Way To Go! Marin

Final Program Report and Evaluation
2008 – 2010

December 2010

Prepared by Alta Planning + Design

WAY TO GO! MARIN
WALK BIKE RIDE

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Digital Appendix

As part of this report, a Digital Appendix was created with the following items: Way to Go! materials; survey instruments; survey data; Go Kit order data; and a comprehensive list of participant feedback. For more information about these items, please contact Carey Lando at clando@co.marin.ca.us or (415) 499-5078.

Introduction

Program Summary

The 2008-2010 *Way to Go!* individualized marketing program in Marin County achieved its goals of reducing discretionary driving trips and increasing walking and bicycling trips in its target communities. During the program, residents of the Sausalito and San Rafael target communities reduced their driving trips by 2.4% and 4.0%, respectively, and increased their walking and bicycling trips by 1.3% and 2.0%. This decrease in driving trips translates to an annual target area reduction in vehicle miles traveled (VMT) of 4.1 million miles in both communities combined, and estimated annual reductions in carbon dioxide emissions of 1,700 tons. The program was well received in all four target communities (Sausalito, Larkspur/Greenbrae, Novato, and San Rafael), and based on overwhelmingly positive feedback, it is clear that the participating households valued the customized information packets, locally tailored events, and other encouragement materials and services. The *Way to Go!* program was a successful individualized marketing effort and made a lasting community impact in its target communities.

Background

WalkBikeMarin, part of the national Nonmotorized Transportation Pilot Program (NTPP), is a County of Marin initiative to encourage walking and bicycling as everyday transportation through infrastructure improvements as well as education and encouragement programs. Marin County is one of four communities that was selected by Congress in 2006 to each receive a $25 million federal grant to participate in the NTPP. The main goal of the pilot program is to demonstrate "...the extent to which bicycling and walking can carry a significant part of the transportation load, and represent a major portion of the transportation solution."

In 2008, as part of the *WalkBikeMarin* effort, the County launched a three-year individualized marketing program in selected Marin communities. The main objectives of the program were to increase the number of Marin residents walking, bicycling, and taking transit for home-based discretionary trips, as well as increase awareness of travel options and nonmotorized infrastructure improvements in Marin County. The pilot individualized marketing program was titled *Way to Go!* (WTG) and was based on the award-winning SmartTrips program in Portland, Oregon.

The program was offered in selected target areas of the following communities:

- Sausalito area (2008)
- Larkspur/Greenbrae (2009)
- Novato (2009)
- San Rafael (2010)

The four target communities were selected based on quantitative data (household density and the percentage of residents already walking, bicycling, or taking transit) and qualitative considerations (geographic distribution, existing walking and bicycling facilities, destinations within walking and bicycling distance, and topography). The Marin County Board of Supervisors considered all of these criteria when selecting the four program communities and target households within them.

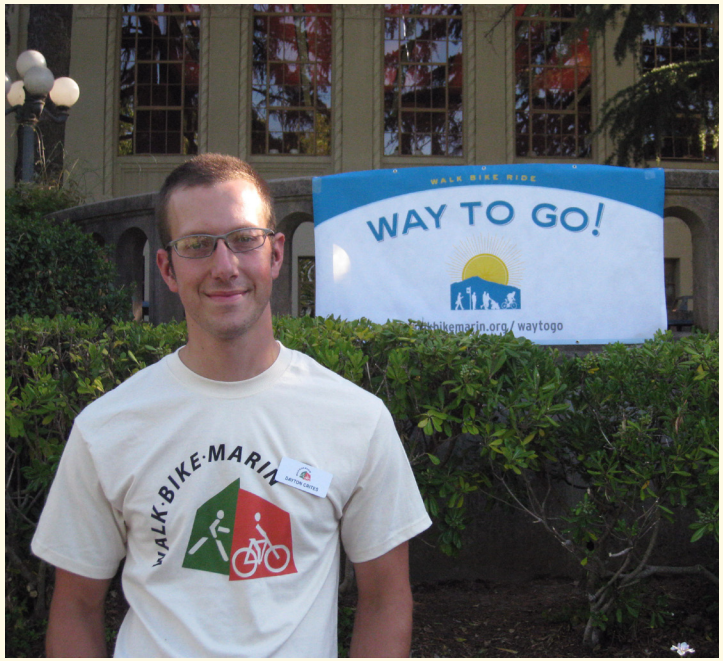
Program Philosophy

"The Way to Go! program is a neat way for me to get the know the area where I live." – Paula

The *Way to Go!* program used individualized marketing to help interested residents change their travel habits. The program was not an awareness campaign, but instead aimed to provide individuals with resources and support for trying travel options other than driving. Through positive, supportive, and friendly communications, the program promoted walking, bicycling, and transit for home-based discretionary trips. These trips tend to be shorter in distance and more flexible than work and school commute trips, making them ideal targets for travel habit changes. This type of program complements but differs from employer-based programs like the Bay Area's regional 511.org program, in which Marin County participates.

The *Way to Go!* program was administered with the following guiding principles behind it:

- Principle #1: The program focuses on interested residents; residents opt-in to participate.
- Principle #2: Primary barriers to making non-driving trips are lack of information and habit; customized information and events lower these barriers.
- Principle #3: The program primarily targets home-based discretionary trips, not commute trips.
- Principle #4: The program provides frequent, responsive contact to engage residents.
- Principle #5: The program is friendly, positive, and encouraging.
- Principle #6: The program follows a campaign model: limited time, limited area.



Program Goals

The goals of the *Way to Go!* program were to change travel behavior in order to:

- Reduce discretionary auto trips.
- Increase bicycling, walking, and transit trips.
- Increase awareness of travel options.
- Increase community health and safety.
- Increase community interaction.
- Support and highlight local businesses and activities.
- Support the objectives of the Nonmotorized Transportation Pilot Program (NTPP).

Program Elements

The *Way to Go!* program invited residents of each target area to order a *Go Kit*, a customized information packet containing local transportation resources such as maps and brochures. In addition to the customized information packet, *Way to Go!* hosted events such as group walks, guided bicycle rides, and workshops. *Way to Go!* staff also appeared at community events and offered information and advice to residents about walking, bicycling, and transit use in their communities.

More specifically, the program offered the following materials and services to residents in each of the target areas:

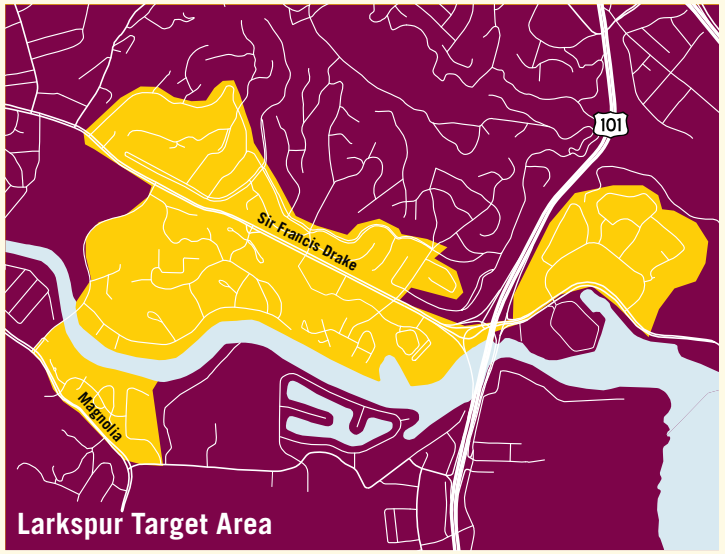
- **Customized information packets (Go Kits):** All residents in the target area received mail-order forms and were invited to place a customized packet order through the postage-paid mail-in order form or online. Materials offered included maps, brochures, transit schedules, and incentive gifts related to walking, bicycling, and transit. *Way to Go!* staff delivered customized packets to homes by foot or by bicycle.
- **Newsletters:** These monthly mailed or electronic communications were customized for each of the target communities and included information and resources, as well as news on program events. Only interested residents received newsletters.
- **Events:** The program hosted group walks, guided bicycle rides, transit events, and helpful workshops that were open to all residents of the community. Staff also appeared at community events and offered information and advice about travel options.
- **Email communications:** Periodic email updates including event notices and other news were sent to participants who submitted an email address.
- **Website:** The *Way to Go!* website included the online order form for customized packets, event listings, electronic versions of materials, links to helpful resources, and general program news and information. It was located on the *WalkBikeMarin* website, which offered information about all aspects of the NTPP.
- **Social Media:** Electronic and print communications were supplemented by frequent Facebook and Twitter posts with tips, news, and resources in San Rafael in 2010.
- **Other communications:** Event announcements and other program information were also communicated through city event calendars and electronic communications, local community event calendars, flyering at local businesses and public buildings, local newspapers, etc. During the program, target area households who had not yet ordered a Go Kit received a mailed reminder postcard with information about how to order a customized packet.

