COMPLETE STREETS
LEAD TO HEALTHIER COMMUNITIES.
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Preface
Voices for Healthy Kids®, a joint initiative of the Robert Wood Johnson Foundation (RWJF) and American Heart Association (AHA), works to create environments that support health so all young people in the United States can eat healthier foods and be more active. By engaging, organizing, and mobilizing communities across the country, Voices for Healthy Kids aims to ensure that every child has access to healthy foods and drinks at home and in school, safe streets for biking and walking, and safe places to play after school.

This toolkit is designed to help coalitions educate their communities on ways to make this vision a reality.

Voices for Healthy Kids actively supports policy changes where children live, learn, and play to help kids across the country grow up at a healthy weight. Nearly one in three kids and teens are overweight or obese, and while childhood obesity affects the entire country, it does not affect all communities equally. For this reason, Voices for Healthy Kids is committed to reaching communities that are disproportionately impacted by the epidemic. These communities include communities of color; high poverty urban, suburban, and rural populations of all races and ethnicities; and Native Americans.

State and local policy changes are effective strategies to help children lead healthier lives. Public officials have both the right and the responsibility to ensure communities have access to healthy foods and safe places to be active. Our policy priorities to achieve healthier communities are:

- Improving the nutritional quality of snack foods and beverages in schools.
- Reducing consumption of sugary beverages.
- Protecting children from unhealthy food and beverage marketing.
- Increasing access to affordable healthy foods.
- Increasing access to parks, playgrounds, walking paths, bike lanes, and other opportunities to be physically active.
- Increasing and improving opportunities for kids to stay active when they are out of school.

In this toolkit, you will find tactics to help children in your community live safer, more physically active lives and, more specifically, to help you advocate for state and local public policy requiring that all road construction and reconstruction create complete streets that are safe and convenient for all users and all modes of transportation. Voices for Healthy Kids is excited to offer this toolkit—as well as several others—to support communities striving to live, learn, and play in healthy environments.

In order to ensure the most successful community advocacy possible, we encourage everyone using this toolkit to engage the staff and partners of Voices for Healthy Kids. Stay connected to our work on Facebook, Twitter, and on www.VoicesforHealthyKids.org, or reach us directly at VoicesforHealthyKids@heart.org. You can also join in the conversation with others engaged in the movement across the country at PreventObesity.net.
Introduction

People of all ages and abilities want to go places safely and conveniently. Whether they drive, walk, bike, or ride a bus or train, when people are on a complete street they know they are on a road designed to safely accommodate their preferred mode of travel. Complete streets policies support more choices, so that everyone can get to the places that they need to go. Communities across the nation have begun to work toward making our streets safer and more convenient for all users (including bicyclists, pedestrians, and transit riders of all ages and abilities) through complete streets policies.

“Complete streets” is a term describing roads that allow safe and convenient travel for everyone who uses them and for all modes of transportation. These streets have infrastructure and design components, such as safe street crossings, accessible sidewalks, and bicycle lanes, that make it easy to walk to shops, bike to work, or cross the street to and from a train station. Complete streets policies are laws or resolutions that aim to create a safe transportation network for everyone by requiring that every future road construction and reconstruction project makes a street safe and comfortable for all users—kids, families, older adults, or people with disabilities—whether they are walking, pushing a stroller, using a wheelchair, bicycling, driving, or taking public transportation. Although it is also important for communities to consider initiating new bicycle and pedestrian infrastructure projects, complete streets policies don’t require a town or county to go back and fix every street. Instead, they just require good practices from now onward.

Complete streets are safe, people-friendly, and support good health. Complete street design may offer many benefits to communities, including:

- Reduced traffic injuries
- Improved visibility of people walking and bicycling
- Improved air quality
- Improved friendliness of the street environment, for walking, bicycling, shopping, waiting for the bus, chatting with neighbors, or playing

Street-scale improvements, such as sidewalks, bike lanes, and safe street crossings, will better connect communities and provide kids more opportunities to be physically active. Engaging in daily physical activity reduces the risk of obesity, coronary heart disease, stroke, hypertension, diabetes, and some types of cancer.¹ Multiple studies have also shown that more active kids have higher levels of cardiovascular fitness. In fact, studies show that people in walkable neighborhoods generally get about 35 to 45 more minutes of moderate intensity physical activity a week and are less likely to be overweight or obese than those in low-walkability neighborhoods.² But not only that; kids may also

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perform better academically and have increased levels of focus and good behavior in the classroom.\cite{3,4,5} Given that 75 percent of teens are not getting enough physical activity,\cite{6} it is critical to find ways to increase physical activity opportunities in the places where youth live, learn, and play. Complete streets approaches make it safe and convenient for people to incorporate physical activity into their daily routines.

Complete streets have also been found to benefit local economies. In a study of 37 complete streets projects by Smart Growth America, “complete streets projects were related to broader economic gains like increased employment and higher property values.” What’s more, the safety improvements of complete streets can have financial benefits. The report found that complete streets saved $18.1 million in collision and injury costs in one year.\cite{7}

Planning and transportation agencies at the city, county, regional, or state level can help communities become safer for walking and bicycling by promoting and implementing comprehensive complete streets policies. Additionally, there are other ways to engage on this critical topic at different levels.

The following list includes potential strategies illustrating actions from the chart below that can support local community efforts to create complete streets that are safe and convenient for everyone. While the majority of this toolkit will focus around strategy number one and policy change, there are other ways to advocate and become involved with this issue.

1. **Policy Level:** Advocate for state, regional, and local public policies requiring that all road construction and reconstruction create complete streets that are safe and convenient for all people who are walking, bicycling, using a wheelchair, or traveling by public transit.

2. **Systems Level:** By working together, cities, counties, regional, and state planning entities can create unified and aligned approaches to ensure complete streets do not stop at jurisdictional boundaries, and to create coordinated plans for multiple modes of transportation.

3. **Organizational Level:** Organizations, businesses, and others can support walking, bicycling, and other forms of active transportation by making sure their facilities have bike racks and can be safely accessed on foot, as well as providing incentives for employees—or even customers—to walk or bicycle to work or shop. Schools and school districts can also work with town and county planners to address school crossings, snow removal near schools, and other areas of need for children and families.


4. **Starting at Home**: Parents can start by finding one car trip per week that can be made by walking or bicycling instead. Make it not just a trip, but a fun family activity that is part of an overall approach to shift to a healthy lifestyle.

