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# 1 EXECUTIVE SUMMARY

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The GO Lewis-McChord pilot program encouraged Service members and civilian employees to reduce drive alone trips to, from, and around Joint Base Lewis-McChord. Individualized outreach to four units provided participants with information about how to walk, bike, use transit, vanpool, and carpool more. From September 2015 to January 2016, GO Lewis-McChord reached over 10,000 Service members and distributed GO Kits to 469 participants.

Over the course of the program, GO Lewis-McChord hosted four custom events and coordinated with numerous other existing outreach opportunities. The program also coincided with the launch of the new GO Transit system, which garnered consistent ridership growth throughout the program.

Overall, participants reported that they were much more familiar with their transportation options due to GO Lewis-McChord.

Although the pilot program faced several challenges, including deployments and unexpected staff changes, the program was successful at raising awareness of transportation options and encouraging participants to reduce drive alone trips. The lessons learned throughout the pilot program will provide a strong foundation for the development of future efforts to connect Service members with regional transportation options.



Vanpool and carpool mode share increased across all trip types.



Drive alone mode share decreased across all trip types.



Access to better information regarding transportation options helped 39% of survey respondents drive alone less.



Financial reasons are a key motivation for driving alone less.



GO Lewis-McChord helped increase awareness of the GO Transit system. More than 80% of post-program respondents indicated that they were somewhat or very familiar with GO Transit while only 51% of pre-program respondents were familiar with the previous shuttle system.



GO Lewis-McChord helped 75% of participants explore their transportation options.

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## **2 INTRODUCTION**

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GO Lewis-McChord encourages Service members and employees to reduce drive alone trips while exploring transportation options, such as walking, biking, transit, and carpool/vanpool. The program launched in September 2015, in conjunction with GO Transit service, which replaced on-base shuttle service.

Over the course of four months, program staff collaborated with four pilot units to reach approximately 10,000 Service members and civilian employees. The program distributed transportation resources, reached out through program events, and provided opportunities to connect with the community and take steps toward changing transportation habits.

The following report outlines the program approach and goals, program evaluation, and recommendations for future outreach efforts.



## BACKGROUND

GO Lewis-McChord was created in part to address congestion along Interstate 5, the primary commute route onto Joint Base Lewis-McChord. Most Service members and civilian employees commute by car today, exacerbating congestion on I-5. By increasing awareness of transportation options and focusing on a shift in the transportation culture on base, the program aimed to induce a sustainable, long-term behavior change.

Previous efforts completed on JBLM resulted in a Transportation Demand Management Strategic Plan, which emphasized the importance of improving transportation options on base in conjunction with improved communication efforts. With funding from and partnerships with WSDOT, Pierce Transit, Intercity Transit, Thurston Regional Planning Council, other agencies and base partners, several significant changes were set in motion in late 2015. An updated transit system was set to replace the existing shuttle service, plans were in place to develop a bike fleet for the program pilot units, and the entire system was in the process of rebranding. The culmination of these efforts created a prime opportunity for the implementation of an outreach campaign.

## PROGRAM PURPOSE AND GOALS

The purpose of the GO Lewis-McChord pilot program was to promote transportation options available to Service members and civilian employees traveling to, from, and around base. These options include local and regional bus service, GO Transit, on-base bike fleets, and vanpools. By raising awareness of these modes, GO Lewis-McChord aimed to reduce drive alone trips, where possible.

## PILOT UNITS

### Unit Selection

The following four units were identified for participation in the GO Lewis-McChord Program. Units were selected based on previous involvement in the JBLM Net Zero competition, as well as expressed interest from unit leadership. The four selected units represented over 4,000 Service members and civilian employees, capturing populations from both Fort Lewis and McChord Airfield.

- 2-2 Brigade
- 373d Squadron
- I Corps
- Madigan Annex

The first three units were comprised primarily of Service members, while Madigan Annex included mostly civilian employees. After program launch, the entirety of Madigan Hospital was added to the pilot units due to their expressed interest in the program and high participation in the pre-program survey. The addition of Madigan Hospital resulted in a total target population of approximately 10,000 Service members and civilians.

### Unit Characteristics

The selected four units represented a diverse collection of roles within the base. Not only did they capture individuals from both the Army and the Air Force, they also represented civilian employees and Service members; newly-enlisted and higher-ranking officers; on-base and off-base housing; and a wide range of daily schedules and training requirements.



## Unit Participation

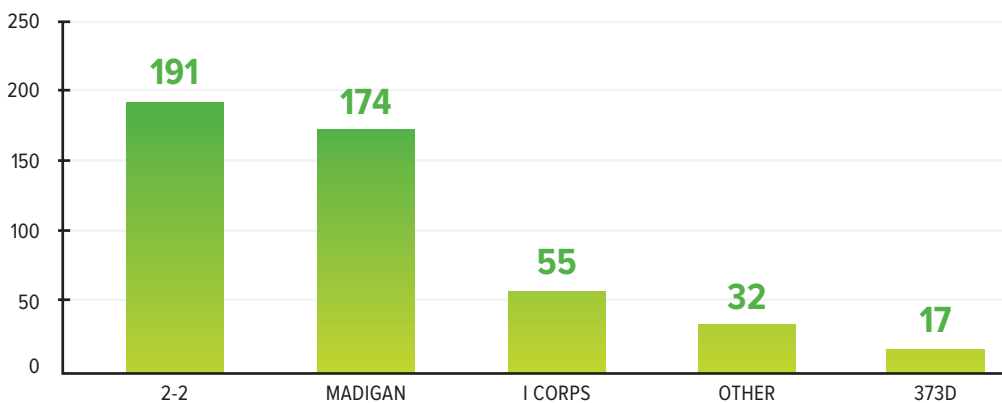
GO Lewis-McChord received a total of 469 registrations during the program period. Of these, 107 registrations were requested on behalf of staff by unit leadership from 2-2 Brigade. Although these individuals received GO Kits, they did not specify their mode(s) or location(s) of interest nor did they receive participant-specific communications due to confidentiality concerns. For this reason, the items distributed in these GO Kits are not included in the tallies that follow.

Of the 362 participants who elected to register directly for the program, 32 identified their unit as “Other” on the registration form and instead received a digital GO Kit (discussed below). In addition to one participant who identified as a retired Service member, units included:

- 593rd Expeditionary Sustainment Command
- 523rd Transportation Command
- B 5-5 ADA
- Directorate of Family Morale, Welfare, & Recreation

Over the course of the program, unit populations were in near-constant flux. For example, 373d is a training detachment that initiates a new group of students every six weeks. Further, both I Corps and 2-2 Brigade had several deployments and trainings scheduled during the program duration. Frequent communications from designated Point of Contact (POC) personnel and consistent in-person contact with the program Outreach Ambassador maintained consistency and allowed for capture of participants across the program period. Registration announcements in periodic newsletters and distribution of communications to the whole unit allowed the program to reach those who may not have been present for the launch of the program.

REGISTRATIONS BY UNIT



## STAKEHOLDER INPUT

In August 2015, the project team met with unit leadership and interested members to learn more about the unit, their daily schedule, and primary concerns. The input gathered during these meetings helped shape program messaging, communication protocol, event development, and other items related to the program approach. Four meetings were held—one with each unit—over the course of three weeks. Attendees shared more information about their unit characteristics, transportation needs, and upcoming events in an informal round-table format. Approximately 10 unit members attended each meeting.

Each unit had different ideas and needs related to training schedules or deployments, as well as particular requirements regarding interaction among members in the unit. However, several common themes emerged across all units:

- Saving money is a significant motivator, especially for younger Service members. Communications regarding the Mass Transit Benefit Program (a federal transit and vanpool subsidy) and cost savings associated with alternate modes may be effective.
- Many unit members are new to the region. They have neither the information needed to use transit nor the familiarity with options in other locations.
- Time is very important to Service members; schedules are demanding and if a transportation option will take more time, it may not be considered. Focus on the overall benefit to a Service member and how this impacts his or her time.
- The Bike Fleet generated excitement among all units.
- Email is not the most reliable form of communication in most units and is subject to strict security requirements; instead information is best passed through a designated Point of Contact (POC) who can disseminate program details in a way that best meets the unit's needs.
- Competition fuels interest for many Service members. Events and other challenges that promote competition within and among the pilot units may encourage more participation.

## OUTREACH STAFF

The project team hired Outreach Ambassador Michael Verdonk to assist with program implementation. Michael came to the program with experience as an active duty Service member and member of the reserves located on JBLM. His background was essential to his role as an Outreach Ambassador as he was already familiar with JBLM's services and culture, as well as the leadership structure and terminology used on base. This allowed him to quickly build trust with unit leadership and Service members.

