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DEPARTMENT OF
PUBLIC WORKS

CITY OF SACRAMENTO
CALIFORNIA

CITY HALL
ROOM 207
915 I STREET
SACRAMENTO, CA
95814-2673

OFFICE OF THE DIRECTOR

January 8, 1991

916-449-5283

ADMINISTRATION
916-449-8747

Transportation and Community Development Committee
Sacramento, CA

SUBJECT: REPORT ON SMOG SQUAD PREPARED BY THE CLEANER AIR
PARTNERSHIP OF SACRAMENTO--INFORMATION ITEM

The attached report from the Cleaner Air Partnership of Sacramento provides information on activities to date of a pilot project called the Smog Squad. This project is a joint effort of the City, Regional Transit, the County of Sacramento Environmental Management Department and SACOG to demonstrate the use of neighborhood-based education to reduce vehicle trips during the smoggy season.

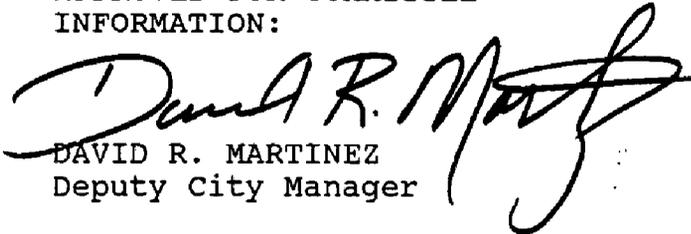
Jude Lamare, Project Manager of the Cleaner Air Partnership and Steve Hopcraft of Hopcraft Communications will make a brief presentation at the Committee meeting and will answer any questions you may have.

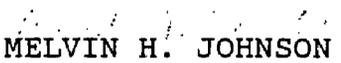
Respectfully submitted,

Robert Lee, Deputy Director
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January 8, 1991
All Districts

December 21, 1990

Memorandum

To: City Council, Transportation and Community Development Committee
City Public Works Staff
From: Jude Lamare, Project Manager, Cleaner Air Partnership
Subj: Report Back on Smog Squad

In the spring of 1990, the City of Sacramento agreed to partially fund a pilot program to demonstrate the use of neighborhood based education to reduce vehicle trips during the smoggy season. This pilot project, called the Smog Squad, resulted from the good will of the City, Regional Transit, the County Environmental Management Department and SACOG.

A part of the effort included an evaluation by an independent consultant. The final report by the consultant has been delayed. What I have included for your review is:

a copy of my description of the entire public education program and its implementation in 1990;

a copy of Hopcraft Communication's final report on the Smog Squad;

copies of tables developed for the consultant's draft report on the achievements of the Smog Squad.

Steve Hopcraft and I are prepared to make a brief report to you on January 8, and to answer any questions you may have. At that time, we can provide more information on the evaluation consultant's work.

A joint project of the
American Lung Association

AMERICAN LUNG ASSOCIATION
of Sacramento Emergent Trails

and the
Sacramento Metropolitan
Chamber of Commerce



Sponsored by the
Sacramento County
Environmental
Management
Department

Judith Lamare, Ph.D
Project Manager

 recycled paper

**Smoggy Season Public Education in Sacramento California
A Report to the City of Sacramento, Transportation and Community
Development Committee**

Judith Lamare, Ph.D., Project Manager

Cleaner Air Partnership of Sacramento

A Joint Project of the American Lung Association and the Sacramento Metropolitan Chamber of
Commerce

1823 Eleventh Street, Sacramento, Ca. 95814

December 21, 1990

Public Education Plan

The Cleaner Air Partnership of Sacramento is a joint project of the American Lung Association of Sacramento-Emigrant Trails and the Sacramento Metropolitan Chamber of Commerce. In 1989 the Partnership prepared a public education plan, "A Time to Clean Up the Air," with funding from the City and County of Sacramento, and broad public participation. The plan was incorporated into the Sacramento Metropolitan Air Quality Management District's air quality management strategy and major portions of it were implemented in 1990.

The public education plan was developed to respond to the recommendations of the Cleaner Air Partnership Policy Recommendations Report of 1987, and subsequent special legislation. It is intended to complement and support implementation of programs and regulations regarding vehicle trip reduction, clean fuels and low emission vehicles, and coordination of land use, transportation and air quality plans. It was not considered an alternative to regulation. Sacramento has had developer and employer trip reduction ordinances since 1983, and the 1989 City Transportation Systems Management Ordinance requires employers to come up with plans and programs to get 35 percent of peak hour commuters in modes other than drive alone. The Sacramento Metropolitan Air Quality Management District is preparing a new air quality attainment plan as required by the California Clean Air Act, and a new commute alternatives rule that will be part of that plan. The new plan will contain a public education program.

For most districts in the state, the public education plan they develop under the California Clean Air Act will be a first generation plan. For Sacramento County it will be a second generation plan. An evaluation report is being prepared on the 1990 implementation of the public education plan.

The 1989 plan outlined five public education programs: the smoggy season campaign, the pollution advisory program, the business education program, the school education program and the commuter education program. The smoggy season campaign for 1990 combined two elements, a media and public relations campaign effort with a pilot neighborhood grassroots campaign called

the Smog Squad. The school education program was spearheaded by the American Lung Association and focused on the "Lungs for Life" curriculum and a personal air quality forecast board. It was directed toward fourth graders. The business education program was primarily implemented by the Cleaner Air Partnership, in cooperation with the Metropolitan Chamber of Commerce, and included a survey of 627 business owners and managers. The pollution advisory program of the air district worked with media and large employers to advise drivers of air pollution forecasts daily. The commuter education was carried out by the local ridesharing agency (Caltrans Sacramento Rideshare) and transit agency (Sacramento RT) with the support of the Drive Smart Task Force, a private-public group sponsored by USAA, an insurance firm.

