



the
**MULTIFAMILY
TRANSPORTATION
CAMPAIGN
PLAYBOOK:**

A guide to planning, implementing, and evaluating
community-based transportation demand management
campaigns in the multifamily setting



INTRODUCTION

This playbook is divided into sections that highlight the steps necessary for delivering a successful campaign:

- 1. Get Started**
- 2. Learn and Plan**
- 3. Lay the Groundwork**
- 4. Implement the Program**
- 5. Evaluate the Program**

These sections highlight key opportunities, constraints, and important decisions needed for a successful multifamily-focused campaign.

Following these sections is an appendix of Tools and Resources which can be used in the research and implementation of a multifamily-focused campaign.

Multifamily housing development is expanding and Seattle and King County are becoming increasingly dense. As these changes take place, the use of active, shared, and mass transportation options can improve the health and mobility of residents and can reduce congestion, pollution, and the need for more parking.

The multifamily setting offers unique opportunities to market transportation options to residents with the ultimate goal of reducing drive-alone trips. Now and in the future, successfully encouraging residents of multifamily properties to reduce their drive-alone trips and increase their use of transportation options is critical to achieving these objectives.

Multifamily buildings are commonly built along corridors with limited parking capacity and ample urban transportation amenities. Because of this, multifamily residents may be inclined to support and use shared

transportation resources, active modes of transportation, take transit, or carpool. Additionally, multifamily residents consider property managers to be trusted and reliable resources, and as such, property managers can efficiently offer transportation information and updates. Lastly, communal spaces, management offices, and mail rooms of multifamily buildings can host convenient events and promotional displays.

Through its transportation behavior change programs, King County Metro's In Motion program has provided residents with information, incentives, and encouragement for over a decade. However, given current trends in the multifamily housing market, King County Metro (Metro) and the Seattle Department of Transportation (SDOT) partnered in 2014 to implement the In Motion multifamily pilot program to learn how transportation campaigns can be optimized for the multifamily setting.

WHY MULTIFAMILY?

Growing Trends

- Rapid increase in multifamily housing in Seattle and King County
- Increased congestion and demand for transportation infrastructure
- High demand/less space for parking
- High costs for building dedicated parking

Unique Opportunities

- Likelihood of a dense network of transportation services
- Likely support for shared resources/sharing economy
- Density may mean close proximity to destinations and services
- Communication opportunities through property managers and communal spaces

ABOUT THIS DOCUMENT

In the summer of 2014, Metro and SDOT launched a pilot multifamily In Motion campaign. Building on Metro's existing community-based social marketing methodology ("In Motion"), this pilot program explored how to market transportation options to multifamily residents and coordinate with property managers. Based on the experiences from the pilot program, this playbook was produced to serve as a guide to planning, implementing, and evaluating a transportation behavior change program in the multifamily setting.

Traditional In Motion campaigns are designed to encourage participants to reduce their drive-alone trips by taking transit, bicycling, walking, and sharing rides or cars. The In Motion program was developed using a research-based social marketing methodology, which includes the following:

- **Providing transportation information** and resource packets to residents.
- **Securing commitments to change behavior** by inviting participants to pledge to switch two round trips from driving alone to another option each week of the program.
- **Providing prompts and reminders**, such as In Motion branded posters in the community and frequent email and social media communications.
- **Offering incentives** to encourage new, healthier travel behavior.
- **Normalizing the desired travel behavior** by hosting special events, and offering target area residents and employees opportunities to participate through tabling and other community outreach.
- **Partnering with local businesses, organizations, and agencies** to advocate for the program.

Throughout the document, look for these three icons, which offer different types of information as follows::



WORD TO THE WISE

Important tips and lessons learned from the pilot program



YOU HEARD IT HERE

Helpful anecdotes or experiences from the pilot program



TAKING IT TO THE NEXT LEVEL

Optional ideas or strategies to augment a multifamily campaign

FRAMEWORK FOR RECOMMENDATIONS

This playbook addresses three target area scenarios in which outreach might be conducted in multifamily properties. These scenarios should inform the program goals, strategy, and level of effort. The scenarios are as follows (and are described in more detail in the adjacent table):

- 1 BROAD CAMPAIGN:**
A broad campaign in a larger neighborhood or corridor, characterized by predominantly single family homes with some dispersed multifamily properties. This is the conventional scenario for Metro's In Motion campaigns.
- 2 NEIGHBORHOOD CAMPAIGN**
A campaign in a small- to medium-sized neighborhood with a large majority of multifamily properties.
- 3 BUILDING CAMPAIGN:**
A campaign centered on one multifamily property or a small cluster of buildings, depending on program staff capacity.