Michael's presence on base was instrumental to the success of the program. His close cooperation with unit leadership and Pierce County staff allowed for more effective information dissemination and development of relevant events. Michael's role included GO Kit fulfillment and delivery, direct outreach to units, event development and implementation, and other program communications and responsibilities.



Outreach Ambassador Michael Verdonk

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# 3 PROGRAM ELEMENTS

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## GO KITS

The GO Lewis-McChord program reached out to the pilot units in several ways, including the following:

- Customized GO Kit delivery
- Direct outreach to units
- Custom events
- Ongoing communications

When registering for the program, participants had the option to order a customized GO Kit with transportation resources specific to their interests. Materials included a combination of existing resources (trail maps, Amtrak information, and Pierce Trips brochures) and custom-branded resources created specifically for the program. Table 1 below lists all resources available, as distributed by mode preference as well as the percentage of participants who selected each mode.

**Table 1: GO Kit Materials (Percentage of Participants Requesting by Mode, N = 330)**

 <b>48%</b> <b>BIKING</b>		 <b>42%</b> <b>RIDESHARE</b>		 <b>39%</b> <b>TRANSIT</b>		 <b>35%</b> <b>TRAILS</b>	
Thurston County Bike Map	Pierce Transit Vanpool Brochure	Amtrak Cascades Pamphlet + Discount Card	DuPont City Trails Guide				
Washington State Bicycle Commute Guide	Pierce Transit Carpool Brochure	Sound Transit Bus Guide	DuPont Sequimitchew Creek Trail Map				
Pierce County Bike Map	Intercity Transit Vanpool Brochure	Pierce Transit Bus Guide	DuPont Historic Village Guide				
	Rideshare Online Brochure		Puyallup Riverwalk Trail Map				
	Relax Rewards Brochure						
	PierceTrips.com Information Card						

In addition to transportation resources, GO Kits included one free travel tool; either a backpack, reusable water bottle, or name-badge armband, all branded with the GO Lewis-McChord logo. The purpose of the travel tool was to provide participants with a tool that would be useful while walking, bicycling, taking transit, or carpooling, as well as to encourage them to complete their registration. GO Kits were delivered in a branded reusable tote bag. Although not distributed in GO Kits, branded playing cards were also distributed during out-reach efforts. By branding reusable items that are relevant to participants' daily lives, program branding becomes more visible in the community, both developing a social norm around the program as well as encouraging potential participants to register.

The registration form requested individuals to select not only the mode(s) of interest but also to specify their preferred location(s). Items were bundled based on these two factors.

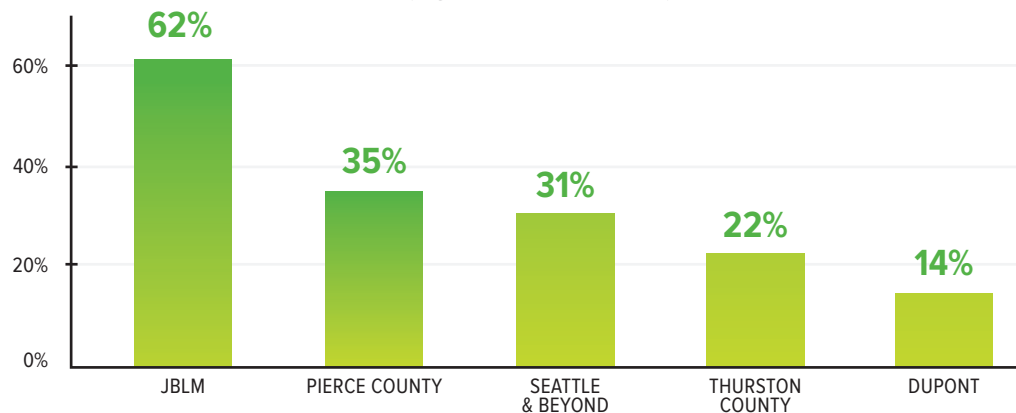
- GO Lewis-McChord Map (included in all orders)
- GO Lewis-McChord Playing Cards
- GO Lewis-McChord Tote Bag
- GO Lewis-McChord Backpack
- GO Lewis-McChord Water Bottle
- GO Lewis-McChord Armband



GO Lewis McChord Registration Form

### LOCATION OF INTEREST

(Eligible Participants, N=330)



JBLM-specific items were the most requested, with over 60% of participants selecting this option. Pierce County and the Seattle area were requested by approximately 30% of participants. Interest in Seattle and the greater Puget Sound region reflects the input received during program events from younger Service members eager to explore the region.

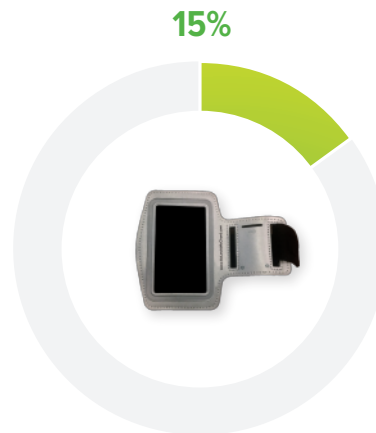
Biking was the most frequently requested mode, with nearly 50% of participants selecting this information. Interest in the bike fleet was commonly expressed during Stakeholder meetings, program events, and meetings with unit POCs.

The backpack was the most popular travel tool selected, with 49% of eligible participants selecting this option, while the armband was the least-requested item.

For interested participants not belonging to one of the target units, an electronic version of the GO Kit was made available. Similar to the standard order form, participants could select their mode and location of interest and automatically received an electronic file in their inbox with digital versions of the materials selected. Thirty-two individuals signed up through this option.

### TRANSPORTATION TOOL SELECTED

(Eligible Participants, N=330)







Outreach Ambassador Michael Verdonk delivering GO Kits by bike. 2-2 Brigade won the Lewis-McChord bike trailer in the Amazing Race.

## GO KIT DELIVERIES

The GO Lewis-McChord Outreach Ambassador hand-delivered GO Kits to participants by bike or via GO Transit.

Delivery of GO Kits represents two important elements of the program: demonstrating the desired behavior and providing for one-on-one contact with participants. When on GO Transit, the Outreach Ambassador had the opportunity to discuss the program with other passengers, while transporting the kits by bike with the trailer increased the visibility of bicycling on base.

More information regarding the benefits of direct outreach associated with GO Kit delivery is included in the events section on the following pages.

## COMMUNICATIONS

Program communications are important for maintaining contact with individuals who opt in to the program and also for promoting the program to those who have not yet registered. Most program communications were either digital or verbal, although print resources were also utilized.

Communications were delivered primarily through designated Unit Points of Contact (POCs). Given limited access to email across units as well as highly-varying schedules, utilizing POCs to provide both email distribution and in-person announcements helped bring program information to the attention of Service members.

Due to the unique setting and additional security requirements, most materials distributed through Unit POCs first had to receive approval from the Unit's Public Affairs Office (PAO). This process required approximately two weeks' notice and resulted in a variable distribution of materials. To guarantee more prompt delivery and ensure distribution of items, communications such as program newsletters and survey reminders were sent directly to participants via the email provided at registration.

## PRINT RESOURCES

Posters announcing the program launch, along with physical registration forms, were the primary print resources utilized aside from the GO Kit materials. Both items were distributed to participating units prior to program launch.

## NEWSLETTERS

Four newsletters were distributed over the course of the program. Each featured upcoming program events, provided detailed encouragement and information about using specific transportation options, introduced readers to available benefits, and highlighted regional events accessible by transit. Two newsletters also showcased a Service member or civilian employee successfully commuting by vanpool.

## WEEKLY UPDATES

Throughout the program, the Outreach Ambassador provided weekly updates to Unit POCs. These emails featured unique ways that the units were promoting the GO Lewis-McChord program, summarized program events from the previous week, and highlighted upcoming events. The information was intended for POCs only to encourage more collaboration among the project team as well as creative thinking about how the POC could better facilitate the program within the unit.



Amazing Race participants navigate to the next challenge using the GO Lewis-McChord transportation map.

## EVENTS

The GO Lewis-McChord program hosted four custom events and conducted outreach through a variety of existing events over the course of the program.

Attending existing events or establishing outreach opportunities as part of an individual's daily schedule raised awareness of the GO Lewis-McChord program and provided an easy opportunity for participants to ask questions regarding their transportation options. In addition to learning how to reach destinations without a car, events provided individuals with the opportunity to try transportation options in a low-stress environment alongside their peers.