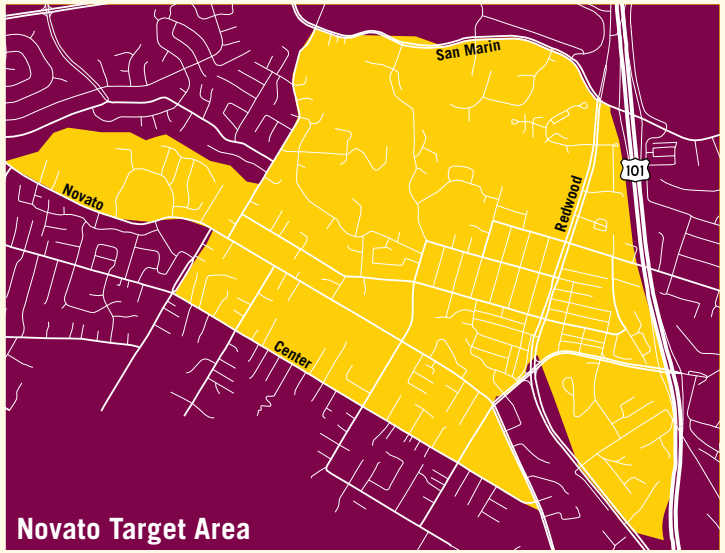
Additionally, a unique logo and color scheme was designed for each target area for their program materials, including a welcome letter, a customized walking/bicycling/transit map, an event calendar, a coupon book (in Sausalito and San Rafael), and other program materials.

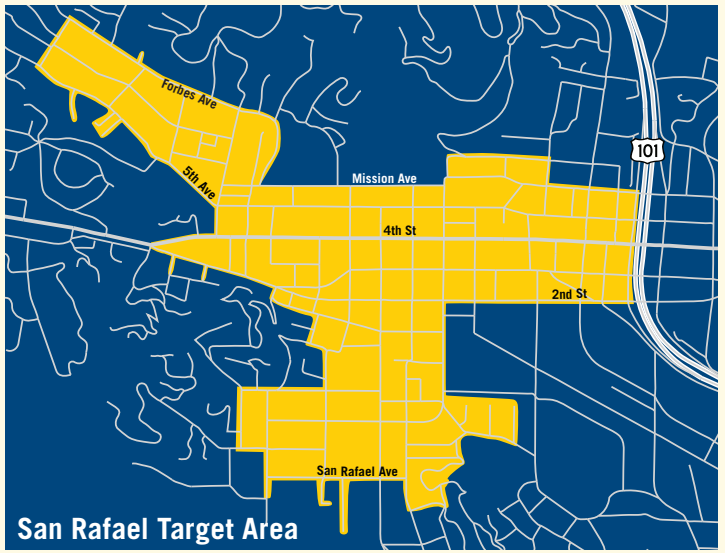
Overview of Communities

In 2008, *Way to Go!* took place in Sausalito. The program kicked off on July 1, 2008 and ended October 17, 2008. The target area included 5,402 households. Following the successful 2008 program, the cities of Larkspur and Novato participated in the *Way to Go!* program in 2009. The program kicked off on June 1, 2009 and ended August 30, 2009. The target areas included 2,922 households in Larkspur and 3,513 households in Novato. The third year of the program took place between May 15 and August 31, 2010 in San Rafael with 2,615 households. Details on each target community and its program results can be found in the Appendix at the end of this report.

Target areas for each community were selected based on a number of factors, including household density, the percentage of residents already walking, bicycling, and taking transit, and geographic considerations.







Program Partners

The *Way to Go!* program was a collaborative effort between the County of Marin, Marin Transit, Golden Gate Transit, and the Cities of Sausalito, Larkspur, Novato, and San Rafael. The program was also supported by other local agencies, organizations, and businesses. We would like to acknowledge the following members of the program team:

County of Marin
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Dan Dawson
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Craig Tackabery

Sausalito
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City of Larkspur
Scott Metcho, Public Works Department
Neal Toft, Planning Department

City of Novato
Daniel Toillion, Planning Division
Rebecca Markwick, Planning Division

San Rafael
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Nancy Mackle, Economic Development, City of San Rafael
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Chris Coursey, SMART
Stan Gibbs, Art Works Downtown
Golden Gate Transit
Joshua Goldstein, Sausalito Arts Commission
Clint and Madeline Kellner
Cheryl Longinotti, League-Certified Cycling Instructor
Edna Manzoni, Novato Historical Museum
Marin County Bicycle Coalition
Marin Transit
Linda Ojeda, Sausalito resident
Nancy Spivey, Larkspur Walkers
Phyllis Thelen, Art Reach, San Rafael Public Art Program
Tony Tom, A Bicycle Odyssey

...and all of the participating businesses

Program Funding and Expenses

The *Way to Go!* program was funded by a federal grant as part of the Nonmotorized Transportation Pilot Program (NTPP). The NTPP awarded Marin County $25 million for infrastructure improvements as well as education and encouragement programs to increase walking and bicycling in the County. The budget of the *Way to Go!* program was $423,920 over three years in four communities. The bulk of the program budget went towards the development, design, and printing of *Way to Go!* materials (such as the community-specific maps and comprehensive bicycling guide), coordinating and publicizing events, and outreach and delivery staff time.

Each Way to Go! target community had a unique logo.

Packet Deliveries/Materials

A total of 14,452 households received order forms for customized information packets (*Go Kits*) by mail in the four target communities, with 2,172 households placing orders for *Go Kits*. Target area sizes and participation rates are summarized in the table below. In 2008, 56% of orders were placed online, 28% by mail, and 16% by phone. In 2009, 55% of orders were placed online and 45% of orders were mailed back. In 2010, 64% of orders were made online and 36% were sent by mail.

"What a fabulous set of useful tools for us! Thank you, thank you!" –Gregory

Participants could choose from materials with information on walking, bicycling, and transit services and could choose one of three free incentives. The incentives varied by year, but included a *Way to Go!* tote bag, a *WalkBikeMarin* water bottle, transit tickets, a rear bike light, or a Marin bicycling kit with map, leg strap, and tire patch kit. Packets were delivered to households by foot or bicycle within two weeks of an order being placed.