CAMPAIGN SCENARIO	TARGET AREA SIZE	MULTIFAMILY CONTEXT	POTENTIAL ADVANTAGES	POTENTIAL DISADVANTAGES
1 Broad <i>Approximately 2,500-10,000 Households</i>	Larger neighborhood or corridor	Mostly single family with some dispersed multifamily	Reach largest number of households Economies of scale for outreach and materials	Messages, outreach strategies, and activities not specifically tailored to multifamily audience
2 Neighborhood <i>Approximately 500-5,000 Households</i>	Small- to medium-sized neighborhood	Mostly multifamily	Can reach a large group of residents while tailoring some messages and outreach strategies to multifamily audience Allows customization which increases participation	May require more staff time and coordination of targeted messaging Demographics and other building characteristics may vary greatly between properties
3 Building <i>Approximately 50-1,000 Households</i>	One property or a small cluster of properties	All multifamily	Target participants receive highly customized messages, outreach, and activities Can appeal to sense of community All target residents have the same transportation options available to them	Requires more staff time for coordination and customization at the building level Reaches small number of residents for resources spent



**GET
STARTED**



SET GOALS

Before selecting a neighborhood or property in which to implement a campaign, the program reach and desired outcomes should be determined. Realistic goals with quantitative and qualitative metrics will aid in final property selection, influence the program structure, and determine how to evaluate the program's success.



Examples of program goals include the following:

- Reduce drive-alone trips by 10%.
- Increase bicycling (or other) mode share by 4%.
- Increase awareness of transportation options.
- Reward people for decreasing their drive-alone trips to encourage behavior change.
- Improve sense of building community through transportation activities.
- Recognize and reward individuals who already use transportation options, and provide opportunities for encouraging others.

DO YOUR RESEARCH

Depending on the target area scenario and goals, program boundaries may need to be narrowed down to a neighborhood, district, or to a single building. Researching the target area using Census data, market research, or other local data or information can provide an understanding of existing demographics and transportation services. Field work, stakeholder outreach, and mapping can also provide insight.

Some key characteristics to note include frequency and number of bus routes, bicycle and pedestrian infrastructure, availability of carshare or carpool resources, average resident age, presence of individuals with limited English proficiency, zero-car households, and community destinations such as libraries, recreation centers, or parks. These characteristics can predispose residents of a neighborhood to be more open to multimodal transportation, and can indicate which transportation resources should be promoted.

Demographic information at the census tract level also offers a limited but important preview of the audience you will reach by highlighting important variables such as the languages spoken in the area. How to gain further understanding of the target audience is described in *Lay the Groundwork*. An example of analyzing a neighborhood using the aforementioned characteristics is included in *Tools and Resources*.

**LEARN
& PLAN**



SELECT PROPERTIES

Once the neighborhood or corridor has been confirmed, there are key considerations to weigh in targeting outreach to a multi-family property(ies).



LAYOUT & NUMBER OF UNITS

The layout and number of units of a single building may indicate a level of social cohesion between residents or lack thereof. Buildings with common entrances and shared spaces such as gardens, patios, or rooms may have a stronger sense of social cohesion as residents will likely interact more when they pass through a shared space. Likewise, residents living in buildings with a small number of units may have more opportunities to meet their neighbors than in larger buildings.



DOG FRIENDLY BUILDINGS

While this was not tested in the pilot program and is based solely on anecdotal experience, permitting tenants to own dogs may be an indicator of a property's sense of social cohesion. Neighbors are more likely to meet and get to know each other when walking their pets. This may be a characteristic to look for in a target property, particularly if there are no common spaces on site where residents would otherwise get to know each other.

1 BROAD CAMPAIGN

In a Broad Campaign, multifamily property inclusion or exclusion from the program outreach is most likely determined by a goal of a maximum or minimum number of households to reach, or a neighborhood boundary.

2 NEIGHBORHOOD CAMPAIGN

For a Neighborhood Campaign, in addition to these criteria listed in #1 above, there should be at least some interest from multifamily property management or an umbrella property management company in a transportation options program. If multiple properties in the target area fall under an umbrella property management company, this could aid in efficient program outreach if the company has resources and is willing to disseminate program information to property managers and/or residents.