## CUSTOM EVENTS

### **GO Lewis-McChord Amazing Race December 11, 2015**

*Attendees: 8 (4 teams)*

Teams of two raced across base using only GO Bikes, GO Transit, and their own feet. At each stop, teams had to complete a challenge before moving on to the next stop. Participants relied on the GO Lewis-McChord transportation map to navigate and complete challenges such as a quiz regarding environmental conservation, an obstacle course, and goal kicks versus the semi-professional Tacoma Stars soccer club. This event built on participants' knowledge of on-base travel options and tested their knowledge regarding other on-base efforts, such as the Net Zero Challenge. Overall the Amazing Race highlighted teamwork among participants and demonstrated the collaboration of program staff, unit leadership, and partnering departments on base.





Participants of the February Transit Tour ready to explore Seattle after learning about transportation options in the city.

### **Seattle Transit Tour**

November 11, 2015

*Attendees: 4*

The first Transit Tour guided participants from JBLM to Seattle and back via public transportation options. Following a quick briefing at the Pierce Transit Madigan stop, participants learned how to use ORCA cards, find trip times, and transfer buses at the Lakewood Transit Center. Once in Seattle, Hopelink, a community action agency in King County focused on transportation education and services, provided an orientation to different transportation options available in the region. Following the presentation, participants were given the opportunity to explore Seattle and grab lunch at Pike Place Market before returning to JBLM as a group.

### **Seattle Transit Tour**

February 6, 2016

*Attendees: 13*

Similar in format to the first Transit Tour, this Saturday event included additional options to attend the Seattle Underground Tour, explore Seattle for a longer period of time, and return to JBLM on their own. Hopelink provided the initial briefing of regional transportation options, and the afternoon's events encouraged community among participants.

## **Rideshare Fair**

**January 28, 2016**

*Individuals Engaged: 100*

The GO Lewis-McChord Outreach Ambassador teamed with the Madigan Annex POC Sonia Beare for a Rideshare Fair located in Madigan's breezeway. This tabling event encouraged individuals passing by to learn more about vanpool and rideshare options available. GO Transit schedules and information regarding the Mass Transit Benefit Program were also available. Sonia's knowledge of rideshare options as well as existing vanpools within the hospital allowed interested individuals to see what options were open to them. Locating in a high-visibility area with an individual well-known in the unit increased the event's success. Ten individuals signed up to learn more about possible vanpool matches.



Outreach Ambassador Michael Verdonk and Madigan POC Sonia Beare promote vanpool options during the Madigan Rideshare Fair.

## EXISTING EVENTS

### Unit Sit-Down Briefings

The GO Lewis-McChord Outreach Ambassador joined JBLM staff in periodic sit-down briefings with unit leadership. Often completed in PowerPoint format, the presentation provided leadership with the opportunity to learn about GO Lewis-McChord, GO Transit, and opportunities for connecting their units with additional transportation options. These briefings allowed for GO Lewis-McChord staff to hear more about the needs of units and what might best motivate participation. Presentations put GO Lewis-McChord information in front of key leaders who have the ability to influence large scale changes within units.

### Unit Runs

By participating in unit runs with 2-2 Brigade, the Outreach Ambassador connected with individuals and built trust with the unit. Already a part of the Service members' schedules, these runs did not require any additional commitment from potential participants. Participating in unit runs also demonstrated that GO Lewis-McChord staff was not just interested in changing habits from a distance; rather the Outreach Ambassador also valued physical fitness and active lifestyles.

### Addressing Unit Formations

The primary outreach to I Corps was done by addressing unit formations. Although this only occurred once due to changing POCs in the unit, outreach staff received positive feedback from this opportunity. A second attempt was made during 2-2 SBCT's family day. Outreach staff indicated that given the setting, it was more difficult to maintain focus on the information

presented.

### GO Kit Deliveries

Most GO Kit deliveries involved tabling at each unit. During the pick-up window, the Outreach Ambassador was available to speak with Service members and answer questions regarding how to plan a trip, sign up for a vanpool, or learn about other options. These events also allowed for promotion of the program in order to encourage more Service members to sign up. With over 400 GO Kits delivered, this provided the single largest opportunity for in person outreach and promotion of the GO Lewis-McChord program.

### Tabling

Similar to GO Kit deliveries, the Outreach Ambassador participated in several tabling events both at 2-2 Brigade and the base-wide Newcomers Orientation. At 2-2, staff conducted outreach prior to the unit departing for training exercise. The more successful of these events at 2-2 placed staff alongside unit leadership, which established more trust with the unit members.

During the Newcomer's Orientation, the Outreach Ambassador was available to answer questions from Service members and their families who were new to base. Outreach was conducted at two of these events over the course of the program. Staff noted that by the second event, the program was much more established so individuals were approaching the table for information having already heard about it.

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# 4 PROGRAM EVALUATION

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Evaluation of the GO Lewis-McChord program was completed in two ways. First, all members of the pilot units were asked to complete a survey before and after the program period. This survey asked about current travel habits, access to a vehicle, awareness of the on-base transit system, and interest in learning about transportation options.

The second evaluation method was a participant survey conducted following the program outreach period. It encouraged GO Lewis-McChord participants to share their experience with the program, provide feedback on events and materials, and provide recommendations for future efforts.

Both surveys were distributed via email. A plain text message announcing the survey included a digital flyer attachment, which reduced the conflict created by email security filters but still featured program branding and a clickable link. One to two reminders were distributed during each survey period. Participant surveys were sent directly to the emails provided at time of registration, while pre- and post-program surveys were distributed through Unit POCs. As discussed in the Lessons Learned below, difficulties in distributing the post-program survey resulted in a low response rate, and reduced participation from one unit in particular suggests that the pre- and post-survey populations may be different. For these reasons, the reliability of these results are limited but can still provide insight into the overall impacts of the GO Lewis-McChord program.

## PROGRAM SURVEY

The pre- and post-program surveys provide insight into the impact of the GO Lewis-McChord program on pilot unit members' transportation habits. The survey asked participants not only about their current commute habits, but also about their current attitudes toward transportation options. A trip diary provides additional insight into respondents' non-commute travel patterns.

A total of 1,252 people completed the pre-program survey, while only 128 people completed the post-program survey. The difference in participation was due in part to a delay in the PAO process required for distribution to Madigan. Additional reasons may include deployment and training schedules, multiple survey periods, and the end of direct outreach from the program. Given the small sample size in the post-program survey, it is difficult to know with confidence that the populations participating in the two surveys are comparable. This is especially true given the fluctuation of unit members on base over the course of the program. With a limited sample size, the confidence with which mode share changes can be evaluated is significantly reduced. The following sections provide insight into the impact of the program but must be considered with caution.

In order to complete the following analysis, it is assumed that the populations are comparable; this allows for the maximum sample size to be evaluated, which offers the most confidence in the analysis.

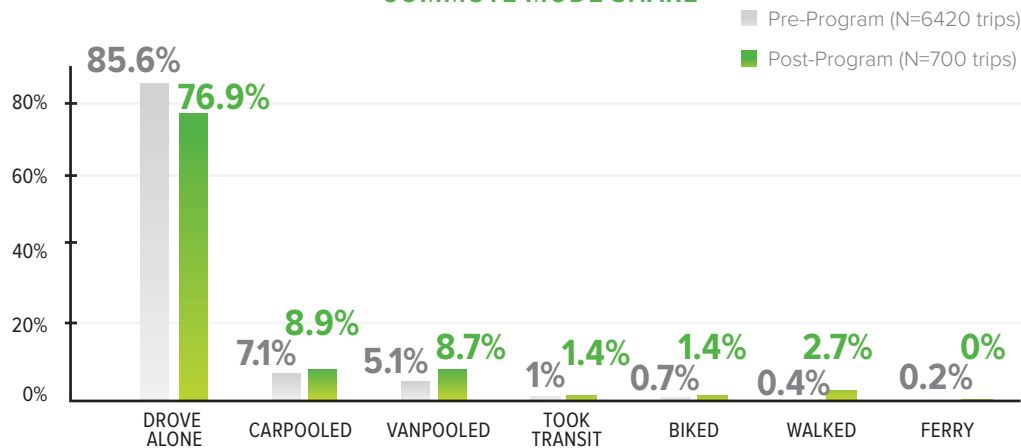
### Commute Mode Share

Respondents were asked to identify their typical commute patterns to work over an entire 7-day week. Responses reflect the mode used for the longest distance, if multiple modes were used and includes an option for “Did Not Work.” Commute-specific questions did not include travel to and from PT or work-related errands. Mode share was determined by calculating the proportion of trips taken by each mode, with the total number representing all trips reported by participants in each survey.