The Smog Squad

The most innovative element of the 1990 public education effort in Sacramento was the Smog Squad. Conceived by Hopcraft Communications in response to the request for proposal for the smoggy season campaign, the Smog Squad was separately funded from that campaign, and conducted as a pilot project by the Cleaner Air Partnership of Sacramento. Funding (\$75,000, including \$8,000 for independent evaluation) was provided by the Regional Transit District, the Sacramento Metropolitan Air Quality Management District, the City of Sacramento and the Sacramento Area Council of Governments.

The Smog Squad was designed to use grassroots campaign techniques, similar to those used to elect local candidates to office, and to focus on neighborhood contacts to persuade people to take alternative modes of transportation during the smoggy season. Twelve specific neighborhoods were targeted within the County. Drivers in the neighborhoods were contacted by phone, by mail and by door-to-door visits. A total of 817 Sacramento drivers took a clean air pledge to drive less during the smoggy summer months as a result of neighborhood contact by the Smog Squad. We have not yet evaluated the impact of the pledges on driver self-reported behavior.

The phone bank operated 46 nights during the campaign and made 1,233 contacts, with 44 volunteers working a total of 258 hours to make the phone calls. Ten to twelve minute interviews were done with drivers reached on the phone, and these are being analyzed now. The Smog Squad walked nearly every Saturday from June 23 - September 29; 17 neighborhood walks reached 3,427 drivers at their doors with a personal plea from neighbors to reduce solo driving. The walks were popular with the media, and the media coverage expanded the impact of the program to a broader audience.

Neighborhood and community organizations, and regional organizations such as the American Lung Association and the Sierra Club chapters, supported the effort. The American Lung Association provided the phone bank location and volunteers to help get out the mailing. Local elected officials provided leadership in the neighborhood activities. When we began the project there was serious concern in the Cleaner Air Partnership Steering Committee that the Smog Squad would not be able to recruit the 80 volunteers that the project design required. In fact, 330 people volunteered to help the Smog Squad. One hundred seventeen volunteers actually gave a minimum of three hours each to the campaign. The evaluation team will be interviewing volunteers to assess factors affecting volunteer motivation and interest in the project. We believe that Earth Week activities in Sacramento made a very positive contribution to interest in the Smog Squad. At three Earth Week activities, Steve Hopcraft and volunteers were able to get 498 clean air pledges and 120 drivers volunteered to help in the Smog Squad campaign.

The neighborhood walkers distributed driver participation packets consisting of an auto litter bag with the carpool phone number (Caltrans Sacramento Rideshare), two free ride coupons and Regional Transit schedules specific to the neighborhood, and a letter from neighborhood leaders and elected officials. In September, a special Rideshare Week brochure was also distributed. Precinct walkers carried a supply of RT system maps, Rideshare bike route maps, Rideshare matchlist applications and RT personal trip plan request forms.

The Smog Squad was termed "the neighborhood Partners for Clean Air" to align it with the overall advertising and public relations campaign managed by another firm, Runyon Saltzman Weagraff & Siegel. The Smog Squad had its own brochure, but it used the graphics and other materials from the ad campaign.

The Partners for Clean Air Campaign

The County of Sacramento Environmental Management Department is responsible for the smoggy season campaign, and contracted with Runyon Saltzman Weagraff & Siegel to conduct a two year, \$500,000 effort. The campaign was named "Partners for Clean Air" and emphasized broad community participation, and coordination of similar public education efforts by the Regional Transit District, Caltrans Sacramento Rideshare, Drive Smart, the American Lung Association and others.

Partners for Clean Air adopted the slogan "Join the Revolution Against Air Pollution," and emphasized that citizens could help clean up the air in Sacramento by walking, bicycling, pooling

and taking transit. The campaign produced posters, #10 envelop size information sheets, TV, radio and print ads, and media events. The kick off press conference on April 19, 1990 focused on the large number of organizations supporting the campaign, and included a press binder of information on all the united organizations and a master calendar of events in the community during the May to October period, emphasizing those with a clean air or alternative transportation theme.

A campaign committee of community leaders and a working group of staff members from the various organizations each met monthly during the campaign to review and coordinate activities. Major community involvement was also achieved through co-advertising and radio promotions, as well as participation in community events with the Partners for Clean Air booth. Co-advertising brought \$49,240 in business sponsorships, added to \$62,088 of public service time. In-kind donations of services were valued at \$20,000. The County paid for \$50,000 in advertising time. The total value of the advertising campaign was \$161,153. There were 11 radio promotions during the season.

The Partners for Clean Air campaign had a number of other dimensions. One major example: a local developer chose to spend \$50,000 for Free Transit Day on April 19; the cost included paying RT's daily passenger revenues to RT, and promoting the day through the media and business and community communications. The results were remarkable. The transit system carried 35 percent more people. Another example is the use of the call-in number and the distribution of "citizen participation packets." Almost all ads included the call-in number. Overall 1000 citizen participation packets were distributed. Another example was the regionalization of the campaign. Two neighboring Air Pollution Control Districts contributed \$5,000 each to campaign activities, primarily radio advertisements.

Measurement of Change

Measurement of public education efforts depends on the conduct of public opinion surveys. Surveys have been conducted in January/February 1989, April, 1990 and October, 1990. Marquart Policy Analysis Associates has been retained by the Cleaner Air Partnership to conduct independent analysis, using the survey data and data gathered by Marquart, and to provide a report by December, 1990 on the 1990 implementation of the public education plan. While that report is not yet ready for release, some of the survey comparisons can be made here based on reports from the polling firm, META Information Services.

