

**Bike Walk Ambassador  
Program  
Comprehensive Work Plan**

**City of Minneapolis Department of Public Works  
July 9, 2008**

**DRAFT**

## **Comprehensive Work-plan**

This document provides a summary of the Bike Walk Ambassador Program and was created originally by the City of Minneapolis with Member of the Bike Walk Ambassador Steering Committee. This document is a working draft and is in the process of being updated by the current program manager with the steering committee. The following information is included in this document: mission statement, program priorities, target audiences, narrative, and benchmarks. Included in this document are two appendixes. Appendix A is a list of current Steering Committee membership. Appendix B is the year one objectives.

### **Mission Statement**

It is the Mission of the Bike Walk Ambassador Program to increase biking and walking as a part of transportation in Minneapolis and its neighboring communities.

This will be done by providing grassroots Biking and Walking education and outreach, encouraging people to drive less and bike and walk more.

### **Priorities (in no particular order)**

1. Deliver an effective marketing campaign;
2. Promote a culture of courtesy, acceptance and safety for all mode shares-motorists, bicyclists, and pedestrians;
3. Build a program with long-term committed Steering Committee members;
4. Foster a social norm where walking and biking are part of everyday routines;
5. Work with community leaders to frame program strategies, build community-based partnerships, and work with volunteers;
6. Leverage existing Governmental and Community efforts to maximize results; and
7. Create a program with clear and measurable outcomes, as well as a built-in evaluation that fulfills the grants intent.

### **Target Audiences**

This program must provide education and outreach to the NTP target area (see page 5, third paragraph) as a whole with special attention to the following target audiences:

- Communities and population groups where bicycling and walking rates are most likely to increase.
- Minority communities, with a focus on culturally relevant programs and messages.
- Priority communities where there are existing efforts and opportunities to leverage additional resources and support innovation.

### **Narrative**

The narrative outlines the roles, responsibilities, and program areas of the Bike Walk Ambassador Program and its partner agencies and organizations.

#### ***Roles of Grantor and Grantee:***

The Bike Walk Ambassador Program is a community partnership led by the City of Minneapolis Department of Public Works (hereafter, City of Minneapolis). The grantor of

this award, Transit for Livable Communities (hereafter, TLC), is responsible for guiding the City of Minneapolis to carry out the requirements of the program.

**Role of Steering Committee:**

The City of Minneapolis has assembled a group of community stakeholders, made up of representatives from the community at-large and government agencies. A list of steering committee stakeholders can be found in Appendix A, accompanied by the needs of each party, as they relate to the Bike Walk Ambassador Program. This group is responsible for advising the grantee on the preferred direction of the Ambassador Program. More specifically they will be engaged to: a) create and maintain the program's overarching priorities, and b) assist with the implementation of the program. The steering committee will have a chair and sub-committee structure to address specific needs of the program. If a steering committee member is no longer able to serve on the committee, representation from his or her constituency or agency will be sought.

**Youth Programming and the Roles of Community Education, Park Board, & Department of Health:**

The grantee has invited representatives from the Minneapolis Public Schools Community Education Department, the Minneapolis Park & Recreation Board, and the City of Minneapolis Department of Health to assist in the creation of youth programming for the Ambassador Program. These representatives will assist the City of Minneapolis in the execution and supervision of a youth ambassador program. A sub-work plan will be created by the City of Minneapolis, informed by the advice of Community Education, the Park Board, and the Department of Health.

**Adult Programming (Roles of Other Agencies needs to be defined):**

The Bike Walk Ambassador Program will provide Grassroots outreach and education to accomplish its mission with the adult populations of the program area. Adults are defined as people ages 18 and above. This will be accomplished by breaking up adults into target markets identified by the grant and the communities most likely to increase biking and walking as a part of transit as identified by the research of the program and TLC. The Bike Walk Ambassador Program will focus on using social marketing and culturally competent programming to accomplish its goal.

Sub-work plans will be to provide strategic direction and clearly defined outcomes. The following strategies will be clarified in the work plans developed by program staff:

- Community events;
- Employer/Worship/Organizational campaigns;
- Post secondary education institutions;
- Residential/economic districts/transit agencies; and
- User needs (for the novice, the current user, and program area communities).