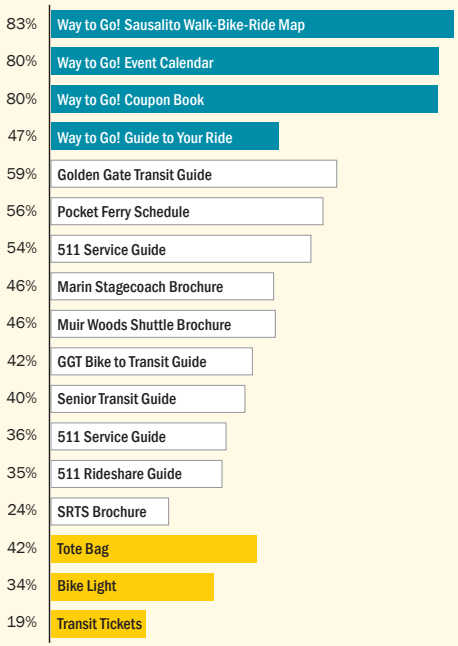
Way to Go! target communities and their participation rates

Community	Program Dates	Target Area Households	Households Requesting Packets	Participation Rate
Sausalito	July 1 – Oct. 17, 2008	5,402	844	15.6%
Larkspur	June 1 – Aug. 30, 2009	2,922	470	16.1%
Novato	June 1 – Aug. 30, 2009	3,513	474	13.5%
San Rafael	May 15 – Aug. 31, 2010	2,615	384	14.7%
Entire Program	**2008 – 2010**	**14,452**	**2,172**	**15.0%**

Materials created specifically for *Way to Go!* included a *Way to Go!* event calendar, a guide to bicycling in Marin County, and a colorful local map for each community with walking facilities and destinations, bicycle routes and racks, and bus stops. The Sausalito and San Rafael programs also offered coupon books for local businesses. Existing materials came from Golden Gate Transit, Marin Transit, Marin County Safe Routes to School, the Marin County Bicycle Coalition, and 511 (the Bay Area's comprehensive traffic and transportation service). The figures on the next page show the materials requested in each target community.

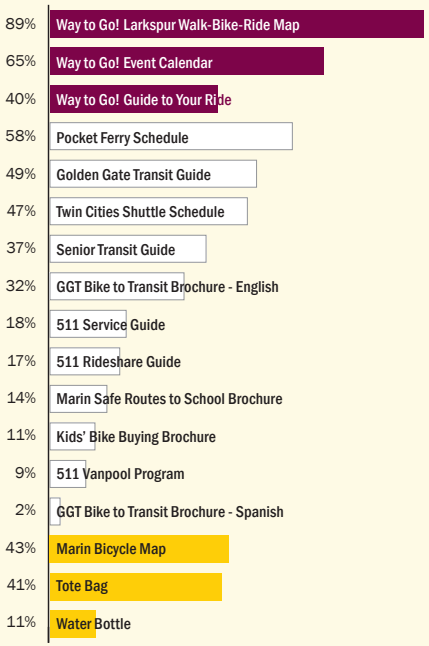
Materials requested: percent of respondents ordering each item by community

Sausalito



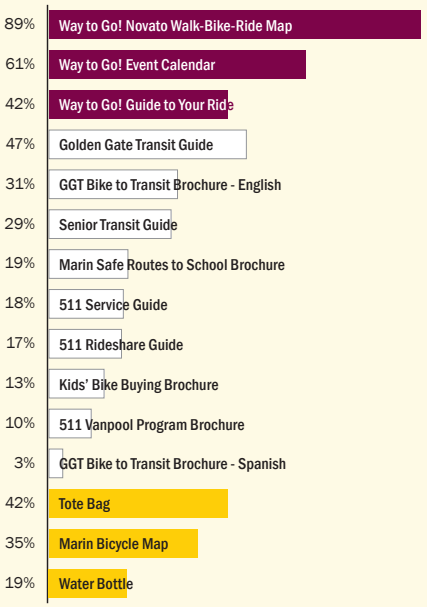
Way to Go! Materials
Existing Materials
Incentives

Larkspur



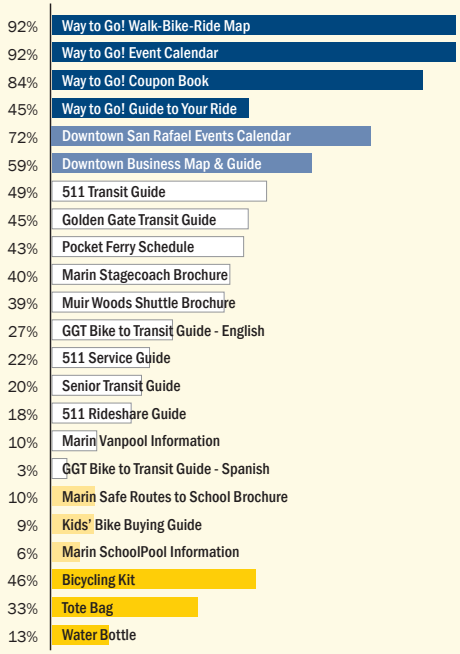
Way to Go! Materials
Existing Materials
Incentives

Novato



Way to Go! Materials
Existing Materials
Incentives

San Rafael



Way to Go! Materials
Downtown San Rafael Materials
Transit Materials
Family Materials
Incentives

Events

In each target community, the *Way to Go!* program featured supportive, social events to help participants give walking, bicycling, or taking transit a try. The events were designed with novices in mind and included group walks, guided bicycle rides, transit events, and workshops. The Sausalito program hosted 16 events with 105 total event attendees. The Larkspur and Novato programs each hosted four events with 66 total attendees in 2009. In San Rafael, six walks and rides were held with a total of 54 attendees. Participant feedback from the events was overwhelmingly positive; detailed feedback can be found in the Digital Appendix.

Additionally, staff represented the program at community events during the Sausalito and San Rafael programs. In Sausalito, the focus of these outreach events was increasing awareness of the program and of transportation resources. In San Rafael, Marin Transit partnered with *Way to Go!* to conduct outreach at the San Rafael Farmers' Market around Marin's transit, bicycling, and walking opportunities and resources. All of the walks, guided rides, classes, and outreach events are summarized in the tables below.

"This is a fantastic program, and I hope it inspires more people to take advantage of the wonderful biking opportunities in Marin. Thanks!" – Rory

Summary of Way to Go! events, Sausalito 2008

Event	Day	Date	Time	Event Leader	No. of Participants
Kickoff Walk	Tuesday	7/1/2008	6:00 PM	Way to Go! Staff	14
Gallery Walk	Tuesday	7/8/2008	6:00 PM	Way to Go! Staff	7
Bicycle Flat Repair Basics	Thursday	7/17/2008	6:00 PM	Tony Tom A Bicycle Odyssey, Local Bike Shop	1
Hill Walk #1	Tuesday	7/22/2008	6:00 PM	Way to Go! Staff	7
Discover Our Art Walking Tour	Saturday	7/26/2008	9:30 AM	Joshua Goldstein Sausalito Arts Commission	3
Transit Essentials Workshop	Thursday	7/31/2008	6:00 PM	Suzanne Chen-Harding Golden Gate Transit	1
Houseboat Walk	Tuesday	8/5/2008	6:00 PM	Way to Go! Staff	7
Hidden Staircases Walk	Saturday	8/9/2008	9:30 AM	Way to Go! Staff	14
Flat Ride	Tuesday	8/12/2008	6:00 PM	Way to Go! Staff	1
Hill Walk #2	Tuesday	8/19/2008	6:00 PM	Way to Go! Staff	10
Celebrity Ride with Joe Breeze	Saturday	8/23/2008	9:30 AM	Joe Breeze Breezer Bikes	9
Bicycling Street Skills Class	Thursday	8/28/2008	6:00 PM	Jo Ann Richards Marin County Bicycle Coalition	3
Waterfront Park Walk	Tuesday	9/2/2008	6:00 PM	Way to Go! Staff	7
Wooden Boat Tour	Saturday	9/6/2008	9:30 AM	Victoria Colella Sausalito Wooden Boat Tour	4
Walking for Fitness Class	Thursday	9/11/2008	6:00 PM	Linda Ojeda Nutritionist/Author	5
Boat Bike Bridge Adventure	Saturday	9/20/2008	9:30 AM	Way to Go! Staff	12

