

It all adds up to cleaner air

**A Collaborative Transportation and Air Quality
Public Education and Partnership Building Initiative**

THE FIRST FIVE YEARS

U.S. Department of Transportation
Federal Highway Administration
Federal Transit Administration

U.S. Environmental Protection Agency
Office of Transportation and Air Quality

March 2002



Contents

Executive Summary	1
Introduction	7
The Federal Initiative	7
This Report	8
Initiative Overview	9
What It Is	9
Genesis of Public Information Initiative	10
Intent of Initiative	11
Approach—Use of Pilots and Community Demonstrations	12
Support to State and Local Initiative	13
Research Grounds Initiative	13
Message and Materials Development	18
Evaluation—Demonstration Community Key Findings	20
Achievements and Lessons Learned	27
Partnership Building and Networking	27
Interagency Cooperation, Commitment and Leveraging of Resources	30
Innovative Research-Based Approaches	34
High-Quality and Customizable Materials	35
Valuable Lessons Learned	39
Future Directions	41
National Collaboration to Continue	41
State and Local Partnerships to Continue	42
ACAT To Be Strengthened as Forum	42
Conclusion	43
Appendix A: Pilot Communities	45
Appendix B: Demonstration Communities	53
Appendix C: "It All Adds Up to Cleaner Air" Contact Directory	99

It all adds up to cleaner air



Executive Summary

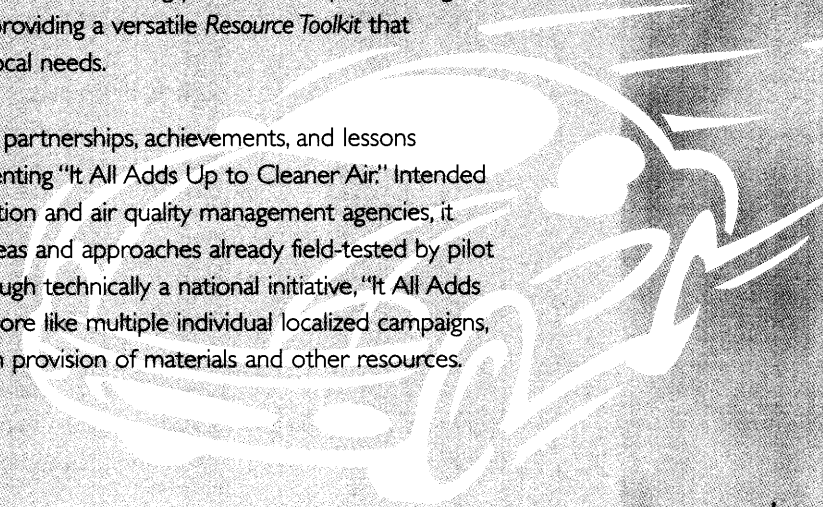
Introduction

While the past 20 years have seen much progress in cleaning up visible air pollution, many people still regularly experience problems of worsening congestion, increased commuter stress, and smoggy skies. Solving these problems requires more than government mandates and technological advances, and calls for real behavior change by the public. But in order for them to make needed changes, the public must view these changes as convenient, cost-effective, and practical. Therefore, a behavior shift by the public requires public education and outreach to increase awareness and ultimately motivate vehicle owners, users, future drivers, and employers to make better transportation choices and promote cleaner transportation modes.

"It All Adds Up to Cleaner Air" is a multilevel public information and partnership-building initiative designed to help people better understand the effect of their behavior and choices on air quality and congestion. The initiative is focused on three efforts: (1) support to communities; (2) formation of a national coalition; and (3) development of an awareness campaign to include creation and dissemination of high-quality public information materials. It provides communities with materials and resources to launch or support high-quality public information campaigns that many state and local agencies otherwise would not be able to finance.

The national context of "It All Adds Up to Cleaner Air" supports local calls to action targeting three core messages: (1) the value of combining travel errands (i.e., trip chaining); (2) the need to keep cars well-maintained; and (3) the benefits of using alternative transportation modes. The initiative provides messages and materials that are supported by a strong research and evaluation component to ensure they have the desired effect on their target audience—the driving public. Developed messages were placed into an array of formats, providing a versatile *Resource Toolkit* that communities can tailor to meet their local needs.

This report chronicles the actions, partnerships, achievements, and lessons learned following five years of implementing "It All Adds Up to Cleaner Air." Intended primarily for state and local transportation and air quality management agencies, it offers many different and innovative ideas and approaches already field-tested by pilot and demonstration communities. Although technically a national initiative, "It All Adds Up to Cleaner Air" really functioned more like multiple individual localized campaigns, supported at the national level through provision of materials and other resources.



Initiative Overview

At the center of "It All Adds Up to Cleaner Air" is the importance of people's choices—in this case, transportation choices and their effect on air quality, congestion, and overall quality of life. Jointly sponsored by the U.S. Department of Transportation (US DOT), Federal Highway and Federal Transit Administrations (FHWA and FTA), and the U.S. Environmental Protection Agency (US EPA) Office of Transportation and Air Quality (OTAQ), the "It All Adds Up to Cleaner Air" initiative seeks to inform people's transportation choices.

With the help of a social marketing firm, the concepts, themes, and materials developed as part of this initiative aim to celebrate the positive choices people are making that improve air quality and reduce traffic congestion. "Flexibility" is a central aspect of the approach, project planners having listened to stakeholders' requests and given them materials and messages that they can adapt and customize to meet their diverse needs. Implemented at the community level, "It All Adds Up to Cleaner Air" does not force a "one size fits all" solution to the unique circumstances encountered by different communities, but provides a variety of interchangeable components that communities can tailor for their own purposes. The range and high quality of materials developed and the leveraging of additional materials and resources by communities are a major initiative highlight.

"It All Adds Up to Cleaner Air" is rooted in an intensive effort by the federal partners (DOT and EPA) to discover the needs of their stakeholders charged with implementing federal requirements. Specifically, states asked for help in meeting tougher requirements issuing from Clean Air Act Amendments of 1990 (CAAA), the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), and now the Transportation Equity Act for the 21st Century (TEA-21), enacted in 1998. States needed the federal government's help to raise public awareness and support for actions that would reduce congestion and air pollution, and help them meet increasingly stringent federal transportation and air quality mandates.

In direct response to stakeholder requests, feedback, and guidance, DOT and EPA developed a national public information partnership-building initiative focusing on individuals' transportation choices and related effects on air quality, traffic congestion, and quality of life.

Following extensive research and message testing, three pilot communities were used to test the initiative in real-world conditions, permitting a view of the concepts, messages, and products at work in actual communities. Project staff integrated lessons learned from the pilot communities, and adjusted the refined initiative's messages, concepts, and materials in 14 demonstration communities, as a way to continue to improve products and concepts and provide support to states.



Support to State and Local Initiatives

The three major components of the "It All Adds Up to Cleaner Air" initiative—support to communities, development of high-quality materials, and formation of a national forum—have an extensive research foundation. The DOT/EPA joint federal management team continually integrated research results and stakeholder feedback into the messages, materials, and strategies developed for the initiative. Part of this feedback strongly advocated formation of a national coalition to address gaps in current public information efforts regarding congestion and air quality and to bring together the best thinking on this subject. The federal partners responded by bringing to the table a number of varied organizations to form the Alliance for Clean Air and Transportation (ACAT), considered central to the initiative's long-term success and sustainability. The initiative's research-based message strategy aimed to develop positive and relevant consumer-based messages to motivate the public to take such voluntary actions as trip chaining, vehicle maintenance, and use of alternative modes of transportation to reduce the effects of traffic congestion and air pollution.

The "It All Adds Up to Cleaner Air" initiative resulted in numerous benefits to the demonstration communities implementing its strategies and materials. Most encouraging were the responses of the state and local project managers and sponsors who reported great success in building coalitions and in raising awareness of decisionmakers and key community groups on transportation/air quality issues. These successes and those that follow will translate into benefits for communities that choose to use "It All Adds Up..." materials, concepts, and networks in the future.

- Overall, the campaign reached its intended audience and raised awareness among target audiences. Consistent with expectations at this juncture, actual behavior did not appear to change significantly. This result was consistent with similar public information initiatives, which require a commitment of a decade or more and multiple partners to effect real behavior change.
- "It All Adds Up..." provided state and local transportation and air quality management agencies with the necessary funding and resources to develop materials and plan media campaigns—resources they would not have otherwise had.
- Testing concepts and products in the "real world" through use of pilot sites, then refining and modifying them in demonstration communities, has proven to be a well-founded and gainful process for beginning a long-term initiative.
- Implementing "It All Adds Up..." has empowered communities to establish and strengthen both traditional and nontraditional partnerships. These strong partnerships, which occurred across demonstration communities, helped to leverage resources, sustain and validate the effort, and bring together a "brain trust" of best thinking and networks.

- The centralized yet flexible approach used in delivering this initiative serves well those state and local communities implementing clean air requirements: federal partners facilitating community-based solutions to community-identified problems minimizes duplication of effort and makes optimal use of scarce community resources.
- Relationships and networks created among those committed to the initiative's principles have brought about increased national consistency, greater leveraging of resources, and continued information sharing, problem solving, and product sharing.
- Being involved with a successful national initiative has improved communities' visibility and credibility: the value of this relationship often outweighed the value of the limited grant funding.
- Collaboration among the federal agencies involved has set an example for state and local agencies to follow in forming partnerships.
- The initiative was instrumental in establishing the Alliance for Clean Air and Transportation, which is designed to meet states' expressed need for a coalition of national groups to tackle public information on transportation and air quality issues. Research indicated that federal participation and a genuine balance of diverse perspectives were essential to the initiative's long-term success.
- The high-quality materials produced for this initiative can be modified and used nationwide by a diversity of organizations involved in transportation and air quality issues.
- "It All Adds Up..." materials and concepts have been successfully integrated into ongoing public information efforts and can also be used as an effective starting point for transportation and air quality programs—as demonstrated by a number of "materials-only" communities (i.e., communities that did not receive the program grant, but wanted the materials for use in their communities).
- The federal initiative laid the foundation for future public information efforts in communities nationwide.
- Grants of \$25,000 per demonstration community were leveraged into more than \$4.7 million of free media, ad sponsorships, and other in-kind services.

Achievements and Lessons Learned

In direct response to the call of their stakeholders, DOT and EPA produced high-quality research-based products that are being modified and used by the range

of organizations involved with transportation and air quality issues. In addition to the creation of high-quality and customizable materials, project achievements include creation of partnerships and networking opportunities, interagency cooperation and commitment, valuable leveraging of resources, and use of innovative research-based approaches. Specific achievements include the following:

- The many relationships and networks created among those committed to the principles of "It All Adds Up to Cleaner Air" have resulted in greater message consistency and leveraging of resources, as well as ongoing information sharing, problem solving, and product sharing. At the state and local levels, "It All Adds Up to Cleaner Air" helped to focus activities, creating a "synergy that worked." The Alliance for Clean Air and Transportation is helping to increase state and local governments' access to current research on transportation and air quality, and enhance the leadership image of those who participate.
- ACAT is another major achievement of "It All Adds Up to Cleaner Air," providing a unified forum of diverse organizations pursuing common transportation and air quality objectives and strategies through public information.
- Praise for the campaign frequently centered on the high-quality materials it produced and the beneficial relationships it forged on many different levels. The materials are "ready to use" and compete at the level of commercially produced print, radio, and television ads. Their quality and versatility provides a high comfort level to organizations interested in augmenting their own campaigns with the "It All Adds Up..." messages and materials or in starting public information transportation and air quality campaigns using the versatile *Resource Toolkit* materials.

"It All Adds Up to Cleaner Air" provides an ongoing learning experience that is still producing new lessons and lending best practices gained from real-world applications. In the future, the federal partners will work to help ensure that good ideas from successful projects are shared and replicated, with national level support.

Future Directions

With ongoing technical support from federal partners and national and local coalitions, public awareness will continue to increase, ultimately followed by real behavior change. Toward that end, EPA, DOT, and ACAT will continue their collaborative relationship. And with additional communications tools, such as an interactive website, communities across the country will have the opportunity to build on the initial successes of "It All Adds Up to Cleaner Air." It is also hoped that the Alliance for Clean Air and Transportation will be strengthened as a forum to address transportation and air quality issues through public information at the national level.



Conclusion

"It All Adds Up to Cleaner Air" provided context and laid the groundwork for future public information efforts in communities nationwide, empowering communities to establish and strengthen both traditional and nontraditional partnerships to pursue regional outreach and education projects.



Introduction

The Federal Initiative

"It All Adds Up to Cleaner Air" is a multilevel public information and partnership-building initiative designed to help people better understand the effect of their behavior and choices on air quality and congestion. While the past 20 years have seen much progress in decreasing air pollution, many people still regularly experience problems of worsening congestion, increased commuter stress, and smoggy skies (see sidebar). Solving these problems calls for real behavior changes on the part of the public—changes they must perceive as convenient, cost-effective, and practical to make. Such a behavior shift by the public requires public education and outreach to increase awareness and ultimately motivate vehicle owners, users, future drivers, and employers to make better transportation choices and promote cleaner transportation modes.

"It All Adds Up to Cleaner Air" seeks to raise public awareness and ultimately effect behavior change using a three-pronged approach: (1) support to communities; (2) formation of a national coalition; and (3) development of an awareness campaign to include creation and dissemination of high-quality public information materials. A national public information and partnership-building initiative implemented primarily at the community level, "It All Adds Up to Cleaner Air" provides communities with materials and resources to launch or support high-quality public information campaigns that many state and local agencies otherwise would not be able to finance.

Jointly sponsored by the U.S. Department of Transportation (US DOT), Federal Highway and Federal Transit Administrations (FHWA and FTA), and the U.S. Environmental Protection Agency's (US EPA) Office of Transportation and Air Quality (OTAQ), this initiative strives to celebrate the positive choices people are making that improve air quality and reduce traffic congestion. Specifically, "It All Adds Up to Cleaner Air" provides a national context that supports local calls to action targeting three core messages: (1) the value of combining travel errands (i.e., trip chaining); (2) the need to keep cars well-maintained; and (3) the benefits of using alternative transportation modes. The initiative provides messages and materials that are supported by a strong research and evaluation component to ensure they have the desired effect on their target audience—the driving public. Developed messages come in an array of formats that make up a versatile "It All Adds Up to Cleaner Air" *Resource Toolkit* that communities can tailor to meet their local needs.

The State of Things: Why the Initiative Came into Being

While air quality has substantially improved since 1970, congestion is increasing everywhere; travel by car has more than doubled over the last 30 years. At the same time, according to the EPA, more than 121 million U.S. citizens live in areas that do not meet federal air quality standards. This situation calls for action and for better transportation choices by individuals. Making better choices requires education to help people better understand the impact of their behavior on air quality and public health. "It All Adds Up to Cleaner Air" is designed to meet that objective. A national initiative implemented at the community level, it encourages travelers to take such air-saving actions as combining trips, maintaining their cars, and exploring other transport options—in other words, to make better choices.

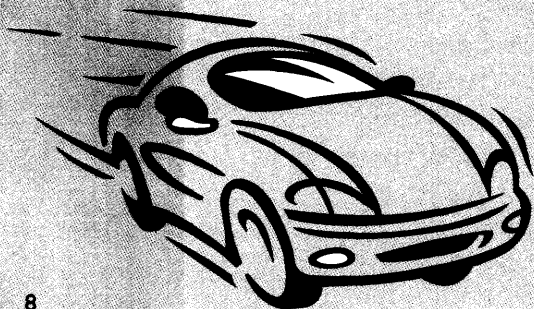
In designing "It All Adds Up to Cleaner Air," the joint federal management team (EPA and DOT) continually integrated research results and stakeholder feedback into initiative messages, materials, and strategies. With the help of a social marketing firm, messages were developed, pilot tested, and distributed to selected demonstration community applicants and others—known as "materials only" communities—upon request. (The latter were frequently communities that did not receive the limited federal funding but who heard of the success of the demonstration communities and wanted the materials for use in their own community efforts.)

For detailed descriptions of each pilot and demonstration community's unique experiences implementing their local campaigns, see Appendices A (pilot communities) and B (demonstration communities). Appendix C contains a directory of community contact information.

This Report

This report chronicles the actions, partnerships, achievements, and lessons learned following five years of implementing "It All Adds Up to Cleaner Air." It describes the process used to design and implement the "It All Adds Up to Cleaner Air" initiative, including the extensive research supporting it at every turn, the achievements and lessons learned in implementing a national campaign at the local level, and future plans for continuing the initiative and the federal collaboration that supports it. Much of what follows is a synthesis of findings reported by demonstration community project managers in their final reports or in select interviews with them and other project material recipients.

This report is intended primarily for transportation and air quality managers and administrators at the state and local levels, who may benefit from this information or want to adopt any of the initiative's ideas and approaches—already tested by pilot and demonstration communities.



Initiative Overview

What It Is

Although technically a national initiative, "It All Adds Up to Cleaner Air" really functioned more like multiple individual localized campaigns, supported at the national level through provision of materials and other resources to help communities launch or support high-quality public information campaigns. Support includes guidance on message and concept development, with an emphasis on achieving consistent messages wherever the campaign is implemented. The structure of the initiative reflects an appropriate federal role—one that supports community-based solutions to community-identified problems.

The centerpiece of "It All Adds Up to Cleaner Air" is the importance of people's choices—specifically, choices made with regard to daily transportation and the effects of these choices on air quality, congestion, and quality of life. With regard to mitigating air pollution, whether people make "big" choices or small, all count and together can have an impact on improving air quality in communities across the country. This national initiative strives to celebrate the positive choices people are making that improve air quality and reduce traffic congestion.

And if "choices" constitute an important theme underlying this initiative, then "flexibility" is its main characteristic. The concepts, themes, and materials associated with "It All Adds Up to Cleaner Air" are designed for participants to adapt and customize, so that diverse communities are not forced into a "one size fits all" template for their unique circumstances. Flexibility was a key guiding factor, both in designing materials and in modifying them in response to participants' expressed needs.

This flexibility is borne out in the range of materials the initiative produced and in the creative uses communities made of them. In the three pilot and 14 demonstration communities that tested the initiative's concepts and materials, "It All Adds Up..." messages made their way onto billboards, radio and television broadcasts, magazine and newspaper pages, subway trains and walls, bus shelters, placemats, and countless displays at community special events. In addition, communities adapted the initiative's materials, messages, and look and feel for websites, electronic scoreboards, doorhangers, tire pressure gauges, car sunshades, calculators, and even beachballs. The range and quality of materials developed and the leveraging of additional materials and resources are certainly a highlight of this initiative and are described later in this report and in Appendices A and B.



Genesis of Public Information Initiative

"It All Adds Up to Cleaner Air" has its roots in an intensive effort by the federal partners (DOT and EPA) to discover the needs of their stakeholders trying to implement federal requirements. Through numerous conversations with state and local agencies, metropolitan planning organizations (MPOs), and air program managers and directors, the joint federal management team learned that states needed and wanted their help. Specifically, states were asking for help in meeting tougher requirements issuing from Clean Air Act Amendments (CAAA), the Intermodal Surface Transportation Efficiency Act (ISTEA), and now the Transportation Equity Act for the 21st Century (TEA-21). States needed the federal government's help to raise public awareness and support for actions that would reduce congestion and air pollution and help them meet increasingly stringent federal transportation and air quality mandates.

During 1994–1996, federal partners brought together stakeholder requests through continued dialogues and through national stakeholder conferences sponsored by the National Association of Regional Councils (NARC) and the Transportation Research Board (TRB). A variety of organizations interested in transportation and air quality participated. NARC research findings helped to further clarify stakeholder needs. The federal partners listened to these requests, identifying the following consensus-based outcomes from efforts to glean stakeholder input and feedback, and applying this "reality-check" guidance to help shape the design of the "It All Adds Up to Cleaner Air" initiative.

- Public information/outreach programs related to air quality need help, as current programs have enjoyed little success in achieving substantial, long-term behavior change.
- Public information programs should show an understanding and appreciation of the economic benefits, costs, and risks—including hidden ones—of desired changes.
- Public information/outreach programs should be built on a common and generally accepted set of data, assumptions, and analyses.
- Public information programs should engage local governments and organizations so that messages are seen as emanating from credible sources "close to home."
- Air quality and mobility messages need a credible rationale supporting them, such as a scientific consensus that personal choices can improve air quality.
- Messages must be simple and understandable to be effective, and should show the cause-and-effect relationships between desired behavior change and other quality-of-life outcomes (e.g., "seat belts save lives").

- Messages should be adaptable to multiple audiences and communicated in simple language that has meaning for them.
- Messages should convey the range of air pollution sources and the contributions each has made to poor air quality.
- Public service campaigns alone will not cause significant behavior change.
- Broad-based and long-term support from the public and private sectors is essential. Programs should have the endorsement and participation of multiple constituencies and coalitions that can leverage resources and expand message reach and effectiveness.
- Performance of public information programs should be measured over time.

Intent of Initiative

In response to stakeholder requests, feedback, and guidance, DOT and EPA developed a national public information partnering initiative focusing on individuals' transportation choices and the associated effects on air quality, traffic congestion, and overall quality of life. A preliminary response called for establishing a national coalition of leading transportation and air quality stakeholders to secure support for the initiative and to achieve common purpose on the part of diverse groups—groups that frequently have common goals but differing paths to perceived solutions.

In the short term, the initiative sought to raise public awareness of the effects of travel choices on air quality and congestion and to highlight the importance of travel choices on traffic congestion and air quality. The long-term goal is to achieve sustained beneficial transportation behavior change by linking the cause and effect of transportation and air quality and by convincing people that they and their communities can make a difference through making simple changes. Another important goal was to create an atmosphere in which state and local partners can take actions that make sense (e.g., regulatory programs such as Inspection and Maintenance as well as innovative ideas like voluntary car-sharing or congestion pricing). The federal partners wanted people to know that there are real and doable steps they can take to mitigate congestion and improve the quality of life in their communities.

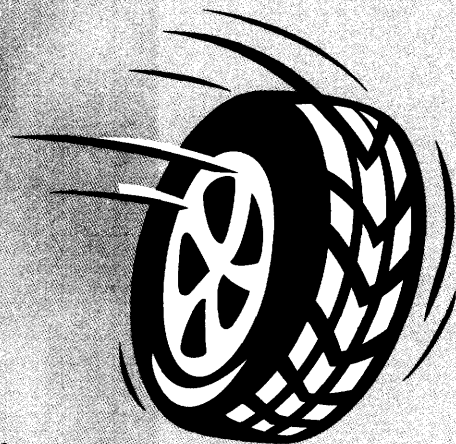
Finally, the collaboration between DOT's Federal Highway and Federal Transit Administrations, EPA's Office of Transportation and Air Quality, and other transportation and air quality stakeholders served as an example for creating effective relationships and partnerships at the state and local levels. The success of the federal partnership encouraged state and local development of and investment in transportation options.



Approach—Use of Pilots and Community Demonstrations

Following extensive research and message testing, the dynamic process of trying out this initiative in real-world conditions began in three pilot communities. This experimentation permitted a view of the concepts, messages, and products at work in actual communities—to see if they had value and/or needed adjusting. Again, flexibility was inherent in the program design, as no single public outreach program or message could effectively inform citizens of air quality problems and the effects of their travel choices. Project planners knew that for a national initiative to be successful, especially one implemented at the local level, it had to have a guiding theme that would resonate across communities varying greatly in the range of available transportation options and in residents' awareness levels. It would also need to provide a variety of interchangeable components that communities could use to customize the initiative.

Following integration of lessons learned from the pilot communities, a decision was made to conduct demonstrations in 14 communities (kicked off in the summer of 1999) as the best way to provide overarching federal support to communities and to continue to improve products and concepts. Each community was given "seed" money in the form of a \$25,000, 18-month cooperative agreement, along with technical assistance for outreach efforts. Demonstrations showed the versatility of project materials, which were modified and customized to meet a myriad of situations across the country. The net effect of this nontraditional national initiative was to produce 14 very different campaigns in 14 diverse settings.



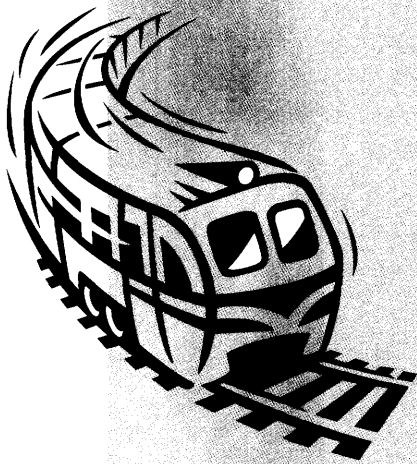
Support to State and Local Initiatives

The "It All Adds Up to Cleaner Air" initiative produced several different "styles" of campaign, including those directed to state and local transportation and air quality organizations, those focused more on businesses, and those aimed at the public at large. Some campaigns were strictly local in scope, some were statewide, and some sought to be both. In all cases, campaign strategies and materials were based on extensive professional research, and supported by tested and refined messages and customer feedback. In addition to a strong research backing, "It All Adds Up to Cleaner Air" gave state and local agencies high-quality messages and materials they could begin using right away. These materials were continually evaluated and improved, with key findings from demonstration communities reflecting their value. These aspects of the initiative are described in more detail below.

Research Grounds Initiative

The DOT/EPA federal management team used research to shape and continually refine the initiative strategy. The team began with its own literature review, then used focus groups to continually refine and improve messages and concepts before testing them out in pilot and demonstration communities. It simultaneously participated in helping to establish the Alliance for Clean Air and Transportation (ACAT), as research showed that a national coalition to address gaps in current public information efforts regarding congestion and air quality would be critical to the success of "It All Adds Up to Cleaner Air." As a national coalition, ACAT is comprised of 25 organizations representing transportation and air quality management agencies, along with environmental advocacy groups, the American Automobile Association, auto manufacturers, public interest groups, highway builders and users, and more—providing a unified forum to support core messages and help ensure the initiative's continued momentum and long-term sustainability.

The research background for this initiative is broad and deep. In 1995, the federal management team conducted thorough reviews of secondary and existing research on similar public information campaigns and their effectiveness, as well as targeted audience research. The latter included long-term studies of consumer attitudes and environment-related behaviors, as well as syndicated market research on purchasing behavior, categorized by demographics and media used. The formative or planning research stage used discussion groups with transportation and air quality stakeholders to refine campaign messages and themes (January 1996), as well as focus groups with the general driving public (February 1996). The next research phase, concept and message testing, targeted communities with a range of transportation options from limited to good, and screened for a driving public predisposed to action stemming from environmental concerns. Six focus groups helped to further narrow



the campaign concepts and messages (June–November 1997) and led to selection of an approach that congratulated people for positive actions they were already taking (see “Anthem Campaign” in “Message and Materials Development” section below). Messages were then refined and translated into a wide range of media, from which communities could select, depending on their transportation options and personal preferences. Program development research resulted in three pilot tests in San Francisco, Milwaukee, and Dover (1998), followed by the conduct of Latino focus groups (1998) and finally “real-world” testing in 14 demonstration communities (May 1999–October 2000). Results of these extensive research efforts are summarized below.