Between the 1989 public opinion survey and the first 1990 survey, the proportion of Sacramentans who report that they regularly commute to work by driving alone dropped from 75 percent to 68 percent. In October 1990, this proportion rose to 77 percent. The biggest difference in measurement between surveys was the proportion of people that said that their commute mode varied, depends or was something other than those listed. In the October, 1990 and in the January 1989 surveys that group was 2 percent, in April, it was 6 percent. The margin of error in the surveys is 5 percent. Based on the result of three surveys, it appears that drive alone commuting in Sacramento on average is between 73 and 75 percent of the commuters.

Attitudes have shifted during the last two years, with an increase of 18 percentage points in the proportion of drivers saying they personally will have to change in order for Sacramento to have clean air (from 34% to 46% to 52%). This is an important shift in public opinion that has resulted from a very small investment in public education. A similar increase was found in the percentage who say that they have changed a transportation habit in the last year in order to help reduce smog in the Sacramento area (26% in 1989 to 38% in April 1990).

About 38 percent of Sacramento's drivers bike, take transit or carpool at least twice a week (includes commuting and non-commuting trips). About 53 percent of the residents say they could choose to get out of their cars at least some of the time, and this proportion has remained about the same through three separate surveys.

Evidence from recent surveys of carpoolers and transit riders indicates that the air quality message has had an impact. New riders of light rail and the bus rate air quality high as a reason for their use of transit. For new light rail riders, this is significant because they tend to be discretionary riders who do have a car available to them. Carpoolers also rank air quality as a major reason for pooling. (See bibliography for references.)

Transit ridership is definitely up in Sacramento, due to increased service, employer subsidized transit passes, and higher gas prices. Riders take obvious pride in helping to clean up the air. They become agents of transportation change in the community. Data available now indicate that carpooling is not increasing.

In terms of awareness, a quick comparison of the April and October 1990 surveys on identical awareness questions shows that the campaign has increased public awareness of the pollution forecast, of air pollution information on the radio and in magazines, and of advertisements on

helping to reduce air pollution. for example, in April, 30 percent noticed the pollution standards index every day or nearly every day, and in October, 37 percent noticed the pollution standards index every day or nearly every day.

Also in October respondents were asked to agree or disagree with the statement "Cars, trucks and vans are the major cause of Sacramento's air pollution problem. Seventy-five percent of Sacramento's drivers agreed with this statement. In April, respondents were asked whether cars, trucks or vans are the major cause, part of the problem but not the major cause, or not a cause at all of Sacramento's smog. Fifty-one percent said it was part of the problem, but not the major cause, and 47 seven percent said it was the major cause.

New Directions?

The Cleaner Air Partnership Steering Committee will be evaluating the public education plan implementation in January. The analysis consultants are presenting issues in their report. Steering Committee members also have ideas about new directions. Meanwhile, the County Environmental Management Department is preparing a public education element for the California Clean Air Act Plan, to be circulated during the winter of 1991.

The Sacramento Metropolitan Chamber of Commerce would like to see a business to business marketing campaign on clean air alternatives similar to the Smog Squad. We are looking for a source of funding, for inspiration from other cities, and we want to have a plan for such a program. Our Business Survey on Air Quality and Transportation helps define the need.

The American Lung Association continues to expand the Clean Air Week outreach (first week of May), and anticipates continued and expanded outreach to fourth graders and their teachers this year, with funding from the Air Quality Management District. Clean Air Week activities provide a focus early in our smoggy season, and an opportunity for media, businesses and community groups to promote alternative transportation.

At an August 27, 1990 press conference prompted by the Cleaner Air Partnership Steering Committee, Sacramento community leaders challenged other metropolitan areas to reduce dependence on petroleum fuels by at least 10 percent to clean the air and cut foreign oil imports. We have challenged other cities to an ongoing competition to reduce vehicle trips. A healthy competition between cities might help us to reach our common goal of reducing air pollution.

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Smog Squad Precinct Performance

Precinct	Pledges /Resident	Pledges		Volunteers		Phone		Personal		Mail		Packet Size		Assoc'n Support	
		#	Rank	#	Rank	#	Rank	#	Rank	#	Rank	(Pop)			
Oak Park	0.29	83	4	12	6	28	9	156	5	267	10	100	10	Small	Good
Mission O	0.25	43	9	4	9	81	2	73	10	126	12	126	9	Small	Excell
Tahoe P	0.18	75	5	14	5	0	12	371	1	217	11	250	4	Small	Excell
Woodlake	0.18	126	1	60	1	80	3	93	8	435	7	545	1	Large	Excell
East Sac	0.15	109	2	38	2	68	5	153	6	670	2	240	5	Large	Excell
Pocket	0.13	107	3	17	4	75	4	190	3	1967	1	0	12	Large	Excell
Fair Oaks	0.12	54	8	1	11	16	10	158	4	319	8	164	7	Small	Poor
SNatomas	0.07	55	7	30	3	38	7	140	7	467	6	264	2	Large	Fair
CollGlen	0.07	39	11	0	12	34	8	30	12	279	9	157	8	Med	Poor
North Sac	0.06	63	6	9	7	95	1	235	2	544	4	255	3	Large	Good
HoweHurl	0.06	40	10	5	8	46	6	90	9	594	3	197	6	Med	None
Woodside	0.03	23	12	2	10	12	11	38	11	506	5	64	11	Med	None

Precincts are listed in order of number of pledges per resident obtained
 Data drawn from tables in preliminary Marquart report on Smog Squad
 Ranks are based on the absolute number attained for each precinct
 "Phone", "personal", "mail", "packet" refer to contacts by each media

