



DRIVING CHANGE

**Driving Change Bicycle Safety Education Program
2016-2017 Campaign Playbook**



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DRIVING CHANGE

IMPROVE YOUR ROAD RELATIONSHIPS
Rules of Driving Change

- Bicyclists must be visible - use lights and reflectors.
- Bicyclists must obey all signals and signs.
- Motorists must leave 5 feet when passing bikes.
- Motorists must watch out for bicycles when turning right.

Visit GRDrivingChange.org to learn more about this initiative.



RULES OF DRIVING CHANGE

Improve your road relationships by following a few simple rules.

- Bicyclists must be visible - use lights and reflectors.
- Motorists must watch for bikes, especially urban turning right.
- Bicyclists must obey traffic signals and stop signs.

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FREQUENTLY ASKED QUESTIONS

What is the Driving Change campaign?
The Driving Change campaign is a Greater Grand Rapids area-wide effort to improve road relationships between bicyclists and motorists. It is a multi-faceted effort that includes a public awareness campaign, a public relations campaign, and a public relations campaign.

Where and why do bicyclist and motorists have trouble in Greater Grand Rapids?
The most common place for a crash to occur is at an intersection. In Greater Grand Rapids, there are 100 intersections where bicyclists and motorists have trouble. Many of these intersections are in the downtown area, where there are many bicyclists and motorists.

Why is this program necessary?
The Grand Rapids area has one of the worst crash rates in Michigan. The goal of Driving Change is to reduce the number of crashes involving bicyclists and motorists. In 2010, there were 100 crashes involving bicyclists and motorists in the Grand Rapids area.

How is the Driving Change campaign funded?
This program is funded primarily through a grant from the Michigan Department of Transportation in partnership with the City of Grand Rapids.

Thank you for your support.

Please visit GRDrivingChange.org to learn more about this initiative.

DRIVING CHANGE

HELP US IMPROVE ROAD RELATIONSHIPS

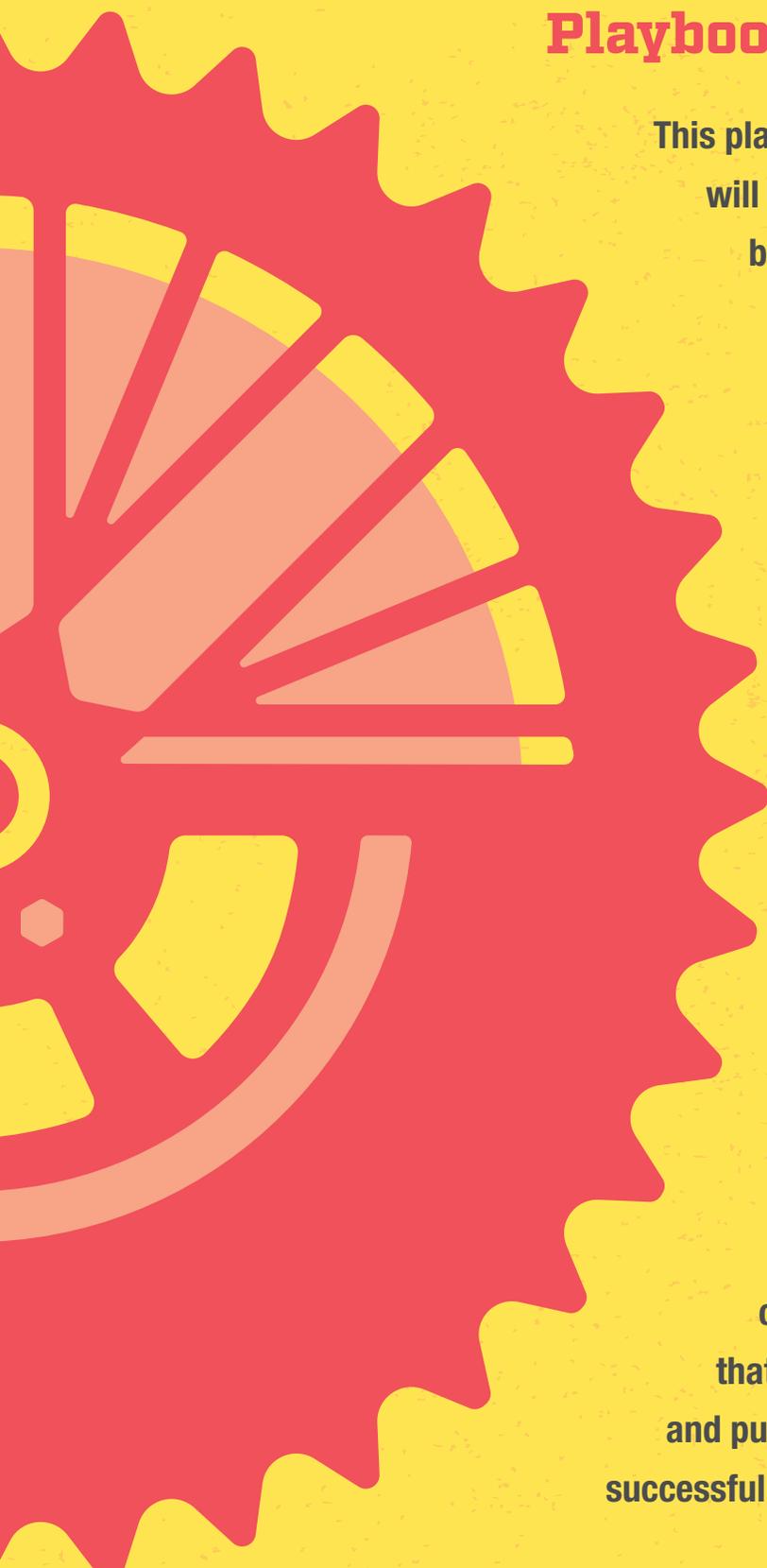
As one of our community's leading advocates for driver safety, we are asking for your help. The Grand Rapids area has one of the worst crash rates in Michigan. Please help us to improve the safety of our roads by following a few simple rules.

