



DEPARTMENT OF  
FINANCE

CITY OF SACRAMENTO  
CALIFORNIA

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SACRAMENTO, CA  
95814-2696

BUDGET DIVISION

February 25, 1991

916-449-5845

Budget & Finance Committee  
Sacramento, CA

Honorable Members in Session:

SUBJECT: Cleaner Air Partnership's Smog Squad 1991 Campaign

SUMMARY

A presentation will be given by Stephen Hopcraft, President of Hopcraft Communications. The Smog Squad is a project of the Cleaner Air Partnership of Sacramento. The pilot program began in 1990 and was cosponsored by a consortium of public and private agencies, including the City of Sacramento. The Smog Squad uses telephone, direct mail and face to face communications to provide target drivers with information and incentives designed to persuade them to increase their ridesharing. The attached proposal requests a cosponsorship from the City of Sacramento in the amount of \$25,000 for the 1991 campaign.

RECOMMENDATION

This report is for Committee Information.

Respectfully submitted,

Ken Nishimoto  
Budget Manager

TRANSMITTAL TO COMMITTEE:

JACK R. CRIST  
Deputy City Manager

Attachment

**PROPOSAL TO  
THE CITY OF SACRAMENTO  
FOR SPONSORSHIP OF  
THE SMOG SQUAD:  
NEIGHBORHOOD PARTNERS  
FOR CLEAN AIR  
1991 CAMPAIGN**

**February 1991**

**SUMMARY:**

The Smog Squad is a project of the Cleaner Air Partnership of Sacramento. Our pilot program in 1990 was cosponsored by a consortium of public and private agencies, including the City of Sacramento. The Smog Squad grassroots clean air campaign utilizes community organizations and networks and mass communications media to reduce motor vehicle trips, especially by reducing solo driving. We target and reach drivers that public opinion research has identified as most likely to change their driving habits. The Smog Squad uses telephone, direct mail and face to face communications to provide target drivers with information and incentives designed to persuade them to increase their ridesharing. We reach drivers through door-to-door canvassing, phone banks, personalized direct mail, home meetings and small neighborhood events. Our combination of mass and interpersonal communications methods maximizes impact and combines two effective approaches to increase ridesharing.

The City of Sacramento was a cosponsor of the 1990 Smog Squad campaign. A final report on our 1990 effort was submitted to the City, and a briefing was presented to the Transportation and Community Development Committee on January 8th.

Some notable accomplishments of our 1990 campaign include:

- \* \* *The Smog Squad contacted nearly 11,000 targeted drivers with a plea to drive less.*
- \* \* *Obtained more than 1300 Clean Air Pledges from drivers vowing to do less solo driving.*
- \* \* *Drivers pledged to cut more than 100,000 trips this year.*
- \* \* *117 volunteers participated in the Smog Squad effort.*
- \* \* *Most Smog Squad volunteers (66%) told the evaluators they are willing to volunteer again.*

An independent evaluator followed up on the Smog Squad campaign and concluded that:

- \* \* *80% of those making a pledge to drive less remembered the Smog Squad months after making the pledge;*
- \* \* *34% reported they had made some change in their driving habits;*
- \* \* *54% reported they had discussed the Smog Squad with family, friends, or neighbors;*
- \* \* *67% of the Smog Squad volunteers are either "very" or "pretty" inclined to volunteer again this year.*

Cosponsorship of the Smog Squad's 1991 campaign will enable the City of Sacramento to share in the benefits of funding by other cosponsors, including Regional Transit, the County of Sacramento, the Sacramento Area Council of Governments (SACOG) and CalTrans Sacramento Rideshare. Cosponsorship will bring resources such as personnel, volunteers, access to motor vehicle owner lists, phone banks, premiums, incentives and collateral funding to the City of Sacramento's effort to reach city drivers with persuasive appeals to reduce solo driving trips.

Working with the City of Sacramento, the Smog Squad Neighborhood Partners for Clean Air campaign will target city neighborhoods for inclusion in our 1991 campaign. The Smog Squad will identify and communicate with drivers in these neighborhoods by mail, phone, door-to-door, and mass media advertising. The focus of the communications will be to provide drivers with information and incentives designed to increase the use of Regional Transit, carpools, biking, walking and ridesharing alternatives. The Smog Squad and the City of Sacramento will work together to choose the neighborhoods.

Our effort to decrease solo driving trips will include targeted direct mail, promotions, neighborhood alternative transportation fairs, telemarketing, and neighborhood walks. We will reach target drivers with appeals from people they know and respect: neighborhood leaders; elected officials; coworkers; friends; and, relatives. We will offer drivers information, discounts, prizes, and premiums that help them reduce solo driving.