Smog Squad Telephone Contacts: Report and Comparison

Question	Smog Squad First Call	City Oct. 1990	County Oct. 90	Overall Oct 90	
Personally Change?					
Yes	61%	55%	50%	51%	
No	31%	43%	44%	44%	
DK	8%	2%	5%	4%	
Changed over the last year?					
Yes	39%	City 4/90 39%	Co. 4/90 37%	Overall 4/90 38%	Smog Squad 2* 35%
No	61%	60%	62%	61%	65%
					since 1st call
Choose not to drive?					
Yes	71%	City 10/90 58%	Co. 10/90 50%	Overall 10/90 53%	
No	26%	37%	45%	42%	
Maybe/DK	2%	4%	5%	5%	
Commute to work					
Drive Alone	70%	68%	82%	77%	
Pool	8%	17%	11%	13%	
Transit	7%	7%	3%	5%	
Bike	2%	4%	2%	2%	
Walk	5%	2%	0%	1%	
Other/Depends	9%	2%	2%	2%	
Ever walk to shop when you could drive					
Yes	61%	City 4/90 54%	Co. 4/90 41%	Overall 4/90 45%	
No	38%	46%	59%	55%	
Every share a ride to shop when you could drive separately					
Yes	50%	61%	60%	60%	
No	50%	38%	39%	39%	

Observation: Smog Squad contacts were more aware than the county average of the need for personal change
 Smog Squad contacts were more likely to say that they could choose not to drive
 Smog Squad contacts were not more likely to use alternative commute modes (than city residents)
 Smog Squad contacts were not more likely to report a change in transportation habits over the last year
 Smog Squad contacts were more likely to walk to shop/less likely to shop with a friend

Smog Squad Telephone Contacts: Report and Comparison

Comparison of Smog Squad Telephone Contacts (over 300 interviews) and followup calls to 35 by MPAA

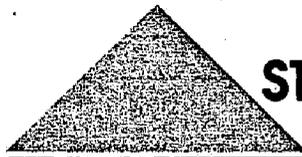
Question	Smog Squad 1	Smog Squad 2
Made a pledge	65%	34%
Type of pledge		
<i>Recalled:</i>		
Drive less		23% Includes those who recall
Rideshare/pool		14% the pledge but did not make
Transit		9% the pledge
Neighborhood Walk		9%
DK		3%
<i>Made:</i>		
Bike/RT/Walk to Work	33%	
Carpool or vanpool to work	15%	
Bike, RT or walk to shop	37%	
Shop with a friend	36%	
Carpool kids to school	6%	
Pooling other	20%	
Changed transportation habits		34%
Fewer trips		11%
More transit		9%
Walk more		3%
Pool more		3%
Change attributed to Smog Squad		11%
Change attributed to other		14%
Change not accounted for		9%
No Change reported		66%
Agreed to help Smog Squad	13% to 21%*	
Reports participation		17%

*13% agreed to walk

*4% agreed to be leaders

*4% agreed to use video/lit with group

There is likely some duplication in these categories



STEPHEN K. HOPCRAFT

COMMUNICATIONS CONSULTING

THE SMOG SQUAD

GRASSROOTS CLEAN AIR CAMPAIGN

SUMMER 1990

FINAL EVALUATION REPORT

By:

Hopcraft Communications

December 14, 1990

Public Relations • Campaign Management • Marketing • Advertising • Government Affairs • Fundraising
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Introduction:

The first year of the Smog Squad campaign proved that Sacramento drivers will respond to pleas from their neighbors to do less solo driving. Of the drivers contacted, 12% made a personal pledge to reduce their solo driving. More than a thousand drivers pledged to cut more than 2,000 trips per week. If those drivers fulfill their commitments, more than 100,000 trips will be eliminated over the coming year.

Our first year's experience confirmed public opinion surveys that Sacramentans are aware of our serious air pollution problem, **but don't understand that they must alter their driving behavior to clean up the air.** We made the point with nearly 11,000 drivers that each time they turn the key, they contribute to air pollution. With over 1300, we moved from education to action by persuading them to "take the Clean Air Pledge".

Some elements of our original campaign plan worked well, some moderately well, and others not at all. By the time we received funding commitments, the campaign season was upon us. We launched our campaign with an aggressive recruitment effort during EarthWeek, and never stopped until September 30.

The Smog Squad feels proud of the results we obtained. Though it is difficult to measure precise reductions in auto trips and air pollution achieved, several indicators show that drivers did listen and respond. The return on the Regional Transit free ride passes was a phenomenal 40% -- higher than nearly all other similar RT promotions. An independent survey of our volunteers indicates that they are highly likely to work again in future Smog Squad campaigns. The neighborhood clean air sponsors have indicated a desire to adopt another precinct in their communities next year.

We learned a great deal about how to implement the Smog Squad campaign plan, and feel confident that future years would be even more successful. We established a solid foundation for future efforts. Given more lead time, the Smog Squad can increase its level of activity by involving more organizations as

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sponsors. The first year proved that the Smog Squad can help reduce air pollution caused by vehicle trips.

Leaders and Volunteers:

Like all grassroots campaigns, the Smog Squad's success depended upon our ability to motivate volunteers to donate their time and credibility to the neighborhood clean air effort. The original idea was to recruit 80 volunteer leaders (5 for each precinct) who would spend 78 hours each over the course of the summer bringing the clean air message to their neighbors. This high level of time commitment would be reduced by the recruitment of volunteers to assist the leaders.

We exceeded our goal by involving 117 volunteers in the campaign. We recruited 23 leaders and 94 volunteers. We were unable to persuade leaders to take on as much responsibility as originally hoped. Our estimate of the time leaders would put in was too high. The volunteer leaders gave fewer hours than 78 per capita. We recorded a total of 419 volunteer hours. And our original estimate of the time to be spent with each driver (30 minutes) was also high.

The Smog Squad recruited volunteers from the American Lung Association of Sacramento-Emigrant Trails (ALASET), Sierra Club, and the League of Women Voters. The late funding of the Smog Squad precluded timely outreach to additional organizations that might be willing to take a larger role in helping sponsor the Smog Squad campaign, thus providing a larger pool of potential volunteers. Such organizations do exist, and may be willing to join the Smog Squad campaign.