As part of our education push, we are providing you with this toolkit that includes:

- A frequency of our community's leading advocates for driver safety, we are asking for your help. The Grand Rapids area has one of the worst crash rates in Michigan. Please help us to improve the safety of our roads by following a few simple rules.
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Playbook Introduction

This playbook is intended to be a guide that will help you plan and implement your own bicycle safety education campaign, using data and insights that are unique to your individual needs. This is not intended to be a one-size-fits-all solution that can be simply duplicated without careful consideration of how to customize it for your community and create meaningful changes in behavior.

In this playbook, you will be led through a process that requires you to assess data relevant to your specific community to help you craft your own campaign.

Each of the four sections – Study, Development, Implementation and Evaluation – contains helpful considerations and sample documentation that will assist you in developing your plans and put you on the right path to creating a successful program.

Introductions From the Partners

Driving Change Introduction From the City of Grand Rapids

The City of Grand Rapids has paved the way for creating a robust cycling infrastructure and a vibrant bike culture.



Through significant investments in street reconstruction and modifications, and the addition of more than 70 miles of new bikeways and bicycle parking facilities since 2010, Grand Rapids has been transformed into a more bicycle-friendly community – as recognized by the League of

American Bicyclists with a bronze-level designation. Additionally, several new bicycle-related laws were enacted to help keep bicyclists safe, but those new laws were not widely known.

With the resulting increase in bicycle ridership, the likelihood of bicycle-related crashes also increased. Although the total number of bicyclist deaths caused by those crashes had decreased since 2001, injuries to bicyclists had risen nearly 7 percent during that time. In 2012, bicyclist deaths rose 6.5 percent faster than overall traffic deaths. More specifically, the Grand Rapids area saw a fatal bike crash ratio that was more than 50 percent higher than the state average. Mitigating this high number of bicycle-related crashes became critical to becoming a true bicycle-friendly community.

The City of Grand Rapids, through the help of a federal grant sponsored by the Michigan Department of Transportation (MDOT), partnered with G&M Marketing to study, develop and implement a bicycle safety education campaign that would educate both motorists and bicyclists about this new infrastructure and the new bike laws. The goals for this campaign were to create a foundation for a long-term education program by increasing knowledge

and responsibilities of both bicyclists and motorists and to promote a culture of respect, while ultimately reducing bicycle crashes and fatalities.

This was a truly communitywide effort involving the assembly of a steering committee of community stakeholders representing local governments, road agencies, academia, public schools, business, nonprofit organizations, health care organizations, biking advocacy groups, bicycle shops, neighborhood associations and private driver training education companies. Including experts from many areas helps provide a solid foundation, and the amount of engagement from the Grand Rapids community was a key factor in successfully setting the course for this entire campaign.

The Bicycle Safety Education project, now commonly referred to as “Driving Change,” was meant to create a foundation for a long-term program that will continue beyond the duration of the project. While the long-term goal was to reduce the number of bike crashes and eliminate fatalities, the immediate short-term goals included increasing knowledge of the responsibilities of both bicyclists and motorists, promoting a “share the road” culture, and providing education and training on the safe operation of a bicycle in traffic.

This playbook, which was developed as part of that effort, aims to assist other municipalities or organizations with implementing a program of their own by providing guidance for moving through the process. From crash data analysis to implementing ordinance changes, from identifying partners and audiences to executing a marketing plan, as well as evaluating successes and opportunities for continued efforts, this playbook will give you the information you need to start your own program.

Introductory Comments From MDOT

The Michigan Department of Transportation (MDOT) is proud to partner with the City of Grand Rapids on this innovative project. MDOT eagerly supported this federal Transportation Enhancement (TE) grant request from the city, recognizing an increase in the use of bicycles



for transportation, recreation and health. Furthermore, bicycle crash statistics reveal that crashes and fatalities have held steady or increased in many communities over the last decade, while overall motor vehicle crashes have gone down. This reinforced the need for a far-reaching safety initiative that may be a model for other communities. The City of Grand Rapids led the day-to-day aspects of implementing this project, with MDOT providing input and contract oversight of the TE grant.

MDOT's mission is "Providing the highest quality integrated transportation services for economic benefit and improved quality of life." MDOT applies this mission to infrastructure projects as well as to all programs the department oversees, including the distribution of grant funding. The agency takes pride in assisting local communities with guidance and projects that can improve the safety of all roadway users in Michigan and supports expanding multi-modal transportation where appropriate. Engineering solutions alone are not enough to reverse the unsettling bicycle crash trends; educating bicyclists and motor vehicle drivers about the rules of the road, plus increasing awareness of possible crash scenarios, is important to improving roadway safety for all users.

While TE funds are no longer available to support research and broad-scale educational campaigns like the Driving Change campaign, MDOT encourages local agencies to seek other funding sources to implement a similar educational campaign in order to attain the improved awareness and reduction in serious injuries from crashes demonstrated as part of this project. We encourage communities, metropolitan planning organizations, nonprofit groups and others to utilize this playbook to understand how to focus local research efforts to ensure delivery of the right messages to the right target audiences at the right times, and then execute that planned campaign.

Delivering a successful campaign and fostering meaningful behavior change among bicyclists and motorists takes time and must be addressed on many levels. This requires broad stakeholder engagement and an understanding of the community and the context of the motor vehicle/bicycle crash history, including high-probability crash scenarios. Implementing an effort similar to Driving Change may require an organization to engage experts not only in the field of crash investigation and analysis but also in marketing and behavior change. Additionally, changes to local ordinances, advances in bicycle infrastructure networks and larger organizational support at many levels will be critical to making progress in reducing crashes and crash severity.

This playbook was created to address only one element of this multipronged effort: education! It is designed to outline the steps that interested agencies and organizations should pursue and understand when considering a similar project in their community or region.



Efforts That Are Critical to Success

Throughout the planning and execution of the Driving Change campaign, several items were identified that were critical to its success. No matter the resources available, the following recommendations should be implemented to give a similar campaign the best chance for success.