5. **Individual Pledge**: People can challenge themselves to make a certain number of biking or walking trips per week, and there are numerous programs online and with stores that reward you with discounts and other incentives for meeting your goals.

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**To get started:**
We have made it easy to raise awareness in your community by creating model tools about why these resources are important and the different ways to provide them. In this kit are guides to identifying and recruiting volunteers, spreading the word online, alerting local media, holding events, and meeting with state and local public officials to encourage policies that make streets safer and more accessible for people walking, bicycling, and traveling by public transit.

- **Review the contents of this toolkit** and think about the types of activities that would work best in your community. What related state or local laws are in place?
- **Identify your core planning team** and think about the type of activity that will make the biggest difference for your state or community. Does your core planning team reflect a range of voices and the diversity of the communities most in need of complete streets?
- **Work with local media and activate social media** to spread the word online. Would an event that features a well-known community member attract media attention? Or is your community better reached through a local publication? Does it make sense to activate—and educate—government leaders, schools, and community members through social media?
- **Consult the volunteers section** of this toolkit for specific tips on recruiting, engaging, and recognizing a diverse group of volunteers from communities and neighborhoods most affected by these issues who will work together with you to achieve your goals.
Customize and include any language/cultural translation of the sample outreach materials included in this toolkit for your activities.

Many streets today are not built to share and are unsafe for people who walk, bike, or run. Complete streets can improve the quality of life in our communities by creating safe and accessible routes for all travelers. By encouraging our leaders and city planners to incorporate complete streets into new road construction, reconstruction projects, or major development projects, we can build a safe, healthy community together. Let us work together to support streets built to share™.  

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8 “Streets built to share” has been trademarked by the American Heart Association and is available for use by advocates supporting its mission only by way of an executed license agreement.
A Note on Lobbying

It is always important to understand whether any activities you are planning could fall under the IRS definition of lobbying. This is especially true if you receive a Voices for Healthy Kids grant to support your efforts because no Voices for Healthy Kids funds can be used to support lobbying. Generally, any activity or communication that takes a position on specific pending or proposed legislation—for Congress, a state legislature, a city council, or a town meeting—could be considered lobbying in some circumstances. Below are some examples of communications that may be considered lobbying, as well as those that are not.

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<tr>
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<th>Non-Lobbying</th>
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<td>1. “Contact your legislator and ask him/her to support bill number XXXX to bring complete streets to our neighborhood.”</td>
<td>1. “Ask your legislator to support policies to bring complete streets to our neighborhood!”</td>
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<tr>
<td>2. “Click here to sign the petition asking our legislator to support bill number XXXX.”</td>
<td>2. “Sign the petition asking our zoning board to require new projects to advance complete streets principles.”</td>
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<td>3. A communication to legislators that supports bills not yet introduced: “Minnesota should adopt Florida’s complete streets policies.”</td>
<td>3. “As a concerned parent, I ask all my neighbors to join me in supporting complete streets in our community.”</td>
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Look for the following icon throughout this toolkit, which identifies areas where lobbying may come into play:

When you engage in activities that may involve lobbying, consult your legal counsel, as well as the Lobbying vs. Non-Lobbying Checklist in the appendix of this toolkit, to help determine whether you need to use lobbying funds. Lobbying efforts must be supported with other funds, and these costs must be tracked separately from non-lobbying efforts. All types of activities, both lobbying and non-lobbying, can help promote healthy lifestyles in your community; however, if your ultimate goal is the passage of specific legislation, you will probably need unrestricted funds to conduct some of your work.

This toolkit is written for organizations that are legally able to lobby and have lobbying and non-lobbying funds available. (Public charities are able to conduct a limited amount of lobbying, while private foundations are not. Governmental entities are subject to different rules; check with your legal counsel for details.)

In this toolkit you will find important tips for understanding the distinctions between lobbying and non-lobbying activities, as well as when to use lobbying funds versus non-lobbying funds. This toolkit provides examples to help you understand the distinctions between lobbying and non-lobbying activities so you can plan your activities strategically, without violating restrictions on your non-lobbying funds. Please also be aware that some states have additional rules that may be relevant to your activities, such as registration and other requirements; this guide does not address those state rules.
Campaign Phases

There are four key phases to a campaign: recruit, engage, mobilize, and evaluate. The following section outlines each of these phases; as you plan your campaign, designate time for each step.

Note that before executing any of the tactics in this toolkit, it is important to establish how you will measure the effectiveness of your communications to increase recruitment, promote engagement, and inspire mobilization. Such metrics might include: media impressions, Likes or comments on Facebook, open and click-through rates of emails, offline actions taken (such as signing up for educational opportunities or to volunteer), or media advocacy actions (such as op-ed or letter to the editor (LTE) placements).

Phase 1: Recruit

In the first phase of the campaign, lay the groundwork to ensure success, and recruit key advocates to your cause. In doing so, think about these questions: Where do members of various ethnic, cultural, socio-economic, and racial groups in the community regularly congregate? What are the organizations in your community that advocate on behalf of different racial and multicultural communities? Are there any alliances with community planners or developers, the business community, doctors, nurses, public health professionals, researchers, teachers, coaches, faith-based groups, school boards, PTAs/PTOs, or academics that could be explored? Who do you want to be your “everyday advocates,” the large group of people who speak out on the issues at hand? Do these “everyday advocates” represent the diversity of the communities most affected by the issue? Who can be your spokespeople? Are there families in your community who would be willing to share their story through an op-ed or a letter to the editor (LTE)? Are there community members representative of different racial and multicultural experiences whose voices may be uplifted? Remember that spokespeople should be real people, relevant to the community, who can share their stories and realities. Those who are the loudest in the communities, may not be the most appropriate persons to be the spokespeople.

Consider reaching out to specific groups that would likely be in favor of making streets safer for all people and all forms of travel, including walking or biking and those who are elderly, disabled, or in wheelchairs.

For example, enlist the help of parents in your neighborhood to highlight the need for safe walking and biking routes for children. Connect with people who bike to work or for exercise, perhaps those in local bike groups, and ask them to speak about their experiences biking on dangerous, heavily trafficked roads. Reach out to local senior groups to speak with members about what it is like for older adults to get around the community if they cannot drive. Additionally, approach local developers who are interested in improving community infrastructure and building complete streets in response to the needs of residents.