A pool of willing volunteers was recruited for future Smog Squad activities. Most volunteers are willing to volunteer again:

Marquart Policy Analysis Associates (MPAA) conducted a followup phone survey of some of the 117 Smog Squad volunteers. The MPAA study found that the volunteers scored the Smog Squad high on having enjoyed the experience, being willing to volunteer again in 1991, and slightly less high ("3" on a scale of 1 to 5) in rating the effectiveness of the Smog Squad in persuading drivers to reduce their solo driving.

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Video Parties:

The Smog Squad produced few video showings. We found that volunteers were reluctant to invite neighbors into their homes for a video party. Several volunteers did show the video, both at home and at work. This element of the campaign needs greater attention in coming years.

EVALUATION: THE SMOG SQUAD RECRUITED MORE VOLUNTEERS, BUT FEWER LEADERS, THAN ANTICIPATED. THE TOTAL VOLUNTEER HOURS WERE FEWER THAN PLANNED. THE EXPECTATION FOR LEADERS SHOULD BE REDUCED AND THE ESTIMATE FOR AMOUNT OF TIME SPENT WITH EACH DRIVER ALSO REDUCED. THE 23 LEADERS AND 94 VOLUNTEERS FORM A BASE FOR INCREASING THE AMOUNT OF TIME LEADERS DONATE NEXT YEAR, MORE LEADERS CAN BE RECRUITED FROM THE RANKS OF EXPERIENCED VOLUNTEERS, AND MORE HOURS SHOULD BE DONATED BY EACH VOLUNTEER TO INCREASE THE AVERAGE TIME DONATED PER VOLUNTEER FROM 3.5 HOURS TO 6 HOURS (2 SHIFTS). THE SMOG SQUAD SHOULD MAINTAIN CONTACT WITH THE 1990 VOLUNTEERS PRIOR TO STARTUP OF THE 1991 CAMPAIGN. FUNDING FOR THE SMOG SQUAD SHOULD BE MADE AVAILABLE IN FEBRUARY OR MARCH FOR DEVELOPMENT OF SPONSORS AND RECRUITMENT OF VOLUNTEERS.

Incentives:

The Smog Squad used incentives to help motivate volunteers and leaders. Incentives are valuable in giving drivers and volunteers a concrete reward for altering their solo driving behavior.

Regional Transit "Free Ride" Coupons:

THE SMOG SQUAD'S RETURN ON RT'S DONATION OF COMPLIMENTARY PASSES WAS EXTREMELY HIGH, REPRESENTING ONE OF THE MOST SUCCESSFUL OF RT'S PROMOTIONS. THIS RETURN DEMONSTRATES THAT DRIVERS DID PAY ATTENTION TO SMOG SQUAD MATERIALS, AND DID CHOOSE AN ALTERNATIVE TRANSPORTATION MODE MUCH MORE FREQUENTLY THAN OTHER CASES WHERE THE SAME INCENTIVE WAS DISTRIBUTED IN A DIFFERENT MANNER. DRIVERS WILL RESPOND TO INCENTIVES WHEN RECEIVED FROM A CREDIBLE NEIGHBORHOOD SOURCE.

The Smog Squad distributed 12,500 "free ride" coupons donated by Regional Transit (RT). The RT coupons were important in many areas where the Smog Squad had its greatest success. RT reports that "4,829 complimentary transit passes distributed by Smog Squad were used of the 12,500 donated. This corresponds to 38.6 percent return rate. Over the last year, only the State Fair (summer, 1990) distribution (425,000) resulted in a larger number of returns (18,500 rides)...The State Fair distribution was a 4.4 percent return. More typical were returns below the 39 percent achieved by the Smog Squad" (Lamare memo, 12/12/90).

For comparison, in 1989 RT distributed 35,680 free tickets along route lines 1, 25, and 3. These routes were also included in Smog Squad precincts. The rate of return from RT's promotion was 2.6% (934 of 35,680). Clearly, the Smog Squad distribution was of a different character and impact. We conclude that greater impact was achieved because the premiums were distributed by neighborhood leaders, and thus attracted more attention and greater response from drivers.

An additional unknown number of RT passes were used on RT Metro. Since the lite rail trains do not have fare collection boxes, but tickets are examined at random

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intervals, there is no reliable method to capture the coupons used.

EVALUATION: THE SMOG SQUAD SHOULD CONTINUE ITS USE OF PREMIUMS AND INCENTIVES, ESPECIALLY THE RT FREE TRIP PASSES. THE SMOG SQUAD SHOULD CODE THE RT PASSES WITH THE PRECINCT NUMBER FOR BETTER TRACKING OF NEIGHBORHOOD RESPONSE RATES.

These premiums were more useful in some Smog Squad precincts than in others. Oak Park and North Sacramento drivers were more likely to be motivated by a \$2 premium than were Fair Oaks drivers due to income differences between the two areas.

Corporate Sponsors:

Tower Inc. donated \$500 in merchandise coupons to the Smog Squad. Volunteers who put in a three-hour shift were rewarded with a \$5 Tower merchandise coupon. This incentive was very useful, and Tower should be approached for a larger donation for 1991.

EVALUATION: OTHER CORPORATE AND COMMUNITY SPONSORS SHOULD BE APPROACHED FOR DONATIONS OF MERCHANDISE AND OTHER REWARDS THAT WILL HELP INCREASE THE AMOUNT OF VOLUNTEER HOURS. SPECIAL INCENTIVES SHOULD BE SET ASIDE FOR DISTRIBUTION ONLY TO LEADERS (THOSE WHO PUT IN MORE THAN 30 HOURS). OTHER PREMIUMS SHOULD BE AWARDED TO THE PRECINCT SPONSOR THAT PERFORMS BEST, TO THE VOLUNTEER WHO PUTS IN THE MOST TIME, TO THE PERSON WHO COLLECTS THE MOST PLEDGES, AND TO THE DRIVER WHO PLEDGES TO REDUCE THE MOST TRIPS.