1 Engage the Community

Traffic safety affects a wide variety of people and entities in a community – city planning, traffic engineering, law enforcement, schools, health departments and hospitals, neighborhood associations, local businesses and more. Bringing a coalition of different groups and people together will strengthen the community’s overall commitment to fixing the problem and supporting a public campaign.

Driving Change engaged a diverse steering committee of more than 40 partners from businesses and agencies across the city, representing the entire community and bringing differing perspectives. The steering committee met regularly to review progress throughout the development of this initiative and was critical to helping spread the message once it came time for the public education phase. Assembling a steering committee is highly recommended to help guide this process in your community.



Prioritize Your Goals

Do you first try to educate all road users or focus on at-risk populations? Allocate available resources (time, money, focus, etc.) to a limited number of goals to have the biggest impact and success. Spreading resources thinly across many objectives will hinder success in meeting all goals and solving problems.



Evaluate Results

Define success at the beginning of the project and understand how to measure it. Is it a reduction of crashes? Or is it a survey showing higher awareness of the rules of the road? Is it news coverage at events? You will want to understand your goal and determine the best way to measure that goal before you begin.



Sustained Efforts

Changing behavior or beliefs is a long-range effort. No one message or campaign can accomplish long-term change by itself. Whenever possible, plan your efforts to be sustainable for multi-year messages that continue to reach your critical audiences with your most important messages. Repetition is key to making a lasting impression.



Integrated Communications

Integration works to elevate the effectiveness of paid, earned and owned media by creating a unified voice at every touch point for the consumer, strengthening your message and ensuring the message has a better chance of taking hold. The key to a successfully integrated campaign lies in preparation, homework and planning. The more you can coordinate all your efforts to work together, and reach people in multiple channels, the bigger impact your campaign will have.



Developing a Campaign

The Study Phase

The initial study phase lays the foundation for the communications campaign. In order to reduce the total number of bicycle crashes and fatalities, it is critical to understand very clearly the issue at hand – through deep analysis of the crash data, definition of priority audiences and the level of knowledge they have, and need regarding bicycle safety. This information guides the development of strategies to influence and sustain behavior change.

The ultimate goal of the Driving Change initiative was simple: Change behavior to save lives.

Simple – but not easy. Sustained behavior change takes time. Although one single campaign may raise awareness, may impact knowledge of rules or laws, and may even influence short-term behavior modifications, long-term behavior change requires more. Sustained behavior change is achieved not only through awareness and knowledge but also through a change in mindset – a disruption to the current way of thinking. People must see the value of changing behavior and the positive results that support a new way of thinking and doing.

The study phase was critical to this effort. Even where there is a great deal of existing data about bicyclists and motorists, their attitudes and behaviors, and other successful safety efforts throughout the world, what is unknown is how the data can be applied to your effort or, in this case, to Grand Rapids. Every community is unique – a one-size-fits-all approach will not

result in success. It is important to follow a disciplined process to find what is right for your community. This phase consists of the following key action steps.

Bicycle Crash Analysis

In order to understand where to start, it is critical to first identify the problem. To develop a successful communications effort, the problem needs to be understood more deeply. An analysis of crash data is crucial to setting up for success. Consult your local governing body for publicly available crash data. In Michigan, <https://www.michigantrafficcrashfacts.org/> catalogs crash data for research and analysis.

Key questions that should be understood:

- Who is involved in crashes: age, gender, vehicle type, etc.?
- Where are these crashes occurring: intersections, stop signs, midblock, etc.?
- Where are the high-crash locations: certain corridors, intersections?
- Why are these crashes occurring: weather, nighttime visibility, rule violations, etc.?

The crash data may indicate a number of problems:

- Infrastructure issues: poorly lit intersections, etc.
- Lack of knowledge or compliance: not stopping at intersections, riding on the sidewalks or motorists turning without looking for bicyclists, etc.
- At-risk populations: certain demographic or geographic areas may experience a high rate of crashes and injuries.

The strategy for tackling each of the problems is likely different; infrastructure changes require support and action by the local government and road agencies, while messaging to a specific population is very different from educating a whole community. Determining which approach is best to address your needs up front will save time, resources and money.

Review of Existing Programs, Activities and Communications

In this step, the study team explored best practices in methods, tools and effectiveness of existing programs. They cataloged the audiences, strategies, tools and messaging to inform the next phases of development, implementation and evaluation. A multitude of items explored through secondary research helped guide the development and coordination of the Driving Change initiative.

1. Bicycle Ordinances

The team reviewed bicycle ordinances for each of the nine municipalities within Greater Grand Rapids. Reviewing transportation-related ordinances benefits the study area by auditing the bicycle friendliness of each jurisdiction's rules governing bicycle travel.

There are several benefits of reviewing existing policy:

- Policy plays a large role in keeping vulnerable road users safe.
- Standardized policy across a region is more “user-friendly” for bicyclists and law enforcement.
- Standardized policy also allows for more streamlined education and enforcement efforts.

The team specifically reviewed relevant ordinances based on the following criteria:

- Is the existing policy likely to produce increased risk or harm to bicyclists?
- Does the existing policy hamper efforts to promote bicycle usage?
- Does the policy follow current engineering, planning and design terminology and best practices?
- Is the policy especially arduous or time-consuming for the agency to enforce?

The data armed the team with information and insights to:

- Recommend changes to existing ordinances to make the roads safer and make the “rules of the road” clearer to the general public.
- Provide guidance for developing policies on a regional scale that may later cover an entire state.
- Give the community something “new” to talk about and ultimately helped reduce confusion, increase knowledge and better promote compliance with roadway laws.

2. Bicycle Safety Education Programs and Curricula

Bicycle education programs are designed to increase bicycle safety by improving the skills of bicyclists. The difficulties faced in helping people develop new skills and knowledge stem from the wide range of age groups that require this training and the necessity to tailor the programs to each one. In this stage, existing programs and communications administered by other communities were reviewed to learn best practices in methods, tools and effectiveness.