INITIAL RESEARCH RESULTS

The management team’s review of 27 existing transportation/air quality programs, together with a broad-based literature search of public information programs aimed at behavior modification, produced the following findings, which helped lay the groundwork for initiative strategies:

- **Need for flexibility in program design (i.e., “one size doesn’t fit all”).**
Flexibility—a basic campaign tenet—requires working *with* stakeholders to meet their specific needs. Different communities face different consequences related to different air quality problems. Some communities, for example, face significant disruption in federal funding for transportation improvement funds if they do not adequately plan for meeting the national air quality standards. In these communities, the message was more often directed to businesses required to implement programs and measures to reduce employee trips. Sara Burr, Wisconsin Department of Natural Resources, project manager for the Milwaukee, Wisconsin demonstration community, says that a major aspect of her campaign was aimed at helping businesses achieve attainment. “Businesses can get EPA credit for a variety of voluntary activities,” she noted, “and the “It All Adds Up...” campaign has put our coalition, the Wisconsin Partners for Clean Air, out front as a leader in promoting voluntary efforts to achieve attainment goals.” Wisconsin is now on track to achieve attainment six years ahead of schedule.

“Businesses can get EPA credit for a variety of voluntary activities, and the ‘It All Adds Up...’ campaign has put our coalition, the Wisconsin Partners for Clean Air, out front as a leader in promoting voluntary efforts to achieve attainment goals.”

— Sara Burr, Milwaukee, Wisconsin

Other programs related directly to the health consequences of poor air quality and stressed preventive and protective behaviors, such as avoiding unnecessary driving and use of gasoline-powered lawn and garden equipment. Because the CAAA mandated transportation-related behavior measures, some programs dealt exclusively with the impact of travel choices on air quality. Other initiatives were less specific to transportation.

- **Lack of available research indicating significant changes in citizen behavior from increased awareness of and concern about air quality problems.** At the

time of the literature review, little information was available from any of the programs that directly related significant changes in citizen behavior to increased awareness of and concern about air quality problems. In the two cases where credible evaluation had occurred (Denver and Phoenix), increases were apparent in public awareness and understanding over the course of the outreach program. This finding was bolstered by data from the demonstration communities, which showed some changes in awareness relative to outreach activities employed.

- Absence of programs linking transportation choices to quality-of-life factors most communities deem important. Research revealed the difficulty of successfully persuading citizens to change their travel behavior on the basis of health consequences alone. Most community members do not feel their health is significantly compromised or directly affected by poor air quality. Few of the reviewed programs linked transportation choices to the array of other quality-of-life factors important to most communities.

FOCUS GROUPS INFORM INITIATIVE CONCEPTS

Focus groups were used throughout the initiative to help develop creative concepts (i.e., conceptual ideas for implementing the marketing strategy) and formulate and test campaign messages. In February 1996, four focus groups conducted in Philadelphia and Denver revealed findings used to develop a variety of creative concepts that were then tested in four additional focus groups in Dover, Delaware, and Albany, New York in the summer of 1997. Focus groups helped to fine-tune initial concepts (see below).

Creative Concepts Fine-Tuned

Based on focus group results, "It All Adds Up to Cleaner Air" initiative concepts and materials were designed to resonate in a wide range of communities by:

- Carrying the tagline, "Brought to you by ..." such diverse organizations as AAA, Environmental Defense, the League of American Bicyclists, and the Centers for Disease Control and Prevention.
- Emphasizing that small, easily incorporated choices can make a difference.
- Reinforcing current behaviors deemed good.
- Celebrating actions taken toward cleaner air (i.e., an "anthem" theme).
- Using a tone and manner that convey "we are all in this together."
- Limiting television messages to doable options widely available in any market.
- Presenting more specific transportation options in a "bouquet" of print and radio public service announcements.

In November 1997, focus groups in Milwaukee—representing the diversity of the driving public predisposed to action because of environmental concerns—were used to test the three creative strategies developed (see "Message and Materials Development" section below).

PILOT PROJECTS USED TO TEST AND TWEAK MESSAGES

Another important part of the initiative's research underpinning were the three pilot communities. In 1998, three diverse "It All Adds Up to Cleaner Air" pilot communities were selected through a process involving DOT and EPA headquarters and field staff. These sites received technical assistance and limited seed money from the federal agencies. The pilots represented communities with differing demographics and air quality problems and included one of the nation's largest metropolitan areas, San Francisco, California; a medium-sized city, Milwaukee, Wisconsin; and a small city, Dover, Delaware. These sites were chosen to test comprehensive programs aimed at reducing traffic congestion and improving air quality, including the "It All Adds Up to Cleaner Air" concepts and materials. Each site collaborated with community organizations, businesses, and environmental groups to implement and sustain the program within its own communities. Each pilot community customized its strategies according to its unique needs. Some selected strategies provided broad, overarching themes, while other approaches were tailored to specific local needs or expertise.

Findings from the pilot communities, as well as their expertise and experience, helped in developing resources and support materials that became the foundation for the nationwide community-based public information effort (see box below). Pilot site involvement, review of materials, and reporting on local activities served to spark and sustain community efforts across the country.

Key Findings of Pilot Phase

- Community participation is pivotal to developing and refining the national initiative.
- Strategies and materials could be customized and tailored to local campaigns.
- Use of media coverage, although significant, could be refined and improved. (Across the three pilot communities, airtime was equivalent to nearly \$500,000 in advertising space, not including radio or television news placements.)
- As expected and by design, impact on the general driving public related mainly to changes in awareness. Pre- and post-initiative surveys showed that respondents markedly increased their recall of messages, programs, and activities that highlighted connections between personal driving habits and local air quality.

This continuing research garnered significant benefits that helped to further develop a versatile "It All Adds Up to Cleaner Air" *Resource Toolkit* to meet the needs of varied communities. Findings showed that individual communities could customize materials



and strategies to serve their particular purposes. For example, Milwaukee focused on enhancing its coalition's strategic planning process to build a long-term foundation to sustain its program, while Dover, as an emerging initiative, worked to develop new collaborative relationships with community organizations and establish a local coalition. San Francisco used the federal funding and technical assistance to conduct research to develop outreach for a growing Latino population, while also providing insight into developing and operating its extensive public information effort. All three markets succeeded in getting the initiative noticed, laying the groundwork for anticipated future behavior changes. Dover was especially creative in developing a customized placemat featuring the "It All Adds Up to Cleaner Air" slogan. Like the other pilot sites, Dover discovered that people could positively respond to messages, programs, and activities that related their personal driving habits to local air quality (as shown by pre- and post-initiative surveys).

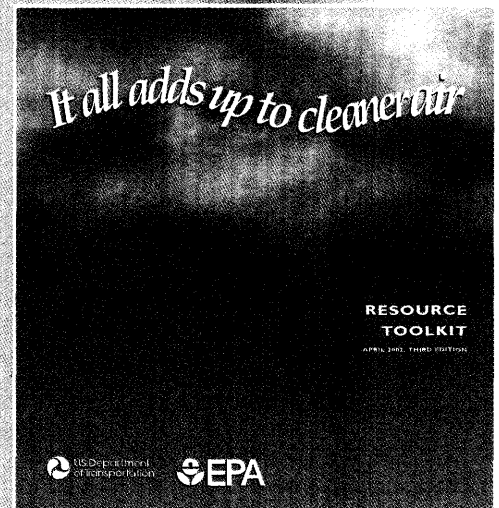
See Appendix A for more detailed descriptions of pilot project results.

DEMONSTRATION COMMUNITIES CONFIRMED VERSATILITY OF MATERIALS

The next phase of program development represented continued "real-world" research, this time in 14 diverse demonstration communities. These communities received the concepts, approaches, and high-quality materials—incrementally refined following pilot testing—and adapted them for their specific purposes. The intent was to demonstrate how "It All Adds Up to Cleaner Air" materials and strategies could be modified and incorporated into ongoing outreach and partnership-building efforts across the country. Lessons learned and products developed would then be shared with other communities with similar air quality and congestion issues and demographics. The 14 demonstration communities produced results showing the value of varied approaches and, more importantly, the need to keep flexibility at the fore in material use and development. Demonstration communities proved the benefits of having diverse materials, as reflected in the rich creativity of their individual approaches (see box on next page).



The Dover pilot proposed to the federal partners development of a placemat for its area's family restaurants. The federal partners listened. The placemat has since been one of the most requested products nationwide, and is now being used in most participating communities: McDonald's Restaurants in New York City and Phoenix are using it as tray liners, and kids in northwest Indiana have an opportunity to test their air quality and transportation knowledge in their school cafeterias!



The Resource Toolkit developed for "It All Adds Up to Cleaner Air" includes a variety of camera-ready materials and customizable formats, along with resources and information to help communities implement an effective local campaign.



In 2000, a hand-painted "Clean Air Bus" made possible by LYNX, the region's rapidly growing public transportation system, made its debut in Florida as an education tool, to the delight of the public.

Hand-Painted Bus in Orlando and Messages at Shea Stadium and Times Square

An extraordinary hand-painted bus was an attention-getter and motivator in Orlando. The bus sported the "It All Adds Up to Cleaner Air" theme and pleased crowds at "Clean Air" events and on the University of South Florida campus. In New York City, too, people could hardly help but notice "It All Adds Up to Cleaner Air" messages displayed where people congregate, including on the scoreboards at Yankee and Shea stadiums during the 2000 Major League Baseball playoffs. Pedestrians and motorists were compelled to look up at Times Square on 42nd Street to see the flashing clean air messages on an electronic billboard sponsored by Fleet Bank. New York got much support for its ad placement from corporate contributors, including the Ford Motor Company, *ESPN Magazine*, Reebok, ExxonMobil, and McDonald's.

The benefit of the diversity built into the initiative cannot be overstated. The federal partners carefully selected communities that would clearly demonstrate the versatility of materials and approach. Building on existing efforts and customizing the "It All Adds Up to Cleaner Air" products to meet the specific needs of each community resulted in a door-to-door neighborhood approach in Portland, Oregon; a more centralized, urban approach in New York City; a school partnership in Portage, Indiana; a hand-painted bus in Orlando; a connection to alternative fuels in Anaheim; and partnerships grown and strengthened in Delaware Valley and southeastern Wisconsin. (See Appendix A for more detailed descriptions of demonstration community methods and results.)

Message and Materials Development

Another major component of the initiative was to develop relevant consumer-based messages to motivate the public to take action. The initiative's research-based message strategy aimed to create positive messages to encourage the public to take voluntary actions such as trip chaining, vehicle maintenance, and use of alternative modes of transportation to reduce the effects of traffic congestion and air pollution. Primary challenges were to identify a central theme that encouraged changes in social norms and allowed the greatest degree of flexibility at the local level.

Using the formative focus group findings presented above and the resulting creative concepts, initiative researchers developed and tested three different approaches with diverse focus groups in Milwaukee, Wisconsin in November 1997, to see which messages would likely resonate in the widest range of communities. Of the approaches tested, the one that focus groups selected celebrated the positive actions that people across America were already taking, that is, combining errands, keeping their cars maintained, and using other modes of transportation, such as biking, carpooling, transit, and others. This approach—celebrating the good things people are already doing—became known as the anthem campaign.

ANTHEM CAMPAIGN

Participants said they identified with the anthem campaign because it celebrated the simple actions they were already taking that improve air quality. When asked to describe the message, they responded, "Think before you get in the car." By communicating the message that "All across the country people just like you are..." taking positive actions for the environment, the anthem approach works in a positive manner to change people's views of what constitutes normal transportation choices. This paradigm shift is as important to air quality in non-attainment areas as in attainment areas where heavy congestion can occur.

Guided by focus group research, the initiative was further fine-tuned (see box below).

Initiative Fine-Tuning

Guided by focus group research, messages were fine-tuned to include the following elements:

- Celebrate positive actions.
- Speak to both consumers and organizations.
- Link transportation choices and air quality to lifestyle, or individuals' personal experiences of not having enough time and money.
- Portray voluntary actions in a positive light.
- Provide consistent messages that many organizations can stand behind and incorporate into their information materials (e.g., newsletters, conferences, etc.).
- Add successful elements of the two other proposed campaign approaches, which centered on themes of humor and stress.

Part of the point, which the anthem campaign effectively made, was to personally motivate individuals as well as whole communities and organizations to change their views of congestion and air quality. Focus group research showed that positive and affirming messages, not overwhelming or prescriptive ones, were more apt to speak to people in this way. Creating a public mindset where people are willing to "hear" messages about pollution can help set the stage for the larger and even mandatory changes communities will be required to make down the road, per CAAA requirements. The anthem campaign's positive reinforcement approach raises people's awareness without instilling shame, stress, or fear; a contrary approach was likely to turn people off and keep them from getting swept up by the underlying impetus: that the environment is worth caring about and they can do (or may already be doing) something to help.

TAGLINE CREATED

"It All Adds Up to Cleaner Air" reflected the notion that small steps help achieve cleaner air. Everyone doing their part can make a difference, with the burden not just on individuals, but with businesses also doing their part. This affirming and empowering idea would start a wave of positive thinking and heightened awareness about the environment to clear the way for necessary institutional changes, and help create community willingness to tackle complex, long-term issues related to transportation and air quality.

It was these messages that were then tested and improved in the three pilot communities and further refined in 14 demonstration communities around the country (see Appendices A and B for pilot and demonstration community write-ups).

Evaluation—Demonstration Community Key Findings

The critical and rigorous evaluation of the public information initiative has always been a major goal of the federal partners. This task is a formidable one, as no single method can be comprehensive in its scope. The planned evaluation included the following components: frequent monitoring of campaign implementation through site reports, more comprehensive qualitative evaluations of the pilot and demonstration community initiatives, surveys conducted in six communities, and occasional reports on the number of "impressions" recorded by the television, radio, and print ads.

Overall, "It All Adds Up to Cleaner Air" did reach its intended audience, raised awareness among target audiences, and, consistent with expectations at this early stage, did not bring about significant behavior change. That is because implementation of a public information initiative such as "It All Adds Up..." requires a long-term commitment of a decade or more, as well as multiple partners, to effect real behavior change. Reporting of the number of impressions clearly showed that the ads were being aired. Millions of impressions were recorded over the campaigns' implementation (see detail in Appendix B for each demonstration community). Research showed that PSAs were not always aired at optimal times, and communities that paid for advertising were likely to reach larger audiences.

Surveys showed that campaigns raised awareness in some communities by small amounts but not evenly across all evaluated sites; this is consistent with the fact that each community experienced different levels of campaign intensity and materials use. Because this initiative promoted diversity and flexibility in program design, greater levels of consistency would have been an unexpected surprise. The survey approach

offered key lessons in the difficulty of accurately assessing campaign impact. Transportation behavior and attitudes are so intermingled with much larger issues of access to services, congestion levels, immediate events affecting perceptions, and even weather patterns that survey instruments must be tightly focused to yield good information. Still, small indications of positive changes were recorded in well-implemented campaigns, which encouraged future efforts.

Most encouraging were the responses of the state and local project managers and sponsors who reported great success in building coalitions and in raising awareness of decisionmakers and key community groups on transportation/air quality issues. A summary of demonstration community successes follows (see Appendix B for more detailed information).

SUMMARY OF "IT ALL ADDS UP..." DEMONSTRATION COMMUNITIES

Significant benefits emerged from demonstration communities implementing the "It All Adds Up to Cleaner Air" campaign strategies and materials.

- Overall, the campaign reached its intended audience and raised awareness among target audiences.
- "It All Adds Up..." provided state and local transportation and air quality management agencies with the necessary funding and resources to develop materials and plan media campaigns—resources they would not have otherwise had.
- Implementing "It All Adds Up..." has empowered communities to establish and strengthen both traditional and nontraditional partnerships. These strong partnerships, which occurred across demonstration communities, helped to leverage resources, sustain and validate the effort, and bring together a "brain trust" of best thinking and networks.
- Testing concepts and products in the "real world" through use of pilot sites, then refining and modifying them in demonstration communities, has proven to be a well-founded and gainful process for beginning a long-term initiative.
- The centralized yet flexible approach used in delivering this initiative serves well those state and local communities implementing clean air requirements: federal partners facilitating community-based solutions to community-identified problems minimizes duplication of effort and makes optimal use of scarce community resources.
- Relationships and networks created among those committed to the initiative's principles have brought about increased national consistency, greater leveraging of resources, and continued information sharing, problem solving, and product sharing.



- Being involved with a successful national initiative has improved communities' visibility and credibility; the value of this relationship often outweighed the value of the limited grant funding.
- Collaboration among the federal agencies involved has set an example for state and local agencies to follow in forming partnerships.
- The initiative was instrumental in establishing the Alliance for Clean Air and Transportation, which is designed to meet states' expressed need for a coalition of national groups to tackle public information on transportation and air quality issues. Research indicated that federal participation and a genuine balance of diverse perspectives were essential to the initiative's long-term success.
- The high-quality materials produced for this initiative can be modified and used nationwide by a diversity of organizations involved in transportation and air quality issues.
- "It All Adds Up..." materials and concepts have been successfully integrated into ongoing public information efforts and can also be used as an effective starting point for transportation and air quality programs—as demonstrated by a number of "materials-only" communities (i.e., communities that did not receive the program grant, but wanted the materials for use in their communities).
- The federal initiative laid the foundation for future public information efforts in communities nationwide.
- Grants of \$25,000 per demonstration community were leveraged into more than \$4.7 million of free media, ad sponsorships, and other in-kind services.

KEY MARKET SURVEY FINDINGS

Following the demonstration projects, the federal partners had sufficient resources to conduct pre- and post-campaign assessments in six of the 14 demonstration communities to assess changes in levels of awareness as well as the public's driving behavior and choices over an 18-month demonstration period. Input from the federal partners and marketing consultants informed the design of the standardized assessment tool, which was adjusted only for geographic verification in the six markets.

Each of the six communities selected for pre- and post-campaign surveys was geographically diverse and served by public transportation. For cost-effective purposes, chosen communities had residents who were willing to answer a telephone survey conducted in English only. For example, Phoenix and New York City were not chosen as survey sites because their ethnically diverse communities would have engendered extra expense in conducting the survey.

Telephone interviewing for this benchmark survey took place in May 1999, with the interview protocol consistent for each market. Qualified respondents were licensed drivers who owned personal motor vehicles. Local coalition members refined the sampling geography within these metropolitan areas so that only individuals with practical access to alternate modes of transportation were queried.

Evaluators conducted a total of 3,002 interviews in the following six communities (breakdown in parentheses): Milwaukee, Wisconsin (500); Philadelphia, Pennsylvania (502); Portage, Indiana (490); Portland, Oregon (503); Sacramento, California (500); and Washington, DC (507). The six markets assessed were chosen for their diversity, which resulted in variations in target audience definition, geographic scope, and message emphasis, with the campaign implemented differently from market to market. Therefore, the data captured by the formal evaluation tool reflect implementation within each community, not the initiative results as a whole.

All results from this study are subject to possible sampling tolerances. The most important factor controlling tolerance is the size of the sample, or number of interviews, on which the results are based. With this survey, percentages for each individual market may vary between 4.0 and 4.4 percentage points due to sample error. Percentages for the overall sample of 3,002 interviews may vary as much as 1.8 percentage points due to sample error.

In general, the assessments found positive change in half of the markets evaluated for campaign awareness. Two-thirds of the markets (four of six) showed interest in adopting personal vehicle/driving habits more beneficial from a societal perspective. Representative positive and negative outcomes for each market are given below:

Washington, DC.

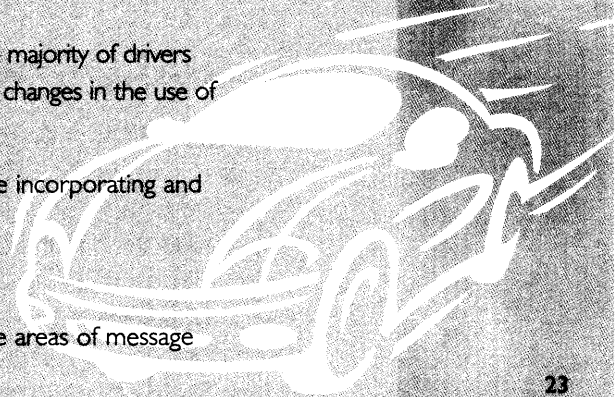
- + Increases over baseline survey results showed that respondents had greater awareness of the campaign and its messages, and interest in making purposeful changes in personal vehicle usage.
- While a well-coordinated existing ozone awareness initiative was in place, it failed to measure any increase in awareness of alternatives to driving alone.

Milwaukee, Wisconsin.

- + There is greater awareness of local air pollution, and the majority of drivers interviewed continue to believe it is important to make changes in the use of personal vehicles to reduce local air pollution.
- Exacting sufficient corporate commitment to continue incorporating and expanding campaign messages was a challenge.

Sacramento, California.

- + Driver perceptions were influenced, particularly in the areas of message awareness and sensitivity to local air quality.



- It was sometimes difficult to integrate the "It All Adds Up to Cleaner Air" materials into the ongoing campaign, as they had a different look and feel.

Portland, Oregon.

- + Greater awareness of access to rail and bus services and higher recall of messages about proper fueling practices were evident. Information from Portland's independent evaluation indicates that in the two neighborhoods where efforts were focused, knowledge of what individuals can do to reduce air pollution more than doubled over the course of the campaign. Also, 75 percent of respondents were aware of the "It All Adds Up to Cleaner Air" tagline.
- Much in this campaign depends on continued funding, which is sparse to begin with for transportation and air quality strategies, not to mention a public information and outreach campaign designed to raise awareness and promote alternative travel modes. More funding is needed to continue these types of programs.

Philadelphia, Pennsylvania.

- + There is greater awareness of access to alternative transportation modes—especially bus services—and increased interest in public transportation.
- It was difficult to place the PSAs on network or cable television, as today's tight media market is no longer required to place PSAs for free; therefore stations are hesitant to place PSAs if they can sell the ad space.

Northwestern Indiana.

- + There is greater awareness of local air pollution, with drivers better understanding their contribution. Fewer drivers report using their cars to commute.
- Offering credible messages about transportation alternatives was difficult because so much of the region is unserved or underserved by public transportation, and covers a large and broadly diverse population, from urban/industrial to rural/agricultural.

NUMBERS NOT THE WHOLE STORY

Because "It All Adds Up to Cleaner Air" was specifically designed in the short term to raise awareness of how individual travel choices affect air quality and traffic congestion, the federal partners did not anticipate behavior changes at this juncture. They understood from the beginning that achieving the campaign's desired behavioral outcomes would clearly require a long-term commitment and a willingness to see small, incremental improvements rather than immediate dramatic shifts in consumer behavior. Indeed, the ultimate goal of this initiative is to identify and develop public

information strategies that will successfully motivate individuals to change their behavior and make more environmentally sound transportation choices. But because each of the six markets implemented the campaign differently and eight markets were unevaluated, the survey results provide an incomplete picture of how "It All Adds Up to Cleaner Air" worked across the 14 demonstration communities. Other factors influencing the formal survey results in the six demonstration communities include the following:

- Achieving behavior change requires sustaining an extensive public information effort for 10 years or more. While a social marketing initiative such as "It All Adds Up to Cleaner Air" can certainly expect to lead to behavior change, that result is a third step, which follows behind increased awareness and attitude change, steps 1 and 2, respectively. While going from step 1 to 2 is easy, going from step 2 to 3 takes time and effort to accomplish—as other social marketing efforts have shown. To illustrate, after a 10-year national recycling campaign, U.S. recycling is up by about 30 percent. Meanwhile, a 50-year "Smokey the Bear" campaign has reduced the acreage lost to forest fires in this country by 82 percent. Behavior change takes time. Had the survey focused exclusively on heightened awareness and interest, more dramatic results would have been seen.
- The six assessed communities did not use the marketing materials in a traditional, comprehensive manner that the survey tool could accurately capture.
- It is difficult to distinguish cause-and-effect results emanating from a public information initiative.

PROGRAM EVALUATION AND ASSESSMENT

Given the federal partners' initial expectations, combined with the factors described above, the results of the assessment are reasonable and encouraging, particularly in light of pilot and demonstration community case studies. All told, the "It All Adds Up to Cleaner Air" initiative has made a good start in developing and implementing a game plan, attracting and retaining interested and capable state and local partners, and beginning to raise awareness that transportation choices are connected to the larger societal issues of congestion and air quality. The federal partners believe this effort should continue so that greater progress can be made—and communities and the citizens they serve ultimately can make better-informed personal and collective choices about their transportation network.

Stakeholder feedback reflected positive appraisal of the campaign, many saying that it delivered on what it proposed to do (see next section and Appendix B for "Successes" within each demonstration community write-up). Praise for the campaign frequently centered on the high-quality materials it helped produce and the beneficial relationships it helped to forge on many different levels. Because this report, together



with stakeholder feedback, provides a more complete picture of the campaign's successes and challenges, it will serve as the primary program evaluation for "It All Adds Up to Cleaner Air."



Achievements and Lessons Learned

The first five years of the "It All Adds Up to Cleaner Air" initiative were thoughtfully conceived and executed, garnering broad categories of positive results, including creation of partnerships and networking opportunities, interagency cooperation and commitment, valuable leveraging of resources, innovative research-based approaches, and high-quality and customizable materials. Lessons learned will help to improve the initiative and encourage communities across the country and other federal agencies to join the growing network of national, state, and local partners committed to cleaner air and smarter transportation choices. These achievements and lessons learned are discussed in the subsections that follow.

Partnership Building and Networking

A major achievement of the "It All Adds Up to Cleaner Air" initiative was its ability to create partnerships and foster relationships, producing results that stakeholders considered valuable, as communicated in project manager interviews and in project summaries found in Appendix B, "Demonstration Communities." Fourteen demonstration communities recruited more than 290 partners over 18 months, and the initiative was showcased in more than 50 forums around the country. Strong partnerships are essential to developing traffic congestion and air quality outreach programs and to motivating behavior change: they leverage resources, sustain momentum, bring together a resource pool of best thinking and networks, and lend credibility to the overall effort.

RESULTS VALUED BY STAKEHOLDERS

At both the national coalition and state and local levels, the initiative brought together diverse stakeholders who were enthused and pleased with the value "It All Adds Up..." brought to their efforts. Partners, communities, and state and local agencies consistently provided much positive feedback. For example, communities involved in the genesis of "It All Adds Up to Cleaner Air" found that being identified with a successful national initiative has improved their visibility and credibility (see box on following page). The value of this relationship frequently outweighed the value of the limited grant funding communities received. Observes Sara Burr, project manager for the Milwaukee demonstration community, "I think of 'It All Adds Up to Cleaner Air' as a media campaign that fosters and strengthens partnerships. Our business community in Wisconsin loves this campaign because it is commercial quality. The company itself gains the status of the whole brand, which also has the federal government behind it." Burr notes that the EPA/DOT federal partnership helped to "co-opt an increasing momentum," which made the state DOT more amenable to supporting the environ-

mental message. Business community leaders appreciated the cash savings Wisconsin realized by taking part in a campaign produced at the federal level. Burr estimates that Wisconsin saved \$100,000 biannually in creative development expenses.

"I think of 'It All Adds Up to Cleaner Air' as a media campaign that fosters and strengthens partnerships. Our business community in Wisconsin loves this campaign because it is commercial quality. The company itself gains the status of the whole brand, which also has the federal government behind it."