Summary of Way to Go! events, Larkspur 2009

Event	Day	Date	Time	Event Leader	No. of Participants
Get to Know Your Neighborhood Walk	Saturday	7/11/2009	11:00 AM	Nancy Spivey Personal Trainer/ Leader of Larkspur Walkers Group	18
Bikeways and Waterways Ride	Wednesday	7/22/2009	6:30 PM	Cheryl Longinotti League of American Bicyclists Certified Instructor	1
Market to Market Excursion	Saturday	8/8/2009	11:00 AM	Way to Go! Staff	3
Historic Downtown Larkspur Walk	Wednesday	8/26/2009	6:30 PM	Way to Go! Staff	11

Summary of Way to Go! events, Novato 2009

Event	Day	Date	Time	Event Leader	No. of Participants
Historic Downtown Novato Stroll	Wednesday	7/15/2009	6:30 PM	Edna Manzoni Docent, Novato Historical Museum	26
Transit/Bicycling 101 Clinic	Wednesday	7/29/2009	6:30 PM	Way to Go! Staff Derek Toups, Planner, Marin Transit	3
Picnic in the Park Bicycle Ride	Tuesday	8/11/2009	6:30 PM	Way to Go! Staff	1
Nature Walk at Deer Island Preserve	Thursday	8/20/2009	6:30 PM	Clint and Madeline Kellner Local nature enthusiasts	3

Summary of Way to Go! events, San Rafael 2010

Event	Day	Date	Time	Event Leader	No. of Participants
Sweet Summer Stroll	Tuesday	6/22/2010	6:00 PM	Way to Go! Staff	4
Guided Downtown Art Walk	Friday	7/9/2010	6:00 PM	Stan Gibbs Art Works Downtown	8
Falkirk Cultural Center Garden and Mansion Tour	Tuesday	7/20/2010	6:00 PM	Docents and Gardeners Falkirk Cultural Center	5
Cal Park Tunnel Preview Bike Ride	Saturday	7/31/2010	11:00 AM	Dave Bernardi County of Marin Public Works	18
SMART: A Walk through the Past & Future of Trains in San Rafael	Tuesday	8/3/2010	6:00 PM	Chris Coursey, SMART with support from Linda Jackson, City of San Rafael	11
Public Art Sculpture Walk	Tuesday	8/17/2010	6:00 PM	Phyllis Thelen ArtReach, San Rafael Public Art Program	6

"It was wonderful to see all the events happening in San Rafael and helps bring a sense of 'community' to the town."
– Anonymous

Summary of Way to Go! community outreach

Event	Community	Date	No. of People Reached
4th of July Picnic and Parade	Sausalito	7/4/2008	50
Farmers Market & Jazz and Blues by the Bay	Sausalito	7/17/2008	35
Maritime Day	Sausalito	8/2/2008	50
Farmers Market	Sausalito	8/15/2008	10
Concert for Kids	Sausalito	9/13/2008	15
Farmers Market	San Rafael	8/12/2010	150

Evaluation

At the beginning of the three-year *Way to Go!* program, it was decided that evaluation would be performed for the 2008 and 2010 program years. In Sausalito and San Rafael, two types of surveys were administered to evaluate the program. Survey participants who provided an email address were invited to participate in an online post-program feedback survey. Additionally, randomly selected residents within the target areas were mailed travel diary surveys with a postage-paid reply envelope before and after the program. The findings from these two surveys are discussed below.

Post-Program Feedback Survey

Overview

Following the closing date of each program, an invitation to complete an online post-program feedback survey was sent to all *Way to Go!* participants on the program email lists for Sausalito and San Rafael. Because 2008 and 2010 were determined to be the *Way to Go!* program evaluation years, a follow-up program survey was not administered in Larkspur or Novato in 2009. The post-program feedback survey asked participants about their experience with the program, including how they first heard about the program, how useful they found the events and packets of materials, and the degree to which the program motivated them to change their behavior. The survey instrument is provided in the Digital Appendix.

In 2008, 499 individuals received the Sausalito survey invitation, and in 2010, 314 individuals received the San Rafael survey invitation. These people had opted in to email communications after participating in an event or requesting a *Go Kit*. The numbers of respondents to the two surveys were 87 in Sausalito and 41 in San Rafael, for response rates of 17.4% and 13.1% respectively.

"This is great. My family will really enjoy getting out and walking and riding bikes on the trails that we don't know about!" –Teleatha

Findings

The survey asked participants how they first heard of the *Way to Go!* program; responses are shown in the two figures at top right on the following page. The majority of respondents, 61.2% in Sausalito and 75% in San Rafael, found out about the program through the direct mailings, including both the initial order form and the reminder postcards.

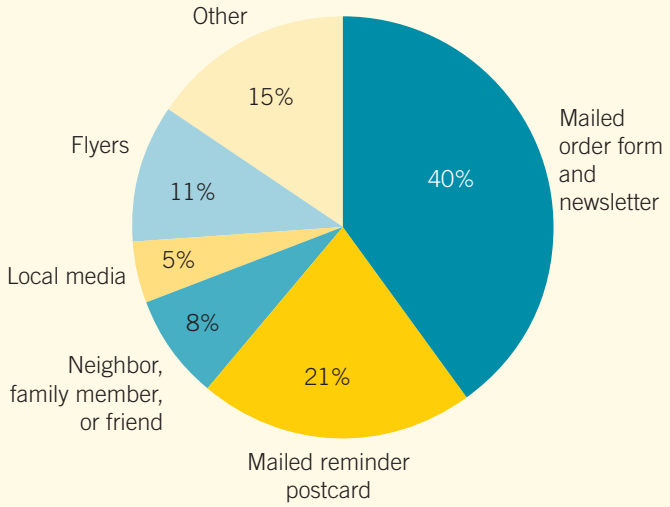
Those who ordered *Go Kit*s (customized information packets) were asked how useful they were. Most survey respondents, 83.3% in Sausalito and 94.7% in San Rafael, reported that they found the packets to be useful. Though few survey respondents attended events, all who did rated the events positively.

The survey asked participants if the *Way to Go!* program motivated them to walk, bike, or take transit more instead of driving; the responses are shown in the figure at bottom left on the following page. Participants from both communities reported similar behavior change; in total, 63.2% responded that *Way to Go!* did motivate them to walk, bike, and take transit more. Further, 43.8% of all survey respondents reported driving less often than before participating in the *Way to Go!* program, while the remainder reported driving the same amount (52.7%) or were not sure (3.6%).

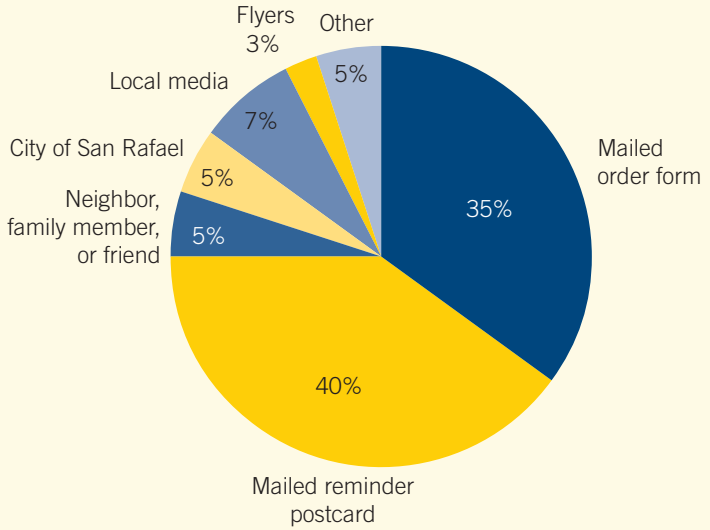
The survey also asked participants whether they thought it was a good idea for the City and the County to encourage residents to walk, bike, and take transit more; almost all respondents agreed. Responses are shown in the figure on the bottom right of the following page. This finding demonstrates that Marin County residents strongly support governmental efforts to increase travel options and assist residents with accessing bicycling, walking and transit.