### **Summer Smog Season Campaign:**

The Smog Squad is part of the Sacramento Metropolitan Air Quality Management District's "Summer Smog Season Campaign". This district-wide advertising and public relations campaign provides a community-wide context for the door-to-door effort. Themes and messages for the two efforts are mutually reinforcing. The combination of efforts and methods helps maximize results.

### **Why a Smog Squad?**

Research shows that people change behavior as much based upon messages received from respected individuals and groups as from the mass media. The Smog Squad is a campaign waged by people talking to people. We work with neighborhood associations, community groups, churches, schools, and other community networks to identify the need to reduce driving with ongoing goals of respected community institutions and individuals.

Shopping and commuting begin from home each day. Carpooling will usually team people who live near each other, particularly for shopping. The heart of the Smog Squad is stimulating people to talk to people they know, work or live with. The Smog Squad brings neighbors together to hear from an acquaintance who has reduced driving, and discuss ways to team up to take kids to school, go shopping, commute to work or play, and promote bicycle and pedestrian safety in the neighborhood.

### **Premiums and incentives:**

Regional Transit donated 12,500 free trip coupons to the 1991 effort. This year, RT is expected to donate at least that many coupons and also an undetermined number of RT monthly passes as incentives for leaders and volunteers as well as drivers to participate. Tower, Inc. donated \$500 worth of merchandise in 1991 as an incentive, and is expected to donate at least that amount again this year. In addition, the Smog Squad will seek premiums and incentives from bicycle shops, grocers, restaurants, sports goods retailers, and other merchants and corporations.

**The Campaign:**

The Smog Squad will target 16,000 drivers who fit the profile of likely "ridesharers" as identified by recent public opinion research. Our primary focus of communications will be to encourage drivers to investigate alternatives to solo driving. Our secondary purpose will be to persuade drivers to pledge to reduce their total auto trips through embracing the range of ridesharing alternatives to solo driving: biking, walking, ridesharing, trip planning, Regional Transit, and others.

*Building Upon Success of 1990 Campaign:*

One-fourth of our resources will be targeted at building upon the success of the 1990 Smog Squad campaign. The 1300 drivers who pledged to reduce their solo driving trips will be contacted at the beginning of our 1991 effort. They will be surveyed to determine the *actual number of trips they reduced since they made their commitment last summer.*

These 1990 pledgers will then be asked to expand their participation in the Smog Squad effort by volunteering in one of our activities. These pledgers will be asked to host a showing of our Clean Air Video in their home for their neighbors, to contact drivers in their precinct whom we were unable to reach last year, to walk with us in a neighboring area, to participate in our phone bank, or to join the clean air campaign in some other manner.

We will continue to communicate with these drivers throughout the 1991 campaign to reinforce their commitment to reducing their own driving. We will offer these pledgers additional incentives and premiums to sustain their interest in the clean air effort.

*Direct Mail:*

Our communications effort begins with a direct mail appeal to target drivers. The appeal will be cosponsored by the Sacramento Metropolitan Chamber of Commerce and the American Lung Association of Sacramento -Emigrant Trails (ALASET), and will be coauthored by local elected and community leaders.

These appeals will be mailed under the ALASET bulk mailing permit, offering the most economic postage rate. The direct mail appeals will include Regional Transit free ride coupons and schedules, Rideshare matchlist applications, information about discounts and premiums for participating drivers, a letter from local leaders requesting ridesharing, and other information and incentives about ridesharing alternatives.

*Telemarketing:*

The Smog Squad follows up on our direct mail communication with telephone contact. We will target drivers for telemarketing communications that will reinforce and supplement the direct mail, person-to-person, and advertising efforts. We manage a volunteer telephone bank weekday evenings. Our phone bank is staffed by trained volunteers, and is sponsored and underwritten by ALASET, offering the City of Sacramento free phones and service.

Our telemarketing effort will also furnish the City of Sacramento with useful information about the attitudes and behavior of city drivers. We will survey each driver reached with a questionnaire designed in conjunction with the City of Sacramento. This survey will assess each driver's willingness and ability to embrace ridesharing alternatives and offer information and incentives that prompt each driver to consider all available alternatives.

All surveys are passed on to CalTrans Sacramento Rideshare for individual followup with drivers who have expressed interest in any of the range of ridesharing options. Rideshare personnel will work with drivers to supply carpool matchlists, Regional Transit personalized trip planning services, and other transportation information.