— Sara Burr, project manager
Milwaukee, Wisconsin

Wisconsin Coalition Gains Credibility through Initiative

Sara Burr, Wisconsin Department of Natural Resources, project manager for the Milwaukee, Wisconsin, demonstration community, knows well the value of being associated with a high-quality initiative such as "It All Adds Up to Cleaner Air." Wisconsin used its funds for strategic planning and recruitment, and to build its relationship with the state DOT, which increased its contributions of Congestion Mitigation and Air Quality (CMAQ) Improvement Program funding for media placement. Burr notes, "The campaign has been important to increasing the stature of the Wisconsin Partners for Clean Air, giving the coalition much more visibility than it would have had. The 'It All Adds Up...' campaign has helped to build the coalition's identity, which has led to increased involvement by the business community." This attention has, in turn, fostered a greater leadership role for the coalition in promoting voluntary efforts and has lent it more credibility overall as a community leader in helping businesses comply with clean air mandates. "We help businesses get EPA-recognized credit for ozone reductions," notes Burr.

GOOD SYNERGY CREATED

At the state and local levels, the initiative helped to focus activities and created a synergy that worked. It offered communities the opportunity to network with other initiative participants and the Alliance for Clean Air and Transportation.

Many project participants praised the initiative's success in fostering relationships among groups within and outside of their communities. In Philadelphia, the Delaware Valley Regional Planning Commission used part of its "It All Adds Up..." funds to support the Southeastern Pennsylvania Ozone Action Partnership. This partnership is made up of more than 160 Ozone Action partners, including state and federal governments, municipalities, hospitals, participants in a "Clean Cities" Initiative, transportation management associations, and numerous private firms. All of these partners received various "It All Adds Up..." print materials for posting in their lunchrooms and on company bulletin boards.

In Phoenix, the Maricopa Association of Governments (MAG) worked closely with the Phoenix Clean Air Initiative Team, a coalition of concerned governments and businesses working on measures to reduce ozone emissions and to change the public's behavior. Although the coalition existed before "It All Adds Up...", it found the materials to be consistent with its messages and was pleased to have them readily available for use. MAG also worked closely with the Regional Public Transportation Authority (RPTA), which was responsible for Phoenix's "Clean Air Campaign" and regional rideshare program. According to MAG's Kelly Taft, demonstration project manager, the "It All Adds Up..." campaign fortified these relationships. "I think it would be a

fair statement to say that the relationships between MAG and RPTA, as well as Maricopa County, have been strengthened as a result of the 'It All Adds Up...' campaign. All the parties involved were very receptive and eager to partner with MAG to develop strategies that would render the most exposure for the least amount of campaign money."

Project managers also learned a lot from each other. Charles Ukegbu, New York City DOT and demonstration project manager, speaks for many when he says he benefited from the experiences of other project managers, especially as shared through the national "It All Adds Up..." workshop held in Washington at the outset of the initiative. "The national workshop and conferences were very informative and helped us cross-reference our ideas and learn from other sections of the country," he observed. Lavinia Gordon, Portland, Oregon, DOT and demonstration project manager, called the workshops in Washington, DC, "exceedingly effective in making connections and promoting effective tools." Specifically, she cites the "It All Adds Up to Cleaner Air" list-serv as an effective tool that has helped the demonstration communities "tap into the successes of others in the group as well as deal with problems that others might have successfully solved."

"I think it would be a fair statement to say that the relationships between MAG and RPTA, as well as Maricopa County, have been strengthened as a result of the 'It All Adds Up...' campaign. All the parties involved were very receptive and eager to partner with MAG to develop strategies that would render the most exposure for the least amount of campaign money."

— Kelly Taft, Phoenix, Arizona

COMMUNITIES EMPOWERED

Implementing "It All Adds Up..." has empowered communities to establish and strengthen both traditional and nontraditional partnerships, including partnerships among themselves to pursue other outreach and education projects. For example, Wisconsin Department of Natural Resources (DNR), Northwestern Indiana, and the Illinois EPA collaborated on a regional proposal to develop driving simulators to educate the public about the link between their driving behavior and emissions (see box below).

"Simulator: Drivers Wanted"—A Collaboration

As a good example of regional collaboration under "It All Adds Up to Cleaner Air," the Wisconsin DNR, the Northwestern Indiana Regional Planning Commission (RPC), and the Illinois EPA are collaborating on a joint education project. Their proposal places driving simulators in communities, where people sit "at the wheel" and learn about the various connections between how they drive and the emissions that are produced.

Educating the public was also an important part of the campaign in the Dallas-Fort Worth area, where "It All Adds Up..." made important contributions to existing air quality public outreach efforts. "One of the major goals in the Dallas-Ft. Worth area was to transition our air quality and transportation education program from episodic to year round," noted Nan Miller, North Central Texas Council of Governments, demonstration project manager. "Vehicle maintenance [also a focus area for 'It All Adds Up...'] became a major theme in 2001 and brought in new partners to



sponsor advertising and events." In January 2001, the demonstration partners in Dallas-Ft. Worth placed 100 spots on traffic sponsorships with the message:

Looking for a New Year's resolution? Keeping your car or truck in top running order is good for the environment and will save you money. So keep up the good work, because "It all adds up to cleaner air."

"Educating the public about transportation choices and air quality benefits will continue to be important in the Dallas-Ft. Worth area, and we look forward to future partnerships," Miller wrote.

In Philadelphia, "It All Adds Up..." became a part of the Delaware Valley Regional Planning Commission's program to raise awareness of problems caused by ground-level ozone and helped to secure sponsorship from corporate and government agencies for three television commercials that played to an audience of 1.5 million during CBS-affiliate news programs. An independent follow-up survey found that awareness of ozone problems increased from 15 to nearly 35 percent among those surveyed, and that after the first run of the television ad campaign, nearly one-third of all participants recognized the "It All Adds Up to Cleaner Air" tagline—a remarkable retention rate for a campaign aired on only one major station. Also, "It All Adds Up to Cleaner Air" added an integral environmental justice component to the area's Unity Day 2000 Festival, a huge community event attended by more than 200,000 people, thousands of whom left with tote bags sporting the "It All Adds Up..." logo.

Interagency Cooperation, Commitment and Leveraging of Resources

FEDERAL, STATE, AND LOCAL COMMITMENTS MADE

The strength of "It All Adds Up to Cleaner Air" is also evidenced in the commitment and investment of the various government agencies that "put their hearts into it," as reflected in the appreciation shown by project managers and staff in the communities involved (see box below). The federal initiative provided context and laid the groundwork for future public information efforts in communities nationwide. Federal collaboration and backing of the initiative gave added credibility to local campaigns and informed them with respected expertise.

In Their Own Words—Portland Expresses Appreciation for Federal Partnership

Lavinia Gordon, Portland DOT and demonstration project manager, has only positive comments for the work of the federal partners in helping communities implement "It All Adds Up to Cleaner Air": "The 'It All Adds Up...' federal partners do a fabulous job of fostering and nurturing this network. The staff at EPA, FHWA, and FTA are exceptional at cultivating this network and providing the necessary tools to allow an open sharing of

"The commitment and support of the federal partners has been the best I have never dealt with such a terrific team. ... The level of expertise provided was an important part of our ultimate success."

— Reggie Korthals, Portage, Indiana

ideas and creativity. We all know that getting the message out to communities about the link between air quality and making smart travel choices is not easy. This group has kept all of us informed and engaged, allowing us to share new ideas and strategies about how to encourage people to make smart transportation choices."

MORE CONSISTENCY/LONGEVITY CREATED FOR PROGRAMS

Greater national consistency is one result of relationships and networks created among the groups committed to campaign principles, along with greater leveraging of resources and continuing information sharing, problem solving, and product sharing. The success of individual communities in implementing "It All Adds Up to Cleaner Air" has solidified their plans to continue public outreach campaigns through gaining additional resource commitments at the state and local levels. According to Reggie Korthals, Portage, Indiana, project manager, "Our success with the "It All Adds Up to Cleaner Air" grant influenced the state to give us additional Congestion Mitigation and Air Quality (CMAQ) Improvement Program funds. We will certainly continue to use the initiative logo as long as it works with the projects we are doing." Shawn Henning, "Breathe Easy" project manager in the materials-only community of Escambia County, Florida, echoes the sentiment: "We wrote our success as a 'materials-only' community into the grant applications for EPA funding, and I know that one of the reasons we were selected for subsequent funding was because our application reflected how much we had done with just a little. Our involvement with "It All Adds Up..." has really helped us for the long term." Several communities said they planned to continue using the information, ad copy, PSAs, and other *Resource Toolkit* materials in future marketing and public outreach activities.

Several other communities demonstrated their ingenuity in leveraging limited resources (see box below for example).

Demo Communities Do A Lot with A Little

Orlando can boast incredible success in leveraging resources after spending only a little money. By purchasing or trading for advertising, Orlando often received additional free advertising or services, such as production and reproduction services and free Spanish translations. From the original \$25,000 in grant funds, Orlando received in-kind donations of at least \$218,600 to date. New York City took its grant money far as well, leveraging donations of bus shelter ads, spectacular electronic billboard ads in Times Square (alone worth \$350,000), and electronic scoreboard ads before and during the World Series playoffs (together worth \$850,000). New York's resource leveraging efforts totaled an impressive \$1.5 million.

"We wrote our success as a 'materials-only' community into the grant applications for EPA funding. . . one of the reasons we were selected was because our application reflected how much we had done with just a little. Our involvement with this initiative has really helped us for the long term."

— Shawn Henning, Escambia County, Florida

COMMUNITY RESOURCES OPTIMIZED

Federal partners facilitating community-based solutions to community-identified problems minimizes duplication of effort and optimizes seriously limited community resources. Grants of \$25,000 per demonstration community were leveraged into more than \$4.7 million of free media, ad sponsorships, and other in-kind services.

Innovative leveraging efforts included flashing cleaner air messages in Times Square and Shea Stadium in New York, the raising of more than \$170,000 in TV and radio sponsorships in Philadelphia, and in-kind donations in Orlando totaling more than \$218,600 in free advertising and services such as Spanish translations. Portland's neighborhood-based campaign made particularly good use of community resources and combined the high-quality materials in the "It All Adds Up to Cleaner Air" Resource Toolkit with a grassroots-type approach to getting clean air messages out to the public (see box below). According to Lavinia Gordon, Portland project manager, "our campaign was neighborhood-based so we heard from people like the owner of the M&M

Corner Café in the Rose City Park community. She liked the idea of promoting clean air solutions and her new business at the same time. 'Two for One' coffee drinks was her idea for introducing the 'It All Adds Up to Cleaner Air' campaign to the neighborhood and getting the word out about her restaurant at the same time."

The approach in New York City was to use the federal designation to leverage additional support from a variety of public, private, and nonprofit organizations. These efforts included extensive work with community boards (see box below). According to Charles Ukegbu, NYC project manager, "To reach communities in NYC, we reached out to community boards, handed out flyers at local stores, street fairs, and McDonald's restaurants, got the message on billboards in all five boroughs, and put up posters at bus shelters and municipal vehicle fueling sites around the city."

NYC Works with Community Boards to Spread the Air Quality Message

In New York City, most community boards have transportation advisory committees on which NY DOT staff are often represented. Observes Charles Ukegbu, NYC demonstration project manager, "Such grassroots support generated positive results, and NYC DOT will continue to work with the community boards as part of the 'It All Adds Up to Cleaner Air' effort." DOT Borough Commissioners made air quality an information item for participants at the board meetings, and DOT's Safety Education Program, with centers in every borough, incorporated the material into their regular community programs.

ALLIANCE FOR CLEAN AIR AND TRANSPORTATION (ACAT) FORMED

ACAT is a key component of the "It All Adds Up to Cleaner Air" initiative. Formed in December 1998 to help state and local governments address gaps in current



With support from its corporate sponsors, the New York City DOT campaign put up cleaner air billboards in all five boroughs. Ford Motor Company sponsored the billboard pictured.

public information efforts, it provides a national forum of highly diverse organizations pursuing common objectives and strategies through public information. Even though its membership reflects different and even competing interests, ACAT has successfully worked as one to develop and support core messages aimed at reducing traffic congestion and air pollution and improving quality of life for all Americans. Because broad-based public-private support is essential to supplement state and local governments' limited resources and to convey messages related to air quality and mobility from credible messengers, this national coalition and interactive, information-sharing forum will help ensure the initiative's long-term sustainability.

ACAT's core leadership is comprised of 25 organizations representing the transportation industry, the driving public, the fuel industry, medical/health organizations, communications groups, environmental groups, and state and local governments. Interest and commitment have grown markedly, as evidenced by continually increasing membership and attendance at meetings and by ACAT support for newly developed ads on commuter choice and vehicle maintenance. ACAT membership benefits include:

- Helping state and local governments to gain support from the public for transportation planning that will reduce congestion and air pollution—serving as a credible messenger for the message. ACAT unites a broad spectrum of organizations to develop common themes and messages about the link between travel behavior and air quality and health.
- Providing networking and information exchange opportunities.
- Providing message consistency and reinforcement, and the ability to leverage resources.
- Increasing public awareness of alternative modes of transportation and the importance of travel choices.
- Building on the success of the "It All Adds Up..." campaign by rolling out second-generation messages on commuter choice and environmentally sound vehicle purchase choices.
- Giving state and local partners new high-quality PSAs (through work with the Ad Council) that will lend credibility to local efforts and help communities secure hard-to-get station time at minimal cost.

The relationships and networks created among those committed to the principles of "It All Adds Up to Cleaner Air" have resulted in greater message consistency and leveraging of resources, as well as ongoing information sharing, problem solving, and product sharing. ACAT has helped to increase state and local governments' access to current research on transportation and air quality, and has enhanced the environmental leadership image of those who participate with ACAT (see box on following page).



Research showed that a national coalition would be critical to the long-term success of "It All Adds Up to Cleaner Air." Broad-based public-private support is essential to supplement limited resources and to convey air quality and mobility messages from credible messengers.

Coming Together for Cleaner Air

The Alliance for Clean Air and Transportation unites a broad spectrum of public and private organizations to pursue common public information objectives and strategies aimed at improving traffic congestion, air quality, and public health. It currently holds four leadership meetings each year. Interest in and commitment to ACAT goals have grown, with the meetings now attended by representatives from more than 25 public- and private-sector organizations ranging from automotive manufacturers to the Sierra Club. The partners focus on developing "common ground" messages that highlight getting regular car maintenance, combining errands (i.e., trip chaining), and using alternative modes of transportation. ACAT has been a role model for public-private partnerships and coalition development nationwide. Federal participation and a genuine balance of diverse perspectives are essential to its long-term success and sustainability.

Innovative Research-Based Approaches

Another major achievement of the "It All Adds Up to Cleaner Air" initiative was the significant research used to design and continually refine it. Substantive research into the attitudes, opinions, and beliefs of target audiences toward travel choices and air quality informed development of campaign messages and materials; findings from real-world testing in pilot and demonstration communities helped improve them.

Several demonstration community project managers and other recipients of project materials acknowledged the initiative's strong research base as lending great credibility to their local efforts. For example, Washington, DC project manager Donald Wambsgans credits the initiative's research base as one reason his campaign was successful in involving so many partners, including the American Lung Association, the DC Department of Health, the Washington Metropolitan Area Transit Authority, the Washington Area Bicyclist Association, and many others. "They were attracted to the project because of the research behind it and the support of two credible federal agencies," he observes.

Having a collection of materials and messages that had already been market-tested saved communities the trouble, time, and expense of conducting this testing on their own. It also provided a measure of security that the messages would work and would be noticed by the public. The strong research backing helped ensure that "It All Adds Up to Cleaner Air" delivered on what stakeholders asked it to do. And in fact, several communities lauded its help in getting their own campaigns off the ground (see box on following page).



Portland's Neighborhood Campaign "Incentivizes" Residents

Lavinia Gordon, Portland demonstration project manager, praises the "It All Adds Up to Cleaner Air" for providing "a number of unique opportunities to reach out to community residents with cleaner air messages—specifically the link between air quality and transportation choices." Portland conducted this outreach by targeting neighborhoods with good transit, walkable streets, and commercial centers. It then created doorhangers from the Resource Toolkit materials and delivered them to residents, each week focusing on a different cleaner air topic, such as biking, walking, taking transit, tune-ups, etc. Portland met with businesses and neighborhood groups in the area, which donated discounted products and services to attach to the doorhangers as coupons, thereby giving residents incentives to act on cleaner air ideas. Says Gordon, "Tri-Met provided free transit tickets, Metro provided free regional bike maps, and other area businesses participated by offering tune-up incentives, health club memberships, and the like—and all the agencies provided input when we asked for it, as well as staff for various events."



In addition to hanging them on people's doors, Portland distributed its innovative "It All Adds Up..." doorhangers at events such as Earth Day and bicycle festivals, to show the types of activities in which the Portland DOT and its partners are involved.

High-Quality and Customizable Materials

In direct response to stakeholder requests, the federal partners produced high-quality research-based products that any organization involved with transportation and air quality issues could modify and use, without spending a lot of additional money—and the materials compete at the level of commercially produced radio and television ads. According to Sara Burr, Milwaukee, Wisconsin, "The high quality of these materials gave entities total comfort in being associated with the campaign. Our coalition benefited greatly from this association, because we could be seen as the main sponsor of the campaign and related materials." Diverse organizations with varying perspectives are now using these materials nationwide in more than 100 communities. Users include state and local air quality and transportation agencies, environmental groups, federal agencies, and industry.

The comprehensive *Resource Toolkit*, developed for the initiative, offers guidance to communities on how to effectively implement the program locally. It includes information on research, community assessment, leveraging of resources through coalition building, media planning and placement, and program evaluation. Having this guidance and a collection of materials that were "ready to go" saved communities much of the expense of developing their own ad campaigns. According to Reggie Korthals, Portage, Indiana, project manager, "Our ad agency did not need to start from scratch, so the *Resource Toolkit* saved us time and money. Because of the type and variety, not to mention the quality, of materials provided, we were able to spend less time and money *creating* and more time and money *producing*."

"The high quality of these materials gave entities total comfort in being associated with the campaign. Our coalition benefited greatly from this association, because we could be seen as the main sponsor of the campaign and related materials."

— Sara Burr, Milwaukee, Wisconsin



Ads garnered attention. TV stations were more likely to run the "It All Adds Up to Cleaner Air" ads because of their quality, allowing stakeholders to get time in a tough market.

"Our ad agency did not need to start from scratch, so the Resource Toolkit saved us time and money. . . We were able to spend less time and money creating and more time and money producing."

— Reggie Korthals, Portage, Indiana

The toolkit and marketing materials—television, radio, print, transit, outdoor advertisements, and other promotional items—are housed on the "It All Adds Up to Cleaner Air" website (www.epa.gov/otaq/traq/traqpedo/italladd/). Along with the networking opportunities created and the formation of ACAT, development of high-quality materials was a major component of the initiative's success and garnered many benefits at the local level (see box below).

Benefits of the Initiative—As Seen in Wisconsin

According to Sara Burr, Milwaukee, Wisconsin, project manager, the positive tone and quality materials of "It All Adds Up to Cleaner Air" convey several major benefits. They—

- Educate people about how they are already doing the right things, and also help them understand what they're supposed to do, without "cramming it down their throats."
- Encourage corporations and their employees by promoting the idea that "everyone is doing their part," improving relationships as a whole.
- Help achieve attainment and build recognition for clean air coalitions. Businesses can get EPA credit for a variety of voluntary activities, which are promoted by the local coalition implementing the campaign, giving the coalition greater credibility and a new leadership role in the business community.
- Elevate the health message. The campaign has given public health organizations a mechanism for making the health message a priority and for partnering with business rather than "confronting and polarizing."

MATERIALS DESIGNED FOR LOCAL CUSTOMIZATION

It was vital to the initiative's success for its overarching theme to resonate across communities varying greatly in the range of available transportation options and in people's awareness levels. That is why the initiative provided for the greatest degree of flexibility at the local level, with a variety of interchangeable components that communities could tailor for their own purposes. The versatility of these materials is seen in the many creative uses communities made of them, from doorhangers created as part of a neighborhood initiative in Portland, Oregon, to electronic messages displayed in Times Square and on the scoreboard in Shea Stadium. Tray liners displaying "It All Adds Up to Cleaner Air" were used in more than 300 McDonald's restaurants in New York City; and Orlando, Florida has a CNG bus adorned with the initiative tagline. The list of materials New York City created is especially impressive (see box on following page). To preserve the panoply of creative efforts put forth by the demonstration communities, the federal partners required copies of any new materials developed, to augment future versions of the *Resource Toolkit*.

NYC Integrates Initiative Materials in a “Big Way”

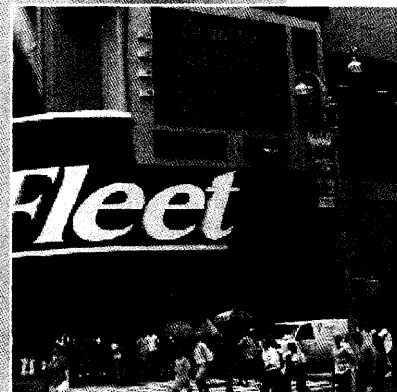
NYC project manager Charles Ukegbu acknowledges the ad in Times Square as his campaign’s “biggest break,” not to mention the timely benefit of the Yankees and Mets being in the World Series playoffs where campaign messages flashed on stadium billboards. Still, NYC also did much in the more traditional vein, leveraging the following array of materials:

- Billboards in all five NYC boroughs.
- 200 bus shelter ads citywide.
- Ads for telephone kiosks.
- Electronic DOT variable message signs citywide.
- Media coverage in the *NY Post* (full-page ad) and on WWOR radio.
- Tray liners in McDonald’s restaurants citywide.
- Customized website.
- DOT customer service interactive voice-response message.
- Paycheck inserts for DOT city employees.
- T-shirts and flyers handed out at street fairs and community events.
- Ozone action day program handouts and CommuterLink messages.

In addition to housing all of the program’s creative materials, messages, and strategies, the *Resource Toolkit* also contains a variety of outreach material templates for organizations to tailor with local details and calls to action. Again, virtually all of the “It All Adds Up...” creative materials were designed for local organizers to customize (see box below for example).

Communities Customize Materials for their Campaigns

The Portland demonstration community brought a variety of air quality sources, not just vehicles into its campaign. For example, as part of its creative doorhanger distribution during ozone season, Portland added graphics and text in the “It All Adds Up...” style for other sources of ozone pollution—such as lawn mowers—and tagged the new materials with the campaign slogan. In Phoenix, the Maricopa Association of Governments created many unique collateral materials, including refrigerator magnets sporting the “It All Adds Up...” logo on a blue clouds background and three key messages: combine trips, maintain your car, and rideshare. The Phoenix campaign also developed a children’s cityscape coloring poster, which depicted the “It All Adds Up...” logo and included a variety of positive transportation-related stickers (e.g., bus, carpool, vanpool, pedestrian, bicyclist, and computer mouse) that kids could affix around the streets and buildings.



Through a partnership with Fleet Bank, the “Riding the Rail” PSA was displayed in Times Square, in view of millions of New Yorkers and tourists. A PSA also ran in Shea Stadium during baseball games and at Yankee Stadium during the Major League Baseball playoffs, thanks to a partnership with the Mets and Yankees organizations, and cooperation from Major League Baseball.

Television PSAs include space in the last frame for local groups to add their logos, contact numbers, and Web addresses. Similarly, the radio PSAs include space at the end of the spots to allow stations to add a local tagline. Print advertisements and other collateral materials also provide room for organizations to customize the ads with local facts, logos, contact numbers, and Web addresses.

SUCCESSFULLY INTEGRATED INTO EXISTING PUBLIC INFORMATION EFFORTS

"It All Adds Up to Cleaner Air" materials and concepts have been successfully integrated into ongoing public information efforts in several communities. Nan Miller, demonstration project manager in Dallas-Ft. Worth, praised the flexibility of "It All Adds Up..." materials, which, she noted, allowed their integration into existing programs under a variety of conditions. Dozens of local governments, private companies, and nonprofit organizations in the Dallas-Ft. Worth area received "It All Adds Up..." materials to use in their own air quality programs. According to Nan Miller, "For smaller organizations, having fresh, media-ready materials was very valuable, with the connection to the federal partners an added benefit." For example, the North Central Texas Council of Governments placed the "Air Quality IQ Quiz" and "Tips," both found in the *Resource Toolkit*, in its monthly employee newsletter (see sidebar).

Washington, DC, took a multifaceted approach in integrating "It All Adds Up..." into existing public information efforts (see box below). In New York City, along with collaborating with a variety of public, private, and nonprofit organizations, the program worked internally within the NYC DOT to enhance its Safety Education Program curriculum, which has centers in all five boroughs. The program educates children, youth, and senior citizens on safety issues. "It All Adds Up..." materials have been disseminated at regular program events such as street fairs, calendar contests, Walk Your Child to School, etc.

DC Works with Health and Clean Air Partners to Implement Campaign

According to Donald Wambsgans, DC Department of Health, project manager of the Washington, DC demonstration program, the "It All Adds Up to Cleaner Air" structure and materials provided a strong impetus for creation of the DC Clean Air Network (DC-CAN!), a grassroots coalition that has worked alongside its many partners to implement the campaign in the metropolitan DC area. The program kicked off outside a local elementary school where speakers from the DC Department of Health, AAA, the Medical Society of DC, school children with asthma, and Max the Metro Dog addressed air quality concerns. PSAs were displayed on dioramas throughout the Metro rail system and on city buses, and print ads and articles appeared in partner publications (e.g., *Commuter Connections*). DC-CAN!'s presence at the Earth Day 2000 celebration on the National

Mall also reinforced the message, as did events hosted by the Washington Area Bicyclist Association (Bike-to-Work Day), DC Metro (Try Transit Fair and Concert), and Tour de Sol (a national competition for alternatively fueled cars).

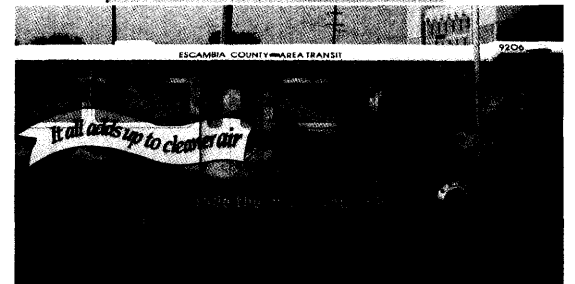
When many communities in addition to those chosen as one of the 14 demonstration communities expressed interest in participating in the initiative, the federal partners arranged for them to receive *Resource Toolkits* upon request. (Of course, all materials are also available for downloading from the website, except for the broadcast-quality television and radio spots.) In all, more than 90 communities requested the toolkits, including some in Canada and Australia. While no formal evaluation exists to measure use and results in these "materials-only" communities, anecdotal reports suggest that the toolkits were put to good use by those who requested them. They have even been used to bring about programs where none existed, or to supplement and strengthen existing public information efforts. (see box below).

Materials Help Extend Florida Campaign

Shawn Henning, recipient of "It All Adds Up to Cleaner Air" materials in Escambia, Florida, well understands their value: "Having access to professional materials that were part of a national campaign gave our local efforts more credibility, as we were able to build our program around the core themes it provided. We could feel good about going to partners and were able to work with them to spread the messages." Escambia County, Florida's "Breathe Easy" project achieved buy-in from partners who were more willing to lend their support, given the professional quality of the materials. Florida's major campaign effort involved creation of a 12-minute skit, which incorporated the campaign's core messages and also became a video for schools. The skit was performed live for Earth Day and other events, featuring such characters as the "Wizard of Ozone" and "Amelia Airheart." "It All Adds Up to Cleaner Air" messages also found their way onto scads of collateral items, including T-shirts, fans, bubble pens, and frisbees. Notes Henning, "We were able to leverage about \$8,000 in collateral materials, plus another \$5,000 in cash and in-kind services."