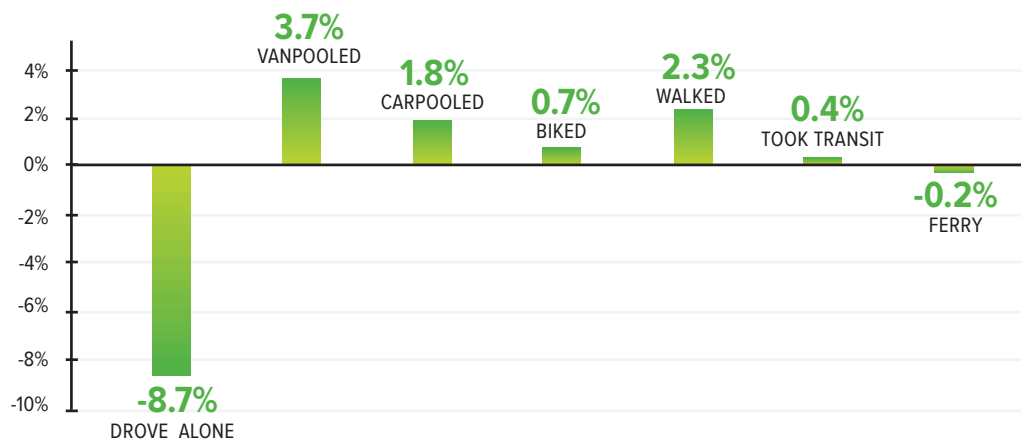
Comparison of the two surveys reveals the drive alone mode share reduced by nearly 9 percentage points, with all other modes (except ferry) increasing in mode share.

Vanpool and carpool commute mode share increased by over 5 percentage points, which is commensurate with the specific outreach focused on these modes. Increases in transit and biking may reflect Service members who live on base and had new access to GO Transit or the unit’s bike fleet. In fact, over the program period (September to January), GO Transit ridership rose from

#### COMMUTE MODE SHARE



#### COMMUTE MODE SHIFT



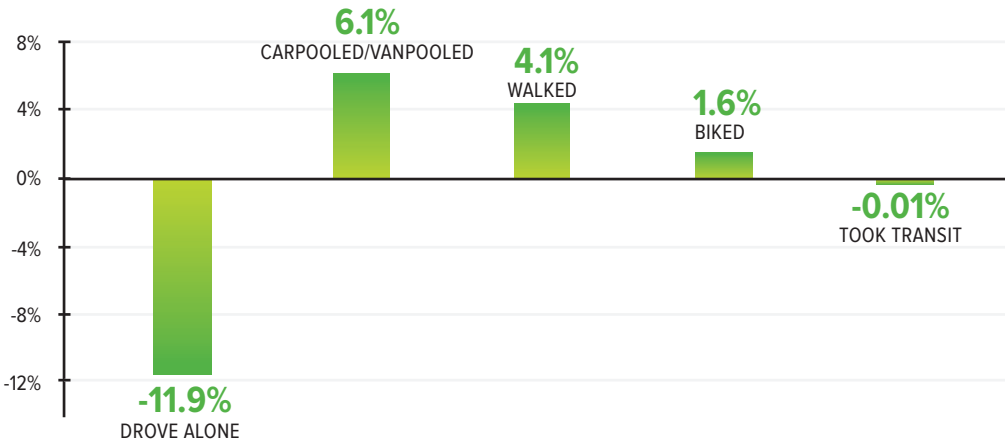
700 monthly trips to 1,200 monthly trips and continues to rise, with monthly trips reaching 2,400 in February 2016.

For respondents who indicated commute trip lengths of 10 miles or less, commute mode shift patterns were similar to those in the chart above. Combined vanpool and carpool mode share increased by over six percentage points, while mode share of drive alone trips of less than 10 miles decreased by nearly 12 percentage points. Shorter trip distances may be easier to

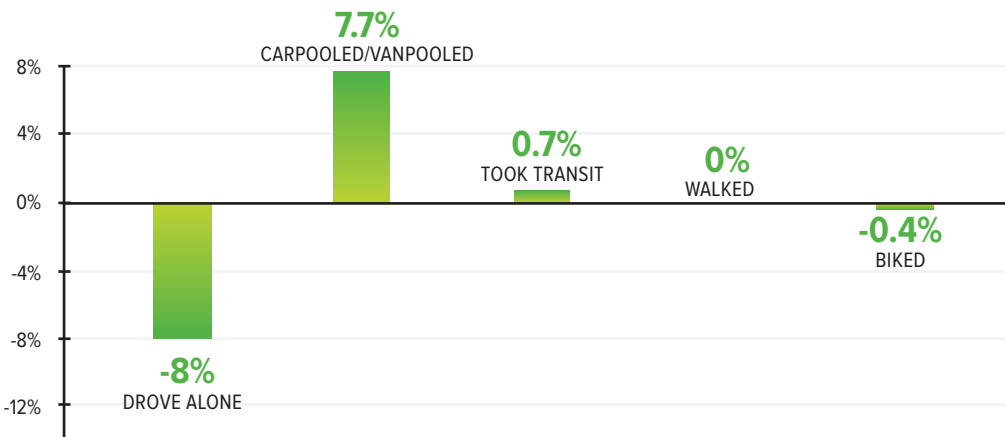
shift, especially for those living on base, as biking and transit options provide new options for commute trips.

Commute trips longer than 10 miles reported similar growth in carpool/vanpool mode share and reduction in drive alone mode share; however, the shifts in mode share among other modes were less pronounced. As may be expected, walking and bicycling trips made up a smaller portion of longer commute trips.

### COMMUTE MODE SHIFT, LESS THAN 10 MILES



### COMMUTE MODE SHIFT, GREATER THAN 10 MILES



It is important to note that commute mode is determined by the longest leg of the commute trip. While longer trips may be more difficult to switch to modes such as walking or bicycling, these trips provide the opportunity to encourage multi-modal connections. For instance, a participant could locate a nearby park and ride or vanpool pickup location that would allow the longest leg of the trip to be completed by a non-drive-alone mode.

### Trip Diary

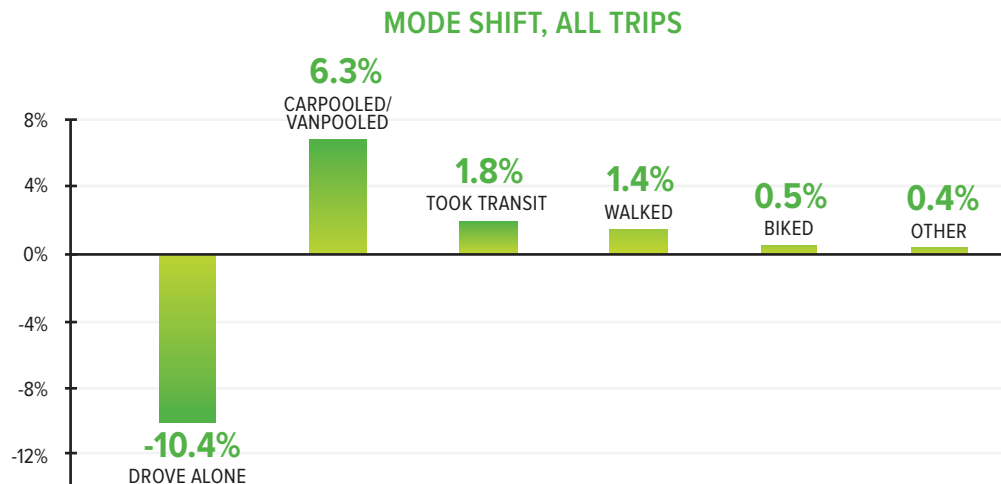
A trip diary asked respondents to track their trips from the previous day, providing insight into travel habits for all trip purposes. Although this might capture an atypical day, this method allows for a general understanding about individuals' transportation habits. Mode share was calculated using the proportion of all trips reported per mode. The survey question grouped vanpool and carpool into one mode option. For this reason, it is unknown which option these trips were completed with and whether or not they were completed using agency vehicles. Similarly, transit trips may have been completed utilizing either Pierce Transit or GO Transit.

Post-program respondents reported fewer drive alone trips, with drive alone mode share decreasing by 10 percentage points. Similar to commute-only trips, carpool and vanpool mode share increased by 6.3 percentage points.