Reach out to groups via all available channels: social media, existing member databases, personal emails, blogs, paid advertisements, community outreach, tables at street fairs and festivals, public announcements at places of worship, etc. Provide culturally and linguistically appropriate materials as well. Cast a wide net to recruit a diverse audience that cares about your issues.
Once you determine your advocates, start thinking about how to garner support from public officials and other important leaders. It’s most effective to do this through the advocates you recruit. In many cases, you can ask your supporters to communicate your message to their representatives or key officials. You can do that through letters, e-communications, blogs, public service announcements, LTEs, op-eds, and social media, among other tactics. Learn more about mobilization in the following pages and check the appendix of this toolkit for examples.

More information on how to implement the Recruitment Phase is found in the sections on Potential Allies, Recruitment Basics, and Recognition Plan.

Phase 2: Engage
During this phase, your introductory/educational email, initial media outreach (both traditional and social), and event planning will take place.

This is the time to start building relationships. Communicate regularly with your activists, keeping them engaged, informed, and ready to take action when needed. Start working with the media—they tend to respond best to people who are organized, clear, polite, and have newsworthy stories for them. Media engagement should include multicultural and mainstream press. This toolkit provides introductory language for your social media and e-communications efforts directed at advocates and media.

Additionally, start working with the diverse group of spokespeople you recruited in phase 1. Use the media tips in this toolkit, and familiarize your spokespeople with your talking points to ensure they are confident when speaking in public or with media. When scheduling your press conferences and events, give reporters and community members ample notice.

More information on how to implement the Engagement Phase is found in the sections on Diverse Audiences, Social Media Resources, and Tips for Using Social Media to Reach Journalists.

Phase 3: Mobilize
Now that your planning is complete, it is time to act. Reach out to your advocates, spokespeople, the media, etc., and let them know your campaign is in full swing. Keep track of your metrics of success, as well as the movement of the policy at hand, so you can deploy different communication methods to increase mobilization as needed.

Stay in touch with diverse community members to keep them informed and engaged. You may need them to do educational outreach at local gatherings to build popular support in the community. At other times, social media outreach may bolster recruitment. Advocates may need to write letters to their legislators because a vote in the statehouse is just around the corner. (The costs of planning and conducting this last type of activity will require lobbying funds.)

In this phase, leverage the relationships you established in phase 2. By this time, you have also hopefully made connections with reporters and local bloggers over the phone or via email. Communicate regularly with reporters to keep them informed and give them ideas for covering your campaign.
If you are planning media events, such as press conferences, this is the time to execute. Get your spokespeople ready to lead events and make sure those spokespeople reflect the diversity of the audience you are trying to reach—and this should be broader than race. Diversity extends across contextual and situational realities as well. For more details on media training, take a look at the Media Training Tips section of this toolkit. Set up opportunities for new advocates to join the cause. Let media know the event is happening and give them special incentives to cover the story, such as a behind-the-scenes press pass that grants them an interview with your spokespeople and photo opportunities.

More information on how to implement the Mobilize Phase is found in the sections on Action Alerts, The Value of Phone Outreach, Hosting a Media Event, Media Training Tips, Why Op-Eds Matter, Meeting with Legislators, and Days at the Capitol.

Phase 4: Evaluate
Do not forget about evaluation—it is just as important as the rest of your campaign. Start by reviewing the metrics you put in place at the beginning of the campaign to help determine what worked and what did not, so you can make adjustments for your next campaign.

You may also want to see how your campaign is impacting the policies you set out to affect. In some communities, the best way to find out if complete streets policies are being put into place is to partner with research entities that monitor this type of data. If you do not have a group in your community that can assist you, Smart Growth America releases data on the state of complete streets policies across the country. You can find that information at http://www.smartgrowthamerica.org/complete-streets/changing-policy/complete-streets-atlas.

Share your campaign successes with your advocates so you can celebrate the wins together. Advocates need to know that their efforts made a difference to the campaign, especially if they are going to help your organization or cause in the future.

Key Takeaways
- Recruiting a diverse group of advocates, especially one that represents the communities most affected by policy change, will be key to your campaign’s success.
- Educate volunteers, the community, and the local media about the issues that are important to you.
- Communicate regularly to keep advocates and media informed and engaged.
- Establish metrics for your campaign’s success and regularly evaluate your progress.
Recruit: Potential Allies
Success will depend on creating local support for complete streets policies, and working with state and local partner groups is one of the best ways to build that support. Consider the list of tips below as you begin outreach to other organizations, and consult the appendix for a detailed list of potential allies.

Who Can Help
There are many organizations working to prevent childhood obesity by promoting healthy lifestyles and more active forms of transportation. While there may be organizations solely focused on complete streets policies, far more groups work to promote the benefits of physical activity, within broader strategies, to improve overall health. While some groups may not perfectly align with your complete streets policy goals, it is still worth reaching out to them—they may be valuable partners for other programs you are pursuing or other long-term organizational goals.

Potential partners include leaders in the following areas:
- Bicycling and walking
- Neighborhood betterment
- Social justice, civil rights, and health equity
- Educational justice
- Faith-based
- Transportation reform and public transportation
- Health and wellness, including reducing childhood obesity
- Child welfare
- Economic development
- Parks and recreation
- Civic duties

Potential Challengers
The implementation of complete streets policies can be politically problematic for some policymakers and associations. Support of funding for community planning and pedestrian-friendly transportation infrastructure programs has drawn attention—and criticism—from some who have spoken out against continued appropriations for such programs.

Entities that may stand against widespread implementation of complete streets policies include:
- Organizations that oppose traffic calming measures
- Organizations that oppose federal spending on local community development initiatives
- Organizations that oppose active transportation initiatives
- Organizations that oppose federal spending on health and wellness initiatives

Although some potential allies and opponents will speak publicly, others will take a more subtle approach. Before making a decision on any potential partner or opponent, be sure to look at their goals, mission statement, programs, and current and past activities to determine whether or not they align with your key goals and metrics.
Key Takeaways

- Partners can come from a variety of backgrounds—from faith groups to groups solely committed to reducing childhood obesity. Cast a wide net to reach as many potential allies as possible.
- Understand your potential allies’ or opponents’ goals, priorities, and programs before engaging with them.
Recruit: Recruitment Basics

Deploying a campaign is not just about mobilizing your advocates to take action to solve the issue of dangerous streets in your neighborhood. It is an opportunity to draw more supporters to your cause and retain them for future campaigns to improve the health of your community. The following recruitment guidelines will help you accomplish these goals.