In Washington, DC, the "It All Adds Up..." campaign integrated its efforts with public information initiatives championed by such entities as AAA, school children with asthma, and Max the Metro Dog (pictured).



The Wizard of Ozone and Amelia Airheart are featured characters in a skit performed in Escambia County, Florida elementary schools and at other events. Part of the area's "Breathe Easy" project, here they adorn an Escambia County Area Transit bus, trailing behind them the "It All Adds Up to Cleaner Air" message.

Valuable Lessons Learned

ONGOING LEARNING EXPERIENCE

This project revealed ways to best work with state and local partners. Lessons learned include the following:

- Success requires personal interaction with stakeholders.
- Communities could have more aggressively marketed the PSAs to stations. Also, greater national distribution of PSAs would likely have improved usage rates.

**Northwest Indiana Annual
Beach Safety Program**



Most of all, the initiative provides an ongoing learning experience that is still a "work in progress," one constantly producing new lessons and lending best practices gained from real-world applications related to this initiative. In the future, the federal partners will work to help ensure that good ideas from successful projects are shared and replicated, with national level support.

The Portage, Indiana, demonstration joined with the Northwestern Indiana Regional Planning Commission's (NIRPC's) Beach Safety Program to spread the word about transportation choices and air quality. NIRPC gave away 3,000 beachballs sporting the "It All Adds Up..." artwork and messages, of which a sample is now included in the Resource Toolkit.



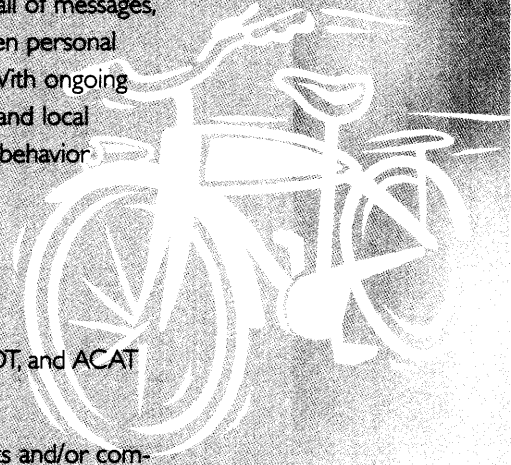
Future Directions

The first five years of the "It All Adds Up to Cleaner Air" initiative produced promising results worthy of continuing. Research underpinned all efforts, productive and creative partnerships took shape, and high-quality materials got the word out and helped communities make the most of their individual campaigns. Recall of messages, programs, and activities that draw attention to the relationship between personal driving habits and local air quality increased pre- and post-campaign. With ongoing technical and networking support from federal partners and national and local coalitions, public awareness will continue to increase, followed by real behavior change. Toward that end, future plans include the following.

National Collaboration to Continue

As "It All Adds Up to Cleaner Air" moves into its next phase, EPA, DOT, and ACAT will continue the collaborative effort by:

- Facilitating and encouraging agencies with similar mobility efforts and/or complementary environmental health and conservation goals to work together.
- Creating and making available new tools, most notably an updated *Resource Toolkit* with exemplary products from the demonstration communities, enhanced website design and content, and customizable evaluation instruments for communities to assess their progress in achieving the public relations objectives of awareness and specific knowledge. These new products include the following:
 - Five to 10 professionally developed, flexible awareness and knowledge questions suitable for use in telephone, mail, intercept, and Web-based surveys, or as a discussion starter for focus groups. If administered by telephone to 2,000 people, the cost would be approximately \$6,000 to \$8,000.
 - Workshop/meeting follow-up templates, along with suggested procedures for their use and how to summarize results.
 - Website traffic monitoring approaches, including a suggested format for evaluating and sharing "It All Adds Up to Cleaner Air"-related Web traffic information with other partners.
- Implementing an interactive website to allow participants to discuss issues surrounding the initiative; download documents, materials, and resources; comment on work in progress; and receive updates.



"We would benefit from plugging into a national campaign that has incorporated the best local ideas, then disseminated them."

— Shawn Henning
Escambia County, Florida

- Encouraging partner sharing of information. The DOT/EPA team will further efforts to assist its partners in sharing and summarizing what is learned from their local evaluations. This effort could be accomplished by establishing a central repository or archive for these evaluations, which could be part of an established archive or operated in some other manner, such as via a website.
- Integrating exemplary community products and ideas into the national campaign, because a national arrangement supports the local approaches taken with "It All Adds Up to Cleaner Air." Shawn Henning from Escambia County, Florida, expresses this idea: "We would benefit from plugging into a national campaign that has incorporated the best local ideas, then disseminated them."

State and Local Partnerships to Continue

With additional communications tools, such as an interactive website, communities across the country will have the opportunity to build on the initial successes of this initiative. The website will enhance communication and allow easy discussion and sharing of ideas and materials related to "It All Adds Up to Cleaner Air." A feedback feature will ensure further sharing of information and ideas among communities through partners conducting research—closely following survey instrument guidelines and sharing their findings and data from these studies in a timely manner.

Through the combined effort and commitment of the national, state, and local partners—those there from the beginning and those yet to be identified—"It All Adds Up to Cleaner Air" will have continued impact and reach beyond the first five years.

ACAT to Be Strengthened as Forum

The Alliance for Clean Air and Transportation will be strengthened as a forum to address transportation and air quality issues through public information at the national level. A major goal is to pull together ACAT and communities to regularly inform local constituencies with national expertise. ACAT members will work to facilitate member involvement in local coalitions, and will encourage other federal agencies to participate in "It All Adds Up to Cleaner Air."

Future ACAT dimensions include its continuing as a self-sustaining resource (linking organizations and involving the private sector) to support and improve federal public information programs and efforts to encourage travel choices that reduce congestion and improve air quality. Federal participation and a genuine balance of diverse perspectives will help ensure ACAT's longevity.

Conclusion

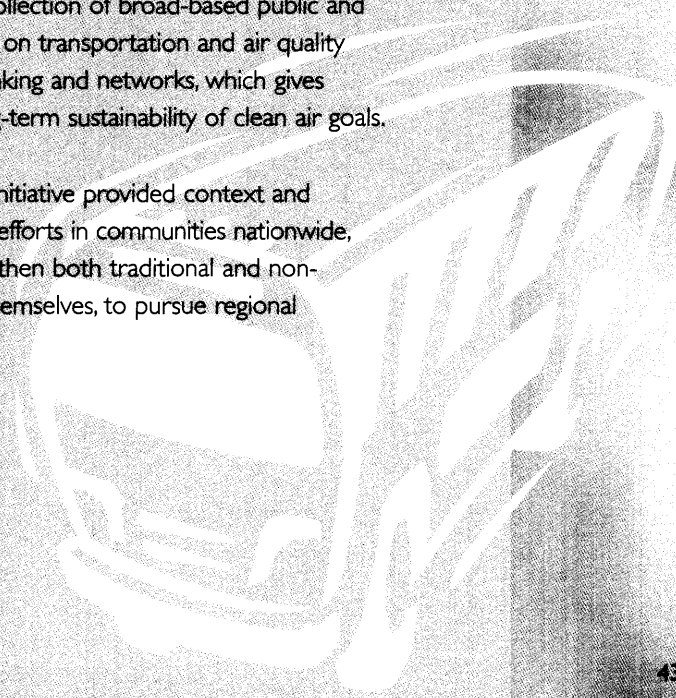
In direct response to the call of their stakeholders, DOT and EPA produced high-quality research-based products that can be modified and used by any organization involved with transportation and air quality issues. These materials, continually being modified and expanded, are now in use nationwide by diverse organizations with varying perspectives on the issues involved. They include state and local air quality and transportation agencies, environmental groups, and federal agencies and industry.



The approach of the "It All Adds Up to Cleaner Air" initiative was to help communities identify their unique problems and develop tailored solutions, guided by an overarching rubric of common messages and adaptable public relations materials. In this way, the federal role was to provide practical support to state and local agencies implementing requirements of Clean Air Act Amendments, ISTEA, and now TEA-21 legislation—helping them avoid duplication of effort and optimize scarce resources at the local level.

Fostering the formation of partnerships was a fundamental cornerstone of this initiative and a key value-added component for the communities involved. Partnerships were valuable for enhancing campaign messages and for giving state and local agencies and community groups heightened visibility. The relationships and networks created among those committed to the principles of "It All Adds Up to Cleaner Air" at all levels fostered greater national consistency in campaign messages, greater leveraging of resources, and more information and product sharing—integral aspects of achieving long-term success. ACAT's collection of broad-based public and private organizations to tackle public information on transportation and air quality issues provides a diverse "brain trust" of best thinking and networks, which gives credibility to the effort and helps ensure the long-term sustainability of clean air goals.

The "It All Adds Up to Cleaner Air" federal initiative provided context and laid the groundwork for future public information efforts in communities nationwide, empowering communities to establish and strengthen both traditional and non-traditional partnerships, including those among themselves, to pursue regional outreach and education projects.





Appendix A: Pilot Communities

Pilot Communities

Successful community-based, public information programs are designed to encourage people to take steps to reduce congestion and improve air quality through such actions as combining errands, maintaining their cars, and using alternative modes of transportation. These steps can go far in meeting the challenge of reducing the nation's traffic congestion and air pollution. In 1998, DOT and EPA headquarters and field staff selected three diverse "It All Adds Up to Cleaner Air" pilot communities—large, medium, and small cities with differing characteristics—to grow comprehensive programs aimed at transportation and air quality objectives, using the concepts and materials developed for this initiative.

The purpose of the pilot phase of "It All Adds Up to Cleaner Air" was to:

- Ensure that the initiative responded effectively to the needs of those implementing CAAA, ISTEA, and now TEA-21 requirements.
- Test and fine-tune the public information concepts and materials developed by the federal partners.
- Gather real-world information about the opportunities and obstacles to involving the public in solutions to traffic congestion and air pollution.

Results of this pilot testing are summarized below, from the perspective of the project managers at each site.

SAN FRANCISCO, CALIFORNIA

Contact: Teresa Lee – tlee@merkle.baaqmd.gov

APPROACH

The primary focus of the San Francisco pilot site was twofold: (1) to explore the needs of the Latino population and lay the foundation for targeted outreach, and (2) to provide feedback on the development and operation of pre-existing advanced efforts.

SUCCESSSES

- Kick-off event engaged entire community and focused attention on "Spare the Air." Strong collaborative relationships with employers enabled the Bay Area Air Quality Management District (Bay Area AQMD) to announce during a press event kick-off that 650 private- and public-sector employers and 500,000 employees were participating in the annual summer ozone program. The Bay Area Clean Air



Partnership (BayCAP) consortium sponsored and Gap, Inc. hosted the event, which featured several prominent participants, at its downtown office building. The strong support of well-known local companies and key political figures significantly increased media coverage and reduced the need for paid media.

- Strong collaborative relationships developed with existing organizations. Since the program's inception in 1991, the Bay Area AQMD has heavily focused on building collaborative relationships with employers and community organizations. This relationship-building greatly extended efforts to encourage public action.
- Ongoing relationships developed with media. A media resource team, drawn from area stakeholders and cultivated over a span of seven years, has been essential to disseminating the Bay Area's clean air messages.
- Research conducted to lay foundation for Latino outreach. While Latinos represent a large subsection of the San Francisco population, and a key audience that the Bay Area AQMD needs to reach, there are insufficient resources to do so. Through participation in the initiative, the Air District and TravInfo were able to use the \$25,000 grant to develop outreach strategies and materials. With the assistance of the federal partners, two Latino focus groups, Spanish and English, were conducted in San Jose, a primarily Latino part of the Greater Bay Area, in order to lay the foundation for future Latino outreach. The Bay Area AQMD used the focus group findings to reach the Latino community during the 2000 ozone season.

CHALLENGES

- Limited funding and staff for program growth. The leading challenge facing the Bay Area AQMD was to maintain its extensive public information effort with existing resources. Its rapid program growth rate left the Bay Area AQMD understaffed and less able to fully participate in the initiative by performing such program activities as completing bimonthly conference calls and monthly reports.
- Limited need for general technical assistance. While the Bay Area AQMD did not require much technical assistance, specific assistance such as the formative Latino research was helpful. The initiative's ability to be flexible and focus on the community's areas of interest was important. The federal partners should assign one person as the technical contact for the demonstration communities.
- Participation requirements for future communities need clarification. It would have been helpful had the federal partners provided additional information to communities at the outset about the time needed to participate in conference calls and complete monthly reporting requirements. Providing more detailed information on how initiative funds can be used would be helpful.
- Feedback on initiative message and materials development. Although the Latino focus groups conducted to expand outreach efforts were helpful, formative

research should have been conducted in San Francisco before development of national messages. The television PSAs were geared more toward low-awareness markets and—while an initial awareness message would have been helpful at the beginning of the program—the market had advanced beyond this need. Lacking focus group feedback in this market (or a comparable market), project participants were uncertain about the relevance of the television PSAs to their audience.

MILWAUKEE, WI (SOUTHEASTERN WISCONSIN)

Contact: Dr. Sara Burr – burrs@dnr.state.wi.us

APPROACH

Wisconsin Department of Natural Resources (WDNR) was already in the process of developing a public information initiative consistent with the federal effort. In its pilot site application, Wisconsin proposed to dovetail its efforts with the national initiative through the following activities:

Develop a strategic plan for the Wisconsin Partners for Clean Air. This plan would then be used as a model for other communities seeking to build a local coalition, or to increase and strengthen participation in an existing coalition.

Facilitate focus group or other research with employers to determine why they have or have not chosen to participate in Wisconsin Partners for Clean Air efforts.

Produce radio, television, and print materials with air quality and transportation messages based on "It All Adds Up to Cleaner Air." The materials would modify existing media information, based on focus groups and other research analyzing existing initiatives. Again, media materials would be applicable for similar communities, based on "It All Adds Up to Cleaner Air" radio, television, and print materials.

Produce an "It All Adds Up to Cleaner Air" video on transportation and air quality issues (mobile and stationary sources) to replace obsolete videos developed by WDNR and the Wisconsin DOT. This video would allow for local customization, but include elements to make it replicable and useful as a communications tool for other communities.

In the course of identifying coalition priorities and gaining consensus on strategic approaches, the Milwaukee pilot found that initial plans to develop an employer transportation and air quality video were premature. The federal partners' desire to be flexible with the original pilot site agreement to meet changing local needs was helpful in letting Milwaukee focus on coalition development and support community organizations.



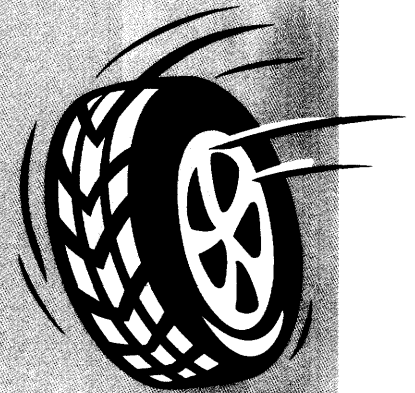
SUCCESSSES

The successes of this pilot campaign primarily centered on the ability of an already established program to amplify existing relationships and program infrastructure to actively involve key community leaders and businesses. This collaboration enabled partners to successfully adapt and incorporate the initiative messages and materials to meet unique local needs. Other successes are summarized below.

- **Coalition strategic planning process laid foundation for future efforts.** Careful planning and professional facilitation of key meetings enabled the process of developing a coalition strategic plan to flow smoothly, with buy-in both from member organizations and key WDNR executives. Members worked collaboratively to identify priorities and develop community-based solutions to support a five-year strategic plan. They identified the need to enlist public support for the coalition's mission and attract a growing membership that allowed WDNR staff to take a more participatory rather than guiding role.
- **Federal campaign addressed local needs.** The goals, objectives, and strategies of the federally sponsored initiative were compatible with current WDNR, Wisconsin DOT, US EPA, and US DOT objectives. The initiative garnered support from both organizations as well as the endorsement of coalition partners.
- **Availability of print and broadcast materials freed funds for other needs.** The acceptance and enthusiasm for the federally produced campaign materials enabled Milwaukee to use grant funding to purchase advertising time and space to target specific audiences (suburban drivers and residents, morning and evening commuters, two minority communities, and others).
- **Federal partnership served as model to help enlist local collaboration.** The partnership among the federal agencies and their ability to work together to develop consensus on approach and messages, was important in helping Wisconsin to approve materials, adopt the objectives and program goals, and incorporate and implement the campaign within current local programs.
- **Federal partnership served as example for state agencies.** The partnership among federal agencies affirmed the notion that transportation and air quality perspectives can converge to create and implement programs that support multiple agency objectives.
- **Funding devoted to airtime purchase.** Milwaukee directed funds toward paid advertising because it lacked the staff capacity to promote PSA placements and gain funding support from other sources, such as coalition members. Although strong support existed for paid advertising, in retrospect, it may have been more effective to dedicate more time to leveraging PSA contributions—though a PSA campaign alone could not have targeted core audiences as well as paid media.

CHALLENGES

- **Underuse of Resource Toolkit materials.** Milwaukee staff relied on ad agency public relations services rather than taking advantage of the full range of information in the "It All Adds Up to Cleaner Air" *Resource Toolkit*. This outcome could be attributed to the fact that the materials arrived just before the Milwaukee ozone season kickoff, for which many public relations activities were already planned. In future years, Wisconsin would, as outlined in the *Resource Toolkit*, engage coalition members and work closely with the recently appointed Partners Communications Work Group (subcommittee of the coalition). This subcommittee consists of high-level public relations and advertising professionals employed by partner companies.
- **Numerous campaign activities pushed time and administrative limits.** Because ozone season campaign activities require much more than a PSA campaign, the federal partners and local site staff sometimes had difficulty communicating and completing administrative tasks. Although project managers were willing and involved in the federal effort, the sheer volume of responsibilities and activities sometimes limited their ability to perform necessary administrative tasks associated with this program.



DOVER, DELAWARE

Contact: Juanita Wiczoreck – jwiczoreck@mail.dot.state.de.us

APPROACH

When it became an "It All Adds Up to Cleaner Air" pilot community, Dover had no existing campaign, offering a "clean slate" for testing. The Dover/Kent MPO County proposed building a local coalition throughout late summer and early fall 1996, with a coalition kickoff event in late September of that year.

The Dover/Kent County MPO anticipated collaborating with the University of Delaware to conduct the pre- and post-campaign community surveys. The MPO anticipated launching the media campaign in the spring, with assistance from the federal partners. The campaign would dovetail with an existing effort between the Clean Air Ad Campaign Committee and the Delaware DOT Ozone Action Program to promote Ozone Action Days and to educate the public about the health effects of ozone.

Initial focus group research indicated that residents perceived their air quality to be good and that the community infrastructure offered few alternatives to driving alone (e.g. the bus system did not offer extended hours to accommodate workers). The area's local transit system is especially attractive to students and the elderly, though the system has operational and public relations issues.

SUCCESSSES

- Federal initiative laid groundwork for public information efforts. The Dover/Kent County MPO had not established a public information effort on the subject of transportation and air quality. Messages and materials provided by the federal partners were used to initiate a local campaign.
- Forming coalition sparked active campaign involvement by members. Forming a local coalition to draw public and media attention to transportation and air quality issues was a major success in the Dover pilot effort. The issue attracted a large number of coalition members who became active in supporting the local campaign.
- Media events and media/PR buys creatively used to deliver the message. Most campaign efforts focused on organizing media events, contacting reporters, and negotiating with the media to supplement media buys with PSA time. Some stations that received paid commercials contributed to the campaign in other ways, such as by producing commercials or discounting advertising rates. In this way, the federal campaign—personalized at the local level and complemented by local messages—attracted media attention.
- Placemat created as marketing tool. Dover created an original placemat to spread its cleaner air message, working with the federal partners to design it. The placemat, now part of the *Resource Toolkit*, consists of a quiz and other games that teach about air quality. Many other communities have adopted the placemat and distributed it widely, particularly among fast-food outlets.

CHALLENGES

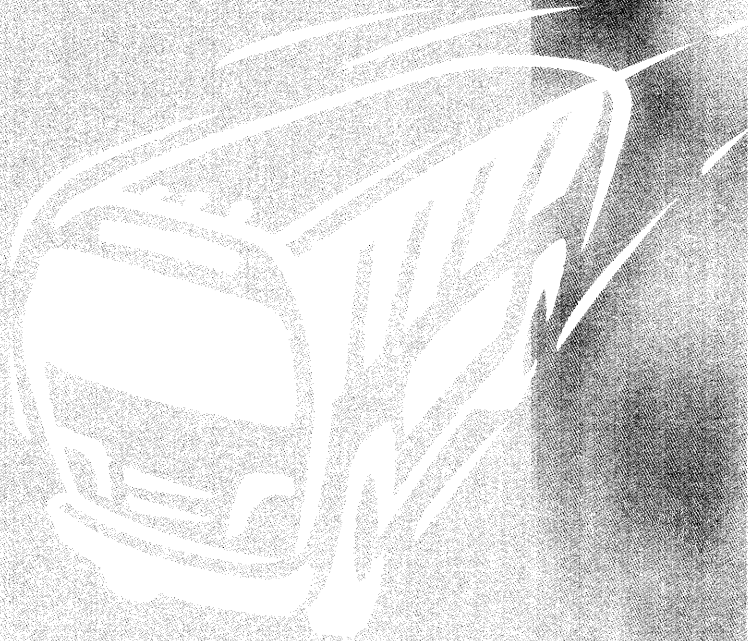
- Difficult for local staff to fully comply with initiative requirements. Time and staffing constraints limited timely generation and submission of reports and materials to the federal partners. Because the Dover/Kent County MPO is a three-person organization with multiple job responsibilities in addition to the pilot campaign, it was often difficult for it to fully comply with pilot site responsibilities.
- Local priorities not always in line with initiative. Local priorities were strongly established and not always complementary to the federally sponsored pilot program. Because the Dover/Kent County MPO wanted to produce and purchase time for local advertisements, project personnel spent less time promoting placement of the federal campaign's PSAs. Federal partners agreed to jumpstart the campaign by helping design and produce additional materials, such as the placemat.
- Much grant funding used to conduct local surveys. The federal need to benchmark changes occurring in the pilot program prompted use of a large proportion of funds to conduct pre- and post-surveys among the general public.
- Obstacles in soliciting coalition membership from area businesses. Although the coalition successfully attracted a large number of active partners, private industry

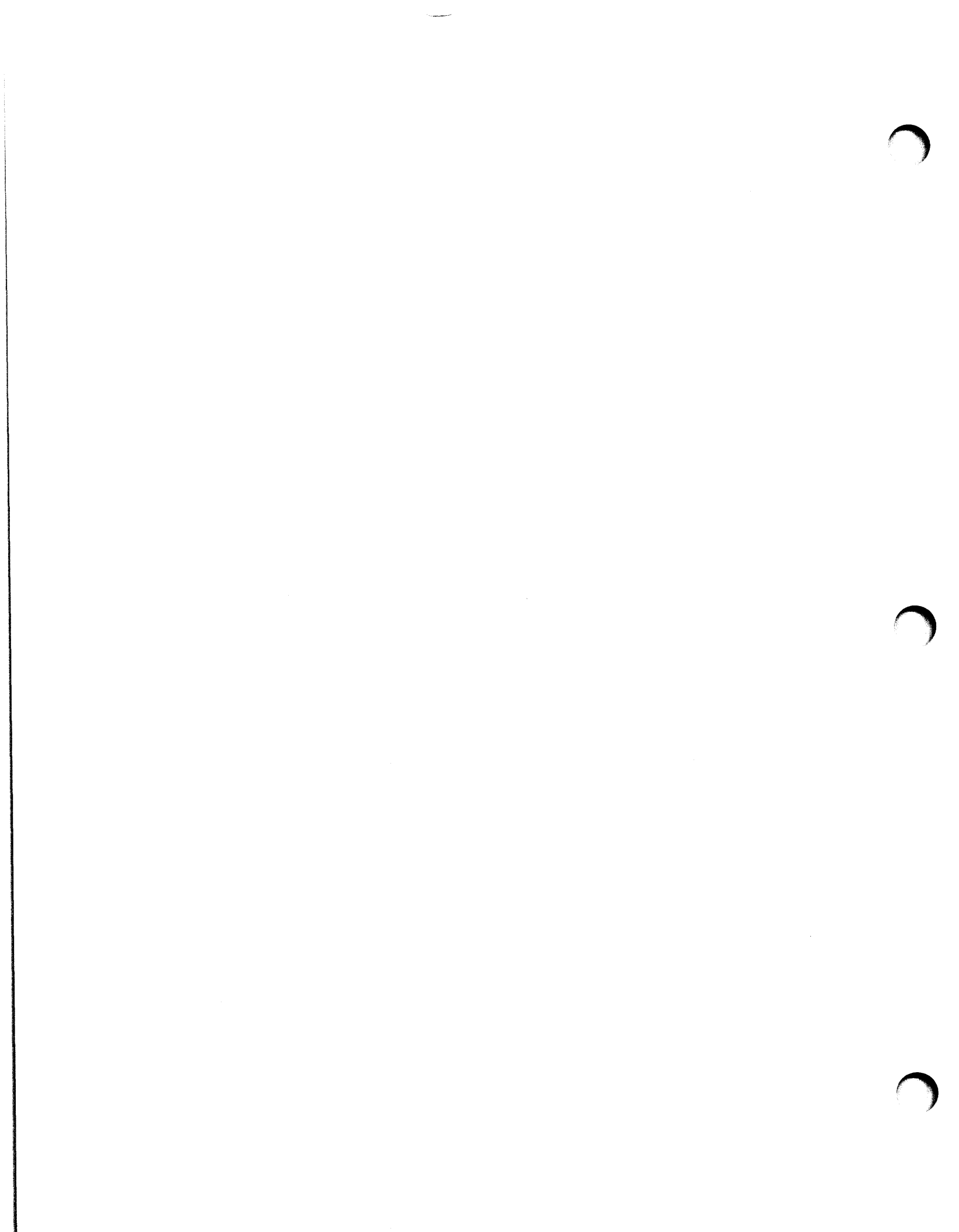
participation proved more difficult to recruit. These organizations, ostensibly able to provide funds and in-kind donations to the cause, were therefore absent from the coalition, composed mainly of public organizations and private citizens.

- **Reliance on federal funding.** Although the groundwork has been set to continue coalition and public information efforts, pilot activities were not poised to continue after federal funding. Despite the ultimate goal of having the local coalition take on campaign responsibilities and activities, an organization was needed to drive these actions. By the end of the pilot program, the coalition was not yet equipped to function without this organizational support. *This challenge clearly speaks to the need for long-term sustainable public information efforts.*

Use of Pilot Community Results

Key findings from the pilot phase encouraged the federal partners to refine and expand the program to support 14 demonstration communities in 1999 and 2000, and make the creative materials available to additional communities upon request. The goal was to assess the value of new and improved materials.