There's no reason to “reinvent the wheel” if programs and tools already in place have proven success.

The team reviewed leading bicycle safety education curricula using a methodology called the Bicycle Curriculum Assessment Tool (BiCAT). The BiCAT method helps compare bicycle education resources. Materials were reviewed from:

- The League of American Bicyclists (LAB)
- The League of Illinois Bicyclists (LIB)
- The National Highway Traffic Safety Administration (NHTSA)
- The UK Department for Transport
- Cycling Canada

All materials were scored by accuracy, acceptability, feasibility, affordability, curriculum design, learning objectives, facilitator guidance, instructional strategies and materials, teaching skills and participant assessments. This information was utilized to determine whether and how bicycle training curricula would be employed for this effort.

The LAB curriculum was ultimately identified as most appropriate for this initiative. LAB's Smart Cycling 101 program was chosen to teach bike safety classes in the implementation phase.

3. Communications Campaign Scan

The team also conducted an exhaustive search of existing bicycle safety awareness and education campaigns across the United States and abroad to evaluate success and to inform further campaign research. The campaign scan included an audit and review of 61 media campaigns and 100 media pieces, as well as an overview of the following campaign elements:

- Target audiences
- Demographics: age, race, gender
- Type of road users targeted: bicyclists, adult drivers, young drivers, etc.
- Message strategy: awareness, education, enforcement
- Tonality: fear, humor, empathy, emotional, informational
- Creative tactics and materials: TV, billboards, posters, stickers, radio, events, grassroots, etc.
- Partnerships: public and private entities helping to extend the reach of messaging in a cost-effective and efficient manner
- Evidence of effectiveness

This study task was invaluable to the overall effort. It provided samples of communication materials used to test the response of the Grand Rapids community for reactions to and preferences in various messaging strategies. The message testing, which is discussed in the next section, helped select and prioritize audiences (bicyclists and motorists), inform campaign strategy (awareness, education, training, enforcement) and develop appropriate campaign tonality for the Greater Grand Rapids audience. You and your team may find different types of advertisements are perceived differently based on the target community's unique demographic makeup.



Understand Community Attitudes and Knowledge

Crafting a successful communications campaign requires more than just understanding the crash data. Understanding the target audience is key to achieving success. This integral step allows your project to uncover ideas and issues that may not have been considered but are important to the people who need to be reached.

There are a variety of ways to engage the community in the planning process, including:

- Focus groups
- Community meetings
- Community and law enforcement officer surveys

Each method has strengths and weaknesses. Focus groups allow deep conversations but with only a small group of people. Community meetings allow for open discussion of an issue but are prone to engaging only the most vocal community members. Community surveys capture a lot of opinions but do not allow for follow-up discussion.

Understanding the project's goals and objectives can guide the best way to gather community feedback. For example, a campaign targeting high-risk bicyclists would lend itself to a focus group comprising those bicyclists, while a general public education campaign would pair best with a survey to capture the widest variety of participants.

The Grand Rapids effort used an online community survey, law enforcement officer survey and focus groups. The surveys allowed for better understanding of motorists and bicyclists by asking questions that covered:

- Knowledge of rules for both motorists and bicyclists
- Perceived problems on the road for both groups
- Beliefs about the bicycle friendliness of Greater Grand Rapids
- Behavior of bicyclists and motorists on the road
- Reactions to existing bicycle communication campaigns from other cities

After the survey, focus groups were conducted with both bicyclists with motorists to deepen understanding. The groups discussed issues facing Greater Grand Rapids, their beliefs about solutions and their reactions to various bicycle safety campaigns.

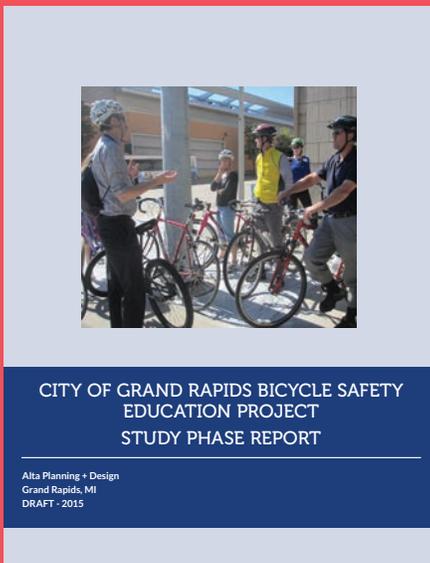
Community research helps the team understand the audience mindset to develop the most meaningful campaign theme and messages to attract, inform, engage and encourage them to care.

Note: A community survey administered during the study phase may also double as a precampaign survey to use as part of the campaign evaluation, if desired. The Driving Change bicycle project did not use the community survey as an evaluative tool. Instead, two surveys were administered: one for community feedback and another, more rigorous survey to accurately sample the Grand Rapids community, with the latter serving as a precampaign evaluation.

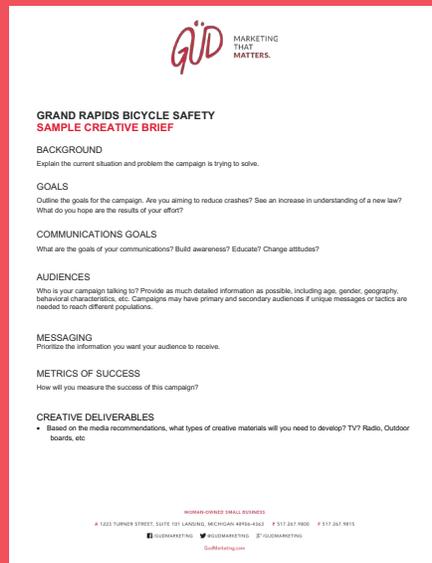
The comprehensive research conducted in the study phase served as the foundation for our campaign and provided critical information needed to move forward into the development stage, including:

- Definition of program goals and objectives
- Definition of key target audiences
- Understanding of audience knowledge of rules of the road
- Best practices of bicycle safety education programs and ordinances
- Performance criteria against which the program would be measured
- Messaging direction
- Tonality of the message and language that would be most successful in influencing the target audience