Note that these tips are suggestions, not requirements. Choose the approach and tactics that work best for your organization and community. Regardless of how you recruit new supporters, it is most important to dedicate abundant resources to communicate effectively with the diverse audience you hope to engage. For instance, if you are hoping to reach Latino audiences, consider the need for translators and translated materials; if your target group does not use the Internet, emphasize offline recruitment opportunities. Most of all, be considerate of cultural sensitivities, traditions, and the best corresponding ways to communicate.

Recruiting at Events

Every event your organization initiates or attends should provide an easy way to recruit people to join your efforts to support good health by bringing complete streets to your community. There are several ways to collect information at events; a few ideas are listed below.

- **Join with your partners.** Consider joining with your partners to share a table at the event on aligning with a larger effort, such as a statewide obesity taskforce, where making streets that are safe and shareable can add value to a partner’s overall objective of increasing physical activity. Attending partner related activities and meetings can show reciprocity and genuine intent for partnership.
- Communicate in your supporters’ language about issues that matter to communities at the event. If you do not speak the language, find another supporter who does.
- **Bring tablet computers.** Easy to use and extremely portable, tablet computers can be a simple and effective way to collect names and emails on-site.
- **Offer sign-up forms.** This option is easy and inexpensive to initiate. It’s also a natural way to combine an opportunity to sign up with an opportunity to take action. For example, asking people to fill out a pre-written postcard addressed to an elected official or other appropriate decision maker can provide a compelling reason for people to share their personal information. However, do not assume that a person filling out the form wants you to contact them; include a box they can check to receive more information. Remember that transcribing the names of those who do sign up into a computer-friendly format will take time.
  - If the postcard talks only generally about complete streets policies, it is not lobbying. However, if it refers legislation (or to specific legislative proposals), it would be lobbying and your organization must pay for that activity with lobbying funds.
- **Try business card recruitment.** The less effort it takes to sign up, the more people will do so. For example, if you are hosting an event with key business leaders in your community, ask everyone to leave their business cards behind to join the cause. You may pull in more names than with a traditional sign-up form because a business card approach is so easy for the new recruit. Later, enter their contact information into your database of supporters.
• Note that there are card-scanning technologies available, which can make the process of entering contact information much easier. The most affordable options are through smart phone apps. See this ComputerWorld article for a detailed review of seven different business card apps.

Recruiting on Issues
It is important to show potential advocates that joining your cause will make a difference. Potential recruits are much more likely to take action when they believe that doing so will have an impact.  
  • **Expand the request.** When recruiting, ask for more than just a name. Ask your potential advocates to take part in an action, such as signing a petition or sending a letter to their legislators about the importance of creating streets that are safe for all forms of transportation.  
    o If the petition or letter talks only generally about complete streets policies, it is not lobbying. However, if the petition or letter refers to legislation (or to specific legislative proposals), it would be lobbying and your organization must pay for that activity with lobbying funds.  
  • **Address issues head-on.** Do not be afraid to use conflict or controversy when appropriate. People are more likely to engage with topical issues.

Recruiting Online
Do not limit yourself to recruiting at in-person events only. There may be a large pool of new advocates you can reach online.  
  • **Engage social media friends and followers.** If you have affiliate or state online properties, use posts to ask your fans to tell their friends about your organization and the work you are doing to make streets sharable and safe, or ask your followers to retweet invitations to join your efforts.  
  • **Add a sign-up form to Facebook.** If you add a sign-up tab to your Facebook page, fans will be able to take advocacy actions without leaving the Facebook platform.  
  • **Use Facebook advertising.** Advertising on Facebook can be inexpensive, targeted, and effective. Studies have shown nonprofits can effectively use this medium to encourage people to sign petitions, volunteer, and/or attend free events, as well as to generate awareness for a campaign. You can even narrow the ad’s reach to the city level and localize content to improve engagement.

Recruiting via Word-of-Mouth
Are your advocates telling their friends and families about the need for complete streets in their neighborhoods? Healthy living is not just a volunteer opportunity, it is a way of life—so encourage advocates to mention it to the other groups in which they participate (e.g., civic organizations, fitness classes, faith-based meetings, union meetings, etc.). Include culturally and linguistically appropriate materials for these recruitment opportunities. Again, as you approach new potential supporters, communicate in their language and be sensitive to their cultural context and lived experience. If you do not speak their language and are unfamiliar with your supporters’ cultural realities, find another supporter who does and is.  

In addition to some potential advocates, such as health care professionals and educators, there are several other groups to consider.
STREETS BUILT TO SHARE™

- **Ask parents** to get their local PTA/PTO or other parent group to support local complete streets efforts. Other parents may see the benefit of improving access to sidewalks, bike lanes, or trails that lead to schools in their area and become advocates for streets built to share.

- **Ask your neighbors** to mention complete streets at their community organization meetings. People who are involved in the community may be interested in bettering the community by creating safe routes for all users to share, including people who walk, bike, use a wheelchair, or travel by public transit.

- **Ask faith leaders** to get involved. Engaging leaders in the faith community is a great way to connect with community members, especially in under-resourced communities.

- **Reach out through social and civic organizations** in your community. Ask to speak at a meeting or luncheon of groups, such as the Junior League, Rotary Club, Kiwanis Club, minority-led and mainstream chambers of commerce, and Black Greek Letter Organizations (BLGO) and other minority-led fraternities, sororities, and organizations.

- **Some of these organizations focus on programs to make the community safe or to encourage people to live healthier lifestyles. Ask these groups to highlight the importance of a safe environment for whatever physical activities their members choose.**

**Recruiting via Competition**

Some healthy competition among your existing advocate base can help bring new followers to your organization.

- **Challenge your existing advocates** to recruit friends and family. Then, host a celebration to welcome new advocates to your organization.

- **Offer a prize** to whoever can recruit the most new friends and followers online. Create pre-written tweets and Facebook posts in appropriate languages for your community and count shares and retweets. When possible, make sure the prize is health-related.

**Recruiting in the Community**

What does your target audience like to do? Instead of creating new events, meet them where they already gather.

- **Attend community festivals.** Host booths at street fairs or carnivals, and ask attendees to sign up. Open Streets events or other celebrations of walking, bicycling, and street life may be particularly appropriate.