3 BUILDING CAMPAIGN

For a Building Campaign, a significant amount of multifamily property management interest, some sense of social cohesion among residents, shared event space and/or existing building events, and strong existing communication channels between the property manager and residents should be present. An on-site property manager is essential to this campaign scenario, as they can foster strong resident and management relationships. Property-specific social and physical characteristics can be ascertained by in-person meetings with property managers. A full checklist of ideal property characteristics is included in *Tools and Resources*.

Many of the remaining recommendations in this guide focus on the Building and Neighborhood Campaigns, as these are the scenarios in which the most modifications will be made to a traditional transportation outreach program. In a Broad Campaign, building relationships with property managers, working onsite, and communicating through property managers and umbrella property management companies will be labor intensive compared to other campaign strategies. As a result, these activities will likely need to be limited, if conducted at all.

BUILD RELATIONSHIPS

When working directly with property managers or property management companies, establishing a clear set of contacts and decision-making protocols for the life of the campaign is essential. Umbrella property management companies may have several levels of authority and approval, and manager turnover can be high. Effective and uninterrupted program implementation will depend on having a clear understanding of what needs to be approved and who can approve it.



POINT OF CONTACT

Having more than one point of contact for building management is a good idea as property management has high turnover. This is further described in Maintain Communications on page 19. Depending on the management structure, the property manager may be the first point of contact. If this is the case, make sure to establish some level of approval from higher management, if applicable.



RESIDENT AMENITY

A transportation behavior change campaign can be sold as a resident amenity to property managers, and a means to reduce parking demand. These benefits can help property managers market and fill open units.

1 REQUEST A MEETING WITH EITHER DEVELOPER OR UMBRELLA MANAGEMENT COMPANY

In either a Building or a Neighborhood Campaign, request a meeting with either the developer or umbrella property management company to determine the level of interest from decision makers. These higher-level contacts can also introduce you to individual property managers and emphasize the value of the program from a position of authority. This may lend legitimacy to the program.

2 MEET IN PERSON WITH THE PROPERTY MANAGER TO EXPLORE HOW TO INVOLVE THEM IN THE PROGRAM

For a Building Campaign (and as resources allow in a Neighborhood Campaign), meet in person with the property manager to explore how to involve them in the program. Gain an understanding of their availability, building resources, and resident communications and gauge their overall interest in helping facilitate the program. The interest and support of property managers is essential to the success of the campaign. The property manager can also provide valuable insight into what resources and incentives would be most appreciated by residents. Based on a pre-determined program structure and budget, you can incorporate these recommendations.

3 EXPLORE HIGHER-LEVEL RELATIONSHIPS WHERE RESOURCES ALLOW

In a Broad Campaign, explore higher-level relationships where resources allow and where the benefit is expected to outweigh the investment. Most likely, this approach will not include relationship-building with property management contacts, but instead will focus on community partners at large.

DEFINE THE PROGRAM STRUCTURE & RESPONSIBILITIES



At this stage in any scenario, you should establish the tasks, responsibilities, program offerings (including resources and incentives), and program timeline. In the more customized scenarios of the Building Campaign and possibly the Neighborhood Campaign, discuss and agree upon delivery of resources, event planning, resident communications, and program promotion strategies with the property manager. This will help create predictable workflow and clear responsibilities. Appropriate property manager responsibilities can be best determined through in-person meetings. Due to demanding schedules, you should not rely on property managers for critical tasks. However, they can facilitate communications on your behalf, and will have the best understanding of how to reach and market to their residents. Do not be shy in asking for their help or ideas to promote the program.



TIMING PREFERENCE

One property manager requested a program not be rolled out in summer as this is their busiest time and the season with the most lease turn-overs. On the other hand, summer months offer good weather and outdoor events, which can support a transportation behavior change campaign. Evaluate the pros and cons of the time of year with the property manager and, where possible, adjust the program timing for the best possible outcome.



WRITTEN AGREEMENTS

The discussion of responsibilities of property managers can also be presented in a written agreement signed to formally secure understanding.



REGULAR MEETINGS

Schedule regular check-in meetings with the property manager, either via phone or in person. Always have in-person meetings at the property site; do not ask property managers to come to you.

PREPARE THE PROPERTY MANAGER



IN-PERSON MEETINGS

One property manager requested an additional in-person meeting before an event to help increase understanding about the program so they could get their residents excited about it too.