Appendix B: Demonstration Communities

Demonstration Communities

The demonstration communities introduced "It All Adds Up to Cleaner Air" in their locales at the beginning of the 1999 ozone season. The intent was to demonstrate how the initiative concepts, approaches, and high-quality materials could be modified and incorporated into ongoing outreach and partnership-building efforts across the country. Lessons learned and products developed would then be shared with other communities facing similar air quality and congestion issues and demographics, to support their implementation of air quality and transportation mandates.

The following profiles of the 14 "It All Adds Up to Cleaner Air" demonstration communities were written by each community's project manager. The varied approaches to implementing the initiative speak to the extraordinary creativity of the 14 different communities, carefully selected for their ability to demonstrate versatility in materials and approach.



CITY OF ANAHEIM (ANAHEIM, CALIFORNIA)

Contact: Diane Kotler – commuting@anaheim.net

APPROACH

From schools to baseball games, everywhere you go in Anaheim, the "It All Adds Up to Cleaner Air" logo and slogan are there. This approach helped the city bring together a common message and visual identity for six of its air quality programs to emphasize the importance of clean air initiatives. All told, Anaheim generated more than 115,000 "It All Adds Up to Cleaner Air" impressions. Future plans are to display the message on the City of Anaheim's new electric transportation fleet, so as Anaheim goes electric, the clean air message will be there.

SUCSESSES

- Programs united under "It All Adds Up to Cleaner Air" banner. Anaheim brought six of its air quality programs under the umbrella of "It All Adds Up to Cleaner Air." The Anaheim Student Education Program (grades 3 through 6), Special Event Train Service, Clean City Coalition Application, Electric Vehicle Station Cars Program, Anaheim Resort Transportation Service, and the Anaheim Clean Air Team (CAT) Rideshare Incentive Program incorporated the "It All Adds Up to Cleaner Air" logo design and slogan. The idea was to bring commonality to new transportation demand management services and air quality improvement programs offered by

the City of Anaheim and the Anaheim Transportation Network

CHALLENGES

- Unequal exposure to campaign messages. Combining air quality programs under a common theme was beneficial for some, but not all programs, primarily because "captive audiences" such as the rideshare and/or student markets got repeated exposure to the messages and therefore had better recall of them.
- Message lost on some markets. Transient markets, such as users of the Special Event Train Service and the Anaheim Resort Transportation (ART) service, were not interested in the message. These individuals use the service to get to a special event in the most convenient and cost-effective way possible, without environmental considerations entering in. It is often strictly a matter of convenience. For example, "If I take the special event train to a baseball game, I do not have to drive; therefore, I can drink past the 7th inning," or "If I take the ART service, I do not have to pay for parking at Disneyland." *In conclusion, an important lesson learned was to be cognizant of a target audience's motivation for using an alternative transportation mode.*

OTHER HIGHLIGHTS

Partnership Building

When the project started in Anaheim, the Anaheim Transportation Network (ATN), a local nonprofit transportation management association, served as a local coalition for deploying the "It All Adds Up to Cleaner Air" message. As a direct result of its work with electric transportation technologies and alternative fuel projects, the City of Anaheim has submitted a draft document to the U.S. Department of Energy (US DOE) for Clean City designation.

The proposed structure of the Clean Cities Coalition mirrors the existing ATN membership, which consists of 42 local companies. In addition, local utility companies and a transit operator have agreed to join the Coalition.

Mobilizing the Message

The City of Anaheim used the "It All Adds Up to Cleaner Air" funds to put the messages on marketing materials, electric vehicles, and buses, not for paid advertising. Media did not pick up the message, despite numerous attempts, such as with the EV Station Car Program launch. Media coverage included print media, radio interviews, and TV coverage, but made no mention of "It All Adds Up to Cleaner Air." Possibly, reporters did not include references to the "It All Adds Up to Cleaner Air" campaign because the tagline is wordy, and the project's funding source difficult to determine. On several occasions, the media mentioned EPA as a funding source, but DOT and "It All Adds Up to Cleaner Air" were not included.

"It All Adds Up to Cleaner Air" implementation in Anaheim started with the development of educational modules for the Anaheim Union School District, grades 3 through 6. The program was well-received, with materials distributed to more than 16,000 children per year in 800 classrooms. In follow-up surveys, teachers and school districts indicated that modules were well-developed and thought out and would be used in the classroom on an ongoing basis.

In November of 2000, the "It All Adds Up to Cleaner Air" message was taken to Montreal, Canada, to the Electric Vehicle (EV) Symposium, an international conference for electric vehicle manufacturers (both light and heavy duty), government officials, scientists, automakers, and other professionals dealing with deployment of zero emission technologies. A presentation on implementation of the Anaheim EV Station Car Program referred to the contribution of "It All Adds Up to Cleaner Air."

Several newspaper articles related to the EV Station Car Program and Anaheim Resort Transportation project referred to the "electrification" of Anaheim. However, despite attempts to describe the "It All Adds Up to Cleaner Air" effort, no mention was made in the articles.

"It All Adds Up to Cleaner Air" was displayed on the message board at the Arrowhead Pond of Anaheim and Edison International Field of Anaheim in conjunction with the Special Event Train service. The message also was part of the overall announcement system for the Special Event Train service and part of Anaheim Sports, Inc.'s contribution to the same.

Impressions

The focus of the Anaheim effort was to expose specific air quality program participants to the "It All Adds Up to Cleaner Air" messages.

Grades 3 through 6 schoolchildren	800 classrooms with 20 children/class	=	16,000
Anaheim Quarterly Newsletters	2,500/quarter	=	10,000
ATN Quarterly Newsletters	2,500/quarter	=	4,800
Special Event Trains	1,000 riders/train @ 3 trains	=	3,000
Spectators @ Arrowhead Pond	32,000	=	32,000
Spectators @ Edison Intl. Field	25,000 @ 2 games	=	50,000
EV Station Cars	21 daily riders	=	21
Metrolink Riders Exposed to Evs	167 @ Anaheim Canyon Station		
	400 @ Anaheim Stadium Station	=	567
			<u>116,388</u>



Leveraging Resources

This initiative leveraged numerous resources. The City of Anaheim contributed more than \$200,000 toward implementing the EV Station Car program. These funds covered the lease of EVs, installation of EV charging stations, and initial program marketing and administration.

Funding from the Urban Consortium Energy Task Force (\$25,000) supported development of an EV Station Car Tool Kit, which includes a guidebook, introductory video, and CD-ROM. These documents will be distributed locally by the City of Anaheim and nationally by the Urban Consortium Energy Task Force and its marketing partner, PTI, Inc.

US DOE provided \$24,000 to offset the cost of the EVs. The Mobile Source Air Pollution Reduction Review Committee (MSAPRRRC) provided more than \$75,000 for additional installations of the EV charging units throughout Anaheim. The Orange County Transportation Authority (OCTA) and MASPRRC also contributed more than \$120,000 toward development and distribution of the Student Education Program, which included "It All Adds Up to Cleaner Air" messages. OCTA and MSAPRRRC sponsored another project, the Clean Air Team (CAT) Rideshare Incentive Program (\$250,000+), which was unveiled in 2001. The CAT program is incorporating "It All Adds Up to Cleaner Air" artwork on its marketing, registration, and other materials.

The "It All Adds Up to Cleaner Air" funds provided by the federal partners were primarily used to develop marketing outreach methods for the EV Station Car Program, distribute the student education materials, and begin development of the Clean City Coalition in Anaheim.

VISIONS FOR THE FUTURE

The City of Anaheim plans to carry forth the "It All Adds Up to Cleaner Air" message with its electric transportation fleet. It will include the "It All Adds Up to Cleaner Air" artwork in advertising to be displayed in 10 electric buses within the Anaheim Resort.

The tagline also will be used in newsletters and brochures to endorse personal responsibility for individual actions and as part of the CAT Rideshare Incentive Program.

If DOT and EPA decide to continue "It All Adds Up to Cleaner Air," Anaheim recommends purchase of advertising to ensure that the entire message gets in the media. Media public service announcements and interviews with reporters tend to distort the original intent of "It All Adds Up to Cleaner Air."

DELAWARE VALLEY REGIONAL PLANNING COMMISSION

(PHILADELPHIA, PENNSYLVANIA REGION)

Contact: Ron Roggenburk – rroggenburk@dvrpc.org

APPROACH

Businesses, government, and environmental groups from Delaware, New Jersey, and Pennsylvania are working together to improve air quality throughout the Delaware Valley. The Delaware Valley Regional Planning Commission (DVRPC) Ozone Action Partnership seeks to reduce the formation of ground-level ozone on days when it counts the most, from May through August. Ozone forecasts are available every day between Memorial Day and Labor Day. Ozone Action Alerts are also sent via e-mail on days before ground-level ozone is forecasted to be at unhealthy levels, designated as "Code Orange" and "Code Red." The Ozone Action Partnership got "It All Adds Up to Cleaner Air" messages covered in local television news broadcasts as a public service. These broadcasts dramatically increased awareness of the regional air quality issue. Posters and brochures also carried the "It All Adds Up to Cleaner Air" messages. In addition, the partnership raised significant funds from its members, enabling purchase of media time for "It All Adds Up to Cleaner Air" ads.

SUCCESSES

- **Strong advertising gains made.** The Delaware Valley Regional Planning Commission (DVRPC)'s major campaign achievement has been the advertising initiative conducted in partnership with KYW3-TV, which raised \$60,000 during summer 2000 and \$100,000 in 2001 to air three television commercials on the morning, evening, and weekend news programs on Philadelphia's CBS affiliate. Pledges were secured from corporate and government agency sponsors whose logos were added at the end of the ads. A survey for DVRPC, conducted by an independent contractor, found an increase in awareness of problems associated with ground-level ozone, from 15 percent of survey participants to nearly 35 percent. Also, in fall 2000, nearly one-third of those surveyed recognized the catchphrase "It All Adds Up to Cleaner Air," a remarkable retention rate for a campaign aired on one major station for one season.
- **Good community exposure through festival involvement.** Also bringing a measure of success to DVRPC was its involvement with the Unity Day 2000 Festival near the Philadelphia Museum of Art, which exposed thousands of people to the "It All Adds Up to Cleaner Air" message and associated the program with environmental justice. More than 200,000 people attended, many of whom had not heard of the "It All Adds Up to Cleaner Air" program or the Ozone Action Partnership until the event.

CHALLENGES

- PSA time difficult to come by. Placing unpaid advertising on network or cable television in today's media market is difficult, if not impossible, because the Federal Communications Commission no longer requires networks to place PSAs for free. Therefore, the stations are hesitant to place PSAs if they can sell the ad space.

OTHER HIGHLIGHTS

Partnership Building

All Ozone Action Partners received the *Resource Toolkit*, which includes useful steps that partners and individuals can take to mitigate pollution problems. Also included are various "It All Adds Up to Cleaner Air" print materials for the partners to post in their lunchrooms or on billboards. The partnership has expanded dramatically in the past several years, with the inclusion of various state and federal government agencies, municipalities, hospitals, participants in the "Clean Cities" Initiative, transportation management associations, and numerous private firms, and now totals over 150 members.

Mobilizing the Message

The three "It All Adds Up to Cleaner Air" television announcements were run on a CBS-TV affiliate from June 26, 2000, to August 5, 2000, and during the same general time frames in 2001. Partners and other agencies contributed nearly \$60,000 in 2000 and \$100,000 in 2001 to sponsor these ads.

Both the 2000 and 2001 ads were paid. In 2001, the campaign spent about \$54,000 on ads for KYW-TV, the CBS affiliate on Channel 3, and \$18,000 on KYW Newsradio. Although DVRPC supplied copies of the ads to several other stations and cable systems, no information exists to confirm whether they played in the summer of 2001.

DVRPC uses the "It All Adds Up to Cleaner Air" tagline in its printed materials, including transit and newspaper ads and brochures. The tagline also appears on kites that were distributed to kickoff attendees and others in the summer of 2001.

Impressions

Approximately 1.5 million people were exposed to the TV ads during summer 2000, and more than 5,000 people stopped by the "Ozone Action/It All Adds Up to Cleaner Air" tent at the Unity Day 2000 festival. This appearance was not repeated in 2001, because the event was scheduled too late in the ozone season. In 2001, the campaign created 12 million impressions on persons 18 years or older, or 9.6 million households.



Leveraging Resources

Nearly \$60,000 from public and private funding sources was raised to finance the "It All Adds Up to Cleaner Air" television ad campaign on KYW3-TV for the summer 2000 program and more than \$100,000 was raised for the summer 2001 program.

VISIONS FOR THE FUTURE

In the future, DVRPC and its staff plan to incorporate the "It All Adds Up to Cleaner Air" materials into Ozone Action Partner materials, recruitment information, forecasts, the DVRPC website, the 1-800 information line, e-mails, and any television, radio, and print advertising conducted for the program. The goal is to incorporate the "It All Adds Up to Cleaner Air" program within the Ozone Action Partnership program, so that the two programs become neatly intertwined. This would enable the partnership to piggyback on the success of the "It All Adds Up to Cleaner Air" advertising in the region and across all of the demonstration communities nationwide.

DISTRICT OF COLUMBIA DEPARTMENT OF HEALTH

IN PARTNERSHIP WITH AMERICAN LUNG ASSOCIATION OF DC AND DC-CAN!

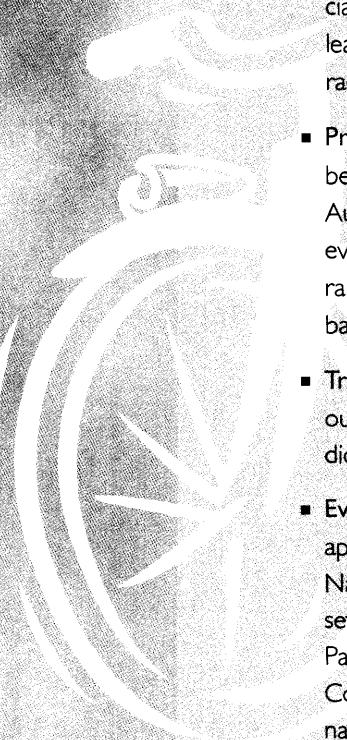
Contact: Donald Wambsgans – dwbmsgans@mail.environ.state.dc.us

APPROACH

"It All Adds Up to Cleaner Air" drew attention to two major urban problems in the DC area: air quality and traffic congestion. The program kicked off on May 23, 2000, outside a local elementary school where speakers addressed air quality issues in front of a red-ribbon-wrapped Metrobus displaying two of the new "It All Adds Up to Cleaner Air" transit ads. "It All Adds Up to Cleaner Air" advertising ran on three local radio stations, and PSAs were displayed on dioramas throughout the Metro rail system and on city buses. Through radio spots, special events, and displays, the "It All Adds Up to Cleaner Air" message reached more than 2.5 million citizens. The Earth Day 2000 celebration on the National Mall reinforced the message as thousands of people visited the "It All Adds Up to Cleaner Air" booth and picked up popular bubble pens carrying the campaign slogan. But DC Clean Air Network (DC-CAN!) is not stopping there. Plans are underway to establish a citywide "no drive day."

SUCSESSES

- Campaign sparks grassroots impetus. The most important result of bringing the "It All Adds Up to Cleaner Air" program to Washington, DC, is that it provided the impetus to form a grassroots coalition of groups to address two of the most important issues in metropolitan DC: air quality and traffic congestion.

- 
- High-quality materials provide good launching point. The structure and materials supplied by EPA and DOT provided a strong starting point to forming a coalition and implementing the "It All Adds Up to Cleaner Air" campaign in the metropolitan DC area. Partners were attracted to the project when they learned that the materials were created after two years of research and were promoted by two prestigious federal agencies.

OTHER HIGHLIGHTS

Partnership Building

As described above, the existence of DC-CAN! may be attributed largely, if not entirely, to the support provided through the "It All Adds Up to Cleaner Air" initiative. Partners include the American Lung Association of DC, DC Department of Health, City Bikes, Washington Area Bicyclist Association, Washington Metropolitan Area Transit Authority (WMATA), Medical Society of DC, Virginia Railway Express, Endgridlock.org, and BP-Amoco. Additionally, a representative of DOT attended the vast majority of coalition meetings and events, and provided countless hours of support and energy.

Mobilizing the Message

- Radio. Airtime was bought on "talk radio," smooth jazz, top 40, and alternative stations, which have the most listeners in the target audience (the general driving public, especially commuters and soccer moms). They aired all three core messages a total of at least 70 times. In addition, a letter explaining the campaign was sent to another 15 radio stations, along with a fact sheet and live-read PSAs for all three core messages.
- Print. A full-page black-and-white advertisement of "Try picking someone up before you go out" was placed inside the back cover of the ALADC Kids' Asthma Auction booklet and was given to each of the 300 volunteers and guests at that event. Additionally, Commuter Connections, the local group promoting ride sharing, ran a full-color article about DC-CAN! and "It All Adds Up to Cleaner Air" on the back cover of its summer 2000 newsletter.
- Transit. Metro provided free space to display the "It All Adds Up to Cleaner Air" outdoor ads featuring the blue sky with clouds background, on 20 Metro station dioramas and 100 queen-size buses from May 2000-May 2001.
- Events. Throughout the funding period, "It All Adds Up to Cleaner Air" messages appeared as part of conferences and fairs across Washington, DC, including the National Earth Day Celebration on the National Mall. Display booths were also set up at Washington Area Bicyclist Association's Bike-to-Work Day, Endzone Partners' campaign launch event and symposium, Metro's Try Transit Fair and Concert (held during Try Transit Week), and at the finish line for Tour de Sol, a national competition for electric and hybrid cars. The DC-CAN! 2000 campaign

kick-off took place at Maury Elementary School in the District, and featured speakers from the DC Department of Health, AAA, the Medical Society of DC, school children with asthma, and Max the Metro Dog. Campaign materials were also distributed at six Washington, DC health fairs held at local hospitals, community centers, and the General Accounting Office.

Impressions

Between the radio spots, print advertisements, special events, displays, and Metro posters, the total number of citizens exposed to "It All Adds Up to Cleaner Air" messages is estimated to be approximately 2.6 million. Each day, Metro transports 500,000 riders by means of subway and 600,000 by bus. *Commuter Connections* is mailed to more than 4,000 individuals. Total number of impressions on the radio buy is nearly 1.6 million.

Leveraging Resources

From May 1999 to January 2001, the dollar value of in-kind donations totaled over \$300,000, with actual placement cost for Metro station dioramas just \$1,010 each month. WMATA provided space for 20 dioramas for a period of eight months, although some of these remained posted for up to 12 months, bringing the total value to more than \$175,000. Posters on the traffic side of Metro buses cost \$275 each per month. One hundred buses ran posters for a total of six months, for \$165,000.

Overall, DC-CAN! was able to leverage fairly substantial resources, especially considering that the coalition did not exist before the city received the "It All Adds Up to Cleaner Air" grant. WMATA provided an enormous amount of in-kind support to the project; other partners did not offer as much.

DC-CAN! also negotiated special reduced rates with many of the vendors. For instance, a printer provided a discount on resizing the artwork and printing for the bus and Metro posters, and a temporary tattoo company waived its art charge. All three of the radio stations on which airtime was purchased also provided no-charge spots. DC-CAN! used the federal partners' "It All Adds Up to Cleaner Air" display at events.

Finally, BP-Amoco gave the American Lung Association of DC \$10,000 for the campaign.

Citizens' feedback on the campaign

"The blue sky theme really stands out. It looks great on the posters!"

"I never knew all that! I'll be sure not to get gas when it's hot and sunny, now." (also said about topping off the tank)

"We were walking around the fair and were attracted by all the bubbles (at the bubble pen giveaways). We decided to stop by and check it out. We learned that by carpooling we can help save the air. Because we all live close together, we've decided to give it a try."

"I was riding Metro and saw your signs. I felt so good that I wasn't polluting, because I was riding Metro."

VISIONS FOR THE FUTURE

The American Lung Association of DC is strongly committed to seeing "It All Adds Up to Cleaner Air" grow in the coming years. It is currently writing grant proposals that, if awarded, would fund an expansion of DC-CAN!'s activities. Activities proposed in the applications include increasing contact with the media, purchasing more advertising space, creating a youth board of "Clean Air Ambassadors" based on the Academy for Educational Development's *Let Kids Lead* model, and visiting classrooms to teach students about ways they can improve the air. DC-CAN! is also in the process of seeking corporate sponsors to provide funds or large in-kind donations to the campaign. A sponsorship breakfast will feature a Member of Congress speaking on the importance of the environment and ways corporate America can help at the local level. Additionally, DC-CAN! is compiling a list of local organizations that will be sent recruitment letters, followed by telephone calls and personal visits, when possible.

DC-CAN! is also interested in planning a citywide "no drive day," and is looking into hosting a Flight for Life event, a program developed by the Lung Association of Canada, to be implemented by ALAs in the United States. This event involves securing a large public space and selling "clean air kites" for a nominal fee. Each participant pledges to help reduce air pollution, and ties a pledge to take a specific action to the tail of a kite.

DC-CAN! is considering partnering with other urban "It All Adds Up to Cleaner Air" communities who may be interested in sharing production costs for additional creative materials targeted at an urban audience.

"Children are wonderful motivators. We hope to prepare the next generation to be conscious of their driving behavior and its impact on the air around us."

— *Clean Air Campaign Director,
Georgia DOT*

GEORGIA DEPARTMENT OF TRANSPORTATION (ATLANTA, GEORGIA AREA)

Contact: Teri Pope – Teri.Pope@dot.state.ga.us

APPROACH

Sprawl and traffic congestion across the Atlanta region are legendary. As a result, air quality has diminished, leading to a halt of federal highway and transit funds from January 1998 until July 2000. The "Clean Air Campaign," through the Georgia Department of Transportation, is fighting regional traffic congestion and getting the air quality message to the public. Its mission is to educate the public about Metro Atlanta's air quality problem and encourage solutions to traffic congestion and air pollution. In September 2000, the "Clean Air Campaign" introduced a new children's education program featuring BAIR, the Better Air Bear. This big blue bear was designed to complement the fourth grade Weather and Climate curriculum that includes an introduction to air quality issues. The "It All Adds Up to Cleaner Air" messages joined the "Clean Air Campaign" through an intense radio campaign using

the initiative's radio PSAs (promoting trip chaining, carpooling, and other transportation and air quality messages).

SUCCESES

- Georgia DOT recognized as environmental leader. Federal funding allowed the Georgia DOT to be recognized as a proponent of clean air and "a player" working proactively for the environment.
- Message extended outside of non-attainment area. The federal grant allowed Georgia DOT to focus on clean air strategies outside of the Metro Atlanta non-attainment area. Through media outreach and a partnership with local speaker's bureaus, the message of how to protect the environment in simple ways has spread through the region.
- Good interaction and comfort level with project staff and messages. Project staff educated senior management on the easy-to-implement strategies to attain cleaner air and made them comfortable with the environmental message. Therefore, the grant was not only an asset for the citizens of Georgia who heard the campaign message, but also for the employees of Georgia DOT.

OTHER HIGHLIGHTS

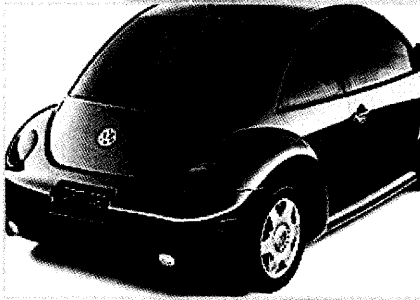
Partnership Building

Georgia DOT partnered with local speaker's bureaus to share messages and strategies, and worked with the Hall Clean Council, Commute Connections, and Partnership for a Smog-Free Georgia. These groups presented a total of 28 speeches to approximately 1,300 people.

Georgia DOT began a public awareness campaign focusing on the construction of additional High Occupancy Vehicle (HOV) lanes in Gwinnett County. As part of this campaign, it developed and distributed HOV awareness brochures during the 28 speeches given during the grant period.

Mobilizing the Message

Georgia DOT decided to use the entire \$25,000 grant to purchase local radio time targeting counties that are potential additions to the Metro Atlanta non-attainment zone. Airtime was purchased on radio stations that effectively covered Hall, Jackson, and Barrow Counties. Purchases focused on morning drive time and sports, the highest rated programming, and included package plans that allowed the PSAs to continue through the 2001 high school football and Atlanta Braves baseball seasons. The project manager worked with the stations to change the tagline bi-monthly, keeping the ads fresh and interesting.



Georgia DOT has successfully used the custom-painted "HOV Bug" to attract media attention at "Clean Air" events promoting public awareness of additional high-occupancy vehicle lanes being constructed in Gwinnett County.

The "LUV the HOV" campaign used an "HOV Bug," a 2000 Volkswagen Bug donated by an Atlanta car dealership. The "HOV Bug" was custom-painted with the "LUV the HOV" logo. The "HOV Bug" has been used extensively to garner media attention at speeches and other public events in the three-county target area.

Leveraging Resources

Georgia DOT was able to leverage current resources and campaigns to optimize the benefits of the \$25,000 grant. The "LUV the HOV" brochures and "HOV Bug" were paid for outside of the grant. Georgia DOT also provided clerical support and supplies at no cost. Estimated in-kind contributions were a minimum of \$500 per month or a total of \$9,000 for the grant period.

JEFFERSON COUNTY (LOUISVILLE, KENTUCKY) AIR POLLUTION CONTROL DISTRICT

Contact: Rebecca Stutsman -- rstutsman@co.jefferson.ky.us

APPROACH

The "It All Adds Up..." grant award and media toolkit came at an ideal time for Louisville and Jefferson County, Kentucky. The local ozone coalition, Kentuckiana Ozone Prevention Coalition (KOPC), underwent a significant transition as its management and staff support moved from the local MPO to the Air Pollution Control District (APCD) in late 1998. Availability of the toolkit and grant award went directly into crafting media campaigns for both the 1999 and 2000 ozone seasons. KOPC used the \$25,000 grant award, along with existing Congestion Mitigation and Air Quality (CMAQ) Improvement Program funds, for outreach and education activities.

SUCCESSSES

- Environmental milestone achieved in Louisville metro area. The Louisville metro area began this grant cycle as an ozone non-attainment area and had failed to meet federal ozone standards since the Clean Air Act was introduced in 1970. EPA had proposed in the spring of 1998 to downgrade Louisville's air quality status from "moderate" to "serious." By late 2001, this area had achieved the one-hour ozone standard following three years of improved pollution levels and was successfully reclassified by EPA.
- Better media coverage received for environmental efforts. The "It All Adds Up..." *Resource Toolkit* helped refine messages both to the media and the general public. The result was that local media outlets, particularly TV meteorologists, gave environmental messages greater attention. Local media have redoubled efforts to present this information to viewers/listeners 24 hours in advance and provide more health alerts, including front-page information in the *Courier-Journal*, the daily

newspaper. Additionally, two TV stations began posting Ozone Action Day information on their websites and including it in a free subscriber-based weather alert service that sends information by means of e-mail, cell phone, and pager. TV meteorologists are also more consistent in incorporating air quality data and ozone forecasts in their weather segments.

CHALLENGES

- Minor technical difficulties. Most of the challenges encountered during the grant cycle were minor technical difficulties such as faulty Sigma encoding on the beta tape used for TV spots, and a MAC platform instead of PC-based formatting for the CD-ROM containing print ads. These problems were overcome with able assistance from EPA and DOT as well as the public relations firms supporting the initiative.