Precinct Selection:

In consultation with the CAP project manager, the number of precincts selected was reduced from the original target of 16 to 12. The remaining 25% of resources were set aside to respond to community events that arose outside a particular precinct (EarthWeek, Alternative Transportation Day, State Fair, neighborhood association members contiguous to the chosen precinct).

An effort was made to select precincts so that targeted precincts:

- ** were areas likely to have persuadable drivers;
- ** lay within 1/4 mile of a high-service Regional Transit bus or RT Metro line;
- ** included a broad cross-section of demographic groups;
- ** in both the city and the county were included in the pilot program, and the targeted precincts were located in different geographic areas.

Of the 12 precincts selected, 4 (Woodside, Howe-Hurley, Fair Oaks, and Mission Oaks North) were located in the county. The remaining 8 were located within the city limits. The city precincts generally responded better to the Smog Squad campaign. Mission Oaks North was the county precinct that performed best.

Selection of precincts was limited to those areas in which a neighborhood sponsor could be recruited. Precincts selected were located in a broad range of neighborhoods: older, established, moderate to high income (East Sacramento, Woodlake, Fair Oaks, Mission Oaks North); moderate income condominium owners (Woodside); high-minority, low-income renters (Howe-Hurley); high minority, low-income renters and homeowners (North Sacramento, Oak Park); and, moderate income homeowners and renters (College Greens, Tahoe Park, the Pocket, South Natomas).

Although it is impossible to identify response to the RT incentives by precinct, we are convinced that response to the Smog Squad incentives was greatest in those areas that are low/moderate income (North Sacramento, Tahoe Park, Oak Park), or

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are very well-organized and established (East Sacramento, Woodlake, the Pocket, Mission Oaks North). This impression is based on the response from drivers contacted at their doors, and from the return of pledge forms. Newer areas are much more difficult (South Natomas), as are those with major condo complexes (Woodside) and precincts consisting mainly of low-income apartments (Howe-Hurley).

More affluent areas with low RT service are very problematic (Fair Oaks), and require a campaign tailored to fit the community.

EVALUATION: APPROPRIATE SPONSORED COUNTY PRECINCTS ARE MORE DIFFICULT TO LOCATE THAN CITY ONES. THE SMOG SQUAD SHOULD EXPAND ITS EFFORT IN OLDER, STABLE NEIGHBORHOODS LIKE FAIR OAKS AND MISSION OAKS NORTH. THE SMOG SQUAD SHOULD INTENSIFY ITS EFFORT TO RECRUIT SPONSORS WITHIN THE COUNTY. THE SMOG SQUAD SHOULD CONTINUE TO FOCUS ITS EFFORTS IN THOSE AREAS THAT HAVE HIGH RT SERVICE.

Neighborhood Sponsors:

Given the late start due to delayed campaign funding, it was decided that the Smog Squad would operate only in neighborhoods where indigenous leadership could be guaranteed through a neighborhood sponsor. The Smog Squad staff contacted organizations throughout the city and county, and made presentations to the executive boards and members of those groups. Eventually, 12 neighborhood organizations decided to sponsor the Smog Squad campaign, and "adopted" a precinct in their community.

Of the twelve neighborhood sponsors chosen, seven proved to be excellent neighborhood partners for clean air: the Pocket Community Association/Zephyr-Rivergate Homeowners Association; the Woodlake Improvement Club; the East Sacramento Improvement Association; the Mission Oaks North Homeowners Association; the Oak Park Neighborhood Improvement Association; the Tahoe Park Association; and, North Sacramento's Neighbors Aware all turned out volunteers and supported the Smog Squad effort.

Three were moderately successful and could perform better given a second year that builds on the foundation established in 1990: the Natomas Community Association; the Fair Oaks Chamber of Commerce; and, the Colledge-Glen Homeowners Association.

The Smog Squad did select two precincts where no neighborhood sponsor was recruited. In comparison to those with sponsors, these two precincts were far less successful. The Woodside Homeowners Association was the only group approached that refused to sponsor the Smog Squad.

EVALUATION: THE SMOG SQUAD CAMPAIGN DEPENDS UPON ACTIVE NEIGHBORHOOD SPONSORSHIP. IT IS EFFECTIVE ONLY IN THOSE PRECINCTS WHERE INDIGENOUS LEADERS ADOPT THE PROGRAM. THE SMOG SQUAD SHOULD ONLY SELECT PRECINCTS WHERE A NEIGHBORHOOD SPONSOR HAS BEEN RECRUITED. THOSE GROUPS THAT PERFORMED BEST SHOULD BE RECRUITED AS SPONSORS FOR 1991. THOSE GROUPS THAT PERFORMED MODERATELY WELL SHOULD BE ASKED TO MAKE A SPECIFIC

COMMITMENT BEFORE BEING RE-SELECTED AS A SPONSOR.

Elected Officials:

Many members of the City Council and the Board of Supervisors took an active role in supporting the Smog Squad effort. Some lent their names to the direct mail, others walked door-to-door, a few did both and also helped recruit neighborhood sponsors. Not all members' districts contained precincts that were selected (Toby Johnson, Tom Chinn, Terry Kastanis).

Councilwoman Lynn Robie demonstrated that elected official involvement can lend credibility to, and magnify the impact of, the Smog Squad campaign.

Councilwoman Robie hosted and organized the meeting with the neighborhood organizations in her district. Her relationship with these community leaders smoothed the way for the Smog Squad and sent the message to the leaders that the Smog Squad was an important program. The excellent results from the Pocket precinct demonstrate the effectiveness of having such involvement by public officials.

Other public officials participated in Smog Squad organizational meetings as well.