Responses to "Where did you first hear about the Way to Go! program?"

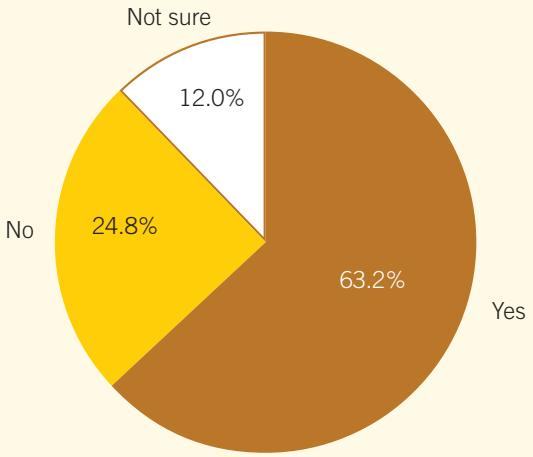
Sausalito



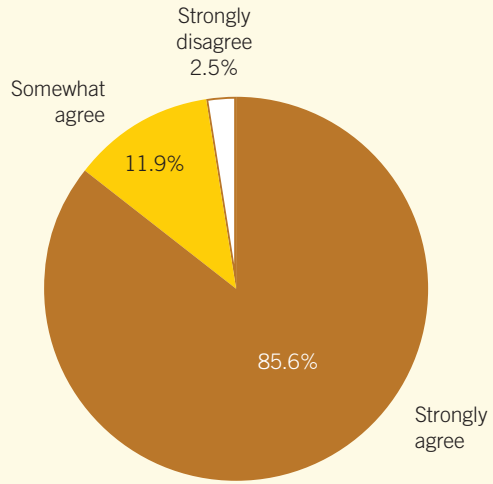
San Rafael



Responses to "Did the Way to Go! program motivate you to walk, bike, and take transit more, instead of driving?" (Both communities)



Responses to "Please mark how strongly you agree or disagree with this statement: I think it is a good idea for the City of Sausalito/San Rafael and the County of Marin to help residents walk, bike, and take transit more often." (Both communities)



Travel Survey

Overview

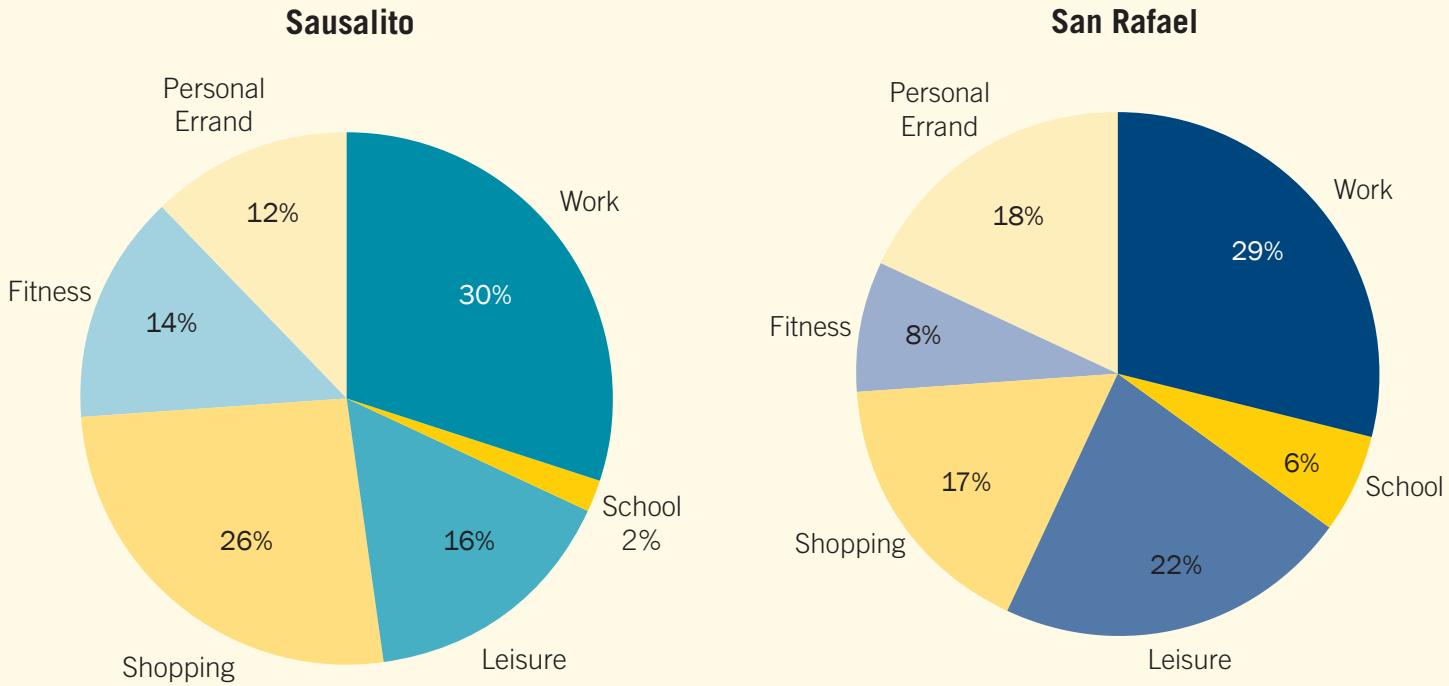
Two travel surveys were administered to randomly-selected target area residents in both the Sausalito and San Rafael program years: one prior to the individualized marketing program and one following the program. The following section identifies the methodology used in administering the surveys and summarizes the survey findings. The travel survey instrument is included in the Digital Appendix.

Methodology

In Sausalito, the pre-program and post-program surveys were mailed to 1,525 random target area residents before the program began on June 20, 2008 and 1,500 residents after the program ended on October 14, 2008. In San Rafael, pre-program surveys were mailed to 2,000 target area residents on April 16, 2010, and post-program surveys were mailed to the entire target area of 2,615 residents on September 9, 2008. Survey recipients for each survey were selected using a randomized number generator. Because 2008 and 2010 were determined to be the *Way to Go!* program evaluation years, travel surveys were not administered in Larkspur or Novato in the 2009 program year.

The survey asked questions regarding travel behavior and mode choice (in the form of a travel diary), opinion statements, and demographics. The response rates for the surveys are shown in the table on the following page.

Trip purposes for all trips as reported in the pre-program and post-program surveys



"This is great. Doctor's orders are for me to walk more. The maps along with the additional info will be a big help. Thanks!" – Kate

Travel survey response rates for Sausalito and San Rafael pre- and post-program surveys

	Sausalito		San Rafael	
	Pre-Program	Post-Program	Pre-Program	Post-Program
Mail Date	June 20, 2008	October 14, 2008	April 16, 2010	September 9, 2010
Number of Surveys Delivered*	1500	1466	1912	2591
Number of Completed Surveys	270	161	293	306
Response Rate	18.0%	11.0%	15.3%	11.8%

*Number of surveys delivered is the total number of surveys mailed minus the number of surveys returned as invalid or vacant addresses. For the San Rafael post-program survey, surveys were mailed to all target area households to yield more responses, as post-program surveys tend to have a lower response rate.