These work plans will be aligned with the goals of the comprehensive work plan to provide measurable objectives accomplishing the mission of the grant. They will also identify specific activities that will be used to conduct outreach and provide educational opportunities. Adult programming activities will include biking and walking:

- Competency and Safety trainings;
- Presentations;
- User support events (route finding or technical assistance);
- Promotional activities (media and public);
- Online and print material support (maps, information, and resources);
- Volunteer development (grassroots base);

- Outreach and education for Motorists (share the road and laws);
- Evaluation; and
- Documentation of Findings (lessons learned).

**Position of the Program Manager:**

The Ambassador Program will be led by a full-time program manager, who will be a City of Minneapolis employee. This person will be in charge of carrying out and maintaining the Comprehensive Work Plan, in addition to supervising the Ambassadors. He or she will also be responsible for cultivating partnerships in the community, in addition to serving as a direct communication link with TLC. Regular outreach to the steering committee and elected officials/management staff will also be the responsibility of the Program Manager.

**Emphasis Placed on Bicycling and Walking:**

The Ambassador Program will focus on bicycling and walking in an equal manner, with a focus on reducing vehicular travel. Where programming lends itself to a focus on bicycling, corresponding opportunities which focus on walking will be pursued. Since walking trips are sometimes less feasible than biking trips, because of distance, opportunities to connect with transit may play a strong role in walking-related programming.

**Community Partnerships:**

The Ambassador Program requires strong community partnerships in order to fulfill three program priorities. These include Longevity of the Program (Priority #3), Grassroots Involvement (Priority #5), and Resource Leverage (Priority #6). Community partners may include, but are not limited to, members of the Steering Committee. The extent and shape of community partnerships will be informed by programming strategies.

**Programming Strategies:**

The mission statement and target audience sections on page 2 provide a foundation for the creation of “programming strategies.” Any created strategies should increase rates of bicycling and walking, and reach the target audiences listed. Three additional priorities provide further guidance. These include Building a Sharing Culture (Priority #2), Promoting a culture of courtesy, acceptance and safety for all mode shares- motorists, bicyclists, and pedestrians (Priority #4), and Constructing Measurable Outcomes (Priority #7).

**Subpopulations:**

Subpopulations are smaller categories contained within the two target audiences: 1) Communities where biking and walking rates are likely to increase, and 2) Minority communities (see page 2, heading 3). Subpopulations may be characterized by (but not limited to) geographic location, gender, age, familial position, income level, and health status. In order to spread Ambassador Program resources in a prudent manner, the Program Manager will identify subpopulations for programming emphasis.

**Research:**

Community partnerships and programming strategies will be solidified by research. The goal of research will be to ascertain the most effective education and outreach methods which can increase the rates of bicycling and walking in the 14-community NTP area. TLC will lead research efforts, research will also be conducted by the Bike Walk Ambassador Program staff to direct sub-work and action plans. The Program Manager will ensure the incorporation of the findings into Bike Walk Ambassador Program work-plans. Research will play a pivotal role in the identification of subpopulations to be

targeted. Research will also identify the types of trips which are most likely to involve bicycling and walking, as well as potential barriers to biking and walking.

**Marketing & Outreach Materials:**

TLC will create a marketing campaign, relying on the Ambassadors to be the main disseminators of related information (Priority #1). The Program Manager will work closely with TLC to fold a marketing campaign into the Comprehensive Work Plan. The Program Manager will also work with TLC to deliver and create any additional and necessary outreach materials. The Ambassadors will help to orchestrate the inclusion of media outreach, enforcement efforts, and infrastructure improvements into a marketing campaign.

**Non-Motorized Transportation Pilot Program Area:**

The NTP area contains Minneapolis and the adjoining 13 communities (Brooklyn Center, Columbia Heights, Edina, Falcon Heights, Fridley, Golden Valley, Lauderdale, Richfield, Robbinsdale, Roseville, St. Anthony, St. Louis Park, St. Paul). The Ambassador Program will serve the entire NTP area, with a goal of 15% to 25% of the efforts focused in the adjoining communities. The Program Manager will produce a plan which achieves this goal, in the context of the creation of programming strategies.