OTHER HIGHLIGHTS

Partnership Building

APCD's ability to make full use of the outstanding messages contained in the toolkit benefited from the existence of an active coalition already devoted to outreach on ground-level ozone and transportation issues. The Kentuckiana Ozone Prevention Coalition counts nearly 200 local businesses, organizations and government agencies as members. Recruitment efforts were stepped up during the grant cycle, and membership increased by nearly 20 percent. KOPC members inform co-workers about the simple steps that they can take on an Ozone Action Day or any day for better air quality in Kentucky.

Mobilizing the Message

During the 1999 ozone season, the campaign used all three components of the media toolkit—TV spots, radio ads (10-second live announcements and 60-second spots), and daily print ads. The "It All Adds Up..." media campaign represented a fresher approach for the local ozone coalition in terms of messages used to advance strategies and voluntary choices for improving local air quality. The media budget was concentrated during a four-week time frame from mid-June through mid-July 1999 to heighten public awareness during part of the metro area's peak ozone season. The paid ad campaign generated \$12,119 in free radio and TV spots. The potential viewing/listening area included more than 1.3 million people and encompassed more than 24 counties in the northern Kentucky and southern Indiana areas.

- Television. Thirty-second television ads appeared on all four network affiliates (ABC, CBS, NBC, and Fox) during the summer months. "It All Adds Up..." TV spots also ran during spring and summer months in 2000 on four different cable channels (Insight Media), which services nearly the entire Louisville metro area. Cable stations included Discovery Channel, Headline News, The Weather Channel,





and A&E. Scheduled spots involved 694 paid spots and 1,837 bonus spots for this viewing period. Also appearing were "crawls" with ozone action tips running during the local updates ("on the eights") on the Weather Channel for both Ozone Action Days and better-air days. More than \$34,000 in value-added bonus spots accompanied both TV and radio campaigns.

- **Radio.** Radio spots, including both 60-second and 10-second live announcements, aired during the two summer months as well. More than 60 percent of the radio ads used 10-second live spots running exclusively during morning and afternoon drive times. A total of 278 radio spots ran on 28 radio stations during the June-July 1999 period and reached an estimated 480,500 adults, ages 18-49, with a frequency of 4.2 messages.

Additionally, local Clear Channel radio stations, primarily WHAS-Radio 84 (AM), promoted a new product created as a special feature of the 2000 outreach campaign. The product is a booklet touting the benefits of the vehicle emissions testing program (VET) in Jefferson County. WHAS has the most listeners during morning and afternoon drive-times in the Louisville metro area.

Paid ads for 60-second "It All Adds Up..." radio spots ran during spring and summer 2000 on several local FM stations affiliated with Blue Chip Radio Corporation. Eighteen spots ran at each station for a total of 109 paid spots for that time period and 94 bonus ads. KOPC received a special advertising rate through the Louisville Radio Broadcasters Association.

- **Print.** Daily newspaper ads featuring "It All Adds Up..." themes ran in the Gannett-owned (Louisville) *Courier-Journal* during the June-July 1999 period. The cumulative reach of the newspaper ads was 597,000 adults, with an 81.7 percent reach during this three-week period.

APCD staff worked with a public relations firm to create its new outreach booklet promoting the benefits of the VET program in Jefferson County. This eight-page, four-color booklet contains information about local air quality and provisions of the emissions testing program, as well as Ozone Action Day tips. A unique feature is the inclusion of 19 coupons and ads from local businesses, located on the border of each inside page. Text also includes two "It All Adds Up..." print ads. APCD paid for the design and layout of the booklet with CMAQ funds while Clear Channel covered printing costs for 500,000 booklets and on-air promotions. APCD distributed booklets at all five VET centers from August 2000 through April 2001 and at large outreach events such as Earth Day and the Kentucky State Fair. A special edition of the booklet without coupons was produced at a cost of \$2,200 for the local Earth Day 2000 event at the Louisville Zoo, where 50,000 copies were distributed.

- **Events.** KOPC co-sponsored an After-Hours event at the JB Speed Art Museum during June 1999, which more than 600 people attended. The monthly event showcases new museum installations and exhibits to the target demographic of

college-educated adults, ages 28-54. KOPC and APCD staff set up an information table and TV monitor at the event to show all three 30-second "It All Adds Up..." spots continuously using a 60-minute "loop" videotape. KOPC's name and logo also appeared on all museum promotional pieces and publications, including invitations, posters, flyers, and signage for the remainder of 1999.

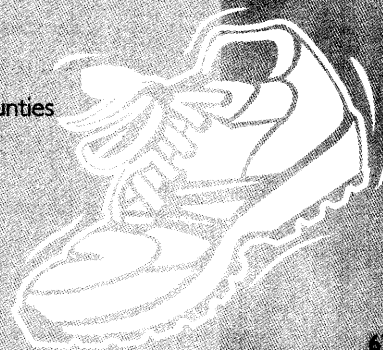
At the 1999 Kentucky State Fair held in mid-August, KOPC distributed several hundred copies of the "What's Your Air Quality IQ" quiz. More than 600,000 people visited the state fair during its 11-day run in Louisville. The ozone booth was housed in the special "Health Fair" section of the South Wing exhibits area. KOPC also debuted its new display unit featuring a skyline photo of Louisville, which includes as its focal point variable message signs mounted above heavily traveled highways in the metro area. These message signs carry Ozone Action Day notices visible to passing motorists and bus riders, along with information about traffic delays from road construction and accidents.

During both the 1999 and 2000 ozone seasons, APCD worked closely with the marketing and public relations staff from the local transit authority (TARC) to plan the kick-off event for the second annual Ozone Buster Fare campaign. The Ozone Buster Fare campaign is made possible by \$1 million in federal CMAQ Improvement Program funds. This discounted bus fare was offered from June through August during both ozone seasons. A positive response from the public and a 12 percent increase in ridership prompted extension of the program through September both years. The special fare is available every day on all routes, including those into neighboring counties, and also covers transfers. The 1999 reduced-fare program attracted 275,000 more riders on TARC for a 10 percent increase in overall ridership.

July 2000 also marked the debut of a new on-air promotional campaign for ride sharing known as "Dream Ride." KOPC partnered with TARC and Ticket to Ride (rideshare matching program based at Louisville MPO) to promote greater use of TARC buses as well as the Ticket to Ride database used to match potential ridesharers. Media partner Clear Channel Communications used its on-air personalities to promote ride sharing as an important transportation option. This eight-week contest offered a random drawing that allowed a winning entry to ride to and from work with that week's celebrity or radio personality.

Impressions

Air quality messages reached more than 1.3 million people residing in 24 counties in the Louisville metro area during the 1999 and 2000 ozone seasons.



VISIONS FOR THE FUTURE

"It All Adds Up..." themes and logos have found a new home in a recently expanded outreach program, KAIRE, established at the Air Pollution Control District. KAIRE, short for Kentuckiana Air Education, represents the largest CMAQ award to date—more than \$1 million over a three-year period—in the Commonwealth of Kentucky for outreach and education activities.

New initiatives include campaigns on commuter choice, high-tech emissions testing (OBD) for newer cars and trucks, vehicle maintenance, teen driver education, interactive kiosks on air quality issues, and development of new public health messages on ozone and particulates. These new programs offer additional ways to further reduce pollution and achieve long-term improvements in local air quality.

LYNX/CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY (ORLANDO, FLORIDA)

Contact: Jennifer Stults – jstults@golynx.com

APPROACH

In 2000, a hand-painted "Clean Air Bus" made possible by LYNX and carrying the "It All Adds Up to Cleaner Air" theme line and messages made its debut in Florida. Officially known as the Central Florida Regional Transportation, LYNX is recognized as the fastest growing public transportation system in the country. LYNX's clean air outreach campaign, titled "Way to Go!" aims to achieve a 20 percent reduction in number of drivers by encouraging people to use alternative transportation one day a week. "It All Adds Up to Cleaner Air" radio and television PSAs have dramatically increased awareness, but the program highlight is the "Clean Air Bus."

The bus was a crowd-pleaser at clean air events, and was also a hit on campus. It ran on a route to and from the University of South Florida, thus hitting an important audience—future drivers and consumers. And naturally, the bus had a bike rack.

Currently, Orlando is in attainment of clean air standards, and LYNX is making sure the region stays that way. A November 1999 survey showed that one in five central Floridians had heard of the "It All Adds Up to Cleaner Air" message. To increase awareness and reach minority audiences, LYNX is using community newspapers and direct mail, with messages in both English and Spanish.

SUCCESSSES

- Orlando remained in attainment and had a great local coalition and good community participation. The painted bus was featured at many successful events and conferences. Partners elicited Orlando's participation in their events, inviting presentations to be made at each of their programs. Business sector involvement

included participation by the former chairman of the Atlanta Chamber of Commerce, who was recruited to address Orlando's Chamber.

- **Good advertising and press coverage.** Orlando developed and ran strategic advertising, including trades and buys, for all types of media, piggybacking the message onto related events' ads. Local papers afforded less expensive advertising (often with high distribution). The ads were also broadcast by major radio stations (e.g., through Metro Traffic) and on the cable TV consortium, which rotated the ads on several channels. Orlando increased mention of the air quality issue and what could be done about it in the press and editorials, and facilitated program integration and acceptance into regular LYNX operations.
- **Funding efforts that "paid off."** The campaign received matching funds from the American Lung Association, funding for the University of Central Florida to develop an air quality prediction model, and donations of printing and services—particularly TV and radio production and Spanish translations.
- **Infectious enthusiasm raised project expectations.** This project embodied great spirit and attracted interesting participants from all over the country. The federal partners and their consultants provided valuable information and materials, which the local partners could personalize for their programs. The enthusiasm from the federal partners was infectious and encouraged all of the local partners to do their absolute best.
- **Good sharing of information.** Central Florida's coalition—the Clean Air Team—liked sharing experiences and learning about what other coalitions were doing. The list-serv and conferences facilitated sharing of materials and experiences and proved incredibly helpful.
- **Resource Toolkit materials conserved resources.** The fact that Orlando did not have to develop and market test creative materials saved much time and money. Orlando takes advantage of any opportunity to use the *Resource Toolkit* and its materials. This approach is especially useful when a great opportunity comes along with little or no lead time.

CHALLENGES

- **Lack of definition of coalition member tasks and responsibilities.** This lack of clarity led to the same two or three people doing the majority of the work. It was difficult to maintain momentum with the coalition members absent an eye-catching promotional event.
- **Convincing people that the problem is real.** It was difficult to convince people that the air quality problem is real and that Orlando could become a non-attainment area. After much work, the local chamber of commerce began to see the consequences to the business community of becoming a non-attainment area. The media showed mixed interest.

OTHER HIGHLIGHTS

Partnership Building

Orlando's local coalition is known as the Central Florida Clean Air Team, or the Clean Air Team. It started with approximately 15 partners and grew to 25 as the program and events developed. Active participation tended to grow with special events or functions.

Mobilizing the Message

- **Television.** CNN, Weather Channel, ESPN, TBS, Lifetime, A&E, Discovery, Channel 13 (local news station), Orange TV (government access channel), and Seminole TV (government access channel).
- **Radio.** Metro Traffic on eight major FM stations; AM talk stations such as WBDO and WRLZ (Spanish); and FM stations such as WMMO 98.9, WSHE 100.3, MIX 105.1, and XL 106.7.
- **Print.** *The Orlando Sentinel* (Orlando's major daily paper), *The Osceola News Gazette*, *The Seminole Herald*, *First Monday* (publication by the Chamber of Commerce), *Orlando Business Journal*, *Orlando Times* (minority paper), *Orlando Weekly*, *La Seaman* (Spanish).
- **Outdoor.** Painted compressed natural gas (CNG) LYNX bus featured the "It All Adds Up to Cleaner Air" artwork. The bus was operational for 21 months. It operated in the University of Central Florida area and on the Downtown LYMMO Circulator system, though it could be pulled to run anywhere in the tri-county area. The "Clean Air Bus" also appeared at almost all the events listed in this report. Often it was used for transportation, display, and backdrop purposes, and on-bus tour opportunities.

Impressions

Events: 320,935

Bus: 31,500,000

Leveraging Resources

- **Bus.** The corporate rate for a hand-painted bus ad is \$4,000/month, so a value of \$84,000 was received for approximately \$1,200 cost to the grant.
- **Other leveraging successes.** Orlando had excellent experience leveraging resources after first spending a little money. By purchasing or trading for advertising, Orlando often received additional free advertising or services, such as production and reproduction costs and free Spanish translations. In exchange for \$25,000 in grant funds, Orlando received in-kind donations totaling \$218,600 to date. It is likely that the actual value is even higher, because many items were difficult to value. This amount was contributed by all partners and includes media placements

purchased or traded for advertising. LYNX already has an extensive media buy plan in place, and was able to easily incorporate "It All Adds Up to Cleaner Air" materials into that rotation, because the ads only required adding local information. Metroplan Orlando, the local metropolitan planning organization, developed a media plan for its agency that also included "It All Adds Up to Cleaner Air" materials. Other agencies and events were able to incorporate the materials as well. For instance, Orange County included the print ads in their *Orlando Sentinel* Sunday insert for the 30th Anniversary of Earth Day. And many television and radio stations used the ads for PSA filler when they had openings, so in addition to the media buys, all of the PSAs received free coverage.

VISIONS FOR THE FUTURE

The Central Florida Clean Air Team is still active. While this group is primarily comprised of those working in communications, marketing, public relations, public information, and education, some air quality and transportation professionals are also members. The technical group will begin meeting separately and will advise local agencies regarding Orlando's air quality. It will also coordinate with the communications group on media outreach, public education, and events.

Orlando will continue to use the materials where possible. Updated materials would be appreciated. The existing materials were top-notch. Orlando will continue to ask air quality and "It All Adds Up to Cleaner Air" questions on surveys and as part of other local market outreach efforts, and to report on the results.

The list-serv has been an excellent resource. Everyone enjoyed hearing about additional grant opportunities, related or similar programs, related conferences, jobs, and the like, and will continue to subscribe to it.

National broadcasts of the ads would increase brand recognition and lend even more credibility to the program. National media buys, such as with Metro Traffic, would be a great way for the federal partners to help local coalitions with issues outside their expertise. The ability to customize the materials will give each program the local flavor it needs to succeed, and offer some distinction among locales.

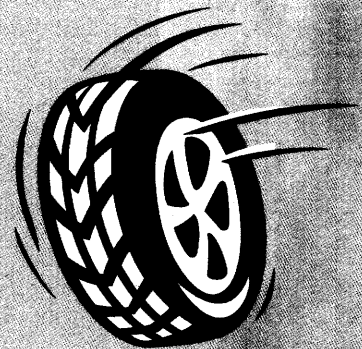
MARICOPA ASSOCIATION OF GOVERNMENTS

(PHOENIX, ARIZONA)

Contact: Kelly Taft – ктаft@mag.maricopa.gov

APPROACH

Maricopa Association of Governments (MAG) uses the three simple "It All Adds Up to Cleaner Air" messages—"Combine Trips, Rideshare, and Maintain Your Car,"—to wage a war on poor air quality and to educate the public about transportation



choices. "It All Adds Up to Cleaner Air" gives people simple steps they can take to reduce traffic congestion and help clean the air. Besides using the "It All Adds Up to Cleaner Air" materials, MAG filled the market with 60 PSAs and traffic announcements. It also produced a cinema slide and PSA that ran in 10 theaters, as well as giveaways, including mints with the slogan "Until people rideshare, this may be the only way to freshen the air." MAG also addressed the winter 2000-2001 pollution season, kicking it off with a press conference featuring a local icon, Camelback Mountain.

SUCSESSES

- **Professional quality of toolkit generated good feedback.** One highlight of the campaign was the professional quality of the *Resource Toolkit* provided by the federal partners. MAG frequently used toolkit information and materials in implementing its program. The campaign materials generated positive feedback, demonstrated in part by continuing requests for "It All Adds Up..." placemats, 3,000 of which were distributed. MAG project staff learned from the regional rideshare contact that "employers love them."
- **Ability to leverage paid advertising.** Perhaps the biggest success MAG had in implementing the program was its ability to leverage nearly \$1 million in paid advertising through its relationship with the Regional Public Transportation Authority (RPTA) and "Clean Air Campaign." Because MAG provides \$300,000 in funding each year to support the summer ozone campaign, it could incorporate the "It All Adds Up to Cleaner Air" theme, logo, and messages into two summer campaigns during the grant period. In addition, MAG encouraged RPTA, which coordinates the Valley's Rideshare Program, to include "It All Adds Up to Cleaner Air" materials in its annual *Trip Reduction Toolkits*. These toolkits were sent to 1,400 employers who participate in the Trip Reduction Program. The employers then copied and distributed the materials to about 500,000 workers. This opportunity was used twice during the campaign period, for a total reach of 1 million employees.
- **Creation of unique collateral materials.** Another highlight was MAG's ability to create several unique collateral materials, including refrigerator magnets with the "It All Adds Up to Cleaner Air" logo printed on the blue sky and clouds background and followed by the three key messages: Combine Trips; Maintain Your Car; Rideshare (this graphic also was used for the cinema slides). MAG created a companion fact sheet with more detailed information about the program, including nine "Did you know...?" fun fact bullet points. More than 2,500 magnets and fact sheets, copied onto "geopaper" with blue sky and clouds background, were distributed at special events during the grant period.

Another successful collateral piece was a children's cityscape coloring poster, which included the "It All Adds Up to Cleaner Air" logo. Children were given the poster and several sheets of stickers depicting a bus, carpool, vanpool, pedestrian, bicyclist,

and computer mouse (to represent teleworking). Kids could color the poster and affix the stickers to the streets and buildings. MAG distributed 3,300 of the posters through employers and various events.

- Free placement of television ads. MAG also was successful in getting free placement of TV ads, especially on two TV stations. The advertising value for PSA placements on these two stations alone was \$5,390.

CHALLENGES

- Evaluating and measuring program results. The greatest challenge MAG faced was in evaluating and measuring the program. A limited budget prevented conduct of baseline or follow-up surveys.
- Need for more staff to implement program. The second greatest challenge was in dedicating the staff needed to implement the program. Staff time costs alone exceeded the value of the grant; therefore, many hours were "donated" or paid through other funding sources.
- Strained "fit" for some materials. Not all of the federally produced materials "fit" into MAG's market area. For example, the television PSAs feature a green landscape that is obviously not a desert environment. The "alternate modes" TV PSA was not used because it featured light rail, not currently an option in the area. Although it would be difficult to provide national TV PSAs with visuals relevant to all areas of the country, this was still an issue for MAG.
- More formats needed. One suggestion for the future would be the provision of CD-ROM materials in several PC formats because of the difficulty of converting them. In addition, MAG would have liked the materials in a Spanish-language format. MAG paid to have some materials translated, and, in turn, provided them to other demonstration communities. However, MAG could not afford to have the video PSAs translated, even though they would have received extensive play on the area's four Spanish-language stations. Additional challenges came in transferring the encoding from the PSA during dubbing, which did not occur despite the editor's best attempts to do so.

OTHER HIGHLIGHTS

Valuable Lessons Learned

- Leverage advertising dollars.
- Collaborate with public and private sectors.
- Develop evaluation methods; set aside budget up front.
- Use public relations to augment paid advertising.
- Adapt materials for various regions across the country.

Partnership Building

During the first year of the program, MAG worked closely with the Phoenix Clean Air Initiative Team (PCAIT), a coalition of concerned government and business organizations, including Intel, to implement meaningful and successful measures to reduce ozone emissions through changing behavior. Although creation of the partnership preceded implementation of the "It All Adds Up to Cleaner Air" program, the coalition found the program materials to be consistent with its messages and was happy to have readily available materials to use right away. The coalition, intended to be temporary, disbanded during the second year of the initiative.

MAG also worked closely with the Regional Public Transportation Authority (RPTA), responsible for the "Clean Air Campaign" and regional rideshare program.

The relationships between MAG and RPTA and Maricopa County have been strengthened as a result of this initiative. All parties involved were highly receptive to the campaign and eager to work in partnership with MAG on this program. All parties worked closely together to develop strategies that would provide the most exposure for the campaign for the least amount of money.

Mobilizing the Message

Non-Paid

- Television PSAs. KTVK-TV3 (total impressions of persons 18 years and older = 30,000), KASW-TV WB61 (total impressions of 231,000 includes 138,800 persons 18 years and older), Estimated impressions = 261,000
- Cinema PSAs. 4 weeks - 10 theaters (August 25-September 21, 2000), Estimated impressions (persons 12 years and older) = 1.2 million
- News Hits. 2 radio and 2 television stations (impressions not measured)
- Print PSAs. Arizona Republic newspaper (distribution of 440,000)

Paid

- Metro Traffic spots. 35 local radio stations. Total impressions = 4.5 million (includes 3.4 million persons 18-49 years old, the target demographic)

Venues for "It All Adds Up..."

- "Sunday on Central Street" fair (approximately 125,000 people attended both fairs = 250,000 possible impressions), Distributed 2,000 specialty magnets and 2,000 fact sheets
- *Trip Reduction Toolkits* (received by 500,000 employees over 2 ozone seasons = 1 million impressions)
- Small group presentations through MAG (200 impressions)

- Invitations to Summer Ozone Campaign Kickoff (200 impressions during 2 events = 400 impressions)
- *MAGazine* (*MAG* newsletter) (4,000 circulation x 4 stories = 16,000 impressions)
- *Destinations* Newsletter (5,500 impressions)
- *Between the Lanes* Newsletter (2,000 impressions)
- *MAG* transportation fair (100 x 2 fairs = 200 impressions)
- *MAG* open houses and public hearings (100 x 4 = 400 impressions)
- Alternative fuels forum "Arizona Alternatives: Clean Fuels for Clean Cities" (200 impressions)
- Try Transit Week (2,000 impressions)
- Livable Communities Day (impressions not measured)
- *MAG* at the Mall (2,000 impressions)
- Press Conferences/Ozone Campaign Kickoff (2 winter, 2 summer): 440,000 newspaper impressions; television and radio coverage received but not measured
- West Valley Leadership Conference (30 impressions)
- Mobile Source Partners Workshop (80 impressions)
- Television and radio PSAs (261,000 estimated impressions)
- Cinema Slides (1.2 million estimated impressions by persons 12 years and older)
- PSAs (4.5 million estimated impressions, which includes 3.4 million persons ages 18-49, the target demographic)



Impressions

Total impressions = 7,680,010 (see specific impressions listed above)

Leveraging Resources

With the exception of \$320,000 in publicity value attributed to a May 18, 2000 press conference, *MAG* did not evaluate the marketing value of the above opportunities. Direct advertising costs totaled \$17,200. With RPTA, *MAG* oversees and provides funding for the "Clean Air Campaign" (\$300,000 per season) and therefore wielded much clout in requesting integration of "It All Adds Up to Cleaner Air" themes and messages into RPTA efforts, even though the "Clean Air Campaign" has its own advertising agency. Also, the strong partnership among *MAG*, RPTA, and Maricopa County enabled promotion of the "It All Adds Up to Cleaner Air" campaign through the Trip Reduction Program and employer toolkits, which reached 1,000,000 employees.

MAG leveraged approximately \$1 million in additional advertising through the two summer ozone campaigns, including \$600,000 in paid advertising and at least \$320,000 in publicity value through measured public relations efforts. MAG additionally leveraged \$5,400 in TV PSA value, as well as \$3,700 in cinema PSAs.

VISIONS FOR THE FUTURE

MAG has enjoyed participating as an "It All Adds Up to Cleaner Air" demonstration community, and intends to continue distributing the "It All Adds Up to Cleaner Air" fact sheets as part of press kits and at fairs and special events. Two local stations continue to run the television ads. MAG will also provide the car maintenance print ad and fact sheet to Maricopa County for inclusion in materials sent out to violators reported through its "Smoking Vehicle" hotline.

While MAG believes the campaign enjoyed strong success in Phoenix, there are no plans to continue the current program in upcoming campaigns. This decision stems from the end of funding and from the fact that some ad agency staff perceive the "It All Adds Up to Cleaner Air" tagline to be somewhat cumbersome and limiting. MAG recommends continuation of the program, but with a new tagline and toolkit to introduce "Next Steps to Cleaner Air."

MIAMI VALLEY REGIONAL PLANNING COMMISSION (DAYTON, OHIO AREA)

Contact: Laura Loges – lloges@mvrpc.org

APPROACH

Move over Superman—Miami Valley has a new superhero—the Smoginator! The Smoginator is in Miami Valley to warn citizens about poor air quality and to encourage everyone to "take action." He particularly likes to visit schools and teach children about the dangers of ground-level ozone. To help the Smoginator in his work, the Miami Valley Regional Planning Commission's (MVRPC's) Regional Ozone Action Program conducts free gas cap testing. The MVRPC program is designed to make sure the caps "hold in" the correct amount of pressure, so that gasoline vapors do not escape into the atmosphere and contribute to the ground-level ozone problem. During the summer months, MVRPC staff conducted gas cap tests at various Shell stations in Montgomery, Greene, and Miami Counties. If a gas cap failed, a new one was issued free of charge.

SUCCESSSES

- Gas cap program developed. Dayton, Ohio, developed a gas cap testing program, along with television and radio ads to support it. Outreach efforts related to the program elicited particularly positive responses from men, a group traditionally

difficult to reach with messages about ridesharing and other alternatives to driving alone.

- **Market research aided program development.** Dayton conducted market research to get a better idea of what people remember and respond to so programs can be developed accordingly. The research revealed that the public responds to tangible incentives, such as free bus rides for bike riders who use the bike racks or discounts on battery-powered lawn equipment if a gas-powered item is traded. The federal grant enabled Miami Valley to expand efforts and develop various incentive programs to which the public responds.
- **Awareness level raised.** Dayton's programs generated increased awareness as documented by market research. In particular, the impact of a school program (and Smoginator mascot) was greater than anticipated, as many children and adults alike now recognize the environmental superhero.

CHALLENGES

- **Clarifying the pollution problem for the public.** There is still confusion in the public's mind regarding "ground-level ozone" versus the ozone layer. The great emphasis on "saving the ozone layer" a few years ago has confused the issue of ground-level ozone, which people are being asked to "reduce." Continuing education is required to address this problem. Dayton is emphasizing the benefits of actions to reduce air pollution.
- **Keeping the message simple.** Ground-level ozone can be too scientific for the general public to comprehend.

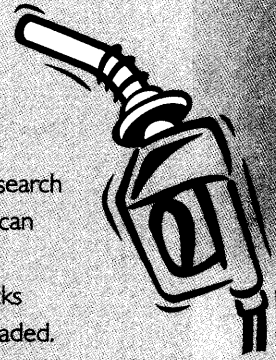
NEW YORK STATE DEPARTMENT OF TRANSPORTATION

IN PARTNERSHIP WITH NEW YORK METROPOLITAN TRANSPORTATION COUNCIL AND THE NEW YORK CITY DEPARTMENT OF TRANSPORTATION

Contact: Charles Ukegbu – cukegbu@dot.nyc.gov

APPROACH

Where else but Times Square could one PSA reach millions of viewers? And who else but the New York City Department of Transportation (NYC DOT) and its partners could get an "It All Adds Up to Cleaner Air" PSA in Times Square? The "Riding the Rail" PSA was displayed in this high-visibility advertising site—in view of millions of New Yorkers and tourists—through a partnership with Fleet Bank. But NYC DOT did not stop with Times Square. A PSA also ran in Shea Stadium during baseball playoff games, thanks in part to a partnership with the METS and Yankees organizations. In addition, 200 "It All Adds Up to Cleaner Air" bus shelter ads, sponsored by Ford Motor Corp, ESPN Magazine, Reebok, ExxonMobil, and Trek Bicycle, filled the city,



along with many radio spots and a full-page newspaper PSA. McDonald's also helped the cause by using "It All Adds Up to Cleaner Air" tray liners in 300 restaurants.