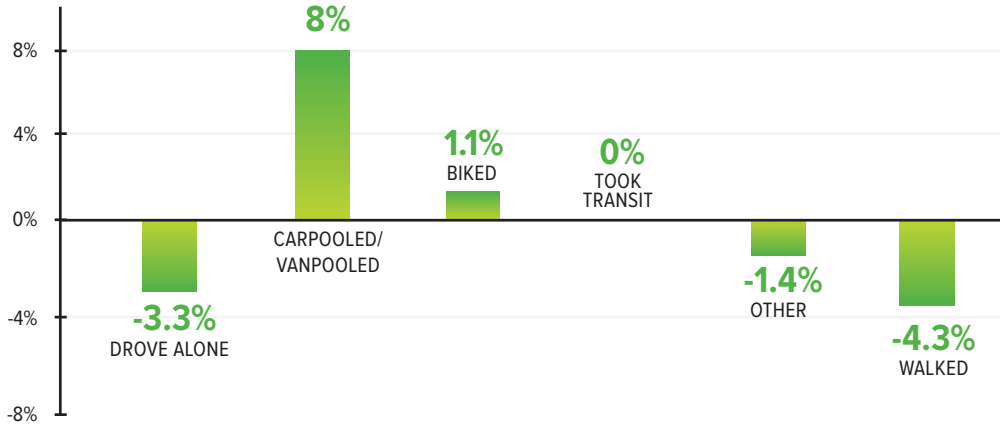
It is important to note that changes in walking or biking were likely impacted by the weather and daylight hours. The 2015/2016 winter was one of the wettest on record in Western Washington, and with post-program surveys occurring in December 2015 and March 2016, weather may have influenced these results.

The charts on the next page explore the mode shift for a variety of non-commute trips. In general, there was a reduction in drive alone trips and an increase in vanpool and carpool trips. This demonstrates participants changed trip mode where they were able to, using transportation options to also travel around base.

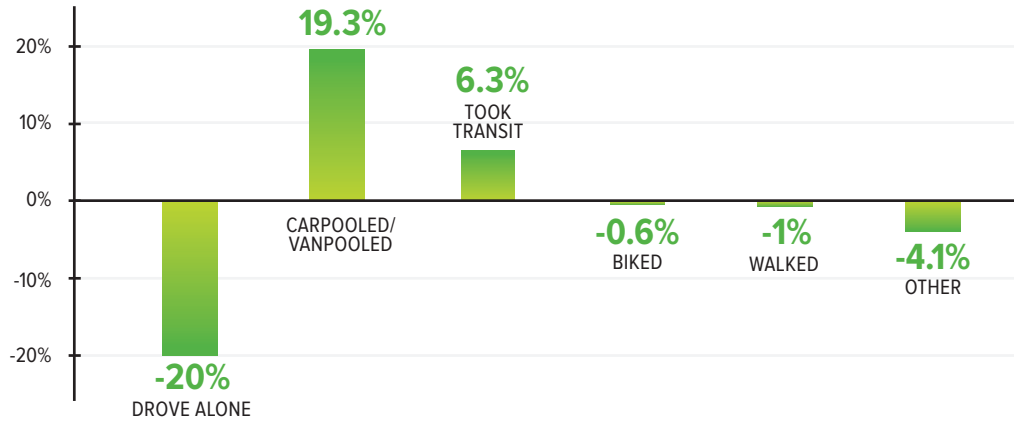
During stakeholder outreach, Madigan Annex indicated that their duties often take them across base in their personal vehicle, while other units mentioned meetings or other appointments that required use of



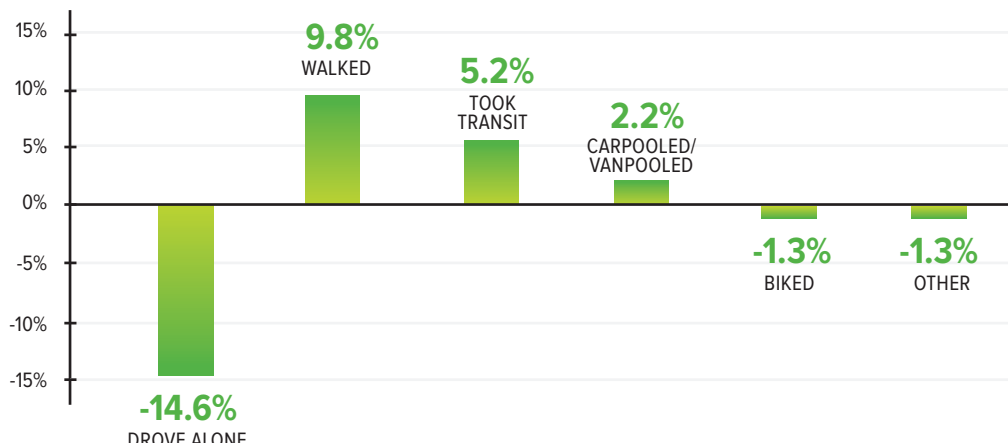
### PHYSICAL TRAINING MODE SHIFT



### SHOPPING / LUNCH / ERRANDS



### WORK / DUTY-RELATED ERRANDS



their vehicles. An increase in walking and using GO Transit for work-related errands suggests that some respondents were able try another way to get around base. Similarly, trips marked as carpool or vanpool increased for lunch or other errands, suggesting greater awareness of options to travel around base.

Commute trips analyzed above did not account for travel to Physical Training (PT); those reported in the trip diary indicate an increase in vanpool or carpool trips to reach PT.

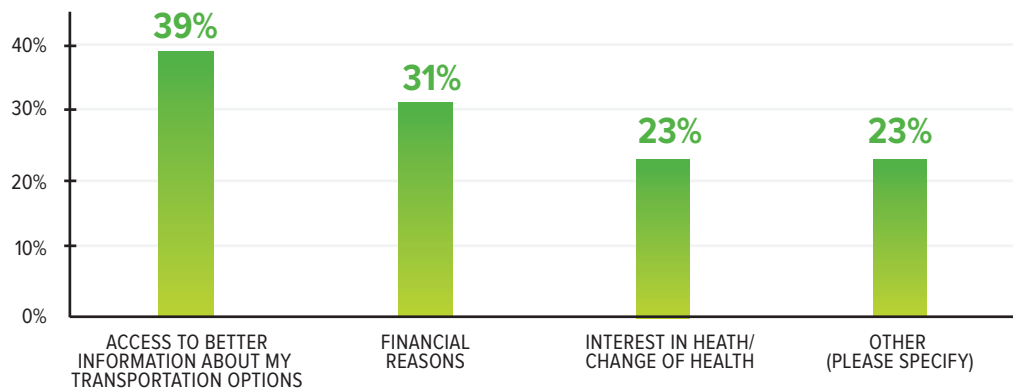
### Transportation Considerations

The next series of survey questions aimed to capture respondents' attitudes regarding transportation and perception of their own habits.

Fourteen percent of post-program respondents indicated that they were driving alone less often than six months prior. Of those who indicated they were driving alone less, 39% indicated that this was due to access to better information about transportation options. This is a significant increase and suggests that GO Lewis-McChord and related efforts have helped connect Service members to relevant information. Financial reasons and interest in health were also frequently cited reasons, with 30.8% and 23.1% respectively. In both the pre-program and post-program surveys, comments indicated more frequent use of rideshare options.