Findings

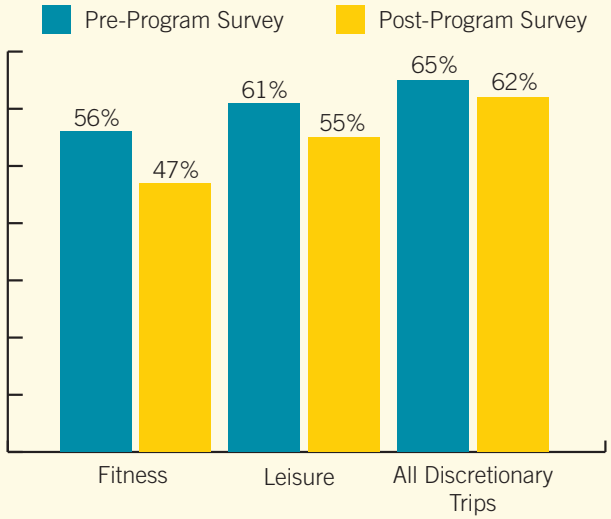
In the trip diary portion of the survey, respondents were asked to log all the trips they had made the previous day. A trip was defined as each time an individual left one place and arrived at another place. For example, if a person left home and walked to the post office, then walked home, that corresponds to two trips. The average number of daily trips of all types for survey respondents was 4.5 in both Sausalito surveys and 4.4 and 4.6 for San Rafael pre- and post-program travel surveys, respectively. Each trip was attributed one of six purposes: work, school, leisure, shopping, fitness, and personal errand. The figures on the previous page show the distribution of trip purposes reported by respondents in the pre- and post-program surveys in Sausalito and San Rafael.

The *Way to Go!* program aimed to reduce discretionary auto trips, which includes trips made for leisure, shopping, fitness, and personal errands. These trips tend to be shorter in distance and more flexible than work and school commute trips, making them ideal targets for travel habit changes through this type of residential program. The mode share summary on the following pages examines mode shifts in these discretionary trip types. Further, though the *Way to Go!* program aimed to shift driving trips to all other non-auto modes, this evaluation focuses on the shift to walking and bicycling, given the focus of the Nonmotorized Transportation Pilot Program.

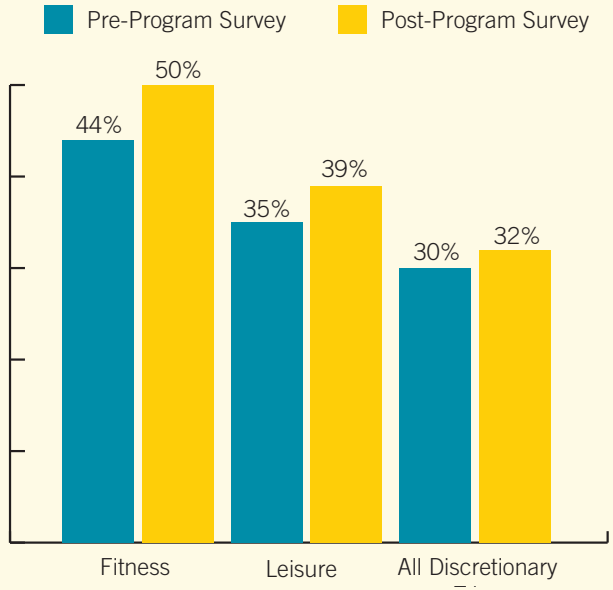
The average number of daily discretionary trips made by survey respondents was 3.0 in all four surveys: 3.1 and 3.0 in the Sausalito pre- and post-program surveys respectively and 2.9 and 3.0 in the San Rafael pre- and post-program surveys. In both communities, auto mode share dropped while walking and bicycling mode share increased. In Sausalito, auto mode share decreased 2.4%, and the nonmotorized mode share increased 2.0% between the pre- and post-program surveys. In San Rafael, auto mode share dropped 4.0% overall, and the nonmotorized mode share increased 1.3% between the pre- and post-program surveys. The table at the top of page 15 shows the change in auto and nonmotorized mode shares for all discretionary trips reported in each evaluation community.

Sausalito

Change in auto mode share for discretionary trips

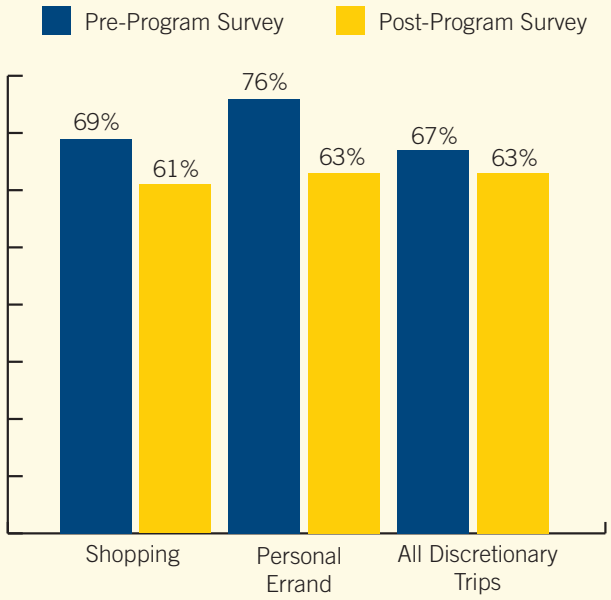


Change in nonmotorized mode share for discretionary trips

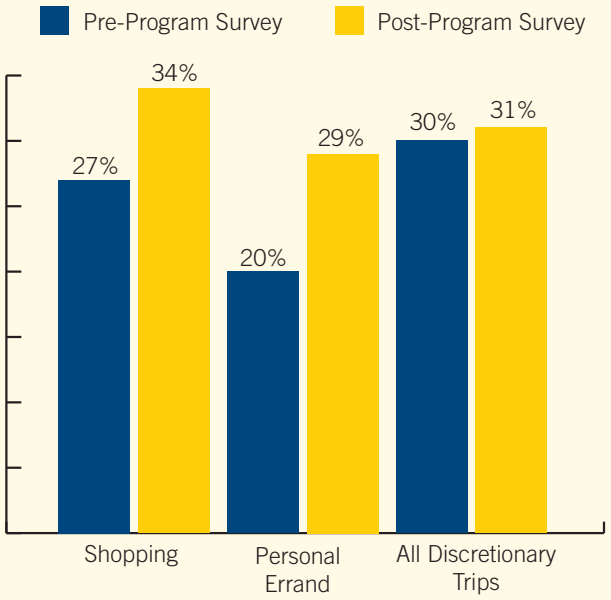


San Rafael

Change in auto mode share for discretionary trips



Change in nonmotorized mode share for discretionary trips



Auto and nonmotorized discretionary trip mode share by community

Sausalito			
Mode	**Pre-Program Survey**	**Post-Program Survey**	**Absolute Change**
Auto	64.6%	62.2%	-2.4%
Nonmotorized	30.4%	32.4%	2.0%
San Rafael			
Mode	**Pre-Program Survey**	**Post-Program Survey**	**Absolute Change**
Auto	66.6%	62.6%	-4.0%
Nonmotorized	29.7%	30.9%	1.3%

When looking at trip purpose more closely, however, differences emerge between the two target communities. Sausalito saw the greatest increase in walking and bicycling trips for fitness and leisure (6.5% and 3.5% respectively, 5.2% combined), while San Rafael showed greater change for shopping and personal errand trips (6.1% and 9.0% respectively, 7.7% combined). These results are reasonable, given that Sausalito provides many recreational opportunities, including its many paths, staircases, and the waterfront. San Rafael, on the other hand, offers many essential destinations within walking or bicycling distance of target area residences: grocery stores, the library and post office, and many other businesses and services. The following table summarizes the greatest mode shifts in each community by discretionary trip type. The figures on the previous page also show the highest discretionary mode shifts in both communities.