SUCCESES

- Good fit with ongoing efforts. "It All Adds Up to Cleaner Air" meshed well with New York's ongoing commitment to raise public awareness of transportation choices and air quality issues.
- Generous financial support and cooperation from business. Major campaign highlights were the financial support and general cooperation from major corporations doing business in the region. Wherever New Yorkers, tourists, and visitors congregate, the "It All Adds Up to Cleaner Air" messages have been there on signs, posters, billboards, and electronic message boards, such as scoreboards at Yankee Stadium and METS Shea Stadium for the home games before the 2000 World Series. Travelers throughout the city could read the "It All Adds Up to Cleaner Air" messages along major corridors and at bus stops. At McDonald's fast food outlets, both children and adults read the initiative's messages on the tray liners. At "the heart of New York"—Times Square—pedestrians as well as motorists are attracted to the flashing clean air electronic billboard sponsored by Fleet Bank. The *New York Post* ran free full-page "It All Adds Up to Cleaner Air" advertisements. In total, NYC DOT leveraged more than \$1.45 million in media exposure from the original \$25,000 federal grant.
- Commitment from corporations. Major corporations welcomed the opportunity to demonstrate their commitment to raising public awareness about transportation/air quality issues. "It All Adds Up to Cleaner Air" was included in the Mayor's Quality of Life initiatives, to which corporations can become regular contributors.

CHALLENGES

- Motivating real and widespread behavior change. The challenges that remain are to encourage New Yorkers to change their behavior to reduce air pollution from cars and trucks and to focus their attention on the public health risks posed by air pollution. To this end, the campaign issued Ozone Action Days forecasts (based on NY State Department of Environmental Conservation information), using variable message signs, e-mail, and faxes to notify employers, travelers, and individuals to limit their driving and to use mass transit.

OTHER HIGHLIGHTS

Partnership Building

Since New York City was chosen as an "It All Adds Up to Cleaner Air" demonstration community, the Clean Air Awareness Coalition, convened by the New York City

Department of Transportation, has included several other city agencies, including those concerned with planning, environmental issues, and safety education. The Mayor's office was supportive of the initiative, given its synergy with one of his key initiatives—to improve the quality of life of New Yorkers. In addition, members of the New York Metropolitan Transportation Council (NYMTC), the local metropolitan planning organization (MPO), were aware of and endorsed the campaign strategy.

Mobilizing the Message

More than 200 bus shelter ads were donated. Their installation was contributed by Outdoor Systems, Inc. Printing was paid for by several private sector partners—ESPN Magazine, Ford Motor Company, ExxonMobil, and Reebok. At Times Square at 42nd Street, an electronic message was posted by Fleet Bank.

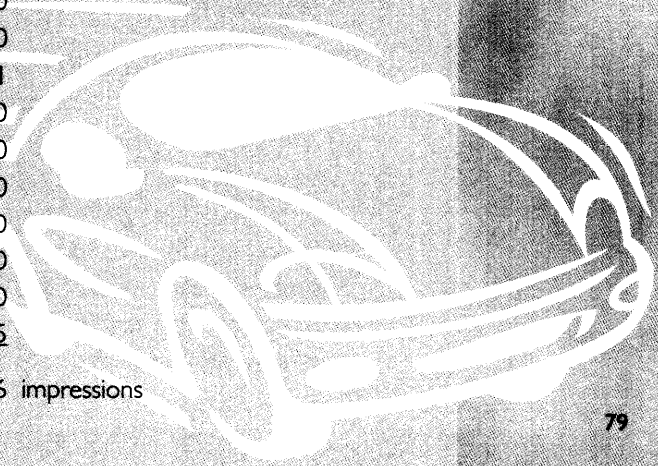
The Yankees ran the ads during seven home games, and the Mets ran them on their electronic scoreboards at Shea Stadium before the World Series. During the World Series playoffs, electronic billboards on major approach routes to the stadiums carried the ads, especially along the Major Deegan Expressway (sponsored by the Yankees).

An outdoor advertising company, TDI, placed the "It All Adds Up to Cleaner Air" billboard ads on the Gowanus Expressway in Brooklyn and on the westbound Long Island Expressway at 48th Street in Queens County, both major arteries that lead into the city.

Posters were prepared for the "Walk Your Children to School" campaign conducted by NYC DOT Safety Education Division, and the "Ten Simple Steps..." flyer was included with materials sent home with the children. CommuterLink, the local transportation management association (TMA), participated with other agencies in an Environmental Awareness Day at which t-shirts and flyers displaying the "It All Adds Up to Cleaner Air" message were distributed. NYC DOT's Borough Commissioners distributed the "Ten Simple Steps..." flyer to most of the community boards in their boroughs.

Impressions

Full-page ad in NY Post	3,500,000
Shea Stadium signage	240,000
Four boroughs & expressway billboards	57,531
McDonald's tray liners	1,200,000
Yankees home game signage	50,000
Yankees World Series signage	60,000
Mets World Series Signage	60,000
Times Square signage	1,450,000
Radio show	156,890
CommuterLink	485
Total	6,774,906 impressions



Leveraging Resources

Full-page ad in NY Post	\$40,000
Shea Stadium signage	\$50,000
Four boroughs & expressway billboards	\$42,500
McDonald's tray liners	\$20,000
Yankees home game signage	\$100,000
Yankees World Series signage	\$350,000
Mets World Series signage	\$350,000
Times Square signage	\$400,000
Radio show	\$100,000
CommuterLink	<u>\$1,225</u>
Total Value	\$1,453,725

VISIONS FOR THE FUTURE

CommuterLink, the local TMA, has assisted in implementing Ozone Action Days. Last year's five-month program will be expanded to a year-round air quality awareness program, in partnership with NYC DOT and the MPO. CommuterLink's efforts seek to increase awareness of the causes and effects of air pollution and of the commute alternatives available to reduce emissions. The program will be marketed to commuters via their employers, while a second program will use the same basic messages to target driving students.

Plans for an area-wide awareness program include the following:

- Developing an air quality awareness and education guide for employers, covering ozone and other vehicle-related air pollutants and alternatives to driving alone. Mechanisms will include newspaper advertising and an executive incentive award program.
- Developing a radio and billboard advertising campaign to inform the public of actions it can take to reduce ozone specifically on days forecast to be high-ozone.
- Developing a school curriculum to assist teachers in presenting ozone awareness materials.

In addition, New York City has supported several proposals to incorporate the "It All Adds Up to Cleaner Air" initiative into the Congestion Mitigation and Air Quality (CMAQ) Improvement Program projects currently under MPO review. The city has also included the program in the Unified Planning Work Program at the MPO, and the initiative is being integrated with the work of NYC DOT's Alternative Fuels Division, to ensure a coordinated message. The NYC DOT Commissioner has approved the insertion of the "Ten Simple Steps ..." flyer into paychecks and mailings, and directed that posters be prepared for placement at each city-owned vehicle re-fueling facility to advise operators not to overfill vehicle gas tanks.

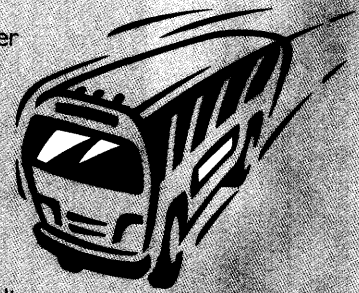
NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS

(DALLAS-FT. WORTH, TEXAS)

Contact: Nan Miller – nmiller@nctcog.dst.tx.us

APPROACH

The North Central Texas Council of Governments (NCTCOG) creatively integrated the "It All Adds Up to Cleaner Air" message into its public outreach campaign beginning in October 1999. For example, the slogan "Do Your Share for Cleaner Air" was at times modified to "Let's do our share, because... It All Adds Up to Cleaner Air." Also, area McDonald's restaurants distributed 250,000 "It All Adds Up to Cleaner Air" tray liners. Beginning in January 2001, NCTCOG focused on good vehicle maintenance by pairing 100 spots with traffic sponsorships that promoted this message: "Looking for a New Year's Resolution? Keeping your car or truck in top running order is good for the environment and will save you money. So keep up the good work because It All Adds Up to Cleaner Air." Because the materials were high-quality, creative, and flexible, NCTCOG was eager to incorporate them into its existing program, which included using billboards to promote its messages. As a result, more than 575,000 people were exposed to the "It All Adds Up to Cleaner Air" message. NCTCOG will continue to stress ridesharing, alternative modes of transportation, and proper vehicle maintenance while incorporating the "It All Adds Up to Cleaner Air" message.



SUCCESSSES

- Flexible materials easily integrated. The Dallas-Ft. Worth experience demonstrated the flexibility of the "It All Adds Up..." materials, which were easily integrated into existing programs under a variety of conditions.
- Billboard campaign successful. During 2000, the "Use an Air Freshener" ad, with graphics of a bus and train, were used on a billboard in Fort Worth for five months. The North Texas Clean Air Coalition staged a billboard campaign in Dallas featuring a local weather personality saying "Do Your Share for Cleaner Air." They used the "blue sky and clouds" background and "wavy" slogan in 2000 to coordinate with the "It All Adds Up to Cleaner Air" billboard in Fort Worth. The Tarrant County Health Department purchased a \$10,000 radio campaign that featured a blended tagline of "Let's do our share, because It All Adds Up to Cleaner Air."

CHALLENGES

- Creative materials not used to full advantage. The "It All Adds Up..." creative materials were not used as fully as they might have been in Dallas-Fort Worth area because the campaign recognizes individuals for what they have done and encourages them to continue improvements. In March 1999, EPA reclassified the Dallas-Fort Worth

area from "Moderate" to "Serious" non-attainment for ozone. For this reason, the Executive Board of the North Texas Clean Air Coalition felt stronger messages were needed to get the attention of North Texas residents. They did not want to congratulate them for what they had done and encourage them to continue in the same vein, because previous efforts had been inadequate to meet federal standards or to keep air quality in the area from declining. Therefore, during 2000, the Clean Air Coalition used its previous slogan of "Do Your Share for Cleaner Air," with components of "It All Adds Up to Cleaner Air" whenever possible.

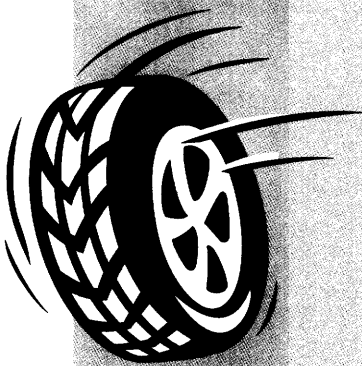
OTHER HIGHLIGHTS

Partnership Building

The North Texas Clean Air Coalition is comprised of the North Central Texas Council of Governments, North Texas Commission, Fort Worth Chamber of Commerce, Greater Dallas Chamber, Dallas Area Rapid Transit, and the Fort Worth Transportation Authority. In addition, dozens of local governments, private companies, and nonprofit organizations received the "It All Adds Up to Cleaner Air" materials to use in their air quality programs. For smaller organizations, having fresh, media-ready materials was very valuable, and the connection to the federal partners proved an added benefit.

Mobilizing the Message

- **Broadcast.** In 1999, the Clean Air Coalition sponsored the radio PSAs during traffic reports and distributed the TV PSAs to local stations. In 2001, the coalition purchased airtime for the radio ads.
- **Print.** Coalition partners used the materials in their individual programs, but did not track their activities. For example, North Central Texas Council of Governments placed the "Air Quality Quiz," "Ten Simple Steps," and other pieces in its monthly employee newsletter. The program was also featured in the *Your Region* publication. At the end of ozone season, the Clean Air Coalition purchased full-page ads in the *Dallas Morning News* and *Fort Worth Star-Telegram*, recognizing contributors to the Clean Air Coalition and organizations with employee education programs. The ad incorporated "If you're not part of the problem, you're part of the solution" from "It All Adds Up to Cleaner Air."
- **Outdoor.** The Fort Worth Transportation Authority chose the graphics to promote its new commuter rail service, which began in September 1999. During 2000, the "Use an Air Freshener" billboard was on display in Fort Worth for five months. As previously explained, a complementary billboard was used in Dallas from August through October the same year. An estimated 330,000 people were exposed to the message through the billboard in Fort Worth.



- Collateral contributions. Area McDonald's restaurants distributed 250,000 "It All Adds Up to Cleaner Air" tray liners featuring a local weather personality.
- Conference coverage. The "It All Adds Up to Cleaner Air" initiative was presented at the 10th International HOV Conference in Dallas, sponsored by the Transportation Research Board. In addition to the presentation during the "HOVs and Air Quality" session, a 15-page technical paper was included in the Conference Proceedings.

Advertising Costs

Advertising expenditures included \$291 for duplicating PSA tapes (1999); \$14,750 for radio advertising (1999); \$3,000 for billboard advertising (2000); \$1,958 for promotional items (2001); and \$5,000 for radio advertising (2001).

Impressions

580,000 people were exposed to "It All Adds Up to Cleaner Air" through the billboards and tray liners in 2000.

Leveraging Resources

Contributors included the following:

Fort Worth Transportation Authority	\$5,000 cash
Tarrant County Health Department	\$10,350 in radio advertising
Metro Networks	\$5,000 in additional radio spots
Infinity Outdoor	\$3,000 for billboard placement and 1 month's rent
WBAP Radio	\$6,000 of website advertising

VISIONS FOR THE FUTURE

North Texas Clean Air Coalition will continue to stress ridesharing, using alternative modes of transportation, and proper vehicle maintenance, and to use the "It All Adds Up to Cleaner Air" materials wherever possible.

Through the US DOT's Congestion Mitigation and Air Quality (CMAQ) Improvement Program, \$900,000 is available for public education between 2000 and 2002. The current program will be expanded to promote control strategies in the approved State Implementation Plan, including speed limit reductions, expanded emissions testing, limiting use of construction equipment during morning congestion, and other voluntary efforts already under way. Educating the public about transportation choices and air quality benefits will continue to be important in the Dallas-Fort Worth area.

NORTHWESTERN INDIANA REGIONAL PLANNING COMMISSION

Contact: Reggie Korthals – rkorthals@nirpc.org

APPROACH

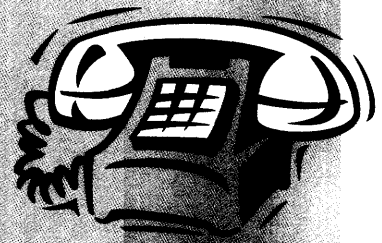
Facing a huge urban sprawl problem, with cars as the key mode of transportation, the Northwestern Indiana Regional Planning Commission (NIRPC), which serves the three-county region south of Chicago, had an urgent need to educate the public about transportation choices and air quality.

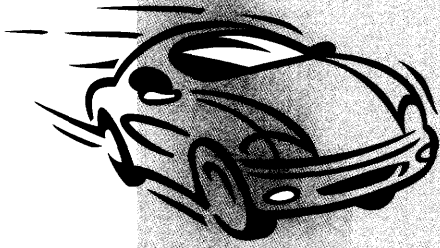
By partnering with businesses, schools, and the media, NIRPC spread the word about transportation choices and air quality. Steel companies and natural gas producers are plentiful in northwest Indiana. NIRPC successfully united these businesses with air quality concerns and was able to distribute 6,000 brochures to employees. For schools, NIRPC worked with the Indiana Office of Air Management's Project LEAP (Learning and Environmental Awareness Partnership), which teaches students how to measure data relating to the air, water, and land. NIRPC also reached out to kids at the local beach day event on the National Lakeshore by giving out 3,000 beachballs sporting the "It All Adds Up to Cleaner Air" artwork and messages, as well as pocket cards with transportation and air quality tips. Northwest Indiana's efforts were awarded the 1999-2000 Outstanding Public Outreach Program from the Indiana Department of Environmental Management (IDEM) and the Partners for Clean Air.

SUCCESSSES

- Good integration of campaign with existing efforts. The "It All Adds Up to Cleaner Air" grant was combined with Congestion Mitigation and Air Quality (CMAQ) Improvement Program funds and the initiative theme was used for all outreach efforts. This decision was good for the public and the implementing organizations, because it developed credibility and maintained consistency.
- Lots of quality materials produced. In a relatively short time, excellent brochures, educational materials, media ads, billboards, and promotional items were produced because the "It All Adds Up to Cleaner Air" material was easily adaptable.
- Existing efforts expanded through campaign materials. Being an "It All Adds Up to Cleaner Air" demonstration community has allowed NIRPC to expand its air quality public education efforts by using the tools developed for the initiative and identifying with a national campaign. "It All Adds Up to Cleaner Air" provided credible material and reliable support, which strengthened the reach of the partners. The team believes that community response to the programs has been the key to strengthening the coalition. Although the initiative grant was relatively small (\$25,000), the materials and program support were worth at least three times as much. The *Resource Toolkit*, online materials, and personal assistance allowed the majority of funds to be used for product production rather than development.

- **Campaign well-received by media.** The kickoff campaign in May 1999 was well-received by the media, largely because the professional quality of the "It All Adds Up to Cleaner Air" materials set the tone for a credible campaign. The local press has been following the campaign's efforts and regularly reporting on issues. One paper in particular, *The Times*, has run the print PSAs on a regular basis.
- **Good use and input by partners.** Partners were quick to use the materials, and their feedback helped correct a few design errors. The first piece was a four-fold, double-sided brochure that would not fit into pay envelopes or statement mailers, but was an excellent handout at events. The next informational pieces were two-sided message cards that fit into envelopes. Their design allowed four "It All Adds Up to Cleaner Air" message cards and bookmarks to be printed on one large sheet. An impressive 140,000 pieces (20,000 each of five different messages, plus bookmarks) were produced at a cost equal to 50,000 brochures.
- **Billboard contributions from businesses.** Five of the area's major industries (U.S. Steel, Bethlehem Steel, BP Amoco, NiSource, and NetNitco) bought an "It All Adds Up to Cleaner Air" billboard for the region (total value of \$2,600). A second billboard was provided for the cost of artwork (\$600).
- **Partnerships formed with libraries.** Partnerships with public and high school libraries enabled the distribution of informational materials, such as 40,000 bookmarks with website information. Partnerships with the county agriculture societies provided the opportunity to distribute materials at county fairs. In the summers of 1999 and 2000, more than 700,000 people received messages related to the campaign, which distributed more than 300,000 pieces of literature. In summer 2001, partnerships were formed with the Indiana Department of Environmental Management, Partners for Clean Air, and South Shore Clean Cities, Inc.
- **Developed educational forum with universities.** One highly ambitious effort was working with Indiana University-Northwest and Purdue University-Calumet to develop a two-day symposium for university and high school educators, three one-day workshops for high school teachers, and hands-on activities for students. Each event, conducted with the help of the Environmental Educators Network of the Southern Lake Michigan Region, drew successively higher numbers, and requests came in to continue the events in 2001.
- **Good coverage through partnership with local paper.** The Newspapers in Education (NIE) partnership with *The Times* newspaper reached 50 area middle and high schools with "It All Adds Up to Cleaner Air" information and the air quality curriculum, fostering relationships with both educators and students. Another benefit of the NIE program is that the information included in the student newspapers also appears in the full run of the paper. The cities of Gary and East Chicago were chosen in order to concentrate reach to minority students and because newspaper subscriptions cost less in those cities. Also, the newspapers that students receive in class often go home with them.





- Many successful events held. Successful events included the following:
 - Earth Month 2000 calendar project, conducted in partnership with 23 regional organizations. A calendar of regional events based on the "It All Adds Up to Cleaner Air" materials was designed as an insert for *The Post Tribune*, 100,000 copies of which went to subscribers, with 24,000 distributed by project participants.
 - Participation in Earth Month 2000 activities at Valparaiso University, Purdue University-Calumet, and Indiana University-Northwest.
 - "Have a Ball at the Beach," a partnership with the National Lakeshore and the Indiana Dunes State Park. This program teaches 10,000 area high school students about beach safety and use. The "It All Adds Up to Cleaner Air" messages were modified to target beachgoers, and hundreds of beachballs and message cards were distributed to kids.
 - From May 1999 through September 2000, "It All Adds Up to Cleaner Air in Northwest Indiana" presentations were made at 20 Chambers of Commerce, 18 meetings of civic organizations, five county fairs, 26 middle school and high school classrooms, nine local garden clubs, and one Garden Club of Indiana State Conservation Conference.
- Partners' campaign-related efforts recognized. Overall efforts of the partners resulted in the "It All Adds Up to Cleaner Air" public outreach initiative receiving the 1999-2000 Outstanding Public Outreach Program from the Indiana Department of Environmental Management (IDEM) and the Partners for Clean Air.

CHALLENGES

- Diverse county populations and governance. Northwestern Indiana consists of three counties with a total population of approximately 742,000. Three county governing units and 40 municipalities contain a broadly diverse economic, social and ethnic population. The northern part of the region is urban/industrial, with the southern part becoming more rural/agricultural in design. There is no regional transportation authority or regional air quality control commission. Public transportation is limited to three communities and a commuter train that travels into Chicago. Until 1997, there was no effort to educate the public concerning transportation choices and their relationship to air quality in the region, even though northwest Indiana remains one of the most heavily industrialized and polluted regions in the country.
- Media base located elsewhere. A public outreach/media campaign is also challenging because the media base for this region is in Chicago (i.e., the major television and radio stations are located in Chicago). Local media consist of a few radio stations, newspapers, one PBS TV station, and local cable. The Chicago media market is cost-prohibitive, making it difficult to address issues specific to northwest Indiana.

- Region underserved by public transportation. NIRPC's biggest challenge was to offer credible messages about transportation alternatives, because much of the region is underserved by public transportation. Climate and personal safety cause alternatives such as biking, skating, or walking to be infeasible for most commutes or personal errands. In addition, targeting one particular community or county organization could offend the others.
- Crossover strategy difficult to realize. The campaign needed a strategy that could reach beyond boundaries and appeal to many levels. This undertaking was bigger than anticipated and, in retrospect, may have been compromised by attempts to do too much for too many. At times, team members felt a loss of focus, but ultimately, the cohesive theme and materials of "It All Adds Up to Cleaner Air" brought things back together.
- Tagline unwieldy and hard to remember. In evaluating the "It All Adds Up to Cleaner Air" materials, the partners concluded that while the messages were well-presented, the tagline was not easily reproduced, took up too much space, and was too long to be easily remembered.

OTHER HIGHLIGHTS

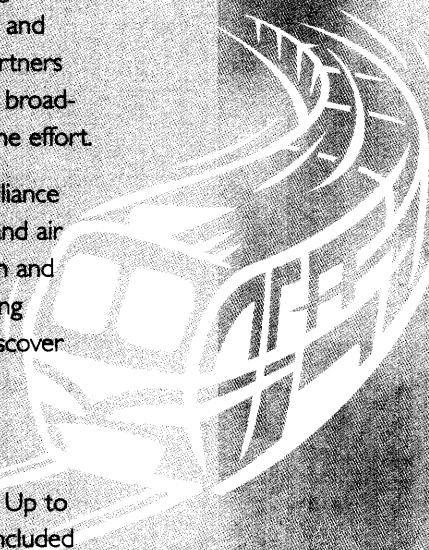
Partnership Building

Partnerships are essential. They help to build a volunteer base for special events, distribute literature, financially support the program, and add to the credibility of the initiative. The Partners for Clean Air has more than 30 members, including representatives of academia, environmental groups, health organizations, state and local agencies, and the media. The coalition is continuing to strengthen the Partners for Clean Air, expanding cooperation with South Shore Clean Cities, Inc., and broadening partnerships with local universities, thanks to community response to the effort.

According to coalition leaders, valuable lessons emerged from the national Alliance for Clean Air and Transportation, other demonstration community contacts, and air quality and transportation colleagues. The annual EPA Office of Transportation and Air Quality (OTAQ) Partners Workshop was seen as a necessary activity, giving groups the opportunity to learn what is being done across the country, to discover what is and is not working, and to offer support and constructive criticism.

Mobilizing the Message

- Television cable buy. The TV spots were customized by adding "It All Adds Up to Cleaner Air in Northwest Indiana" to the tagline. Cable networks chosen included CNN, HGTV, Lifetime, Disney Channel, A&E, TLC, Sports Channel, Family Channel, and ESPN2. Through a media consultant, 250 free spots were placed using AT&T broadband services, and 250 of 500 spots were placed free through Primetime Cable. The 1,250 spots ran over a six-week period during July and August 1999.



- **Radio.** NIRPC duplicated the "It All Adds Up to Cleaner Air" 30-second radio spots and delivered them to the five local stations, requesting PSA time but conducting no tracking or outcome evaluation. NIRPC's internal evaluation indicated that additional follow-up with the stations would have been of great benefit.
- **Newspapers.** NIRPC provided news releases, articles, and PSA filler ads to the *Indiana Labor Union News*, *The Times*, *The Post Tribune*, *Chesterton Tribune*, *Michigan City News*, and *LaPorte Argus*. *The Times* was the most consistent in running news stories and fillers. Plus, reporters were sent to cover all public outreach events. Cultivating the other newspapers is an important goal.
- **Magazines.** NIRPC developed a partnership with *SOURCE Magazine* (Cat Design, Inc.) to share opportunities and resources through community education. The magazine is published six times a year and reaches more than 140,000 people in the three-county area. NIRPC purchased two ads and received four air quality outreach pages in two issues. This effort's success prompted continuation of the partnership into the 2001 summer season. Success was based on the number of people contacting the NIRPC website after each publication came out. The publishers are expanding circulation in June 2001 to 210,000.

Leveraging Resources

Leveraging resources was successful because of the partnerships formed and the cooperation of the coalition. Indiana University-Northwest and Purdue University-Calumet contributed more than \$5,000 in faculty time and building costs for the educational symposiums and workshops. Their commitment gave credibility and opportunity to the projects.

A competitive process was used to select a media consultant—a smaller firm that has gone the extra mile in developing the "It All Adds Up to Cleaner Air" program. The firm donates time at special events, distributes materials, and assembles educational materials at no cost because it has a clear commitment to the messages and the program.

Demonstration community funding for "It All Adds Up to Cleaner Air" was leveraged with funds from DOT's Congestion Mitigation and Air Quality (CMAQ) Improvement Program. This merger allowed greater use of the "It All Adds Up to Cleaner Air" funds for products and made it easier to present a consolidated message. Campaign success is mostly attributable to the materials and technical support provided by the federal partners; it would have been impossible to produce the materials and conduct the programs without this assistance. The following excellent tools and educational products were also of great benefit: National 4-H Council's *Going Places, Making Choices*; Wisconsin Department of Natural Resource's *Where's The Air*; Indiana Department of Environmental Management's *Project LEAP*; and *Let Kids Lead*, created by the Academy for Educational Development.