In both the pre- and post-program surveys, respondents strongly agreed or agreed that they would like to drive less (73%). Improving health and saving on transportation costs were most frequently noted as

...WHAT DO YOU THINK CONTRIBUTED TO THAT CHANGE? (N=13)



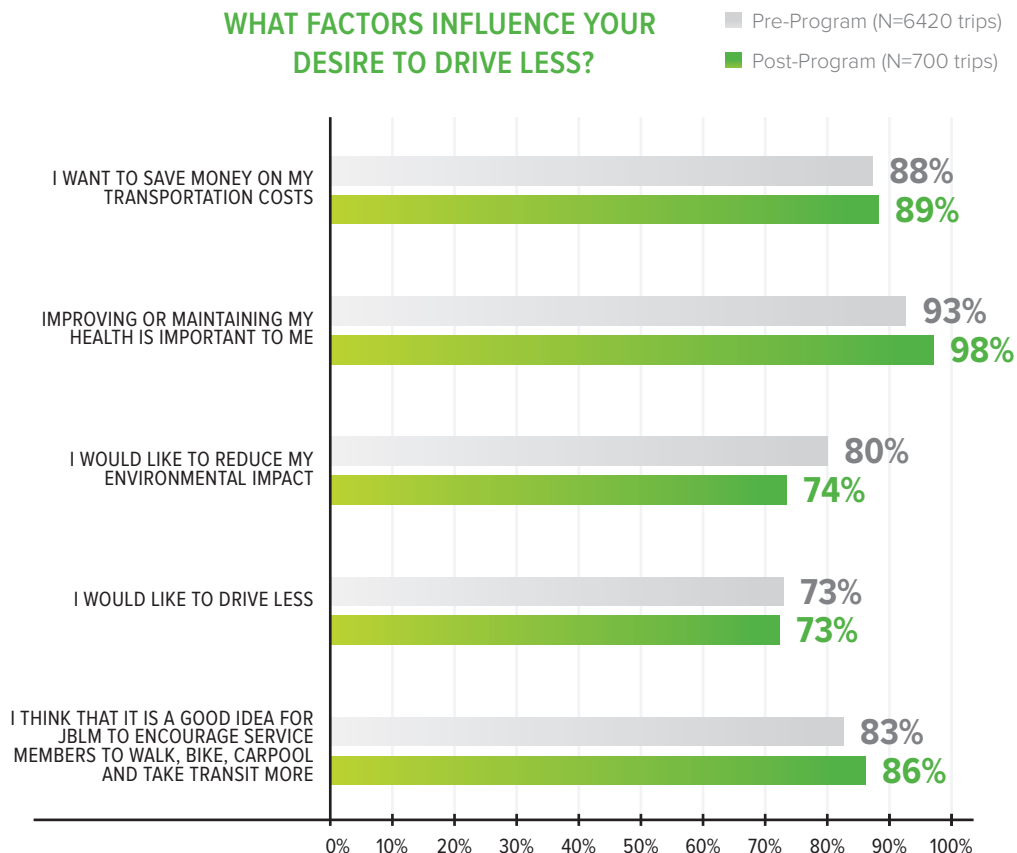
Percentages based on 13 total responses received.

important to respondents, while fewer respondents indicated that they would like to reduce their environmental impact. Overall, there was support for JBLM encouraging use of transportation options.

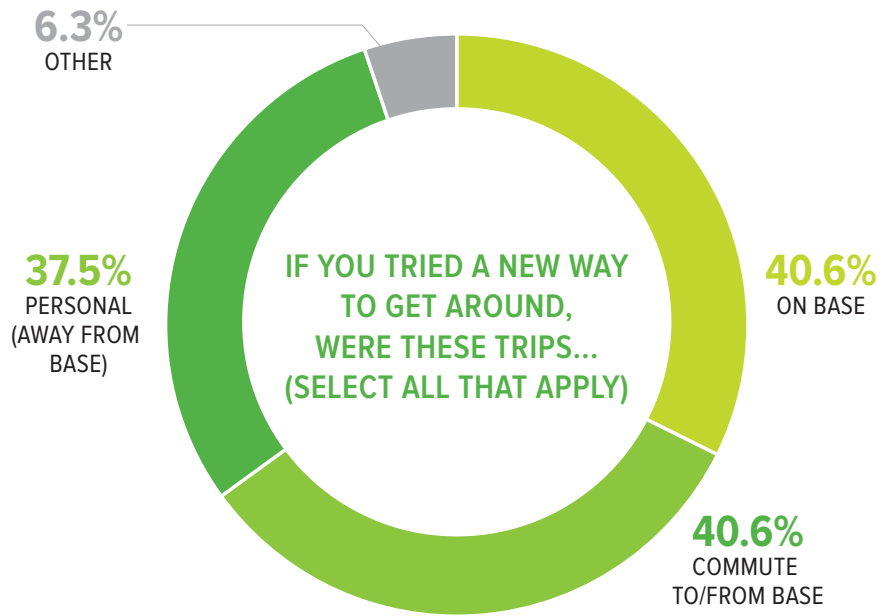
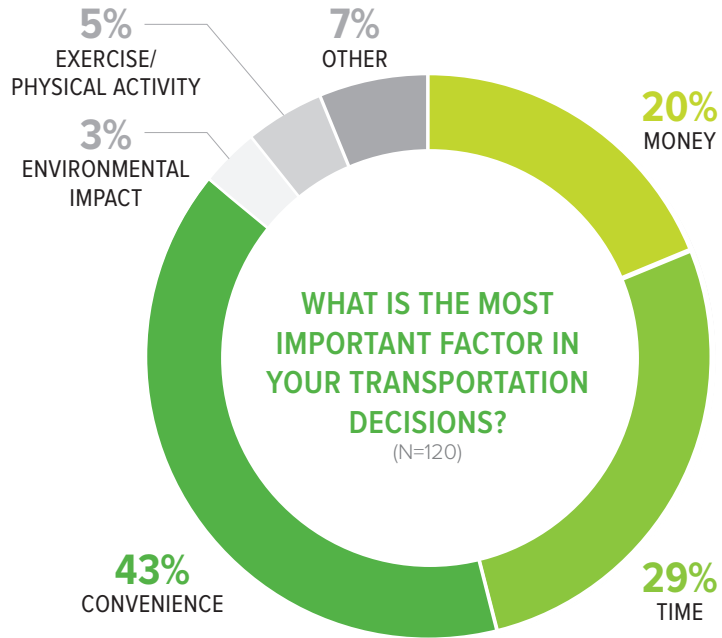
The desire to drive alone less, coupled with motivating factors, provide additional information for future outreach options. Information should be directed at encouraging participants to overcome the barriers to exploring their options. Additional one-on-one trip planning events or instruction-based events with strong champions could be one approach to engage more with those already identifying a desire to drive less.

These responses reflect many comments heard during stakeholder meetings, outreach events, and unit briefings: Service members are eager to save money and drive less. With new Service members frequently arriving at JBLM, more information about ways to travel around the region is needed to encourage fewer drive alone trips.

The most important consideration in transportation decisions for respondents was convenience (43%), followed by time (29%) and money (20%). Physical activity and environmental impact were the least important considerations for 5% and 3%







of respondents, respectively. Individuals who indicated “Other” specified concern regarding weather, availability of transportation options in their area, work schedules, and childcare duties.

Nearly all respondents own or have access to a vehicle. Only 3.2% of post-program survey respondents had no access (compared to 1.2% in the Pre-Program Survey). The slight difference in vehicle ownership rates may be related to where respondents currently live. The majority (94%) of Pre-Program respondents live off base, while only 77% of Post-Program respondents live off base.

### GO Transit Awareness

GO Transit service began August 31, 2015 on JBLM, replacing a limited shuttle system already in operation. Pre-program respondents were largely unaware of the shuttle system, with 49% indicating that they were not aware it existed. Only 4% reported that they were very familiar with the system.

Post-program survey respondents were significantly more familiar with GO Tran-

sit, with 33% of respondents indicating that they were very familiar and 47% were somewhat familiar. It is important to note that although the survey results suggest an increased awareness of the transit system, the post-program sample size limits the ability to determine the magnitude of this increase.

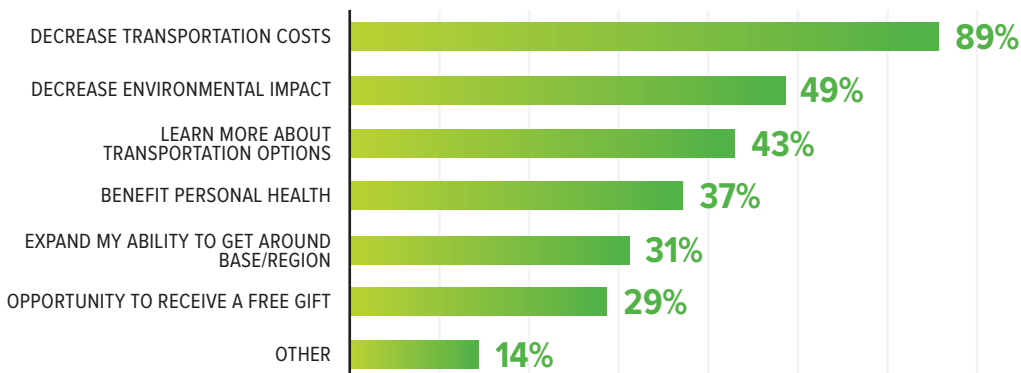
### PARTICIPANT SURVEY

Following the end of the pilot GO Lewis-McChord program, participants were asked to share their experiences and recommendations for future outreach efforts. Of 469 participants, 35 individuals provided feedback on GO Kit items, program events, and communications.