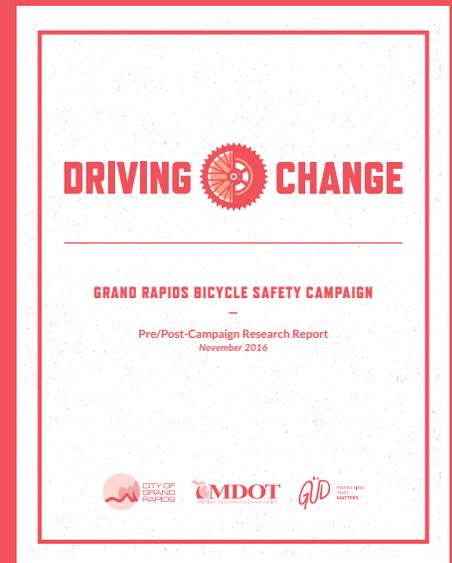
The study phase contained many deliverables in the form of recommendations – new ordinances, curricula for bicycle safety training – and reports on best practices in bicycle safety. Other deliverables included findings from community research. The key deliverable from the research phase, however, was a creative brief that outlined these items in succinct fashion to help guide development of the campaign and move the project forward. Ultimately, the creative brief drives the messaging and visual elements that will be deployed in your community.



» See appendix for the Driving Change study phase report



» See appendix for a sample creative brief



» See appendix for complete research report

The Development Phase

The first step of the development phase is to use the information identified in the study phase to refine the scope of the project. This is another key phase where the steering committee should be engaged in reviewing all the key findings and learned information from the study phase and agree on any changes in scope. Every campaign will have a different hierarchy of needs based on the goals and community audiences it is trying to reach. But, in all cases, it is important to use the findings from the study phase to determine the main message and tonality that would appeal to the audience, use language relevant to the audience and deliver a clear call to action.

The steering committee must work to:

- Define the goals and objectives of the communications
- Prioritize audience(s)
- Identify geographic opportunities based on crash data, audience definition, ordinance messages
- Secure/solidify budgets for development and implementation

Goal Alignment

This is the most critical step in the process. The team members must all align on the strategic direction of the effort to ensure ultimate success. The result does not need to be a formal plan but does need to ensure agreement on the elements that form the communications strategy and guide the development of materials for execution. A sample plan can be found in the appendix.

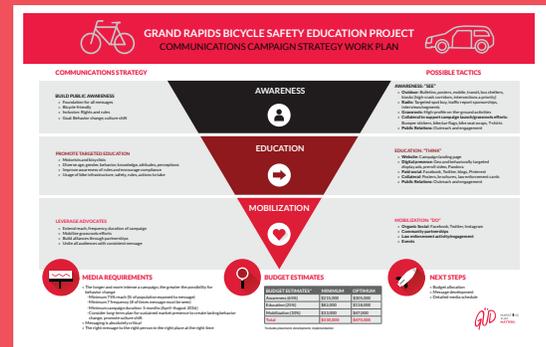
Strategy, Goals and Objectives

Once the problems unique to your community are identified through research, begin setting and prioritizing goals that will determine how best to reach target audiences while planning and executing a public relations campaign.

The Driving Change project recommended allocating available resources to a limited number of goals in order to have the biggest impact and success. Spreading resources across too many objectives can hinder success in meeting all goals and solving problems. If it is possible to sustain a multiyear campaign, map out subsequent years' goals in the initial planning phase so the campaign is always looking forward to accomplishing future goals.

A campaign's objectives will define how the team meets the goals that have been set for the campaign. In the case of Driving Change, the objectives were:

- To improve awareness and increase knowledge of laws and new ordinances among bicyclists and motorists.
- To improve awareness and understanding of street infrastructure changes, such as bicycle lanes and shared lane markings (sharrows), among bicyclists and motorists.
- To educate drivers and bicyclists of ways to prevent crashes in areas with the highest crash rates, with a particular focus on 18- to 24-year-old males.



» See appendix for campaign strategy work plan

Messaging and Creative Development

Throughout this process, tasks may require skills that aren't available within the existing team. It is critical to understand where those tasks lie and to bring in partners with specialized skills to help you meet your goals. Campaign development is often one of the areas in which utilizing one or more consultants is recommended.

Translating the knowledge gained in the study phase into actual messages, visuals and final executions is a rigorous and often challenging yet essential process. Campaigns start with the overall idea, or theme, that can be expressed through many different methods based on the media that will be used to deliver those messages.

In Grand Rapids, the campaign theme needed to meet these criteria:

- Speaks to both motorists and bicyclists about their behavior on the road.
- Encourages all road users to improve behavior and knowledge rather than blaming or emphasizing one group over the other for changes.
- Represents the variety of bicyclists and motorists found in Greater Grand Rapids, from frequent riders, such as commuters, to casual riders, such as families or recreational riders.
- Provides simple, clear and direct messaging on “rules of the road” for all users.
- Is memorable.

As the development team took all this information into account, they were able to first create a logo and the theme of Driving Change. The logo is the one visual element that will be consistent and recognizable throughout the campaign and that will tie every aspect together. In the case of Driving Change, the logo expresses one of the key goals with the combination of the bicycle wheel with the vehicle wheel, encouraging motorists and bicyclists to come together to create change.

Before developing any creative tactics, such as a TV spot or print ad, the team will need to know where the messages will be placed. Creation of a detailed paid media plan is necessary to define the deliverables.

Education

A key element for the Driving Change campaign was education, and one goal was to provide training for bicyclists to help ensure they know the rules of the road. The Greater Grand Rapids Bicycle Coalition (GGRBC) was the education partner for Driving Change. After researching different bicycle education programs, it was decided that the League of American Bicyclists (LAB) Safe Cycling program would be used. The LAB is a nationally recognized organization that has a strong program with more than 5,000 trained instructors throughout the country. Class materials for short and long courses and a training seminar for League Cycling Instructors (LCI) already existed, making the program easy to implement.