**Outcomes:**

In order to evaluate the effectiveness of the Ambassador Program, the Program Manager will create measurable outcomes which reflect the intentions of this Comprehensive Work Plan. Whenever possible, these outcomes should contain numeric goals. While outcomes will be left to the discretion of the Program Manager, a list of example outcomes which may serve as a guide can be found in Appendix B.

**Evaluation:**

In order to produce compelling stories which prove the Ambassador Program's positive effect on behavior change, additional evaluation will be carried out. This effort will be led by TLC, with assistance from the Ambassador Program. While the outcomes in the previous section are intended to measure the *contact* Ambassadors have with the public, evaluation will measure the *results* of that contact.

**Program Benchmarks**

**Program Launch-Related Benchmarks:**

<b>Benchmarks</b>	<b>Time Frame</b>	<b>Updated or Completion</b>	<b>Person/Position Responsible</b>
Post job position for Program Manager	Sept. 2007	November 2007	Jon Wertjes, Brenda Shepherd
Hire Program Manager	October 2007	January 2008	Jon Wertjes will assist in determining a hiring committee.
Post job positions for Ambassadors	December 2007	November 2007	Program Manager, Brenda Shepherd
Hire Ambassadors	January 2008	April 2008	Program Manager

**TLC-Related Benchmarks:**

<b>Benchmarks</b>	<b>Time Frame</b>	<b>Updated or Completion</b>	<b>Person/Position Responsible</b>
Receive briefings from TLC on direction of research, marketing, and outreach material development	October 2007	April 2008	Program Manager, Joan Pasiuk
Incorporate TLC research into the direction of the Ambassador Program	January or February 2008	May 2008	Program Manager, Joan Pasiuk

**Steering Committee-Related Benchmarks:**

<b>Benchmarks</b>	<b>Time Frame</b>	<b>Updated or Completion</b>	<b>Person/Position Responsible</b>
Review the comprehensive work plan	August 2007	August 2007	Shaun Murphy, Steering Committee
Meet with the newly hired Program Manager, and establish a schedule and rough agendas for upcoming meetings	November 2007	May 2008	Steering Committee, Program Manager

**Program Manager-Related Benchmarks:**

<b>Benchmarks</b>	<b>Time Frame</b>	<b>Updated or Completion</b>	<b>Person/Position Responsible</b>
Establish ties to community leaders, including those in the private, public, and non-profit sectors, by assessing current outreach efforts to cyclists & pedestrians	November 2007	July 2008	Program Manager
Review other volunteer programs, laying the foundation for a Master Bicycle & Pedestrian Volunteer Program	November 2007	May 2008	Program Manager and Event/Volunteer Coordinator Ambassador
Review other youth programs, laying the foundation for a Youth Ambassador Program	November 2007	May 2008	Program Manager and Youth Ambassador
Review effective print and online products for communicating with the public and employers	NEW	May 2008	Program Manager and R&D&P Ambassador
Assemble a training curriculum for ambassadors	December 2007	May 2008	Program Manager
Carry out ambassador training, utilizing the League of American Bicyclists training and equivalent pedestrian curriculum.	January 2008	August 2008	Program Manager
Evaluate opportunities for a	January	June 2008	Program Manager

non-profit to assist ambassadors in community engagement	2008		
Establish 2008 measurable outcomes	February 2008	July 2008	Program Manager, Ambassadors, Steering Committee
Select subpopulations for Ambassador focus	February 2008	June 2008	Program Manager, Ambassadors, Steering Committee
Detail plan for achieving a 15% to 25% goal of Ambassador efforts in adjoining communities	February 2008	June 2008	Program Manager, Ambassadors
Launch programming based on measurable outcomes	February 2008	June 2008	Program Manager, Ambassadors
Launch Ambassador Program website pages, to be added to the Bike Walk Twin Cities website.	March 2008	May 2008	Program Manager, Katie Eukel
Draft media outreach plan, based on overall BWTC media efforts	March 2008	July 2008	Program Manager, Matt Laible, Consultants from TLC
Schedule NTP Grand Opening events	July 2008	May 2008	Program Manager
Write Year 1 evaluation report	November 2008		Program Manager
Submit revised 2009 budget	November 2008		Program Manager