VISIONS FOR THE FUTURE

NIRPC air quality public outreach efforts have received positive comments from the community, government officials, and academic and environmental organizations. The strongest comments support continuation of these efforts. Changing public perception and personal choices is a long-term process based on understanding and commitment. NIRPC long-term objectives continue to be to encourage transportation choices that improve air quality, encourage life-work decisions by individuals and communities to improve air quality and quality of life, and encourage development and investment in transportation options through partnerships and coalitions.

Short-term goals align with the "It All Adds Up to Cleaner Air" short-term objectives: to increase public awareness of the connection between travel choices and air quality, and to increase awareness of alternative modes of transportation and the importance of travel choices to reduce congestion and improve air quality. Short-term goals include the following:

- Expanding programs for educators and students, and getting more students involved.
- Developing a method to quantify success.
- Involving more small businesses in personal action commitments.
- Focusing on alternative fuels and Commuter Choice initiatives.
- Partnering with a local hospital to develop an air quality and asthma outreach effort in the inner city and minority communities.
- Getting the local media to actively participate in the outreach effort.

NIRPC and the air quality coalition will continue to work with EPA's Office of Transportation and Air Quality and DOT's Federal Highway and Transit Administrations in developing and promoting a national air quality campaign. NIRPC will continue to share successes and failures and to learn from others, and suggests that funds be made available for communities to replicate other successful programs.

PORTLAND DEPARTMENT OF TRANSPORTATION (OREGON)

Contact: Lavinia Gordon – lavinia@trans.ci.portland.or.us

APPROACH

Portland took a neighborhood approach, selecting two neighborhoods for the campaign that had good transit, walkable streets, medium housing density, a mix of residential and commercial uses, and commercial centers with businesses that were likely to support the effort. Portland produced creative doorhangers using the "It All Adds Up to Cleaner Air" look and feel—one for each week of the ozone season.

Each doorhanger provided information and ended with the "It All Adds Up to Cleaner Air" tagline. Graphics and copy material were added in the same style for other sources of ozone pollution, such as lawnmowers, which are not among the three core messages.

Portland kicked off the "It All Adds Up to Cleaner Air" campaign with a Clean Air Fair in the Woodstock neighborhood. This event, covered by local radio and television stations, included a brightly colored "clean air" natural gas bus that attracted people to the "It All Adds Up to Cleaner Air" booth. Then, each week, over a 10-week period, interns delivered a doorhanger to each resident in the targeted area about a different topic—biking, walking, taking transit, tuning your car, etc. Portland continued its campaign through print ads, television spots, and banners that hung above active arterial streets, exposing drivers and passengers, cyclists, and pedestrians to the message. Meetings with business people and neighborhood groups in the targeted areas resulted in their donating discounted products and services to incorporate as coupons on the doorhangers. For instance, one local coffee shop gave away 2-for-1 coffees to anyone who arrived using an alternative transportation mode.

Portland replicated the campaign the following year in the Rose City Park neighborhood. In total, the campaign reached more than 1.5 million people.

SUCCESSSES

- Unique grassroots approach tested. The campaign provided an opportunity to test a unique approach to public outreach, targeting a specific neighborhood each summer of the campaign. Using the "It All Adds Up to Cleaner Air" materials, Portland created doorhangers with information and tips about how to make better transportation choices, then delivered them to each household.
- Local business drawn to neighborhood-based campaign. Because the campaign was neighborhood-based, Portland heard from people like the owner of the M & M Corner Café in the Rose City Park neighborhood, who liked the idea of promoting clean air solutions and her new business at the same time. Two-for-one coffee drinks were her idea for introducing the "It All Adds Up to Cleaner Air" campaign to the neighborhood, while getting the word out about her restaurant. The owner also encouraged using her name when talking to other area businesses, which, in turn, participated by offering free tune-ups, health club memberships, and bike maps.
- Partnership formed with local TV station. Another highlight of the "It All Adds Up to Cleaner Air" campaign was the partnership formed with a local FOX network television station. After having difficulty getting local media to air the television ads during the first summer of the campaign, Portland began a conversation with FOX, which had been receptive when first approached and had shown the PSAs more than any other station. For that reason, during summer 2000, Portland purchased



small amounts of TV time close to prime time. These purchases gave the station the added incentive to run the spots more often for free. In addition, FOX featured the "It All Adds Up to Cleaner Air" campaign in its Sunday news program and interviewed staff about the initiative.

OTHER HIGHLIGHTS

Partnership Building

Portland Department of Transportation worked most closely with the Oregon Department of Environmental Quality (DEQ); Tri-Met, the regional transit agency; and Metro, the regional government. In addition to the agency partnerships, Portland connected with two neighborhoods, Woodstock and Rose City Park. The Woodstock Neighborhood Association and the Woodstock Business Association were helpful to us, as were many individual business representatives. The Rose City Park Neighborhood Association and several area businesses were also involved. The Bike Gallery was a co-sponsor of the Bike Swap in Rose City Park.

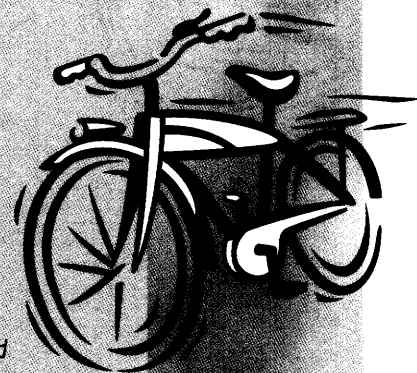
Mobilizing the Message

- **Broadcast.** Portland ran the TV spots on KPDX-FOX 49, and they provided PSA time. Radio stations KGON, KFXX, and KNRK said they had run the PSAs, but had no documentation. Other stations were either unresponsive to calls or had no documentation, such as KPTV, which probably aired the spots.
- **Print.** Portland ran three of the "It All Adds Up to Cleaner Air" ads in the *Sellwood Bee*, the Woodstock neighborhood newspaper, during the 1999 summer campaign, and several ads in *Hollywood Star*, the Rose City Park neighborhood newspaper, during the 2000 summer campaign.
- **Banners and Events.** A banner with the "It All Adds Up to Cleaner Air" artwork was created and hung in each neighborhood during the summer months. Portland kicked off the "It All Adds Up to Cleaner Air" campaign at a "Clean Air Fair" held in a shopping center parking lot in the heart of the Woodstock neighborhood. The next year, the campaign held a neighborhood bike swap in the Rose City Park neighborhood. In addition, Portland distributed the "It All Adds Up to Cleaner Air" doorhangers at events such as Earth Day and bicycle festivals, to show the types of activities in which Portland DOT and its partners are involved.

Impressions

In summer 1999, 21,000 autos were exposed to the banner; 11,000 autos were exposed to it in summer 2000.

TV and radio markets in the Portland metro area represent approximately 1.5 million people. TV and radio stations aired the ads for free, but kept no documentation.



The circulation of each issue of the *Sellwood Bee* is approximately 15,000. The circulation of each issue of the *Hollywood Star* is approximately 23,000.

Leveraging Resources

The regional partners contributed resources and staff time. Oregon DEQ contributed printing services for some of the doorhangers, Metro contributed discounted bike maps, and Tri-Met donated free transit tickets to residents in the target neighborhoods. The Portland DOT donated considerable staff time and other in-kind resources.

Area businesses, which included small "mom and pop"-type merchants as well as national chains, contributed discounted products that were used as incentives on doorhangers and for events.

TV time was leveraged through purchases of small amounts of time to get much larger amounts of free time for the "It All Adds Up to Cleaner Air" PSAs.

Contributions from partners could be roughly quantified as follows: Oregon DEQ contributed approximately \$4,000 in printing; Tri-Met, approximately \$18,000 in free transit tickets; Metro, approximately \$300 in bike maps; and businesses, \$75,000, if all the coupons were redeemed.

VISIONS FOR THE FUTURE

Although Portland currently has no budget to expand the "It All Adds Up to Cleaner Air" campaign, it will continue to use the "It All Adds Up to Cleaner Air" Web page at www.trans.ci.portland.or/traffic_management/cleanair/, as well as the information, copy, PSAs, and other materials in future marketing and public outreach activities.

SACRAMENTO METROPOLITAN AIR QUALITY MANAGEMENT DISTRICT (SACRAMENTO, CALIFORNIA)

Contact: Kerry Shearer – kshearer@airquality.org

APPROACH

The Sacramento Metropolitan Air Quality Management District (Sacramento AQMD) incorporated the "It All Adds Up to Cleaner Air" message into its ongoing "Spare the Air" ozone action day program. Because "Spare the Air" has been around the Sacramento area for five years, the Sacramento AQMD did not want to confuse the public with two messages. However, due to the excellent design of the initiative materials, Sacramento found it easy to incorporate the "It All Adds Up to Cleaner Air" messages. Initiative funding was primarily used in two "Spare the Air" tasks. First, special 60-second radio spots were produced that promoted both the "Spare the Air" and the "It All Adds Up to Cleaner Air" messages. The second task evaluated



message awareness and participation in "Spare the Air" during the 2000 season using a Web survey. The survey found that 21 percent of respondents drove less on "Spare the Air" days, and 19 percent said they reduced their driving for air quality reasons. Sacramento also relies on technology to spread the clean air message. For example, one can visit "Smog City" at www.smogcity.com or www.sparetheair.com, or view ozone movies that track ozone level changes throughout the day. Citizens of the Sacramento area also can sign up for "e-alerts," a personalized notification system that sends messages to cell phones, pagers, and e-mail, alerting users of ozone-related health risks.

SUCCESSES

- Messages easily adapted into existing campaign. Incorporating the "It All Adds Up to Cleaner Air" message points into the existing "Spare the Air" program was easy because of the excellent design of the "It All Adds Up to Cleaner Air" campaign. The ability to adapt messages was critical, because "Spare the Air" is a recognized brand in the Sacramento region, having operated since 1995. Sacramento was able to integrate the "It All Adds Up to Cleaner Air" talking points and information into "Spare the Air" materials and advisories.
- Helped gather feedback for existing programs. Sacramento used "It All Adds Up to Cleaner Air" funds to evaluate ongoing campaign activities. Significant additional funds leveraged from the Air Quality Management District enabled the gathering of immediate feedback on driver participation in the "Spare the Air" program.

CHALLENGES

- Different look and feel of initiative materials. Integrating the "It All Adds Up to Cleaner Air" materials into the "Spare the Air" campaign was a challenge for Sacramento, because they did not have the look and feel of the ongoing campaign.

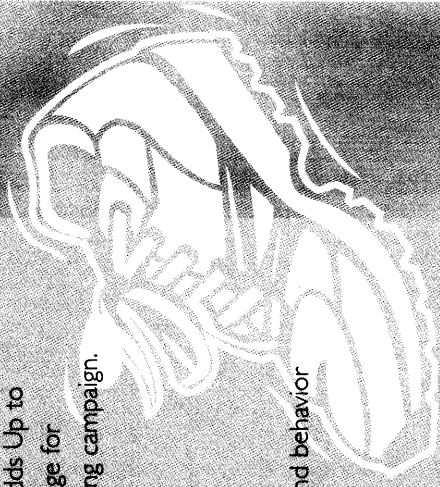
OTHER HIGHLIGHTS

Partnership Building

Community coalitions are extremely important to air quality outreach and behavior change efforts in the Sacramento region.

Mobilizing the Message

"It All Adds Up to Cleaner Air" message points were wrapped into 60-second radio advisories broadcast during ozone episodes in the 1999 summer smog season. During this period, there were three separate episodes and a total of nine "Spare the Air" days. 217 "Spare the Air" advisories aired, at a cost of \$25,395, on 13 radio stations.



Air quality information containing "It All Adds Up to Cleaner Air" message points has been presented in multiple venues: TV and radio weathercasts; TV and radio newscasts; paid TV and radio advertising; news stories and tips on the "Spare the Air" website; "e-ALERT" advisories distributed by e-mail, text pager, and digital cell phone; and printed materials distributed by the AQMD for Lung Association High School Challenge events, the annual "Clean Air Week" luncheon, and Transportation Management Association fairs.

Impressions

Because the region has a population of 1.8 million and a broad media market, and because Sacramento AQMD mounted an aggressive paid and non-paid air quality outreach campaign, the combined impact of "Spare the Air" and "It All Adds Up to Cleaner Air" messages reached a wide audience. Over the 18-month period, reach and frequency data estimates indicate that 18 million message impressions were made through paid advertising. Free media coverage could add 5-10 million more message impressions.

Leveraging Resources

Sacramento values its widespread public outreach program at two-to-four times the annual investment of approximately \$750,000.

Federal grant funding was used for "Spare the Air" media buys and evaluation activities. The Sacramento AQMD duplicated and distributed the "It All Adds Up to Cleaner Air" television ads to six stations in the Sacramento market and incorporated the message points into its print publications and popular Internet website, www.sparetheair.com. With AQMD funding, Sacramento designed and distributed 600 high-quality promotional solar-powered calculators featuring the "It All Adds Up to Cleaner Air" tagline to 500 company employer networks and at other venues.

VISIONS FOR THE FUTURE

Sacramento AQMD plans to continually improve its outreach programs and educational products, and has a long-term commitment to effective public education within the Sacramento non-attainment region.

Sacramento AQMD intends to continue integrating "It All Adds Up to Cleaner Air" message points into relevant programs and materials wherever possible. For example, an "It All Adds Up to Cleaner Air" advertisement was included in the automobile inspection and maintenance module of "Save Planet Polluto," an air-quality adventure CD-ROM intended for national distribution.

WISCONSIN DEPARTMENT OF NATURAL RESOURCES

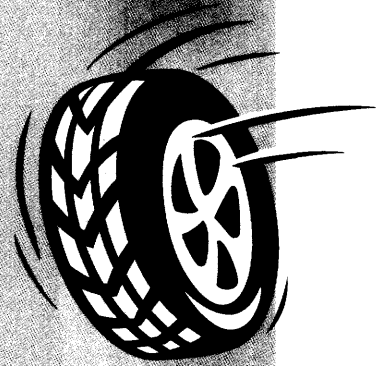
Contact: Dr. Sara Burr – burrs@dnr.state.wi.us

APPROACH

The broad goal of Wisconsin's commitment to the "It All Adds Up to Cleaner Air" initiative is to foster private sector leadership of citizens and organizations in achieving voluntary reductions of air emissions. The purpose of Wisconsin's involvement as a demonstration community was to develop awareness among member organizations of the Wisconsin Partners for Clean Air (the Partners) about the public information campaign, "It All Adds Up to Cleaner Air." As a result of greater awareness, the Partners steering committee is achieving greater long-term commitment from its member organizations for a range of public and employee voluntary air quality improvement programs.

SUCCESSSES

- Good market penetration. The Wisconsin Department of Natural Resources (WDNR) advertising firm reported an average 85 percent market penetration in southeastern Wisconsin during summer 2000 for the "It All Adds Up to Cleaner Air" ad campaign.
- Public relations strategy presented for integration. In a fortuitous blending of circumstances, "It All Adds Up to Cleaner Air" came along right when the Partners were looking to sponsor a mass media campaign to complement the business community's voluntary efforts to get "beyond compliance" in air quality measures. Taking advantage of this opportunity, WDNR designed and presented to the Partners steering committee a public relations strategy for integrating the "It All Adds Up..." campaign with the Partners' existing identity-building program, "Building Corporate Commitment," which had run for two summers. The existing campaign was conceived similarly to "It All Adds Up..." but was not executed as attractively and did not contain an explicit anthem approach. Therefore, it was superseded by "It All Adds Up to Cleaner Air." The latter's combination of high production values, along with US DOT collaboration and the positive messages expressed, were persuasive. A subsequent branding effort resulted in creation of a new logo and new overall identity for the Partners, without a lot of creative development expense. The availability of high-quality and readily accessible materials and messages freed up funds to purchase media exposure to good effect.
- Website links established. Participation in the initiative enabled the Partners to contract for and benefit from the expertise of outside public relations/advertising firms and group process facilitators in forming strategies, planning actions, and implementing products like the fully privatized Partners website (www.cleanairwisconsin.org). This website links to the national "It All Adds Up..." website and was promoted on radio stations throughout the target market during the summer 2001 ad campaign.





- Awards program linked with business seminar. Also on the success side of the equation, the Partners have effectively linked their awards and recognition program with a well-established annual business environmental seminar, "Keep Greater Milwaukee Beautiful." First attempted in the spring of 2000 and successfully repeated in 2001, the Partners for Clean Air awards program was merged with KGMB's spring seminar. Leveraging the prestige of an existing, well-attended business event is proving to be an effective way to "brand" the Partners.
- Participation fostered more funding and demonstrated commitment to partners. WDNR's participation with "It All Adds Up..." gave credibility to its successful grant proposal presented to Wisconsin DOT to make available nearly \$850,000 in CMAQ funding. Participation also demonstrated WDNR's commitment to the Wisconsin Partners for Clean Air in response to the Partners' strategic plan. The plan, originally developed under the "It All Adds Up to Cleaner Air" pilot project, called for mass media advertising featuring actions individuals could take to clean the air. Mass media messages support employers' internal voluntary programs, putting them in context and enabling employers to be part of a larger effort.
- WDNR staff connected with air quality communications professionals. WDNR's involvement with "It All Adds Up to Cleaner Air" put it in touch with professionals from around the country. EPA/DOT-sponsored meetings and e-mail list-servs fostered stakeholders' ability to share materials, integrate activities, and conceptualize multi-state projects. For example, as a result of the initiative and networking, Wisconsin will collaborate with clean air public education professionals in Illinois and Indiana on an upcoming joint air education project. Similarly, because of his expertise in strategic management of voluntary clean air programs and partnership-planning processes, the Partners' facilitator was asked to lead national ACAT meetings, which strengthened Wisconsin's capacity to function on the "cutting edge" in organizing and implementing voluntary clean air programs.

CHALLENGES

- Achieving incorporation of initiative messages and artwork. Encouraging the Partners to incorporate "It All Adds Up to Cleaner Air" messages and artwork into their existing communications tools targeting customers and members (e.g., through use of bill stuffers) is possibly the most difficult-to-implement part of the corporate commitment strategy. The hope is to spark activities similar to those of the American Lung Association (ALA), which are described below.

OTHER HIGHLIGHTS

Mobilizing the Message

Through a competitive process in the spring of 2001, WDNR hired a well-qualified advertising and public relations firm to guide the campaign into the future. The new

contractor's media strategy is 100 percent radio, and they have subcontracted with Metro Networks news radio serving the Milwaukee market. The campaign purchases "drive time" radio, adding the Partners and key corporate sponsors to the "It All Adds Up..." 30-second and 60-second spots and 10-second live reads during traffic and weather reports. Ozone Action Day announcements using the "It All Adds Up..." music and tagline are played the day before and the day of an Ozone Action Day. All three radio flights occur throughout the summer. Airtime is purchased using DOT's Congestion Mitigation and Air Quality (CMAQ) Improvement Program funds.

The new firm has suggested a number of marketing strategies for increasing corporate participation in the campaign. The idea is for the Partners to include the "It All Adds Up..." message in their internal and external communications. For example, the Wisconsin chapter of ALA sponsored its own radio ad on the Milwaukee Area Radio Stations network and integrated the "It All Adds Up to Cleaner Air" message into 400 60-second PSAs at no cost to us. Similarly, ALA began using the artwork and messages in its member newsletter.

In addition, WDNR has incorporated elements of "It All Adds Up to Cleaner Air" into employer kits for Ozone Action Days. These kits provide employers with communications guidance and media-ready materials for internal promotion of Ozone Action Days activities for individuals and organizations. The campaign distributed kits to more than 260 employers in Southeastern Wisconsin in May 2001.

WDNR and the Partners are preparing to shift the public information campaign, "It All Adds Up to Cleaner Air," into its next generation messages on commuter choice and vehicle maintenance. The campaign has facilitated a planning session with major transit providers in Southeastern Wisconsin and is fostering employer programs, in collaboration with EPA's Commuter Choice Leadership Initiative.

The planning session was well-attended, including transit companies and programs from six counties, as well as representatives from EPA Region V (Chicago) and Headquarters (Washington, DC). The Partners website will continue to provide current information for employers on this topic.

Leveraging Resources

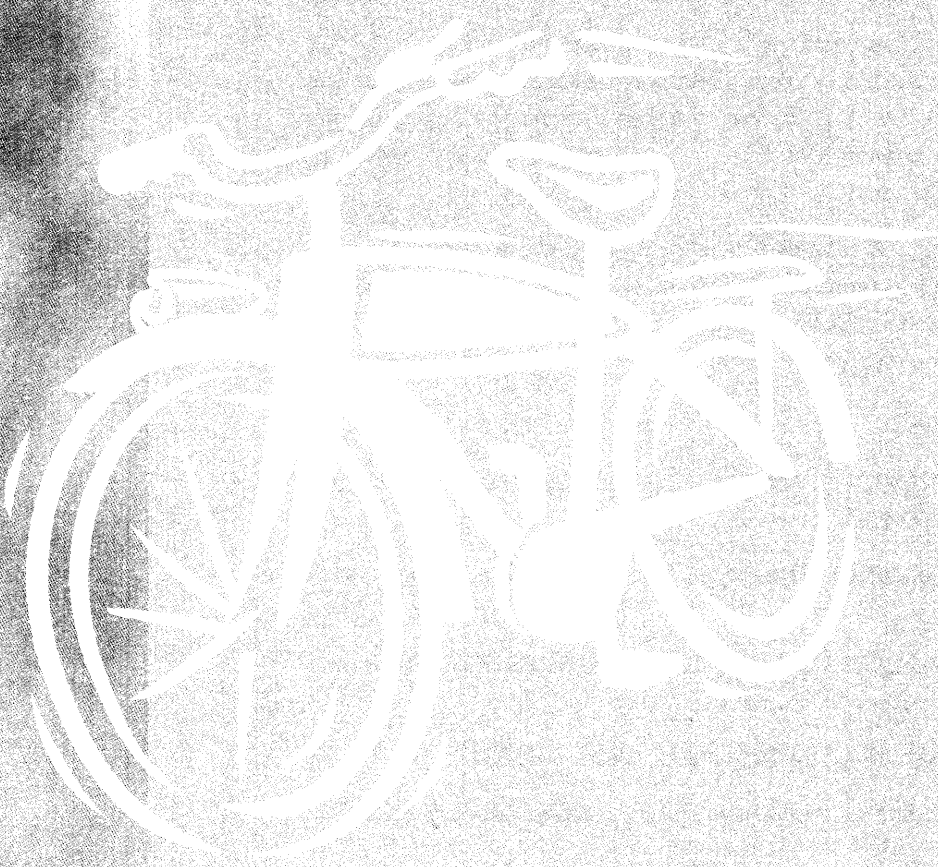
- WDNR used the \$25,000 "It All Adds Up..." demonstration community grant for contractual services to do the following:
- Develop branding and identity strategies for Wisconsin Partners for Clean Air (\$5000).
- Leverage the "It All Adds Up..." message into the internal communications of corporations in southeastern Wisconsin (\$7000).
- Design a privatized website for the Partners for Clean Air (\$5000).
- Promote the new website via the "It All Adds Up..." media campaign (\$8000).

Corporate sponsorship has strengthened "It All Adds Up to Cleaner Air" in Wisconsin. The ability to customize the ads by adding "brought to the public by Wisconsin Partners for Clean Air" and by identifying specific corporate members enabled key sponsors to "lead by example."

The grant also leveraged federal funding. The Wisconsin DOT awarded \$845,914 in CMAQ funds for media buys in the summers of 2000, 2001, and 2002.

VISIONS FOR THE FUTURE

WDNR plans to conduct a program assessment and to perpetuate the spirit and substance of "It All Adds Up to Cleaner Air" by motivating the Partners to use the current and future "It All Adds Up..." artwork and messages in their internal communications programs. Future efforts will seek to discover whether sufficient corporate commitment exists to eventually replace public sector funding of media buys and whether the branding strategy will garner greater public respect and corporate pride relative to initiative goals. Finally, the ultimate goal will be to see if the program will change citizen behavior in Wisconsin.



Appendix C Contact Directory

City of Anaheim (CA)
Diana Kotler
200 South Anaheim Boulevard
Anaheim, CA 92805
714-765-5277
commuting@anaheim.net

Bay Area Air Quality
Management District
Teresa Lee
939 Ellis Street
San Francisco, CA 94109
415-749-4905
tlee@merkle.baaqmd.gov

Delaware Valley Regional
Planning Commission
Ron Roggenburk
111 South Independence Mall East
Philadelphia, PA 19106
215-238-2845
rroggenburk@dvrpc.org

District of Columbia
Department of Health
Donald Warnbsgans, II
51 N St NE
Room 5016
Washington, DC 20002
202-645-6093
dwarnbsgans@mail.enviro.state.dc.us

Dover/Kent County Metropolitan
Planning Organization
Juanita Wiczoreck
P.O. Box 383
Suite 5N
Blue Hen Corporate Center
Dover, DE 19903-0383
302-760-2713
jwiczoreck@mail.dot.state.de.us

Georgia Department of Transportation
Teri Pope
District One
P.O. Box 1057
Gainesville, GA 30503
770-718-3924
teri.pope@dot.state.ga.us

Jefferson County Air Pollution
Control District
Rebecca Stutsman
850 Barret Avenue
Louisville, KY 40204
502-574-7242
rstutsman@co.jefferson.ky.us

LYNX Central Florida Regional
Transportation Authority
Jennifer Stults
445 West Amelia Street, Suite 800
Orlando, FL 32801
407-841-2279 x3009
jstults@golynx.com

Maricopa County Association
of Governments
Kelly Taft
302 North 1st Avenue, Suite 300
Phoenix, AZ 85003
602-452-5020
ktaft@mag.maricopa.gov

Miami Valley Regional
Planning Commission
Laura Loges
40 West 4th Street, Suite 400
Dayton, OH 45402
937-223-6323
lloges@mvrpc.org



New York City Department
of Transportation
Charles Ukegbu
40 Worth Street, Room 1035
New York, NY 10013
212-442-7638
cukegbu@dot.nyc.gov

North Central Texas Council
of Governments
Nan Miller
616 Six Flags Drive, Suite 200
Arlington, TX 76005
817-695-9240
nmiller@nctcog.dst.tx.us

Northwestern Indiana Regional
Planning Commission
Reggie Korthals
6100 Southport Road
Portage, IN 46321
219-763-6060
rkorthals@nirpc.org

Portland Department of Transportation
Lavinia Gordon
1120 South West 5th Avenue, Room
730
Portland, OR 97201
503-823-6982
lavinia@trans.ci.portland.or.us

Sacramento Metropolitan Air
Quality Management District
Kerry Shearer
777 12th Street, 3rd Floor
Sacramento, CA 95814-1908
916-874-4810
kshearer@airquality.org

Wisconsin Department
of Natural Resources
Dr. Sara Burr
101 S. Webster Street, Box 7921
Madison, WI 53707-7921
608-266-5215
burrs@dnr.state.wi.us







Federal Management Team

Kathy Daniel, Federal Highway Administration (DOT)

Joann Jackson Stephens, Office of Transportation and Air Quality (EPA)

Abbe Marner, Federal Transit Administration (DOT)

Patrice Thorton, Office of Transportation and Air Quality (EPA)

Victoria Martinez, Federal Highway Administration (DOT)

Susan Bullard, Office of Transportation and Air Quality (EPA)



It all adds up to cleaner air

www.italladdsup.gov
Publication No. FHWA-EP-02-036