Greatest auto and nonmotorized mode share shifts by discretionary trip purpose

Sausalito				
Trip Purpose	**Mode**	**Pre-Program Survey**	**Post-Program Survey**	**Absolute Change**
Fitness	Auto	55.9%	46.9%	-9.0%
	Nonmotorized	43.5%	50.0%	6.5%
Leisure	Auto	61.2%	55.4%	-5.7%
	Nonmotorized	35.1%	38.6%	3.5%

Greatest auto and nonmotorized mode share shifts by discretionary trip purpose

San Rafael				
Trip Purpose	**Mode**	**Pre-Program Survey**	**Post-Program Survey**	**Absolute Change**
Shopping	Auto	69.1%	60.5%	-8.5%
	Nonmotorized	27.4%	33.5%	6.1%
Personal Errand	Auto	76.2%	62.5%	-13.7%
	Nonmotorized	19.7%	28.7%	9.0%

Program Impact on Vehicle Miles Traveled and Carbon Emissions

The auto mode share shifts observed in the survey data were combined with average trip distance data from the 2001 National Household Travel Survey (NHTS) to calculate the change in distance local residents traveled by car from before the *Way to Go!* program to after the program. Based on data from the Transportation Authority of Marin, the trip distances from the NHTS were calibrated to account for the longer travel distances of trips made by residents to destinations outside of Marin County. For example, most school trips (91.5%) remain inside the county, but about 38% of work trips are made to destinations outside the county. See the table below for a summary of estimated average trip distance by trip purpose for Marin County.

Average Marin County trip distances by trip purpose

Trip Purpose	Average Miles
Work	18.5
School	6.0
Leisure	11.6
Shopping	11.0
Fitness	11.6
Personal Errand	11.0

Source: Transportation Authority of Marin, 2009

For all trips combined, this evaluation shows a decline in daily VMT of 1.8 miles per Sausalito target area household and 0.6 miles per San Rafael target area household. Because the VMT reductions were calculated from a random sample of target area households, it can be deduced that across the program audience of 5,402 households in Sausalito and 2,615 households in San Rafael this represents a reduction of about 6,500 and 1,000 miles driven per day in Sausalito and San Rafael, respectively. Over one year, these observed changes in travel behavior result in an estimated VMT reduction of more than 3.5 million miles in Sausalito and nearly 500,000 miles in San Rafael. Combined, this reduction in auto trips prevents nearly 3.4 million pounds (1,700 tons) of carbon dioxide emissions per year. The following tables show the effect of the observed mode shift on vehicle miles traveled and carbon emissions in both target communities.

Daily VMT reductions by household and target community*

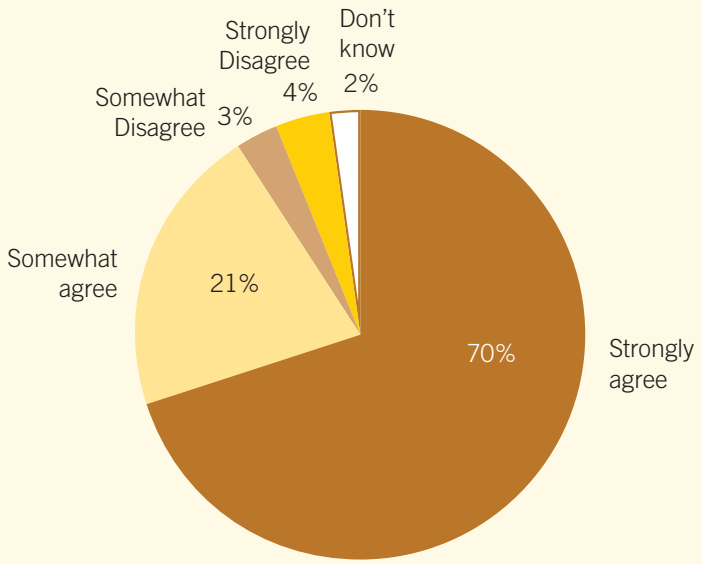
Community	Daily Household VMT before Program	Daily Household VMT after Program	Change in Daily Household VMT	No. of Households	Total Daily VMT Reduction
Sausalito	38.6	36.8	-1.8	5,402	9,850
San Rafael	39.7	39.1	-0.6	2,615	1,450

Annual VMT and carbon emission reduction in both communities*

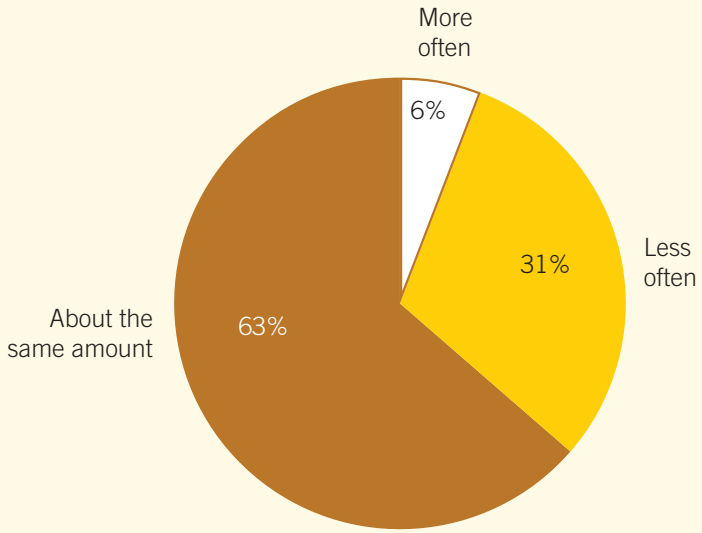
Community	No. of Households	VMT Reduction	Carbon Emission Reduction (Pounds)	Carbon Emission Reduction (Tons)
Sausalito	5,402	3,595,415	2,926,668	1,463
San Rafael	2,615	529,311	430,859	215
TOTAL	**8,017**	**4,124,726**	**3,357,527**	**1,679**

Calculations based on travel survey responses, average Marin County trip distance data (Transportation Authority of Marin County, 2009), and the EPA's estimated carbon dioxide emissions per passenger vehicle mile (Emission Facts: Average Annual Emission and Fuel Consumption for Gasoline-Fueled Passenger Cars and Light Trucks, United States Environmental Protection Agency, 2005).

Responses to "I think it is a good idea for City of San Rafael and County of Marin to help residents walk or bike more" (both communities).



Responses to "Do you think you are driving alone to places more often, less often, or about the same number of times each month as you were three months ago?" (both communities).



Other Factors Affecting Mode Choice

The *Way to Go!* program was specifically designed to reduce discretionary auto trips and encourage walking, bicycling, and taking public transit. A secondary goal was to increase awareness of travel options and resources. However, the *Way to Go!* program was not the only factor influencing changes in mode choice over the duration of the program. The cost of fuel is generally volatile, and the rate of increase was especially steep in the summer of 2008 during the implementation of the *Way to Go!* program in Sausalito. Further, other *WalkBikeMarin* projects and programs were likely making an impact in the county during the program years: significant infrastructure improvements, bicycling education programs, and awareness campaigns were all implemented in Marin while the *Way to Go!* programs were taking place. Pedestrian and bicycle counts conducted at selected locations in all four target communities between 2007 and 2010 show a 93% increase in walking and bicycling during this time, likely a result of the suite of projects and programs taking place during the three-year program.

Additional Responses

In addition to the travel diaries, survey participants were asked a series of questions about their attitudes towards transportation options, as well as questions about their demographics and transportation habits. All responses are summarized in the Digital Appendix. In general, the Marin County residents surveyed displayed a remarkably strong positive agreement with statements relating to multimodal transportation, demonstrating support for transportation options and healthy lifestyles. More specifically, about 90% of survey respondents in each of the four surveys reported that they either strongly agreed or somewhat agreed with the following statement: "I think it is a good idea for the City and the County to help residents walk and bike more." With very similar responses from each survey, the combined responses are shown in the figure to the right. These consistent findings suggest that because the target communities already supported this type of effort, the *Way to Go!* program's significance was not that it resulted in changed attitudes, but rather that increased knowledge and individualized support helped to change travel behavior to better align with existing community values.