**Youth Ambassador Program Benchmarks:**

<b>Benchmarks</b>	<b>Time Frame</b>	<b>Updated or Completion</b>	<b>Person/Position Responsible</b>
Write a sub-work plan which details the execution of the Youth Ambassador Program	December 2007	June 2008	Program Manager, Colleen Sanders, Corky Wiseman, Patty Bowler
Write a recruitment plan for hiring high school youth ambassadors (amended hiring step-up students)	February 2008	May 2008	Youth Ambassador
Establish ties with Community Education/Park Board/Safe Routes to School sites which are interested in youth cycling and walking programs, create sub-committee and set schedule	February 2008	June 2008	Youth Ambassador, Colleen Sanders, Corky Wiseman, Patty Bowler
Initiate pilot programs at Community Education & Park Board youth sites	March 2008	TBD	Youth Ambassador
Hire high school youth ambassadors	April 2008	May 2008	Youth Ambassador

Launch program for high school youth ambassadors	May 2008	May 2008	Youth Ambassador
--	----------	----------	------------------

**Adult Ambassador Program Benchmarks:**

<b>Benchmarks</b>	<b>Time Frame</b>	<b>Updated or Completion</b>	<b>Person/Position Responsible</b>
Write a sub-work plan which details the execution of the Adult Ambassador Program	NA	June 2008	Program Manager, Shanai Matteson, David Peterson, and Representatives from Smart trips and MPLS TMO
Write a volunteer recruitment and program plan	NA	June 2008	Volunteer Ambassador
Write a Workplace/Worship/Community Campaign plan	NA	June 2008	Program Manager, David Peterson, Shanai Matteson and Steering committee members TBA
Start an Adult Program Sub-Committee and set schedule	NA	July 2008	David Peterson, Shanai Matteson
Map possible participants	NA	July 2008	Program Manager, David Peterson, Shanai Matteson, Sub-committee members
Hire Intern to help with events	NA	July 2008	Program Manager, David Peterson, Shanai Matteson
Launch program Workplace/Worship/Community Campaign	NA	August 2008	Program Manager, David Peterson, Shanai Matteson, Sub-committee members

**R&D&C (Research, Development, and Campaigns) Ambassador Program Benchmarks:**

<b>Benchmarks</b>	<b>Time Frame</b>	<b>Updated or Completion</b>	<b>Person/Position Responsible</b>
Start an R&D&P Sub-Committee and set schedule	NA	July 2008	David Peterson
Map opportunities and needs	NA	July 2008	Program Manager, David Peterson, Shaun Murphy and Sub-committee
Write a sub-work plan which details the goals, objectives and outcomes of <b>R&amp;D&amp;P</b>	NA	August 2008	Program Manager and David Peterson
Start PR Product Development	NA	July 2008	Program Manager, Shanai Matteson, David Peterson, and PR Consultants.
Start mapping project	NA	August 2008	Program Manager, David Peterson, and Shaun Murphy

**Appendix A:**  
**Current Steering Committee Members**

**Community at Large**

Alliance for Sustainability - Sean Gosiewski

Bike Walk Advisory Committee - Terra Cole

Downtown Minneapolis Transportation Management Organization - Teresa Wernecke

East Side Neighborhood Services - Sheila Biernat

Midway TMO – Jessica Treat

**Government Agencies**

City of Minneapolis Department of Health & Family Support - Patty Bowler, Daniel Grant

Hennepin County Human Services & Public Health Department - Sonja Savre

Law Enforcement – Shannon McDonough

Metro Transit - John Siqveland

Minneapolis Park & Recreation Board – Arik Rudolph

Minneapolis Public Schools Community Education Department- Colleen Sanders

University of Minnesota Parking & Transportation Services - Steve Sanders

**Grantee**

City of Minneapolis Department of Public Works - Shaun Murphy and Lynnea Atlas-Ingebretson