When recruiting individuals to become LCIs, the Driving Change team decided to train as many as possible so there would be plenty of instructors available to teach classes. Through the Driving Change campaign the team was able to sponsor instructors, paying for their training in exchange for their teaching a set number of hours of classes during the following year. People recruited were involved in some way with the Grand Rapids bicycle community: city staff, advocates, bike shop employees, etc. During recruiting, it is important to consider the target audiences in your community and recruit individuals to fill different cultural and/or language sectors.

The LAB Smart Cycling program uses a two-step process to educate LCIs. First, prospective LCIs must complete the Traffic Skills 101 class they will be trained to teach, and then complete a 20-hour train-the-trainer seminar. LCI training seminars are regularly scheduled around the country and can be found on the LAB website: www.bikeleague.org. GGRBC had enough LCIs being trained that it was more effective to bring a trainer to the city. Staff at the LAB can help make connections with a trainer for the LCI training seminar.

Once LCIs are trained they can teach the daylong Smart Cycling course in the community. For this campaign, there was a desire to have shorter classes to accommodate a wider range of skill and interest levels, so the LCIs worked together to create additional curriculum, which was used for community events and “lunch and learn” sessions at businesses. Many resources, like slide shows and handouts, can be downloaded from the LAB website. Teaching materials, including workbooks for Traffic Skills 101 and “Quick Guides” for shorter classes and distribution at events, are available for purchase through the LAB website.

GGRBC scheduled monthly Traffic Skills 101 classes throughout the warmer months and advertised classes through social media, local bike shops and community calendars. Through feedback, they found that having the Traffic Skills 101 course as a full day prevented some people from being able to participate.



Paid Media

Upon alignment on foundational direction, work with your project team/marketing agency to draft a strategic plan that details which paid media communication strategies and tactics will be best to reach your audience(s). Budget constraints and individual markets may limit what types of communication can be utilized, but examples of tactics for consideration are as follows:

- Traditional media, such as TV, radio, outdoor, cinema.
- Digital media, such as pre-roll videos, rich media, digital display, search engine optimization.
- Social media planning, both organic and paid consideration.
- Earned media, such as public and media relations.
- Grassroots outreach, including events, partnerships and collateral distribution.
- In-market timing. Determining the best time of year to deliver your message and reach your audience is critical to getting the most out of your media placements.

There are several important points to consider as you explore your media options:

- **Multiple Delivery Channels:** There is no one “silver bullet” solution. Research shows that using multiple delivery points to disseminate consistent messages increases audience exposure and improves the likelihood of success. Broad-reaching messages (TV, billboards, radio), coupled with highly targeted tactics (cross-platform digital, social, digital music and video streaming) working in tandem will have the best opportunity to create the intended campaign results.
- **Out-of-Home:** The more closely you can reach your audiences while they are engaging in the activity you seek to educate them about (i.e., driving, biking, etc.) the greater the resonance of that message. Therefore, consider out-of-home tactics that reach people while they are driving or bicycling, such as outdoor (billboards) and radio.
- **Objective Audience Analysis:** The numerous tools used in audience analytics provide data regarding media consumption of specific audiences. Consult and rely on the information gathered by these tools as a guide to selecting tactics and strategies. It is essential that personal media consumption habits don’t influence the team’s perspectives when planning for broader audiences.
- **Key Performance Indicators (KPIs):** Set media goals before the campaign starts. For example, the goal for the Grand Rapids campaign was maximum campaign impressions. Other KPIs (clicks to website, social engagement, etc.) were measured, but the primary determination of media success was maximum campaign reach and frequency for the most efficient cost per thousand (CPM). Setting goals up front will help drive final selection of tactics.

Once a paid media strategy has been identified, the next step is to place or purchase media for implementation of the marketing campaign.



» See appendix for sample Marketing plan

Before placing media, consider these strategies for getting the most out of the investment:

- **Engage partners rather than simply place orders:** Media partners are members of the community who will be impacted by the positive effects of a successful campaign. They, too, are motorists and cyclists and have loved ones they wish to protect. Involve these key partners in the creation of the media plan. Meet in person to discuss the important campaign goals and overall community impact in an effort to earn consideration as a public service announcement (PSA) campaign versus a paid media campaign.
- **Consider exclusive partners:** Broadcast media partners (radio and TV) will provide more bonus ad placements if they are given an exclusive opportunity to represent the campaign for their medium (one TV partner, one radio partner, etc.) Review Nielsen rankings for stations relevant to the target audience. If there are multiple choices with similar audience reach, put the request out to multiple stations and allow them to compete for your business.
- **Negotiate for value-added and bonus placements:** During the initial rounds of negotiation, secure the foundational media weight goals. Once the investment amount and core media inventory are in place, continue to negotiate for additional value-added and bonus placements until the media team is confident they have reached each contract’s maximum potential.

The first type of value-added placement to consider is additional inventory, similar in kind and quality to the core contract. This will include additional spots/ad placements, improved dayparts and campaign date extensions.

As a final round of negotiation, seek opportunities for additional campaign exposure across all possible platforms offered by a media partner. Some of these will be nontraditional, grassroots types of opportunities. For example, broadcast stations also manage events, digital newsletters, social media assets, etc. While the paid media objective may be broadcast TV, it may be possible to extend the value of the overall media plan by obtaining value-added placement in each asset available.



- **Utilize media planning tools:** Online media planning tools (e.g., STRATA and SQAD) provide greater transparency for the values and impacts of the funds invested. Understand that the investments are being made and evaluated on reach of an audience, not a number of spots/ads.

For example, 300 TV ads may not be as valuable as 30 TV ads if those 300 ads run in the middle of the night or at other low viewership times. Keep in mind that not all ad placements are created equal. Media planning and valuation software provides analytical data to ensure that your team is making an educated investment of media dollars.