- **Partner with universities.** Host a table at school fairs and encourage students to form an on-campus group in support of safe, healthy travel options and routes throughout campus as well as to and from off-campus locations.

- **Reach out to local places of worship.** Recruit members to attend local events and organize meetings through bulletin advertisements and in-person announcements. Places of worship offer services in different languages; make sure to bring materials that are culturally appropriate and linguistically accurate.
Recruiting via Politics

Leverage the response of your state, regional, or local legislators to encourage advocates to recruit more friends to the cause. For example:

- **Send emails** with subject lines or topics featuring legislator opposition or support, and encourage existing advocates to recruit their friends and family. For example, “Tell Senator Jones to support implementing complete streets policies in the planning process,” or “Please thank Senator Garcia for making our streets safer by increasing access to sidewalks, bike lanes, and trails.”

- These emails would not be lobbying unless “implementing complete streets policies in the planning process” and “increasing access to sidewalks, bike lanes, and trails” clearly refers to legislation pending in Senator Garcia’s or Senator Jones’s statehouse. Usually, general statements about safe routes for healthy, active traveling are not lobbying, although urging the adoption of **specific** aspects of complete streets policies may be.

Key Takeaways

- There are many different ways to recruit new advocates. Use the recruitment methods that are the most appropriate for building a diverse group of supporters who can connect with the audiences you hope to engage.

- Make the recruitment process as easy as possible for your potential supporters. Offer different ways for them to sign up and take action.

- Be sure to have materials translated to languages spoken by your potential volunteers and be sensitive to their cultural context and lived experience.

- Not all potential volunteers will have regular access to the Internet, so make sure you recruit both on and offline.

- Some recruitment tactics may constitute lobbying. Make sure to check with your legal counsel before referencing specific initiatives or legislation.

- Meet people where they are. Attend existing community meetings, worship services, festivals, etc., to engage with real people and authentic leaders who may be interested in joining your campaign.
Recruit: Recognition Plan

Recognition: we all want it. It is no surprise that appreciated advocates are more likely to submit a letter to the editor, sign a petition, or attend a rally. As you conduct your campaign, recognizing your advocates for their contributions to your efforts will be crucial in gaining and retaining your support base.

Volunteer Recognition

Recognize New Volunteers
A strong campaign starts with a strong recruitment push. By creating a foundation of supporters early, you will have them ready to activate when the time comes. Consider the following ways to grow your base of support and recognize new advocates.

- **Small gifts branded with your organization’s logo** (e.g., water bottles or USB drives) can be a reward for signing up. To stretch resources a bit further, consider offering incentives to the first 50 or 100 people who sign up on a specific day or giving prizes to advocates for recruiting the largest number of new supporters.

If resources for incentives are limited, collaborate with a sponsor organization who can provide giveaways or incentive approaches to recognize new advocates.

Recognize Existing Volunteers
Gaining new advocates is never the end of the story. It is also important to maintain good relationships with your existing supporters, ensuring they know how valuable they are to your cause. Consider offering the following:

- **Exclusive opportunities**, such as the chance to meet with your organization’s leadership or serve on a volunteer advisory panel.
- **Certificates or trophies**, presented at a public event.
- **Invitations** to attend volunteer after-hours receptions or trainings.

Choose the Right Time
Whether you are reaching out to new or existing advocates, take advantage of specific times of the year when engagement is traditionally high.

- **Leverage local festivals**. Consider creating recognition awards for use at local street fairs or festivals, with free entry or food tickets.
- **Speak up when it is time to vote**. If the local government is voting on measures pertaining to complete streets policies, this is a key time to recognize existing and potential advocates. If you have the lobbying resources to do so, asking advocates to contact their legislators—and then thanking the advocates when they do—is an important step.
  - Depending on the government body involved, asking advocates to contact legislators may be grassroots lobbying, because it is a communication to the public that reflects a view on legislation and contains a call-to-action. Asking the public to contact members or staff of a state legislature, tribal government, county council, city council, or town meeting is lobbying, if you refer to and reflect a view on specific legislation (or a specific legislative proposal). Importantly, contacting school board or zoning board members or
staff is not lobbying, regardless of the content of the communication. Make sure you have the resources to pay for these activities and you track them appropriately.

- **Use the calendar to inspire you.** Create recognition pieces around key health observances taking place throughout the year (e.g., Bike to Work Day, Walk to School Day, or National Safety Month) when you can spotlight and thank advocates for their efforts to increase access to safe routes and complete streets in your community.

**Staff Recognition**

Volunteers are not the only people who make a campaign a success. As you thank your volunteers for their efforts, make sure to also thank the staff members who keep the campaign running every day.

- **Celebrate staff publicly.** If you hold an annual celebration, highlight the good work the staff has done over the past year. Offering awards or opportunities to publicly acknowledge good work lets employees know their efforts have been noticed and are valued. Nominate staff (or volunteers) to be featured by PreventObesity.net and on its social media outlets.
- Ask your strongest recruiters of new advocates to lead a call or webinar to share their tips with other staff members.
- **Conduct a staff contest** to see which members can bring in the most new advocates over a specified period. Offer a day off or a gift card as an incentive.
- **Highlight the diversity of your staff** to demonstrate its importance in engaging all members of the community.

**Key Takeaways**

- Recognize and thank volunteers for their commitment to your cause.
- Reward new volunteers with small gifts to help increase sign-up rates.
- Do not forget about your staff—they deserve thanks too.
Engage: Diverse Audiences

No matter the issue or the policy goals, engaging with diverse audiences should be a core part of your campaign. This is especially true if you are working on an issue that will have a direct impact on your own communities. The most successful campaigns are often the ones that speak to and engage with as many different people as possible. Priority populations who are at risk for obesity and obesity-related diseases are particularly important to engage as partners and advocates, including people living in high-poverty urban and suburban and rural areas, and particularly African-American, Latino, Asian, and Pacific Islander individuals, and Native Americans.

Below are some questions designed to help you think about who you are reaching out to and how. The following are intended to be thought-starters, not an exhaustive list.

- **Who is on your team?** Take a look at your volunteer base, your advisors, and your staff. Are your teams made up of people from many different backgrounds? Do they represent the communities where you want to have the most impact—particularly if the communities are historically underserved? If not, where may be opportunities to do more?