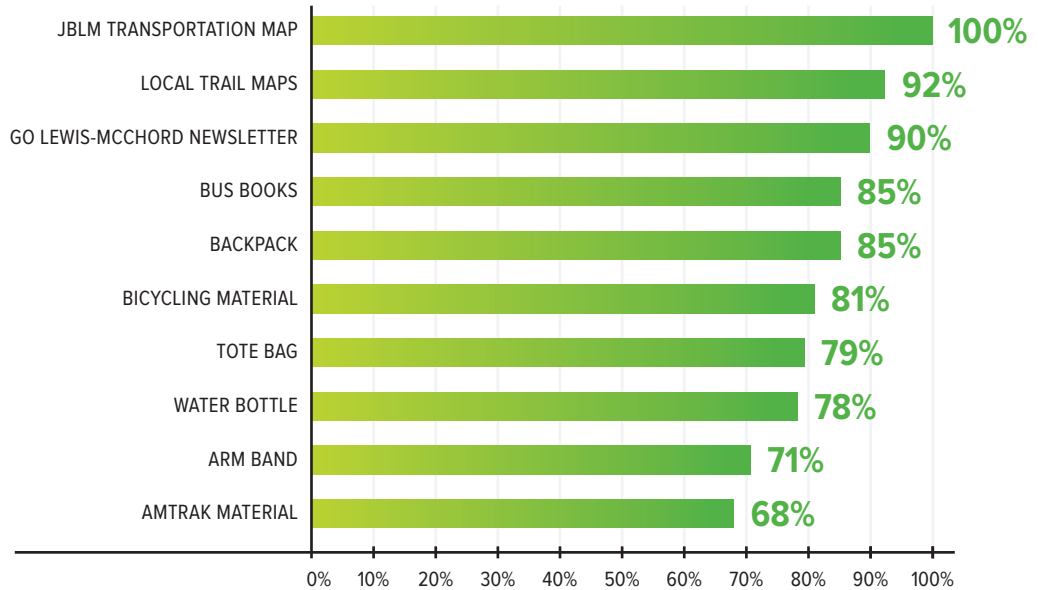
Desire to decrease transportation costs was the primary reason respondents participated in GO Lewis-McChord.

Nearly 75% of respondents indicated they had tried a new way of getting around during the program. Of these trips, there was an even distribution of trip purpose; 40% of respondents indicated both on-

### WHAT ARE THE TOP 3 REASONS YOU DECIDED TO PARTICIPATE IN THE GO LEWIS-MCCHORD PROGRAM? (N=35)



**PARTICIPANTS INDICATING THE FOLLOWING RESOURCES WERE VERY OR SOMEWHAT USEFUL (N=33)**



base and commute trips, while nearly 38% said they tried a new transportation option for personal trips outside of the work week.

Participants were asked to assess how much impact the program had on them when they tried different types of transportation. Nearly 75% of respondents indicated that GO Lewis-McChord significantly or somewhat encouraged them to try Carpool/Vanpool. In fact, over 25% of respondents indicated that they use transportation options instead of driving alone 5 days per week. Seventy-five percent of respondents use transportation options at least one day per week after registering for the GO Lewis-McChord program.

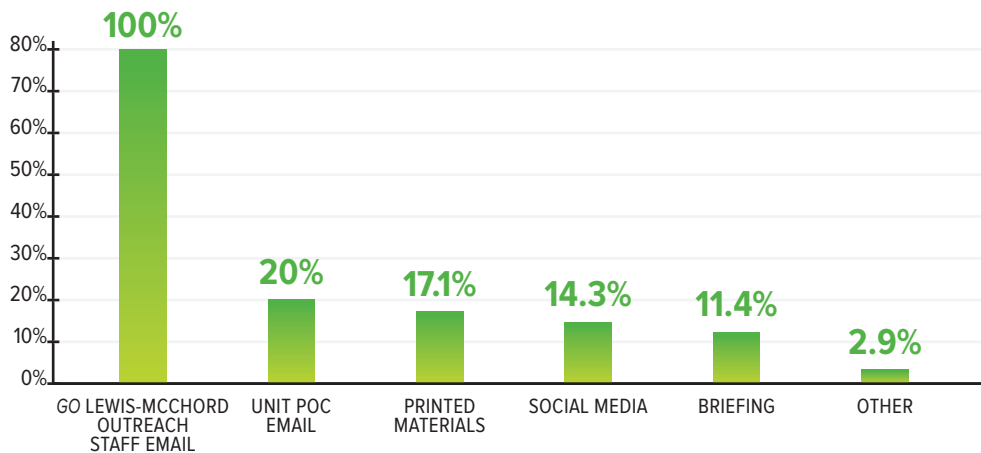
The majority of respondents found the GO Kit Materials to be somewhat or very useful. All respondents who received a map indicated that it was useful, while responses indicate that the least useful items were

the armband and Amtrak information.

The participant survey provides insight into the best form of communications for reaching participants. While most communications were distributed through a Unit POC to minimize the number of emails participants would receive, 71% of respondents indicated they actually preferred to receive emails directly from GO Lewis-McChord staff. Significantly fewer participants preferred emails from Unit POC, printed materials, in-person briefing, or social media posts. While this preference likely varies based on unit and division, the overwhelming preference for communications directly from outreach staff suggests that future outreach efforts should rely more on this method for reaching participants.

Of the respondents who attended a program event, all found the events to be very useful or somewhat useful and indicated that these events encouraged them to make more trips using transportation

**WHAT IS YOUR PREFERRED METHOD FOR RECEIVING INFORMATION ABOUT GO LEWIS-MCCHORD?**



options. When asked what would make a participant more likely to attend an event, common responses included being able to plan for the event sooner, knowing more information regarding the event, and if the event was held on a weekend.

Interaction with the Outreach Ambassador clearly had an impact on participants. Eighty-three percent of respondents indicated that they met with outreach staff during the program. Most often, this was during delivery of their GO Kits, but this also included unit briefings or during tabling events. Comments regarding these meetings included appreciation for how knowledgeable outreach staff was.

Overall, respondents were pleased with the pilot program. Several respondents requested updates to GO Transit, including new stop locations or different operating times, but also encouraged GO Transit

to advertise more and have information regarding operation more readily available. For future programs, selection of more detailed and inclusive materials could broaden the appeal of the GO Kit. One participant suggested including common bike routes to, from, and around JBLM to encourage more bike use, for example. Further, participants represented residents from a much broader area than originally imagined; providing information about how participants could learn more about their specific area would be beneficial.

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# 5 LESSONS LEARNED

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## Program Timing

The GO Lewis-McChord program was in place from the end of September 2015 through January 2016. In addition to a rainier-than-average winter, this timeline also included the holiday season.

**Lesson Learned:** *Although a fall/winter program is possible, it may be easier to encourage alternate mode use during warmer, drier months. Several participants expressed concern over the rain, noting the difficulty of trying bicycling in this weather, as well as the lack of shelters at GO Transit locations.*



Amazing Race participant attempts a goal kick past the Tacoma Stars goalie.

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## Program Length

GO Lewis-McChord was extended one month to allow additional time for outreach and GO Kit deliveries, as well as to better accommodate deployment and holiday schedules. Forty additional orders were received during this time, and two successful events were implemented in early 2016.

**Lesson Learned:** *The additional month provided significant opportunities for additional outreach and participant engagement. Without direct access to the pilot units, the delay associated with the Public Affairs Office approval of communications had a notable impact. Extending the program aided the approval process and allowed the Outreach Ambassador to coordinate directly with units for outreach activities.*

*This time also allowed for better accommodation of deployment schedules and holiday leave, as well as more time to develop strong working relationships with engaged POCs. In-person outreach was a significant component in the success of this program, and so additional outreach time should be accounted for in project planning. This is especially important due to the many challenges present in communicating with participants, including the delay associated with the PAO approval process.*

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### Outreach Ambassador

The GO Lewis-McChord Outreach Ambassador had a strong familiarity with the military culture and specifically Joint Base Lewis-McChord. Because of this, he was able to gain trust quickly with unit leadership and Service members. His familiarity with the vocabulary, leadership structure, and communication channels allowed him to dive right into his work as an Outreach Ambassador and seek out solutions to challenges throughout the program.

**Lesson Learned:** *Selecting an Outreach Ambassador from the community is key to program success. An Ambassador familiar with the community can more easily gain entry into the community and can build on existing knowledge and connections.*

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### Communications

Program communications directed through Unit POCs was an important method for making sure GO Lewis-McChord information reached Service members; POCs were trusted military members and reduced potential email security concerns created by non-military email addresses. However, this process also posed some challenges, including the time required to receive approval through the PAO process, as well as lack of confirmation that the information had been distributed in a timely matter.

