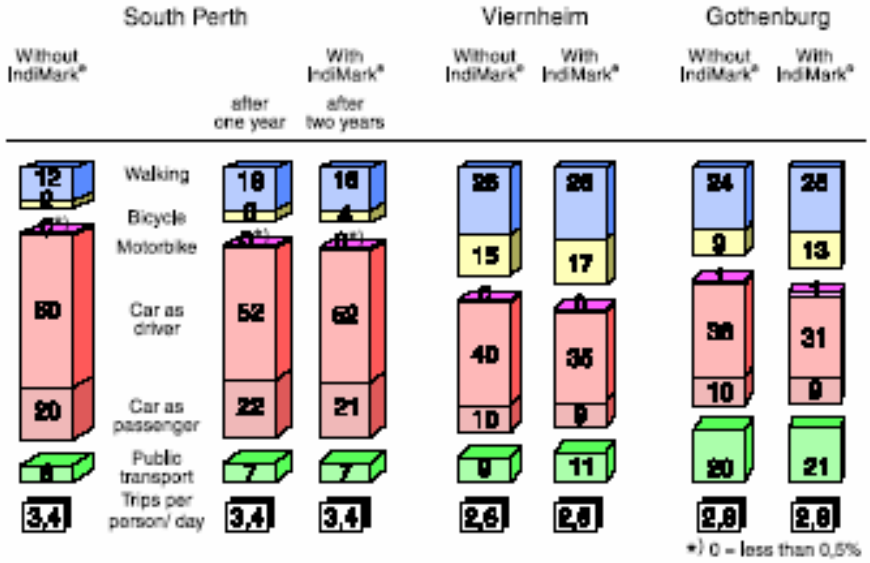
Here a reduction of Car as driver of 14% was achieved by individualised marketing, while the share of walking had an increase of 4%, the share of cycling of 45% and the share of public transport of 4%. The share of all trips made by environmentally friendly modes could be raised from 53% to almost 60% of all trips. The total number of trips (888) after the IndiMark®-Campaign was the same as before.

Figure16 Evaluation of IndiMark



The following chart shows a summary of the results of all so far evaluated large scale applications for all environmentally friendly modes. It is obvious that in all cases the share of car as driver is reduced significantly after an IndiMark®-Campaign. The second evaluation of the South Perth project shows that the reduction of car use is sustainable. This shows that it is possible to achieve a sustainable travel behaviour change by individualised marketing.

Figure 17 *Large Scale Applications*



Individualised Marketing has been used to promote public transport in 15 countries, and over 60 pilot projects and more than 100 large-scale applications (involving nearly 1.5 million people) have been conducted (Figure 11). The South Perth project was the first large-scale application to include walking and cycling, as well as public transport.

Figure 18 IndiMark® Large Scale Application Projects

	Projects:	Target persons:
Germany West	40	720,425
Germany East	21	455,535
Sweden	23	151,044
Austria	10	140,043
Switzerland	4	15,549
Australia	4	85,000

6 *The Homeopathic Way*

Traffic congestion is a real problem. Reducing the number of personal trips made by car will help preserve our quality of life and our environment. To achieve real change, a natural way is necessary.

Our approach is to work with the community and to motivate them to consider alternative ways of travelling.

If the aim of fostering the use of environmentally friendly modes is to be taken really seriously, a "soft policy" approach must be used. People should receive information, which enables them to improve their perception and to motivate them and to empower them to make their own decisions, rather than telling them what they should do.

Figure 19 Changing Travel Behaviour the Homeopathic Way

Through direct contact in an on-going communication process, people can be motivated more effectively to think about their daily travel. This personalised approach means that the information needs of people can be identified and provided in a very specific way. They receive only that information which they really need instead of a low-level "flood of material". Providing information tailored to individual situations is far more convenient and motivating, than having to filter through and select from multiple possibilities.

Everyone has trips that can be changed. So it is not just a matter of making car trips more efficient. For example, providing improved transport infrastructure will not necessarily encourage people to change their mode choice, only to use the system more efficiently. The decisive factor in improving the transport situation and everyday mobility is to change to alternative modes. It is important for people to identify trips where alternative modes can be used, without having to make huge lifestyle changes – small changes across the population result in large changes overall.

If it is possible in a car dominated city such as Perth, it is certainly possible for London.

7 Current Projects

The Department for Planning and Infrastructure of Western Austalia conducts IndiMark-Projects annually in different suburbs of Perth (Marangaroo, Subiaco). IndiMark® for all environmentally friendly modes is currently being applied in a pilot Portland (USA).

Completed but not yet evaluated projects can be found in Bristol (UK) and in the Paris region.

Figure 20 IndiMark Projects to Watch

AUS	South Perth	Pilot	Evaluated
D	Viernheim	Pilot	Evaluated
AUS	Brisbane	Pilot	Evaluated
UK	Frome	Pilot	Evaluated
UK	Gloucester	Pilot	Evaluated
F	Athis-Mons*)	Pilot	Completed
F	Montreuil/Bagnolet*)	Pilot	Completed
USA	Portland	Pilot	Completed
AUS	South Perth	Large scale	Evaluated
D	Viernheim	Large scale	Evaluated
S	Göteborg	Large scale	Evaluated
AUS	Cambridge	Large scale	Completed
AUS	Marangaroo	Large scale	Completed
AUS	Subiaco	Large scale	Completed
UK	Bristol	Large scale	Completed

*) Both in the Paris area

8 Conclusion

The application of the large scale Individualised Marketing in South Perth exceeded the projections that, based on the pilot study conducted in 1997 were thought possible. Following IndiMark®, car as driver trips went down by 14%. At the same time, walking increased by 35%, cycling by 61% and public transport by 17%. These results show that this form of voluntary travel behaviour change is an effective tool for promoting sustainable ways of travelling.

Similar results were achieved in the large scale applications in Viernheim (Germany) and Gothenburg (Sweden). Viernheim showed a reduction of car use of 12%. In Gothenburg a reduction of car use of 13% was achieved and also and an increase in all environmentally friendly modes (walking +4%, cycling +45% and public transport +45%).

It also showed that only small changes were required. Switching two trips a week (for example, walking to the local shops and back) instead of using a car, would achieve these significant effects. Reducing our reliance on cars also has many environmental and health benefits – traffic congestion will decrease, air quality will improve, there would be less road trauma, and people will be fitter and healthier.

On a meeting of the London Assembly in January 2002 in London on "Reducing Traffic Congestion" different ways of reducing car traffic were discussed. As a consequence of this meeting Lynn Featherstone Chair of the Transport Policy and Spatial Development Policy Committee of the London Assembly summarises the result as follows:

"We need to involve directly the people of London in finding ways to reduce congestion – rather than impose solutions on them – and persuade people that with their support we can achieve even more. That, as I see it, is one of the great merits of the individualised marketing approach; people are empowered to contribute to solutions through personal actions."

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