In a Building Campaign, and possibly in a Neighborhood Campaign, property managers may request additional training on available transportation services and program goals before the start of the program. These trainings should be brief and include a resource sheet with links to additional information for the property managers' reference. You can also include a copy of the presentation for future reference. Prepare an "elevator speech" about the program that property managers can quickly relay to inquiring residents and, if possible, have them practice explaining the program as they would to you. In a Broad Campaign, you may choose to share transportation and program information with an umbrella property management company or a distribution list for property managers, if one exists.



MAPS & PROGRAM MATERIALS

Property managers requested copies of maps and program materials to include with their move-in packets for new residents. This is an important strategy for engaging new residents who move to the property, particularly in buildings where resident turnover is high.



PARKING

NO PARKING



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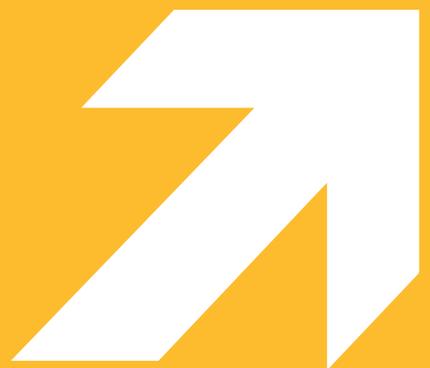
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The
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HOMES

**LAY THE
GROUNDWORK**



GET TO KNOW YOUR AUDIENCE



ESTABLISH A FOCUS GROUP

In a Neighborhood Campaign or when resources are limited in a Building Campaign, gathering input by establishing a stakeholder or focus group of several property managers or residents who can speak for the target audience may be beneficial. This group could also be consulted throughout the project timeline to get input on program messaging, communication channels, incentives, and events.

In any campaign, before producing promotional materials, ensure that the program messaging and format will be relevant to your target audience, multifamily residents included. Take the time to understand what communication channels are already widely used, read, or followed by target participants. Materials may need to be translated, offered electronically, or printed.

In any campaign, you should also understand what motivates or presents barriers to using transportation options. In a Broad Campaign, this will need to be done at a large scale and will likely be focused on physical characteristics of the area, transportation infrastructure and services, or prevailing demographics. In the Neighborhood or Building Campaign scenarios, you can learn more about your multifamily residents in particular. Where possible, discuss residents' travel patterns and demographics with property managers. Conduct a pre-program survey or discussion group to learn about current travel patterns, and ask if environmental, health, or social reasons impact transportation choices. Understanding motivations and barriers will help you craft a message that resonates with target participants.

On the other hand, pre-program interviews and survey results may indicate that the building or neighborhood has a considerable number of residents who already utilize transportation options. In this case, offering alternative program promotions or a car-free program may be worthwhile. A car-free program can encourage those cars to continue their behavior, share their powerful personal stories with neighbors, and champion a car-free or car-light lifestyle.

CUSTOMIZE MATERIALS



SOCIAL MEDIA

Property managers may not have the authority to post on building social media pages. Prepare social media posts in advance of the program to give property managers or the umbrella property management company plenty of time to review and approve posts.