- **How are you recruiting and engaging?** If your teams are less diverse than they could be, consider expanding the ways you recruit and engage volunteers and staff. For instance, not everyone has access to the Internet; if your campaign is heavily based online, you may be limiting who is able to join your efforts. Pen-and-paper recruitment and offline volunteer opportunities can ensure more people are able to get involved.

- **Where are you recruiting and engaging?** When it comes to getting people involved, location is just as important as technique. Are you reaching out to local faith communities and the multicultural small business community? Many faith communities have separate services in different languages. Try setting up a table at events that draw a diverse crowd or partnering with the local multicultural chamber of commerce.

- **Who are you talking to?** Make sure you are working with non-mainstream news outlets in your area. There may be newspapers, radio stations, or television networks geared toward diverse communities, particularly non-English-speakers and people of color. Multicultural media coverage can both provide new and different angles for your campaign and encourage diverse audiences to get involved with your work. Ensure you have appropriate spokespeople available to speak to these media outlets.

- **Is language a barrier to access?** If there are non-English-speakers in your area, consider having your materials translated and easily accessible at events and online. If you are planning on hosting phone banks, engage bilingual volunteers. Additionally, if you are planning on tabling at events where people are likely to speak other languages, make sure the people staffing your booth speak those languages.

- **Do your team members feel welcome and listened to?** Getting people to sign up or take action is one thing; fostering a welcoming, affirming environment is another. Listen to what your volunteers, advisors, and staff members say about your campaign, and strive for an environment where everyone has a seat at the table. Make adjustments as needed. Listen to key voices that represent the community.

- **Are you considering unique cultural and community perspectives?** Every culture and community has its own nuanced way of thinking and talking about issues. Try to learn what these issues are ahead of time so you can communicate about the issues with those concerns in mind. For instance, if you are supporting the creation of streets that include crosswalks and...
lights, the salient issues for one neighborhood might not be childhood obesity, but rather, the safety of young children traveling along busy roads at dawn. By taking the time and effort to understand these concerns in advance, you will be more likely to build trust with community members.

- **What else can you do?** Throughout your campaign, keep asking yourself the types of questions listed above. There are always opportunities to open your doors wider and expand your reach further.

**Key Takeaways**

- Health equity should be a core part of your campaign, from start to finish because diverse perspectives, insights, relationships, and cultural competencies can make the difference between the success and failure of campaigns.
- Language and cultural barriers can prevent people from getting involved with your campaign.
- Think strategically about where you are recruiting and engaging. It is important to go to the communities you hope to engage and not expect people to come to you.
- There are always opportunities to create a more inclusive, welcoming community.
Engage: Social Media Resources and Tips
It is going to take broad support to fully implement complete streets policies. Fortunately, social media platforms allow you to share your message with a wider audience than traditional door-to-door advocacy work can. With a few clicks, you can access the right people at the right moment, making them aware of the issue and garnering their support. The following tips can help you extend your community of advocates online to grow support for building roads and pathways for people of all ages and abilities to share. National experts may already have sample resources you can model or tailor for use in your campaign. Start by checking the websites and social media pages of the organizations listed in the Potential Allies section of this toolkit.

Using Images and Videos
Posts with multimedia drive higher engagement rates and increased reach—people like looking and clicking on images and videos. Below is a quick overview of how best to use multimedia on Facebook and Twitter.

- **Ask your advocates to sign release forms.** Photos of real-life advocates resonate with the community. Just remember that anyone you spotlight online—whether in stores, photos, or videos—must sign an authorization release form. Ask your organization for the appropriate forms.

Images
- **Choose a diverse range of people.** It is important that different groups see people who look like themselves in the images you use.
- **Only use content you own.** The images, videos, or graphics you post should either be created by your team or purchased on stock photography sites. If your organization has an existing photo library, search it to see if anything can be repurposed. Getty Images offers free non-commercial use of many of its stock images on social media and blog sites when you use its embed feature. To find these images and the restrictions around their use, visit [http://www.gettyimages.com/](http://www.gettyimages.com/).
- **Use templates.** If you do not have access to graphic design services, there are free online resources you can use, such as [www.canva.com](http://www.canva.com), which offer templates for Facebook cover pages, Facebook ads, and Twitter backgrounds, as well as free and low-cost stock images.
- **Repurpose print materials online.** The postcard, flyer, and fact sheet included in this toolkit can easily be posted or linked to on Facebook and Twitter.
  - The postcard is especially useful as a featured image to supplement your Facebook posts.
  - Invite advocates to print the flyer and post it at work or around their neighborhood.
  - Save a PDF of the fact sheet and link to it from your post, inviting advocates to read and learn more or share it with friends and family.

Videos
- **Highlight your advocates.** If you have access to a video camera or a smartphone, consider creating a video of advocates’ stories. Ask your advocates to talk about their role in the campaign and why they support streets that are built for everyone to share. Produce videos in the appropriate languages spoken in the community.
Stories of real-life advocates can be one of the most effective measures for swaying decision makers because they represent actual constituent opinions on the policies you care about.

- **Create mini-documentaries.** A short film can highlight specific streets or neighborhoods that lack safe ways for children or adults to travel on bike or foot. Alternatively, highlight those neighborhoods who have deployed complete streets. Both can emphasize the importance of enacting these policies to increase safety for individuals who are trying to live healthier lifestyles. Keep in mind that the most viewed and shared videos are less than 90 seconds.

### Facebook

Facebook can be an excellent way to engage your existing advocates and recruit new ones, especially if you already have an established presence. Below are a few tips for spreading the word on Facebook.

- **Use your existing account.** Do not create a new page just for complete streets; instead, integrate the campaign into your existing Facebook page. This way, when new people “like” your page because of your work advocating for healthier, safer ways of travel, they will also stay informed on your other initiatives.
  - If appropriate in your community, post messages in languages other than English on your page, or create a separate page in another language, such as Spanish, if that is more relevant to your work in the community.
- **Recruit new members right from Facebook.** Consider creating a registration app on your page so users can sign up to be a part of the effort without even leaving Facebook. You can point potential advocates to the registration app through Facebook ads and posts on your wall.
- **Highlight key posts.** Facebook allows you to select posts you would like to draw specific attention to and expand them across your page to catch your readers’ eyes. See the following graphic for an example.