Still others walked precincts with Smog Squad volunteers. All direct mail included the signature of the district elected official.

EVALUATION: THE SMOG SQUAD SHOULD SEEK MAXIMUM INVOLVEMENT OF ELECTED OFFICIALS IN THEIR DISTRICTS. SMOG SQUAD ORGANIZATIONAL MEETINGS SHOULD BE CO-HOSTED BY THE DISTRICT ELECTED OFFICIAL. THESE ELECTED OFFICIALS' KNOWLEDGE OF THE NEIGHBORHOODS SHOULD BE DRAWN UPON IN SELECTING PRECINCTS, RECRUITING SPONSORS, AND COMMUNICATING WITH DRIVERS. PARTICIPATION BY ELECTED OFFICIALS IS HELPFUL IN ATTRACTING MEDIA COVERAGE OF SMOG SQUAD ACTIVITIES AND INCREASES THE CREDIBILITY OF THE PROGRAM.

Smog Squad Walks:

Our 17 neighborhood clean air walks reached 3,427 drivers at their doors with a personal pleas from their neighbors to reduce solo driving. In addition to speaking with drivers who were at home, our 61 volunteer walkers distributed 4,332 Driver Participation Kits that included: an auto litter bag from Sacramento Rideshare; two free trip passes from Regional Transit; the RT schedules specific to the neighborhood; a letter from the neighborhood and elected official sponsors; and, a brochure/pledge form to take the Smog Squad pledge. Our walkers also carried Rideshare's Bike Route Maps, carpool matchlist applications, RT system maps and RT personal trip planning requests.

The success of individual walks was partly dependent upon the effectiveness of the sponsoring group, partly on the Smog Squad's ability to supplement neighborhood volunteers with Smog Squad regulars, and partly on the precinct selected.

The Smog Squad recruited Chester, the Precinct-Walking Horse, as its mascot for the Saturday morning walks. The attention drawn to the walks by Chester was significant. Children would rush to see the horse, and adults' attention would naturally follow. The media were attracted by Chester as a visual symbol of alternatives to the automobile. The use of a mascot made the walks seem more fun, and brought a festive atmosphere to the effort.

EVALUATION: THE SMOG SQUAD WALKS WERE EFFECTIVE IN REACHING DRIVERS FACE-TO-FACE AND IN SIGNING DRIVERS UP TO DRIVE LESS. THE RETURN ON THE RT COUPONS DEMONSTRATES THAT THESE DRIVER PARTICIPATION KITS CAUGHT THE ATTENTION OF DRIVERS AND THAT THOSE DRIVERS RESPONDED.

THE SMOG SQUAD SHOULD VARY THE TIMING OF ITS WALKS TO INCLUDE SEVERAL WEEKDAY EVENINGS TO CATCH DRIVERS NOT HOME ON WEEKENDS. THE SMOG SQUAD SHOULD SIMPLIFY ITS WALKING MATERIALS TO INTEGRATE ALL AVAILABLE SERVICES INTO ONE HANDOUT. THE SMOG SQUAD SHOULD INCREASE ITS USE OF INCENTIVES FOR WALKERS AND

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SHOULD PASS OUT TOWER COUPONS OR OTHER PREMIUMS AT THE CLOSE OF THE WALK TO ENSURE GREATER PARTICIPATION BY VOLUNTEERS.

THE SMOG SQUAD SHOULD CONTINUE ITS USE OF A MASCOT FOR ITS PRECINCT WALKS. THE MEDIA MAY BE LESS INTERESTED IN CHESTER OR ANOTHER HORSE IN FUTURE YEARS, SINCE "IT'S BEEN DONE". IF NOT A HORSE, THEN SOME OTHER SYMBOL SHOULD BE USED.

Smog Squad Reach:

The Smog Squad targeted 12,500 drivers for contact. The Smog Squad made a total of 15,949 contacts with 10,979 drivers. Based on the prior public opinion research by the Cleaner Air Partnership, the Smog Squad targeted 5,012 drivers in the 12 selected precincts for intensive communication. The Smog Squad attempted to reach each of these target drivers through direct mail, door-to-door contact, and phone contact. In practice, most targeted drivers were reached through one or two of these modes of communication. We combined these modes of communication so that if we couldn't reach the driver by phone, the mail likely got through. If the driver wasn't home during the precinct walk, then either the mail or the phone contact reached that driver.

EVALUATION: THE SMOG SQUAD MADE MORE CONTACTS (15,949) THAN PLANNED, BUT REACHED SLIGHTLY FEWER DRIVERS (10,979) THAN PLANNED (12,500). THE SMOG SQUAD SHOULD CONTINUE TO FOCUS ON THOSE DRIVERS THE PUBLIC OPINION SURVEYS HAVE IDENTIFIED AS MOST SUSCEPTIBLE TO CHANGE.

Phone Bank:

The Smog Squad operated a volunteer phone bank at the office of the American Lung Association of Sacramento-Emigrant Trails (ALASET) at total of 46 nights during our campaign, and reached 1,233 of our target drivers through the phone bank. 44 volunteers donated a total of 258 hours to the phone bank. 16 volunteers participated on at least 2 occasions, some as many as 8 times.

Volunteers were given phone numbers and names from voter registration lists for

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the selected precinct. The volunteers were instructed to phone only those drivers under the age of 50. Each volunteer had several phone survey forms that included the Smog Squad pledge to drive less.

The phone survey attempted to parallel questions on the communitywide survey research instrument. Some of these questions were either not relevant and/or confusing to many drivers, and our volunteers as well.

Evaluator phone survey indicates drivers retained the message from the Smog Squad phone bank:

Marquart Policy Analysis Associates (MPAA) conducted a followup phone survey of drivers who had been called by the Smog Squad phone bank:

"Forty percent remembered right away having been called by the Smog Squad. When prompted, an additional 40 percent did. Most of the people who associated the call with an organization named their community group."