**Lesson Learned:** *Communications timelines must account for the required PAO process; for more urgent communications, it may be best to encourage POCs to verbally communicate with unit members. For future programs, it may be useful to establish a confirmation process with POCs so that the project team knows messages were distributed or if more follow up is required to successfully receive approval. Additionally, consider use of an existing social media platform such as the GO Transit Facebook page to promote program events, registration deadlines, and other relevant information.*

*For participants registered for the program, it is recommended that communications are distributed directly to the email address provided at sign up; participant survey results indicated that emails directly from outreach staff were preferred.*



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## Registration

Program registration occurred primarily online through the program website. Additional paper order forms were placed at units and key locations that served the focus units.

**Lesson Learned:** *Offering paper registration forms and clear direction as how to return them created additional opportunities for participation. Outreach staff noted that approximately 60 registration forms were returned to the registration box located in the Lancer DFac, demonstrating the importance of providing options for engagement. Although online options may be perceived by the program team as easier, nearly 15% of participants elected to utilize the paper form.*

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## Identifying and Engaging POCs

The ability to communicate with units relied significantly on an engaged POC. Due to staff changes and training schedules, some units (such as I Corps) were less successful in engaging with the program. Throughout the course of the program, the Outreach Ambassador formed strong relationships with leaders of specific battalions within the pilot units. An engaged POC committed to the mission of GO Lewis-McChord was vital for program success within units and smaller subsets of the unit.

**Lesson Learned:** *Consider expanding POCs to include battalions or other subsets of a unit for larger units. Individuals who are committed to the program and engaged should be included in POC communications as they may have a larger impact on participation than less engaged personnel representing the larger unit.*

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## Events

Planning events with the help of Unit leadership fostered ownership among the units and created events that were of interest to the pilot units. The Amazing Race and both Seattle Transit Tours had numerous individuals and teams sign up and express interest; however, many canceled in the days leading up to the event. Reasons for this included changes in work and training schedules.

**Lesson Learned:** *Feedback from events indicated that weekends may be more viable for participation. Additionally coordinating registration through Unit POCs may encourage greater accountability for Service members who signed up but did not show up for the event. Variation in time, day of week, and type of event will encourage greater overall participation.*

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## Materials

The GO Lewis-McChord map was the most frequently-requested item through GO Kit orders, outreach events, and other meetings with unit leadership. With information regarding various transportation resources as well as featuring the GO Transit schedule, this resource was highly valuable to participants. However, as GO Transit evolved, the map quickly became out of date. Updated maps were a frequent request.

**Lesson Learned:** *Printed maps were valuable to participants and units, specifically because they provided an easy orientation to the GO Transit system. The map should be updated to reflect the current GO Transit routes and stops, and an up-to-date map should be made available to units and Service members via a digital portal or other easily accessible resource. Updated maps should be included in any digital announcements about route changes in the future.*

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## Program Content and Champions

The four pilot units represented significantly different communities. Schedules and needs related to transportation varied drastically among units and even among divisions within a unit. Some members were young soldiers living on base without access to a vehicle, while others were civilian employees living in a nearby town, transporting young children to school every day.

**Lessons Learned:** *Future efforts should work closely with units to develop messaging that better reflects specific lifestyle patterns common among all focus units. For example, the program might provide outreach specifically to those who live off base or those concerned with family transportation needs. Outreach could include one-on-one trip planning, information directed at riding transit with children, or a workshop on using regional trip planning applications. Identify and collaborate with individuals already utilizing transportation options to provide outreach as a way to better connect with interested Service members and model the desired behavior.*

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## Evaluation

With most communications reaching all members of the pilot units, evaluating change in transportation habits across all potential participants may provide more comprehensive information about the impact of the program. However, given differences in training and deployment schedules, administration of the post-program survey required several phases. Additionally, miscommunication regarding the distribution process resulted in a significant delay in distribution to one unit, which impacted not only the evaluation timeline but also the total number of respondents as compared to the pre-program survey. Assuming that most Service members have a smart phone, there may be technology solutions that can assist with evaluation. For example, tracking trip mode using an automated smartphone app (e.g. Moves) or via a fitness tracker (e.g. Fitbit) could provide better quality data and more consistent follow-up data.

**Lesson Learned:** *Establishing a confirmation process with POCs, as described above, would create a more transparent process regarding communications distribution. It is important to establish deadlines with POCs and follow up regarding distribution. Allowing for a flexible timeline can accommodate differences among units and PAO approval processes.*

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## Measure of Success

Typically a reduction in the drive alone mode share and the total program participation rate are used to assess the success of a transportation options campaign. However, with a variable population on base -- between newly-stationed members arriving, others leaving, and deployment and training schedules -- it will always be difficult to get reliable baseline and a post-program surveys that allow for rigorous and defensible evaluation. In any case, a sustainable change will depend heavily on unit and base-wide culture.

**Lesson Learned:** *Although the survey results indicate a reduction in drive-alone trips, it is important to note the positive impact the program had on unit leadership. With frequent changes in unit membership, unit leaders who are familiar with transportation options can more readily connect new members to information and can help support a culture that embraces use of alternate modes. Examples of this type of success can be seen in the additional information 2-2 Brigade requested for its members or the enthusiasm evident in 373d's support of the program.*

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# **6 RECOMMENDATIONS FOR FUTURE PROGRAMS**

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Feedback received during the program, as well as the results from the surveys explored above, suggests continued interest in the *GO* Lewis-McChord program and transportation options in general. Future efforts should capitalize on the momentum created during the pilot program and build on the lessons learned. The following section outlines recommendations for future iterations of the *GO* Lewis-McChord Program.

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### **Distribute Transportation Options Information Across Base**

Explore options for integrating transportation options information and materials into base-wide programs. Continued involvement with the Newcomers' Orientation is one possible avenue. Additional options could include establishing information centers at main locations throughout the base or a digital resource center, similar to the digital **GO** Kit created during the pilot program. Although incentives and specific outreach may be focused on specific units and divisions, interest in these resources expanded beyond the pilot units, as evidenced by the range of individuals selecting the digital resource kit. Furthermore, integration of this information base-wide serves to normalize the use of transportation options to the larger population and may make future iterations of the program more effective by promoting greater awareness of the options overall.

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### **Program Length and Season**

Consider adjusting the program length and/or time of year. Without need to provide direct mailing to participants, additional budget was allocated to outreach efforts, which allowed for more direct outreach and increased engagement opportunities. Taking this into account in the planning phase of future programs can further enhance consistency in communications and relationship-building with the focus units. Furthermore, consideration should be given to the season of program implementation. The pilot program occurred during the fall and winter, which may have impacted bicycle and walking trips. Spring and summer programs provide for additional event and outreach opportunities.

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### **Strengthen Unit POC Relationships**

Establish working relationships with unit POCs and identify expectations prior to program initiation. Continue to build on those relationships over the course of the program. Improved connections with unit POCs over the course of the pilot program resulted in more effective communications and greater investment in the program objectives. By working with POCs prior to program launch, improved investment in the program can be better facilitated and will enhance program communications, event development, and other outreach opportunities.

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### **Establish Expectations**

Establish a firm list of expectations for unit POCs, including guidelines for determining if a new POC should be selected. Communication limitations on base require close connections with a dedicated POC who is invested in the program. Given the short duration of the pilot program, unresponsive POCs severely hindered the success of outreach and communications.

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### **Identify POCs in Unit Divisions**

Identify POCs or other partners within smaller divisions of larger units. Although 2-2 was a pilot unit, 4-23 was the most engaged. By officially establishing contact points with divisions within units, these connections can improve engagement opportunities with those most interested in the program objectives.

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### **Develop Enhanced Communications Protocol**

Participant feedback indicated greater desire for more information regarding GO Transit and suggested that increased promotion would draw more ridership. Explore different communication pathways that do not rely solely on POCs. Emails directly from outreach staff were most preferred by participants, but also creating a centralized location for information (e.g., Facebook or program website) will provide consistency for participants seeking more information.



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# 7 CONCLUSION

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The *GO* Lewis-McChord pilot program supported over 400 Service members in exploring new transportation options. Encouraging members to drive alone less, whether to, from, or around base, helped encourage *GO* Transit ridership growth, increased vanpool participation, and generated excitement for the bike fleet program.

Survey results indicate a reduction in drive alone trips for commuting and other purposes. Unit leaders will play an important role in continuing to normalize the use of transportation options and connecting their members to information about these modes.