**Grantor**

Transit for Livable Communities, Bike Walk Twin Cities – Steve Clark and Joan Pasiuk

**Ex-official Members**

City of Minneapolis City, Chair of the Bike Advisory Council - Don Pflaum

City of Minneapolis City, Chair of the Pedestrian Advisory Council- Anna Flintoft

**Appendix B:**  
**The Year I Objectives**  
March 2007 to March 2008

- Under the Seven Ambassador Program priorities there are measurable first year objectives.
- These objectives are further outlined in the sub work-plans by specific strategies and action plans.
- These objectives are a first draft created by the program manager.
- A final draft of the objectives will be submitted for review of the director and steering committee.

**Priorities and Related Objectives**

- 1. Deliver an effective marketing campaign**
  - a. Research to identify best practices for reaching target audiences;
  - b. Create program Identity (i.e. logo, colors, look);
  - c. Work with Bike Walk Twin Cities to develop needed promotional materials (i.e. maps, safety information, enforcement information, and social marketing messages); and
  - d. Develop three year plan.
  
- 2. Promote a culture of courtesy, acceptance and safety for all mode shares-motorists, bicyclists, and pedestrians**
  - a. Work with Bike Walk Twin Cities to develop materials that focus on this priority and outreach to motorists, cyclists, and pedestrians;
  - b. Develop campaigns for work places, communities, and places of worship based on sound research, existing programs, and best practices of similar efforts;
  - c. Develop a Event Management Plan that includes promotional activities, materials, and formats; and
  - d. Implement promotional plans and related safety and proficiency trainings with the public.
  
- 3. Foster a social norm where walking and biking are part of everyday routines**
  - a. Work with Bike Walk Twin Cities to develop materials that focus on this priority;
  - b. Develop campaigns for work places, communities, and places of worship based on sound research, existing programs, and best practices of similar efforts;
  - c. Identify barriers to this goal for target communities and collect data to inform future needs via community meetings; and
  - d. Develop a report outlining barriers, best practices, and materials.
  
- 4. Build a program with long-term committed Stakeholders**
  - a. Re-convene the Ambassador Steering Committee;
  - b. Hold a mapping session identifying current and potential stakeholders;
  - c. Gain buy-in to new program activities and event through democratic processes used in program development, implementation, and evaluation; and
  - d. Develop shared objectives with stakeholders.

- 5. Work with community leaders to frame program strategies, build community-based partnerships, and work with volunteers**
  - a. Initiate sub-committees comprised of community leaders and volunteers to develop program area specific sub work-plans;
  - b. Develop a volunteer management plan;
  - c. Develop partnerships to accomplish sub work-plans and utilize volunteers; and
  - d. Provide meaningful opportunities to affect our mission that volunteers and community leaders value and that support their self-interests or work.
  
- 6. Leverage existing Governmental and Community efforts to maximize results**
  - a. Ensure representation on our steering committee of agencies with existing efforts to provide a direct connection;
  - b. Align Bike Walk Ambassador Program efforts with City of Minneapolis, partner, steering committee agency, and other community efforts;
  - c. Identify target communities in program area where there are existing efforts to bring value added and maximize results; and
  - d. Strategize and communicate on a regular basis with Non-motorized Transportation Pilot (NTP) Coordinator, City of Minneapolis Bike Advisory Council Chair, City of Minneapolis Pedestrian Advisory Council Chair, and City of Minneapolis Health department.
  
- 7. Create a program with clear and measurable outcomes, as well as a built-in evaluation that fulfills the grants intent.**
  - a. Develop program objectives for year one aligned with the seven program priorities;
  - b. Align year one objectives with Sub work-plans developed by Ambassadors and steering committee sub-committees.
  - c. Commitment to outcome based programming and meetings;
  - d. Utilize high quality evaluation tools and techniques to: collect, record, and report data;
  - e. Produce reports on programmatic activities, events, and promotional campaigns; and
  - f. Conduct regular staff evaluations.