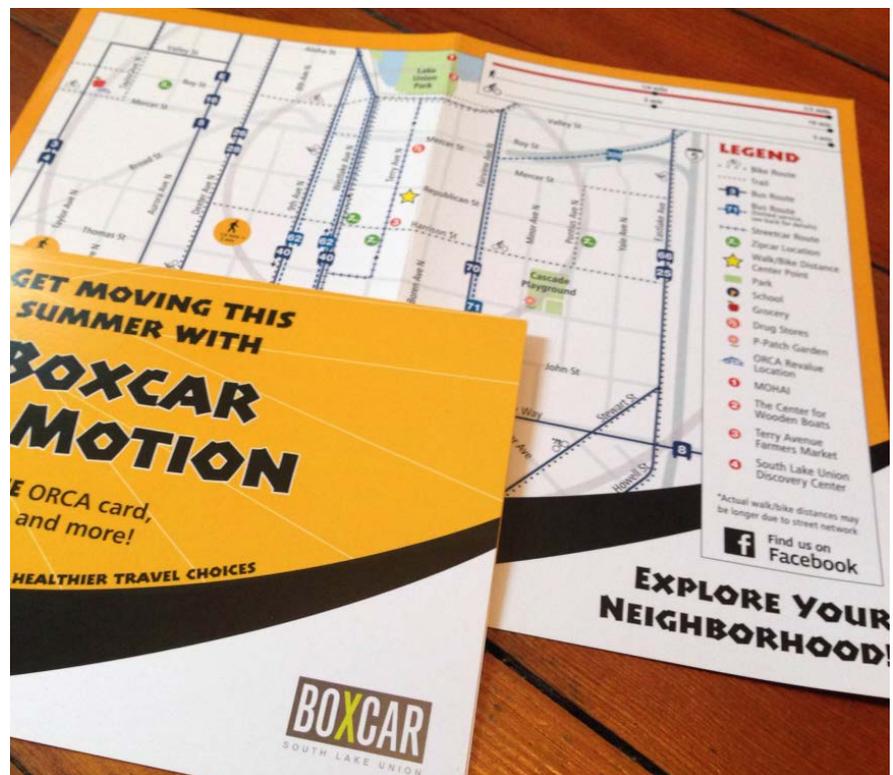


MONETARY REWARD

One property suggested offering money towards rent instead of gift cards as a program incentive.

In the case of a Building Campaign, incorporating the building's name, logo, and brand into materials can help legitimize the program and give visual recognition to the campaign. When producing building-specific materials, you may also tailor the messaging to what was learned about the target audience at that particular property. For a Neighborhood Campaign, specialized messages can still be incorporated into electronic communications, or more general communications if the messages are appropriate for the neighborhood as a whole.

Events, incentives, and communication methods should also be tailored to the target audience. This includes the type, number, and location of events, value and type of incentives, and print, electronic, or social media communications. In a Building Campaign, discuss these items with the property manager to learn how they can be tailored to the building residents. Property managers may also have unique ideas that you can incorporate into the campaign.



GET THE WORD OUT



There are a variety of strategies to promote a multifamily campaign, both at a neighborhood level and at a building level. At the neighborhood level, look for opportunities to promote the program through neighborhood partners, umbrella property management companies, or other communication channels, such as neighborhood-specific social media, news feeds, or blogs. Posters advertising the campaign can also be displayed at properties and at community destinations such as libraries, recreation centers, Laundromats, cafes, or parks. If resources and target area size permit, conduct building-to-building outreach to let property managers know about the program, distribute program materials, or hang posters, flyers, or registration forms.

At the building level, there are a few more promotional possibilities which are unique to the multifamily setting. Property managers have several communication channels with residents, ranging from ActiveBuilding automated messaging systems to common area posting boards and door-to-door deliveries. Property managers can easily exercise these communication channels, and they are effective in reaching residents. Property managers can also actively promote the program by keeping materials on hand and discussing the program with existing or potential residents who come to the leasing office. Existing residents do frequent the leasing office to pick up packages, speak with management, or pay rent. Lastly, use the physical building layout to advertise the program in building elevators, mailrooms, laundry rooms, or other common spaces.



ONLINE COMMUNICATIONS

At the start of a Building Campaign, request that the property manager send an email to residents promoting the program with information on how to sign up. If relevant, you may also consider requesting that the property manager post about the program on their website, social media, or other communication channels.



INTERACTIVE TOUCH SCREENS

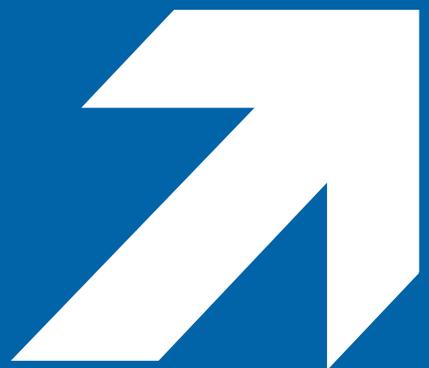
Some properties have interactive touch screens or display screens, such as ActiveBuilding, in the leasing office or common area. From the pilot experience, residents do not often pay attention to these screens, even though they may display important information. Many residents may be more likely to see and read an email or elevator advertisement.



PERSONAL INVITATIONS

One property slid invitations under residents' doors to advertise one of the building's own parties, which proved very effective. However, visible door postings are an indication of a resident's absence and are not recommended. This type of outreach is limited by the number of building units and the property manager's time.

**IMPLEMENT
THE PROGRAM**



FULFILL INFORMATION & REWARDS



EMAIL NOTIFICATION

Send program registrants and incentive winners an email notifying them that their information/reward will be delivered on a certain date.



EFFECTIVE METHOD OF DELIVERY

Frequently, program packets were not picked up from property managers for a week or longer. This could be because property manager offices have open hours during the business day when many residents are at work or school. Work with property managers to determine the most effective method of delivery (such as mail, door-to-door drop off, or pick up) and follow up regularly to check on packets and troubleshoot any issues.