![Highlight](image)

- **Use images to help advocates identify with your cause.** The postcard in this toolkit can be repurposed to create an image advocates can use on their own profiles. Consider using the front side of the postcard to do the following:
  - Make it your page’s cover photo and ask advocates to tag themselves and their friends in the image. This way, their tags show up on their News Feed and in their friends’ notifications.
- **Encourage advocates to make the postcard their cover photo or profile picture as well. Advocates’ friends will see the images on their profiles, which helps raise awareness about the issue. Give advocates a caption to go with their post that directs viewers to your site.**

- **On Twitter, encourage advocates to make the postcard their banner picture so their followers will see the image.**

- **Image sizing is important. To ensure image clarity and prevent distortion when posting photographs on Facebook, use photographs that are 1200x900 with an aspect ratio of 4:3. This will also help you avoid unnecessary white space around your images.**

- **For image measurements for additional images on your profile page, see the picture below:**

- **Share the message with decision makers.** Many decision makers have an online presence, which can be an effective venue for them to hear from advocates.
  - As advocates tag themselves in your cover photo, encourage them to tag their decision makers as well. Note that some decision makers may have set their privacy to restrict this.
  - Encourage advocates to tag their decision makers in their Facebook posts about the benefits of complete streets. To drive the issue home, advocates could tag their lawmakers in a post that also includes a picture of a specific area that needs complete streets. In giving the decision maker a concrete example from an area they represent, he or she is more likely to be compelled to take action. Check the appendix for examples of Facebook posts.

A post that tags a legislator should be considered a direct communication to that legislator, so it will be lobbying if it reflects a view on specific legislation. A post that does not tag a legislator is a public communication and will be lobbying only if it reflects a view on specific legislation and includes a call-to-action. Note that if a social media post constitutes lobbying, the staff time related to writing the post is attributable to lobbying, however small the cost of that staff time may be.

- **Ask advocates for a response.** Create posts that encourage advocates to interact, such as online quizzes.
  - Ask questions: “How easy is it to ride a bike around your neighborhood? Do you feel safe?”
• **Actively manage your community.** Running a social media community successfully, particularly on Facebook, requires a long-term investment of time and energy that goes beyond posting content. You should be devoting a significant amount of time (at least 1-2 hours) every day to managing your social pages.
  o “Like” and reply to positive and constructive messages from your individual followers. This will enhance the community aspect of your page and give it a more personalized feel. Plus, replies can serve as an opportunity to share resources with your audience on an individual level.
  o Answer questions to create a two-way dialogue and foster constructive discussion of your messaging.
  o Ignore, or eventually ban, people who are posting consistently negative, inflammatory, or vulgar content. Engaging with them will only exacerbate the problem.

• **Highlight partners.** There may be other community organizations that are also encouraging healthier lifestyles through complete streets.
  o Consider working with them to highlight each other’s efforts in Facebook posts. That way, your mention will show up on their channels (and vice versa), helping you reach their community for recruitment purposes.

• **Take online actions offline.** There are many creative ways to share several items in this toolkit—the poster, flyer, fact sheet, etc.—on Facebook and encourage people to distribute them in their communities.
  o Ask advocates to print the flyers and hand them out at events in their town or post them on community message bulletin boards in parks, libraries, or coffee shops.
    ▪ Bring the action back online by asking advocates to post a picture of themselves putting up the flyers.
  o Post the decision maker fact sheet on your Facebook page so that it is available to advocates to use in meetings with decision makers. Ask them to come back to your Facebook page to report on what they are doing, and how their own meetings went.
  o In advance of offline activities, share the Key Messages with your advocates so they know how to speak about the issue.

**Ad Campaigns**

• **Promote your posts.** Promoted posts take highlighted posts one step further by elevating them in your fans’ News Feeds. Promoted posts have a nominal cost and their benefits are far-reaching. Along with this toolkit, a suggested image for a Facebook ad has been provided. Use the image and then assign corresponding text, such as: “Did you know? Kids who are physically active perform better academically and have increased levels of focus and good behavior in the classroom. Yet 75 percent of teens are not getting the recommended 60 minutes of exercise each day. To help bridge this gap, let’s work together to make streets safe for active traveling by bringing complete streets to our neighborhood. Visit [INSERT URL] to learn more and get involved.”
Promoted posts come with a range of pricing options, depending on the number of fans and people you would like to reach with your post. You will have the option to elevate your post in your fans’ News Feeds or in both their News Feeds and their friends’ News Feeds. Also, you can target promoted posts by age, gender, and location.

You can promote posts directly from your Facebook page; look in the lower right-hand corner of the post you want to elevate. Click on “Boost Post,” select your dollar amount and audience reach, and then enter credit card details for payment.

Create an ad campaign. You can also turn promoted posts into a wider Facebook advertising campaign, allowing you to target specific audiences in a way not feasible from your Facebook page.

- Select the kind of results you would like for your ads. For this example, “Page Post Engagement” has been selected.
- Select your destination page (this should be your organization’s Facebook page).
- Select the post you would like to promote or create a new post to promote.
- Choose your audience. First, select age and gender targeting criteria, and then type in interests. Remember to include broad interest topics to reach as wide an audience as possible.
  - For targeting based on location, workplace, behavior, school, relationship status, or languages, click the appropriate button and add targeting criteria. Consider groups of people who may have a natural interest in ending childhood obesity—parents or teachers, for example—and target them based on related interests, such as local parenting groups or the PTA/PTO.
  - While you cannot select ethnicities through Facebook, you can use self-identified interests to increase the likelihood that you are reaching a specific ethnicity.
You can also target audiences based on whether they are already fans of your organization on Facebook.

Finally, select your budget. Even a small amount can generate results.

Twitter
It does not take a lot to share the message of complete streets and the importance of safe ways to exercise and travel. Even 140 characters can make a difference! Here are some tips for using Twitter to help bring complete streets to your community.

- **Set the stage with key information and creativity in your profile.** Your Twitter profile is a destination for users to learn more about your efforts with complete streets policies. It is important to make use of all its features. Consider the following:
Use your profile photo to identify your organization. The recommended size for profile photos is 400x400 pixels. To avoid unwanted cropping, size your photo to 400x400 prior to uploading it to Twitter.

Develop a prominent header image that depicts streets that are shared by all types of transportation and people. The recommended size for header photos is 1500x500 pixels. Note that the header photo is cropped to a 2:1 aspect ratio on mobile. As with the profile photo, make sure you size your image appropriately before uploading to Twitter to avoid any unwanted cropping.