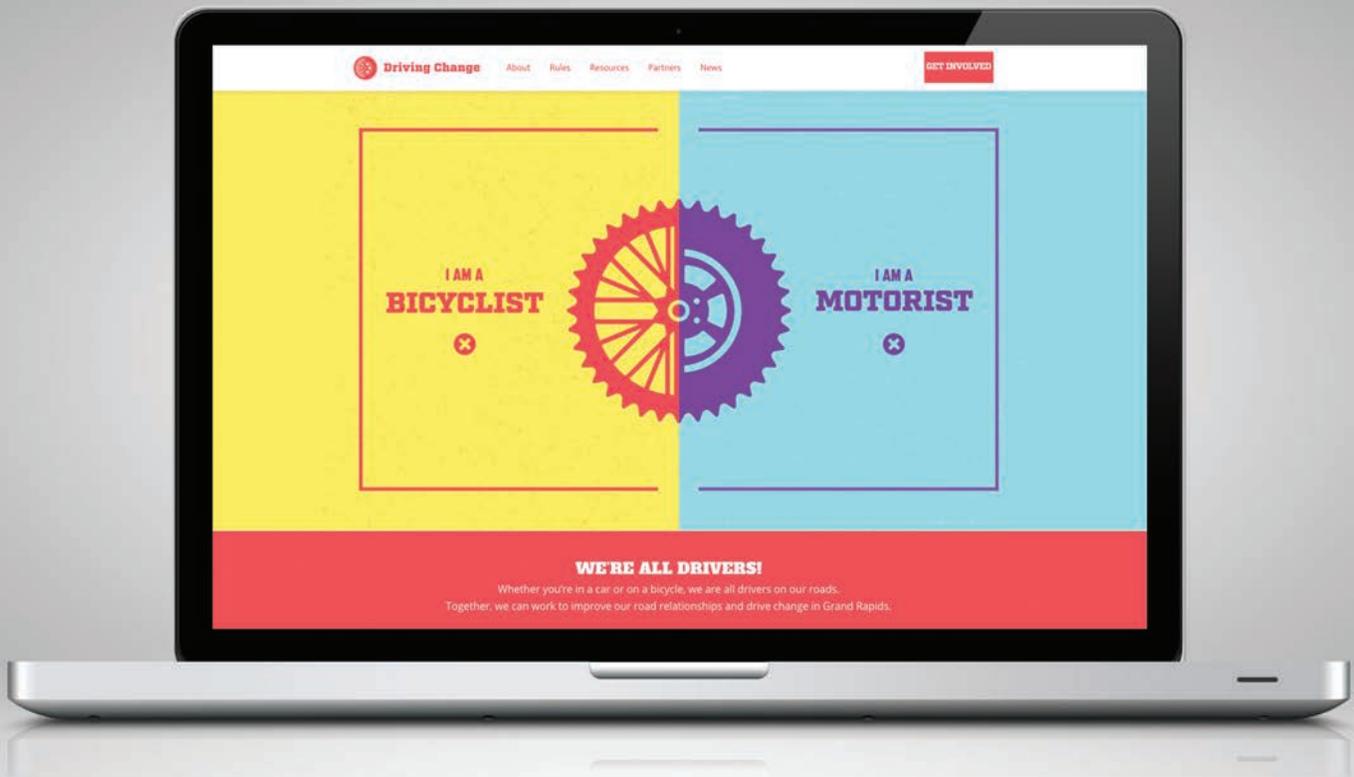
- **Make data-driven decisions:** As active members in your own community, you may have existing relationships and friends in the media business. As a consumer, you also have an opinion and bias for the most effective media types. Use caution when selecting media tactics and partners. It's important that you remain laser-focused on key audience findings and data-driven audience analytics tools; allocate your overall media investment accordingly.
- **Actively participate in ongoing media reconciliation:** After the media buy is placed and while it is running, stay in close contact with vendors to ensure that schedules run as ordered. Request

proof of performance throughout. Examples include screenshots for web placements, tear sheets for print placements, photo sheets for outdoor, air checks for radio, etc., to validate that the advertisements are running correctly.



Note: While negotiating media and considering any “extras” or “value adds,” be sure that your development budget has room for additional asset creation. If it doesn't, all of your wise negotiating will be wasted on placements you can't deliver!

Once you know all the media placements that are included in your negotiated plan, you can begin identifying the creative needs that will fulfill those placements. Depending on the reach and frequency of your media buy, you may consider multiple executions to deliver multiple messages or rotate messages to keep things fresh. The Driving Change initiative focused on the key rules that needed to be delivered and then developed executions for each of those messages.



The Implementation Phase

Launching a Campaign

Once a media buy has been initiated, but before launching the campaign, it is critical to have a game plan on how the agency or organization will handle media inquiries and questions from the public. Public relations (PR) is a two-way effort, helping to bring the community and stakeholders together to create an ongoing dialogue that can lead to mutual understanding and a shared outcome. From this dialogue, the most targeted messaging develops. Public relations serves as a critical spoke in the wheel of communications planning and alignment in awareness and education.

Public Relations

Traffic safety affects a wide variety of people and entities within a community – elected officials, city planning, traffic safety engineering, law enforcement, schools, health departments and hospitals, neighborhood associations, local businesses and more. Bringing together a steering committee of different groups and people will strengthen the community's overall commitment to fixing the problem and actively engaging in a public awareness campaign.



Inform the city commission or local governing board, and invite major community leaders to learn the results of the bicycle crash safety study, the public attitudes and awareness study. Engage city officials in a major announcement of the research results and inform them about the plans for outreach to bicyclists and motorists.



Enlist the engagement and support of all city organizations involved with bicycling and driving. These organizations can help share information concerning safe bicycling ordinances and how changes to road infrastructure affect pedestrians, bicyclists and motorists.



Announce the initiative through a major public event with law enforcement, city officials and neighborhood and community leaders to kick off the campaign.

The Evaluation Phase

To prove success, it is critical to be able to demonstrate an impact. While long-term success will be driven by a reduction in the total number of crashes and fatalities, short-term metrics can evaluate initial campaign effectiveness.