Building Campaigns provide an opportunity for three unique delivery methods:

- 1** Materials can be delivered in person to the property manager to distribute to residents.
- 2** Materials can be delivered in person to the property manager who will notify residents to collect the materials in their office.
- 3** If permitted, program staff can make the deliveries to individual residents themselves.

By delivering fulfillment materials in person to the property manager, you can save funds on postage and program staff can informally maintain relationships with the property manager. However, delivering packages in person is time consuming and can delay fulfillment if the property manager unexpectedly leaves the office, is away from the office showing an apartment, or does not have time. Many multifamily properties also have locked doors, so program staff cannot deliver packets unless an on-site property manager is present to allow access. For these reasons, these fulfillment methods should only be used in buildings with a manageable number of units for program staff scheduling and delivery capabilities.

MAINTAIN COMMUNICATIONS



ACCESS TO EMAIL ADDRESSES

Understanding how the property manager communicates with residents and if they have access to resident email addresses is important. The property manager can recommend whether communications promoting the program should be sent electronically or by mail to residents. This may depend on the average age of residents or how residents prefer to communicate.



PREPARED EMAILS

Property managers in the pilot program were not permitted to share residents' email addresses with program staff. However, most property managers were willing to send prepared emails about the program to residents.

Resident communications should be maintained as they can offer encouragement and information to make participation possible and remind residents of the program. Direct mail is an assured way of reaching all potential program participants in any campaign setting. However, in the multifamily setting, emailing residents through the property manager may also be an option. As property managers are recognized and trusted resources, residents may be more inclined to engage with the program through them. For ongoing promotion in the Neighborhood and Building Campaign scenarios, offer building posters or window stickers as on-site visuals and subtle norming items.

Maintaining communications with property managers throughout the life of the campaign is also essential to emphasize the importance of the campaign and provide a reminder of responsibilities. Property managers have many tasks competing for their attention; for this reason, face-to-face conversations are recommended as an effective means of reaching property managers, as a physical reminder of the program, and to form a friendly working relationship. Voicemails and emails are not likely to be returned as the property manager may be too busy.



HOST EVENTS



In a Broad or Neighborhood Campaign, neighborhood-wide events, such as farmer’s markets or block parties, are excellent ways to promote the program and engage existing program participants. If these types of events are not already occurring in the neighborhood, you may be able to partner with another organization interested in hosting an event.

For Building Campaigns, you can host events on site in resident lounges, on rooftop decks, or in other shared spaces. Property managers can advise on which day, time, and place would be the most convenient for residents to attend. If an event is planned for a common space that is not immediately visible from the building main entry, actively promote and advertise the event well in advance. On the day of the event, use directional signs, posters, sidewalk chalk, or other eye catching materials to draw residents to the event. That being said, attendance is likely to be higher if the event site is visible by residents passing in and out of the building.

Residents are also likely to attend an event if incentives are offered, such as free food or drink, door prizes, or other giveaways. Events can be informal happy hours or socials, or they may incorporate a presentation or other programmed component to have a set time frame and expectation for attendees.



PARTNER WITH EXISTING EVENTS

Hosting a solely transportation-focused event is not recommended, as it generally does not generate enough interest on its own. Instead, combine program outreach with an existing event or create a new event that has another purpose or hook, such as a building barbeque with free food or an overall renter resource fair with many vendors and incentives for attending.



BEER AND WINE

Property managers from several buildings in the pilot program suggested beer or wine as a surefire way to encourage attendance at events. This strategy should be considered where permissible.



PRINT AND DELIVER

Any material that will be posted in a building should be printed and delivered for the property manager to hang up or distribute. Do not depend on property managers to have tape, color printers, or other supplies. However, they may be able to provide tables or other furniture to display items. Do your research to determine what spaces are available.

**EVALUATE
THE PROGRAM**



GATHER FEEDBACK



Evaluation is vital to any campaign to learn what strategies were effective or not, whether goals were achieved, improve future programs, and support the funding and implementation of future campaigns. Several unique evaluation tools are available in the multifamily context including:

- Property manager interviews or surveys (though interviews will likely garner a greater number and more in-depth of responses).
- Resident surveys (including those who participated and those who did not).
- Resident interviews (to gather more in-depth feedback).

APPENDIX:
**TOOLS &
RESOURCES**





Produced for King County Metro

BY ALTA PLANNING + DESIGN