*Neighborhood Walks:*

After contacting drivers by mail and phone, the Smog Squad then organizes door-to-door walks to make personal contact with drivers, and ask them to sign a pledge to reduce their driving trips.

The Smog Squad will organize and conduct at least one door-to-door walk in each of the selected neighborhoods. We will recruit volunteers from the community sponsors as well as Smog Squad core volunteers for these walks.

The Smog Squad will work to attract media coverage of these walks so that the clean air message is heard throughout the community. The Smog Squad will design and prepare all materials needed for these community walks, assemble the kits and manage the distribution. The Smog Squad will train all volunteers and manage the collection of pledge cards.

*Mascot:*

The Smog Squad takes its mascot horse on most precinct walks. Last year, Chester the Precinct-Walking Horse, attracted the attention of neighborhood children, their parents, and the news media to our clean air efforts. The presence of the mascot brings an air of fun and excitement to the door-to-door effort, and serves as a symbol of options to the motor vehicle. Drivers hear our message when a horse comes to their door!



*Neighborhood Alternative Transportation Fairs:*

Contingent upon the approval and participation of the Partners for Clean Air Steering Committee and Working Group, we propose to add a new element to our grassroots clean air campaign in 1991.

The Smog Squad will culminate our campaign in each community with a neighborhood alternative transportation fair. This new component in our campaign will serve as a focus for bringing additional information about alternatives into the neighborhoods. These fairs will also lend a festive atmosphere to the effort to reduce vehicle trips and help attract driver and media attention.

The Smog Squad will organize alternative transportation fairs. We will solicit cosponsors for these fairs. The fairs will combine with the neighborhood walks to involve the community in a visible demonstration of ridesharing alternatives. The Smog Squad mascot, city elected officials, the news media, Regional Transit, CalTrans Sacramento Rideshare, bike clubs, and others will participate in the fairs.

We will organize premiums, prizes, games, contests and promotions to draw neighborhood drivers to these fairs.

*Radio Promotions:*

The Smog Squad will work with the news media to design and implement promotions that reinforce the grassroots effort. Such promotions will increase awareness and use of ridesharing alternatives.

Hopcraft Communications will solicit station promotional cosponsors, including KFBK-AM, KSFM-FM, KQPT-FM, and KXOA-FM. Such promotions would include live-remote broadcasts, prizes and recognition for drivers who reduce their solo driving trips, sponsorship of free rides on certain RT lines, and participation in the neighborhood alternative transportation fairs.

Radio station involvement could range from participating in a neighborhood alternative transportation fair via live-remote broadcast, sponsoring free ride days on specific RT lines that correspond to a particular Smog Squad neighborhood walk (i.e., "FM 102 will offer all College Greens residents a free ride this Saturday on RT's 32 line"), and awarding concert tickets or music products to volunteers and leaders who gather the most clean air pledges.

### Targeting Neighborhoods:

The selection of Smog Squad target neighborhoods for 1991 will draw heavily upon the results of last year's pilot campaign. Attached please find a "Smog Squad Precinct Performance" chart prepared by the Cleaner Air Partnership of Sacramento.

In general, City precincts performed better than those in the County. Certain neighborhoods performed extremely well, others moderately-well, and still others poorly. We intend to expand our efforts in the most successful neighborhoods; drop some that did not respond, revise our approach in those that performed moderately well, and test new areas.

City neighborhoods that performed well in the 1990 effort and have expressed interest in cosponsoring our 1991 campaign include:

- \* \* Tahoe Park;
- \* \* The Pocket;
- \* \* Woodlake;
- \* \* North Sacramento;
- \* \* East Sacramento; and,
- \* \* Oak Park.

City neighborhoods that performed moderately well and could improve performance in a revised campaign include:

- \* \* South Natomas; and,
- \* \* College Greens/Glenbrook.

City neighborhoods that we consider potential additions in 1991 include:

- \* \* Midtown;
- \* \* Airport/Hollywood Park;
- \* \* River Park;
- \* \* Valley Hi; and,
- \* \* Campus Commons.

**Campaign Materials:**

The Smog Squad will design and produce all campaign materials, including:

- \* \* Lawn/Window posters;
- \* \* Pledge cards;
- \* \* T-shirts;
- \* \* Buttons;
- \* \* Volunteer training kits;
- \* \* Driver education/participation kits;
- \* \* News media advisories and releases;
- \* \* Neighborhood organization sponsorship appeals;
- \* \* Direct mail appeals;
- \* \* Target driver mail and phone lists;
- \* \* Customized transportation information;
- \* \* Phone surveys; and,
- \* \* Walking kits and maps.