Success for a communications campaign of this nature can be tracked by looking back at the goals that were set at the beginning of the project. Based on the goals, determine how the team will measure success. In the case of Driving Change, the goals were to see a reduction in bicycle crashes and fatalities, increase knowledge of the responsibilities of bicyclists and motorists, and build a culture of respect in Grand Rapids.

Using the baseline survey at the beginning of the campaign, there was a firm understanding of the level of knowledge among the public in each of the rules that were promoted during the campaign, as well as existing beliefs about motorists and bicyclists interactions on the roadways. The follow-up post-campaign survey utilizing the same questions and criteria tracked increases (or decreases) in knowledge, shifts in attitudes and improvements in self-reported behavior. Ensuring a representative sampling of the audience is key to measuring success through survey research. Once you see how much or little some measurements changed, you may want to shift focus to different efforts in subsequent campaign runs. For instance, if one message is not gaining as much traction as you want, you may want to look at how the message is being delivered and change language or the tactic being used based on others that are performing better.

You will also want to evaluate how your media performed throughout the campaign. Ongoing analysis and optimization of media performance metrics ensures that you receive what you paid for and provides an opportunity to optimize the campaign throughout. Metrics to evaluate depend on the media you choose. Sample short-term tracking of real-time metrics for the Driving Change initiative included:

- Earned media hits, including how media was covering the topic
- Website traffic (e.g., unique visitors, time spent on site, bounce rate)



» See sample Campaign Completion Report

- Media impressions (e.g., video views, video completion rate)
- Social engagement (e.g., likes, shares, video views)

Digital and social tactics should be monitored daily and optimized throughout. Allow adequate time for each message and placement to garner sufficient data prior to adjusting the campaign. For example, after two weeks in market, if a key KPI for your campaign is clicks to website, and pre-roll video is earning 75 percent of clicks to your website, you may want to consider shifting digital investment from display ads or other digital tactics to increase frequency of video messages.

Paid media is often the largest part of the overall campaign investment. As responsible stewards of this money, you must perform the essential task of reporting all media placements and metrics. The type of metrics will vary based on your unique campaign. Foundational campaign report elements should include an executive summary, key findings, future recommendations based on key findings and detailed media metrics based on each media type executed.



Press Event Checklist

Press events require a high degree of planning and outreach to get the most out of your efforts. A checklist for planning your own event has been created for you.

The following detailed task outline is organized for a traditional press event:

- Event logistics
- Check for event conflicts
- Finalize date and time
- Secure and prepare event location, any technology needed
- Develop media/invitation lists
- Develop collateral plan (backdrops, banners, podiums, etc.)
- Produce and proof collateral plan
- Schedule setup, staffing and cleanup of event site
- Press kit
- Draft press release
- Draft talking points, backgrounders, FAQs, etc., as needed
- Provide graphics, photos and other assets
- Develop corresponding online support materials (e.g., website)
- Obtain approvals on all materials from client
- Event preparation
- Finalize and distribute press releases or invitations
- Produce collateral, such as brochures, posters, etc., if possible (see appendix)
- Make media calls and pitches to confirm attendance and coverage
- Provide spokesperson talking points and conduct rehearsal as needed
- Event execution
- Set up the event
- Provide media management and other staffing during the event
- Clean up event site
- Follow up
- Monitor coverage
- Report on results

Tactics:

1. Briefing the city:

- a. Prepare appropriate city administrators (heads of planning, city manager, etc.) with all elements of the campaign to lead private briefings for city officials in advance of the city commission/city council hearing.
- b. Engage top elected officials (mayors, state legislators, county board of commissioners in select target audience-specific districts) to be supporting spokespeople.
- c. Provide advance information in media kits for news media to highlight the presentation to be held before the city commission. As an example, be prepared to have a city official who is well-versed in campaign talking points conduct interviews with media at the most dangerous intersection identified in the research.
- d. Engage “secondary supporters” from respected organizations such as local/regional chapters of AAA Michigan and a bicyclist organization representative to serve as partners.
- e. Have news and social media information ready to distribute to partners who are willing to help spread your messages. Providing consistent messages to all outlets strengthens your message and reach.
- f. Engage with city communications staff and ask them to provide social media support from the city website. Post a “Just the Facts” section of all key information to which to direct those who comment on news and social media.
- g. Have links on the city website to the new bicycle ordinances, the crash data and key messages from the community perception research to highlight the interest in motorists and bicyclists seeking mutual understanding.

2. Create a “Road Show” briefing for civic and neighborhood organizations from the information presented to the city commission in key city neighborhoods. Target neighborhood organizations in which the most crashes have taken place. Provide information tailored to specific neighborhood organizations that they may share with their constituents.

3. Engage with city establishments to post fliers and information targeting your audience(s) about the new bicyclist and motorist safety campaign and provide them with information and assets to distribute on your behalf. An advocacy toolkit was produced for the Driving Change campaign, which included a letter from the city, FAQs, posters, brochures in English and Spanish, attachable bicycle spoke cards, water bottles, coasters and bike lights. The toolkit was distributed to the public to expand the campaign’s reach and maximize impact.

News and Social Media Outlets for Outreach:

- Local newspaper
- TV and radio
- Public access TV channels
- Chambers of commerce publications and electronic bulletins
- Specialty audience print and electronic media (for example, minority groups and media outlets, special interest publications, etc.)

4. Media training: Once the planning tasks are completed, the next phase is to prepare for rapid response implementation with the news media and reporter interviews at a time when deemed appropriate.

The ability to obtain positive press coverage hinges on:

- Having succinct talking points in place that clearly summarize key messages in language that is as simple as possible. It is recommended to use plain language and avoid jargon wherever possible.
- Repeating the key talking points as often as possible during the interview. Repetition increases the likelihood that the reporter will rely on the key message(s). It is advisable to keep this paper document in front of the spokesperson as a reference to stay on message during interviews.
- Devising hypothetical Q&As to help guide the interview, including negative questions and practical positive responses.