In the post-program travel surveys, about 30% of target area respondents reported driving less than they were three months earlier, as shown in the figure at right. Most survey respondents reported that their household has one or two cars, and further analysis demonstrated that the average household in both Sausalito and San Rafael owns approximately one car per adult. Seventy percent of survey respondents in Sausalito and 59% in San Rafael reported owning at least one bicycle. This suggests that the *Way to Go!* program is a good way to reach people who have access to a variety of transportation options: auto, bicycle, walking, and transit. It is also worth noting that in San Rafael, 10% of survey respondents did not own a car, which suggests that the *Way to Go!* program is an important service for improving the mobility of this segment of the community, even if some participants are not shifting auto trips to nonmotorized or transit trips.

Lessons Learned

Target Area Selection

Way to Go! target areas were chosen based on a number of factors, including population density, destinations within walking and bicycling distance, topography, and existing or future walking and bicycling facilities. These factors are vital to seeing a modal shift; a program cannot encourage people to walk, bike, and take transit if the physical conditions do not support it.

In the future, program organizers may want to consider tailoring the program approach to the community's resources and may want to consider what the greatest opportunities are for that particular community. For example, Sausalito saw a greater change in fitness and leisure trips, as opposed to shopping and personal errand trips in San Rafael. Future *Way to Go!* programs will set themselves up for success by tailoring events and communications to highlight community assets and target the associated trips.

Program Partners

Engaged local partners are critical to the success of the *Way to Go!* program. Beginning with a solid local agency liaison, the program performs at its best with buy in from the city or agency where it is being implemented. An agency liaison can also connect program organizers with other local partners, such as other agency staff and staff of local services, neighborhood associations, merchants, and business development staff. Further, partners at local walking, bicycling, and transit groups, agencies, and organizations offer a wealth of resources for program implementation.

Communications

Way to Go! participants received information from the program in a variety of ways: some preferred direct mail and paper resources, while others preferred electronic communications and resources, as well as emerging social media like Facebook and Twitter. The *Way to Go!* program should continue to reach participants in a variety of ways, as demographics and preferred media are varied. That said, the original mailed order form and the mailed reminder postcards were the most effective ways to initially make contact with target area residents.

Materials

Local walking/bicycling/transit maps and local event calendars have consistently been the most popular items available in the *Go Kit*s. Coupon books were also very popular where they were offered, but participating businesses have reported that coupon redemption has been mixed. The *Way to Go!* maps have received particular praise from residents and local agencies alike, and should be a high priority for future programs. The maps have value beyond the life of the program, so extra should be printed wherever possible. Program organizers may also choose to provide local agencies with the digital files so that the maps can be updated as needed and reprinted or made available electronically as time goes on.

Future programs could offer additional walking materials, such as maps or handouts with suggested walking routes. Additionally, future programs should consider offering bundled walking, bicycling, or transit resources. This would allow a participant to simply choose all materials related to walking, rather than having to determine their interest in a specific item based on a very brief description. Participant feedback indicates that this would be preferred for some participants. Future programs could by default include

the most popular materials such as the event calendar and the map. Feedback regarding the map has been so positive that it could be included with all orders.

Of the incentives, tote bags and bicycling-related incentives were consistently the most popular. Water bottles were not very popular and were bulky for packing and delivery. Small walking- or bicycling-related incentives are recommended for future programs.

Packet Deliveries

"This is perfect for my grandchildren, who will be visiting me in August, and perfect for me, too, any time. Thank you so much! What a great idea!" – Jane

Delivery staff tend to find their own systems for fulfillment and delivery, but packet delivery by foot or by bicycle is most efficient when the fulfillment center is central to the target area. Making deliveries at multi-family buildings and in densely populated areas with a lot of foot traffic can present difficulties because of controlled access issues and the potential for theft. Future programs should work with building managers to gain access, or should require participant phone numbers so that households can be reached if there is a problem with delivering their order. Programs should establish a policy for addressing delivery concerns. For example, when in doubt, delivery staff can leave a packet in the best place available, and then follow up with the participant by email or phone to confirm receipt. If the participant did not receive their packet, staff can work with them to schedule a time for delivery. Future programs could also consider a different approach to deliveries that ensure receipt, such as knocking on doors to hand-deliver packets or confirming receipt my email or phone for all orders. This approach will require more time and program resources, but will ensure that all interested residents receive a *Go Kit* and would provide an opportunity to remind residents about the program and invite them to upcoming events.

Events

Way to Go! events should showcase the local area and what it has to offer. For example, feedback has shown that participants have particularly enjoyed locally-tailored events like the Boat, Bike, Bridge Adventure in Sausalito, which highlighted the local ferry, the Golden Gate Bridge, and Sausalito's proximity to San Francisco. Attendance varied at the events of the three-year *Way to Go!* program, but those with engaging themes, sneak peeks to upcoming local attractions or services, and guided tours were the most popular, like the Cal Park Tunnel Preview Bike Ride in San Rafael. Future programs should continue to offer enticing event topics such as free admission to museums or events, or behind-the-scenes access to local destinations. Raffles for small prizes were a nice way to draw events to a close, acting as a "thank you" to attendees, and should be continued if possible.

Wherever possible, events should be led by local experts such as museum docents, local program coordinators, or local personalities. It is best when event leaders can be confirmed far in advance so that all event publicity, including the *Way to Go!* event calendar, can include the name of the leader. *Way to Go!* program staff should also be present at events to represent the program, support event leaders, coordinate logistics, and answer program questions and distribute materials.

If possible, the event schedule should include several regularly scheduled events so that participants can come to expect them, as well as special one-time events that are more likely to draw a big crowd based on their theme. Event promotion should include a wide variety of methods, including the *Way to Go!* event calendar, online event calendars, local newspapers, flyers, and other locally appropriate media venues.

Way to Go! events may also reach more people by partnering with existing community events or activities where residents will already be present. For outreach events, the *Way to Go!* program found the most success in reaching residents through existing events where people in attendance are feeling social and more willing to approach strangers. Farmers' markets are a perfect example of this; at farmers' markets, residents are generally in a good, social mood and are willing to stop and talk about their transportation options. Free, visible incentives are also a good way to draw people in at this type of event.

Conclusion

The *Way to Go!* program achieved its goals of reducing discretionary driving trips and increasing walking and bicycling trips in its target communities of Sausalito, Larkspur/Greenbrae, Novato, and San Rafael. During the program, residents of the Sausalito and San Rafael target communities reduced their driving trips by 2.4% and 4.0%, respectively, and increased their walking and bicycling trips by 1.3% and 2.0%. This decrease in driving trips translates to an annual target area reduction in vehicle miles traveled (VMT) of 4.1 million miles in both communities combined, and estimated annual reductions in carbon dioxide emissions of 1,700 tons. The *Way to Go!* program was a successful individualized marketing effort and made a lasting community impact in its target communities.

The *Way to Go!* program reached 14,452 residents of Marin County between 2008 and 2010, with 15% (2,172) participating. The program invited residents of each target area to order a Go Kit, a customized information packet containing a local map, an event calendar, a bicycling guide, transit maps and schedules, and more. Customized packets were assembled and delivered to residents' homes, along with an incentive gift of their choice, by foot or by bicycle within two weeks of order placement.

In addition to the customized information packet, *Way to Go!* hosted 40 events, such as group walks, guided bicycle rides, and workshops, with 225 total attendees. *Way to Go!* staff also appeared at community events and offered information and advice to residents about walking, bicycling, and transit use in their communities.

Based on a post-program feedback survey, 63.2% of participants from both communities responded that *Way to Go!* motivated them to take non-driving trips. Further, 43.8% of all survey respondents reported driving less often than before participating in the *Way to Go!* program, while the remainder reported driving the same amount (52.7%) or were not sure (3.6%). The survey also asked participants whether they thought it was a good idea for the City and the County to encourage residents to walk, bike, and take transit more; nearly all respondents agreed strongly or somewhat (98%).

The *Way to Go!* program was well received in the target communities, and based on overwhelmingly positive feedback, it is clear that the participating households valued the customized information packets, locally-tailored events, and other encouragement materials and services.

WAY TO GO!
MARIN
WALK BIKE RIDE