**Program Cost Elements:**

Attached please find a detailed budget for the Smog Squad's 1991 campaign. Our total campaign budget is \$118700.00. We are requesting \$25,000 for City of Sacramento cosponsorship.

The budget is itemized. The most significant expense category is for personnel. Person-to-person communication with drivers is highly labor intensive. The 1991 Smog Squad campaign will involve thousands of staff hours and hundreds of volunteer hours. At least five Smog Squad staff will be funded by the personnel expenses. These staff will design and produce materials, recruit neighborhood sponsors and volunteers; organize, train and supervise volunteers; produce neighborhood alternative transportation fairs and clean air walks; and, perform all other necessary tasks.

(end)



# STEPHEN K. HOPCRAFT

## COMMUNICATIONS CONSULTING

### SMOG SQUAD BUDGET - 1991

February 15 thru October 31

ITEM:	COST:
<b>Printed materials</b>	
Telemarketing survey (1000)	\$400.00
Lawn/window signs (800)	\$1500.00
Direct mail packages (14000)	\$5000.00
Volunteer training package	\$500.00
Brochure (20,000)	\$4000.00
Rideshare applications (3000)	\$400.00
Design	\$1000.00
Lists & Labels	\$2500.00
<b>Direct Mail</b>	
Design	\$800.00
Postage	\$1200.00
<b>Incentive Purchases</b>	
Premiums for participating drivers	\$1000.00
Incentive purchases (Tower Records, movie tkts.)	\$1500.00
Volunteer recognition event prizes	\$750.00
Volunteer recognition event food	\$600.00
<b>Promotional Materials</b>	
T-Shirts	\$2000.00
Mascot	\$1200.00
<b>Telemarketing</b>	
ALASET phone bank cost	\$1000.00
<b>Neighborhood transportation fairs (12)</b>	<b>\$3600.00</b>

**Personnel**

**(Includes overhead and clerical support)**

Campaign Manager	\$47500.00
Campaign Coordinators	\$31000.00

**Miscellaneous expenses**

Gas	\$500.00
Food for volunteers	\$400.00
Incidentals: fax, long-distance, supplies, newsclips	\$900.00
Precinct maps	\$250.00
RSWS Management Fee	\$6500.00
Donations to cooperating organizations*	\$1500.00
Messenger	\$100.00
Contingency (1%)	\$1100.00

**TOTAL:** \$118700.00

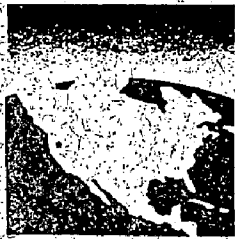
\* Donations to cooperating organizations pay for mailings to their members who live outside selected precincts but within the neighborhoods, special newsletter production and distribution, and other Smog Squad-related expenses.

**SMOG  
SQUAD**

**NEIGHBORHOOD  
PARTNERS**

**FOR  
CLEAN**

**AIR**



**SMOG SQUAD**  
3551 N Street  
Sacramento, CA 95816  
(916) 457-5546

Campaign  
Manager: Steve Hopcraft



**AMERICAN LUNG ASSOCIATION**  
*of Sacramento-Emigrant Trails*

**B&F 3/05/91 Item #2**

## CITY OF SACRAMENTO

### SMOG SQUAD 1991 FUNDING

City participation is fundamental to the Smog Squad's ability to mount a 1991 campaign.

The County of Sacramento has authorized \$60,000 for the 1991 Smog Squad campaign. Much of our campaign can be targeted at City drivers if the City participates in funding.

We plan to reach 16,000 targeted drivers -- an increase of 30% over 1990's 12,500. With timely funding, we can also reach an additional 50,000 drivers in conjunction with CalTrans Sacramento Rideshare.

CalTrans Sacramento Rideshare has authorized \$23,000 in in-kind contributions for the Smog Squad 1991 campaign. That contribution can only be utilized if the full Smog Squad budget is authorized by March 15th.

The Regional Transit District has been asked to authorize \$40,000 in cash and an additional \$20,000 in in-kind contributions.

The SMOG SQUAD Neighborhood Partners for Clean Air is sponsored by the Cleaner Air Partnership of Sacramento, a joint project of the American Lung Association of Sacramento-Emigrant Trails and the Metropolitan Chamber of Commerce; and is funded by the County of Sacramento Environmental Management Dept., Regional Transit District, City of Sacramento, the Sacramento Area Council of Governments, and other concerned individuals.

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