And, even though the phone surveyor did not mention the Smog Squad, *"Almost 15 percent named the Smog Squad as a sponsor...."*

Eighty percent of the drivers reached remembered the clean air message they'd received. We regard 80% recall rate as extremely successful. The continued association of that clean air message with their neighborhood sponsoring organization demonstrates the strength of the connection with the established neighborhood leaders.

EVALUATION: THE SMOG SQUAD PHONE BANK WAS VERY SUCCESSFUL IN COMMUNICATING WITH DRIVERS WHO WERE REACHED. THE PHONE BANK HAD CONSIDERABLE DIFFICULTY REACHING DRIVERS BY PHONE. THE SMOG SQUAD CAMPAIGN COULD BEGIN IN THE WINTER, THIS WOULD PROVIDE MORE FLEXIBILITY IN REACHING DRIVERS WHO ARE LESS LIKELY TO BE AT HOME DURING THE SUMMER.

THE SMOG SQUAD SHOULD SHORTEN AND CLARIFY THE PHONE SURVEY FORM. IT SHOULD INTEGRATE THE INFORMATION NEEDS OF SACRAMENTO RIDESHARE AND RT TO ALLOW THOSE AGENCIES TO SERVICE DRIVER

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NEEDS. DAILY RESULTS SHOULD BE PROVIDED TO SACRAMENTO RIDESHARE FOR FOLLOWUP WITH DRIVERS. BETTER SOURCES OF DRIVER NAMES AND PHONE NUMBERS SHOULD BE FOUND DUE TO INCOMPLETE AND OUTDATED INFORMATION IN THE VOTER REGISTRATION FILES. IN PARTICULAR, MANY PHONE NUMBERS WERE INACCURATE. REVERSE DIRECTORIES AND OTHER SOURCES SHOULD BE INVESTIGATED.

MORE VOLUNTEERS NEED TO BE GENERATED FOR THE PHONE BANK. EACH NEIGHBORHOOD SPONSOR SHOULD BE GIVEN A SPECIFIC NIGHT OR NIGHTS TO STAFF THE PHONE BANK. GREATER USE OF INCENTIVES SHOULD BE USED TO MOTIVATE MORE VOLUNTEERS TO DEVOTE REGULAR WEEKLY OR BIWEEKLY SHIFTS TO THE PHONE BANK. ALTERNATE LOCATIONS CLOSER TO SOME PRECINCTS SHOULD BE CONSIDERED. IT IS POSSIBLE THAT CELLULAR PHONES COULD BE USED TO ALLOW FOR MOVING THE PHONE BANK FROM PRECINCT TO PRECINCT THROUGHOUT THE CAMPAIGN.

Pledgers:

The Smog Squad 1990 campaign resulted in 1,321 drivers signing a pledge to do less solo driving, especially during the summer months. **These drivers pledged to reduce a total of 2,257 trips per week.** The breakdown of these trip reductions by alternative transportation mode is:

Transit	690
Pooling	387
Walking	718
Biking	462
Total Trips Reduced	2257

It is difficult to estimate the rate of compliance by drivers with the reductions they pledged to make. However, Marquart Policy Analysis Associates conducted a followup survey with a sample of the drivers contacted by the Smog Squad phone bank. Not all of these drivers had taken the pledge to drive less, so we can assume that the response rate for "pledgers" would be higher. Marquart found that:

"Thirty-five percent contend that their transportation habits have changed since the [Smog Squad] phone call...Slightly more than half of those who had changed driving habits attributed the change to the Smog Squad. The rest cited situational or economic reasons. The most frequently claimed change was in trip reduction or planning...followed by the 9 percent who rode public transportation more. More than 50 percent reported they had discussed the Smog Squad phone call or air pollution with acquaintances."

EVALUATION: THE SMOG SQUAD EFFORT WAS HIGHLY EFFECTIVE IN GENERATING DISCUSSION AMONGST NEIGHBORS ABOUT SACRAMENTO'S AIR POLLUTION AND THE NEED TO REDUCE DRIVING. THE SMOG SQUAD WAS ALSO EFFECTIVE IN STIMULATING CHANGE IN TRANSPORTATION HABITS. THE EASIEST CHANGE FOR DRIVERS TO MAKE IS REDUCING THEIR TRIPS THROUGH CONSOLIDATION. THE NEXT STEP TENDS TO BE PUBLIC TRANSPORTATION.

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Precinct Performance:

<u>Precinct Name:</u>	<u>Pledges</u> <u>per target:</u>	<u>Association</u> <u>Support:</u>	<u>Volunteers:</u>
<i>Oak Park</i>	<i>.39</i>	<i>Good</i>	<i>7</i>
<i>Tahoe Park</i>	<i>.35</i>	<i>Excellent</i>	<i>10</i>
<i>Mission Oaks</i>	<i>.34</i>	<i>Excellent</i>	<i>20</i>
<i>Woodlake</i>	<i>.29</i>	<i>Excellent</i>	<i>15</i>
<i>East Sacramento</i>	<i>.22</i>	<i>Excellent</i>	<i>12</i>
<i>Fair Oaks</i>	<i>.18</i>	<i>Poor</i>	<i>2</i>
<i>Pocket</i>	<i>.16</i>	<i>Excellent</i>	<i>17</i>
<i>College-Glen</i>	<i>.14</i>	<i>Poor</i>	<i>2</i>
<i>North Sac'to</i>	<i>.12</i>	<i>Good</i>	<i>6</i>
<i>South Natomas</i>	<i>.08</i>	<i>Fair</i>	<i>11</i>
<i>Howe-Hurley</i>	<i>.07</i>	<i>None</i>	<i>2</i>
<i>Woodside</i>	<i>.05</i>	<i>None</i>	<i>3</i>

(end)