- Provide a copy of your header image, correctly sized, so that your followers can use it for their header images as well. It’s another way for their followers to find out about the campaign.

Write a concise Twitter bio, up to 160 characters, explaining your organization’s connection to complete streets, and include a call-to-action for users to get involved. See this example from Voices for Healthy Kids.

VoicesForHealthyKids
@Voices4HK
Voices for Healthy Kids is taking action to prevent obesity. Join @American_Heart and @rwf by raising your voice to transform where kids live, learn & play.
voicesforhealthykids.org

Pin your most important tweet to the top of your profile timeline to capture the attention of visitors.

- Link to relevant content. Include hyperlinks to additional information in about a quarter of all your tweets.
  - Use the links to direct followers back to the website to take action or to resources where they can learn more about advocating for safe streets for all users and modes of transportation.
• **Diversify your content.** Create a mix of tweets that both inform your followers about the benefits of complete streets policies and encourage their support. Diversifying your information will help build a relationship between you and your followers.
  o Provide relevant news on city development decisions and complete streets policies.
  o Mention activities or news that occurred that day related to safe, healthy travel for children to and from school.
  o Ask followers to answer a question.
  o Share a daily fact about the importance of an active lifestyle, especially for children.
  o Retweet interesting content or news from followers or other influencers.
  o Embed videos, images, and infographics. Infographics are one of the most shared types of content on Twitter.
  o Capitalize on events in real-time. Use official event hashtags or other relevant hashtags, such as #streetsbuilttoshare.
  o Monitor followers to identify new fans and leverage potential relationships with those people/organizations. You could ask your most engaged followers to serve as spokespeople in their community.
  o Follow allies and groups you would like to recruit to the campaign, as a way to build your relationship with them and cultivate their interest in your campaign.

• Engage with decision makers.
  o To reach decision makers, include their Twitter handles in your informational tweets.
    ▪ A tweet that includes a legislator’s handle should be considered a direct communication to that legislator (because including the legislator’s handle alerts the legislator to the tweet), so it will be lobbying if it reflects a view on specific legislation. A tweet that names a legislator but does not tag that legislator is a public communication and will be lobbying only if it reflects a view on specific legislation and includes a call-to-action. Note that if a social media post constitutes lobbying, the staff time related to writing the post is attributable to lobbying, however small the cost of that staff time may be.
  o Ask followers to tweet at lawmakers, telling them to support complete streets policies.
    ▪ Asking followers to tweet at lawmakers is grassroots lobbying if you refer to legislation (or to specific legislative proposals). Asking them to tweet at lawmakers about the general policy issue of complete streets—when the context does not refer to legislation—is a non-lobbying activity.
  o Share research and studies on how complete streets encourage healthier lifestyles. This gives decision makers supporting evidence for bringing safer, healthier travel options to their communities.

• Join the conversation.
  o Reply to messages, questions, or ideas from followers as appropriate. Focus on facts and avoid entering editorial disagreements or arguments.
  o Do not “feed the trolls”—avoid engaging professional critics or troublemakers.

• Build your audience.
  o Market your Twitter feed to your core audiences on other platforms, such as email.
  o Add your Twitter handle to other assets or websites (online and offline).
  o Begin to follow relevant influencers to stay plugged into the conversation and encourage these influencers to follow you as well.
If appropriate in your community, post messages in languages other than English on your page, or create a separate page in another language, such as Spanish, if that is more relevant to your work in the community.

Above all, create content that people want to share.

Key Takeaways

- Social media can be a powerful way to share your message with a broader, more diverse audience.
- People respond well to posts with multimedia, so include images and videos you own whenever possible.
- Use social media to encourage advocates to interact and support your offline activities.
- A small investment in paid advertising, such as Facebook ads, can make a positive difference for your campaign.
- By using appropriate languages, you can conduct effective outreach to priority populations.
Engage: Using Social Media to Reach Journalists

With more than 6.9 million active users on Twitter every day and 552 million daily active users on Facebook, social media can serve as a powerful tool to amplify your message and reach highly targeted audiences.

Just as consumers are increasingly turning to social media for news, so are journalists. They use it to research stories, follow trends, and interact with their own networks.

Note: while many journalists use social media for news, sometimes a phone call or an in-person meeting is better. Some journalists may want to engage in more traditional ways.

Reach Media through Social Channels

- **Start with research.** Before you begin engaging with journalists, research their backgrounds to personalize your messages, including referencing relevant past articles and explaining why you have contacted them. Following journalists on social media can be a great research tool and a good way to initiate a relationship.

- **Try email.** Most journalists prefer to be contacted through email, not on social media. If you do not have an existing relationship with a journalist, a well-written email may be more effective than a tweet. You can also post a comment on the news outlet’s webpage under the online version of the news story.

- **Do not begin with a pitch.** Though it is generally not appropriate to pitch over Twitter, you can use it to get on a journalist’s radar. Start by following the reporter on Twitter and retweeting or commenting on content you find interesting.

- **Be respectful.** It is important to be mindful of journalists’ time and to remember that all interactions are public. Do not mass-tweet pitches to several reporters and outlets.

- **Be careful with direct messages (DMs).** Don’t ask a journalist you are not following to send you a direct message. Only people who follow one another can send each other direct messages.

Sample Tweets

Below are a few sample tweets designed to build relationships with journalists and establish yourself as a thought leader on complete streets policies. Included below are references to specific policies demonstrating how they could fit within a tweet. Note that you can use all of these tweets for any of the policies by slightly tweaking the language. The Key Messages in the appendix can help with that.

- In response to a journalist tweeting an article on a related topic/issue: “. @[JOURNALIST] Really interesting take on the importance of daily physical activity and why we need #streetsbuilttoshare.”

- Sharing an article by a journalist: “Childhood obesity is on the rise via @[JOURNALIST] [LINK TO ARTICLE] #streetsbuilttoshare”

- Sharing an article by a journalist and generating discussion among your followers: “Read [ARTICLE TITLE] via @[JOURNALIST] [LINK TO ARTICLE] to learn more about how complete streets can improve our neighborhood.”

- In response to a journalist tweeting an article on complete streets: “. @[JOURNALIST]—Loved this piece, such an important topic! Would love to chat about our program sometime. #streetsbuilttoshare”
• In response to a journalist tweeting an article on the need for safe places in your community: “@[JOURNALIST]—really interesting points! Have you thought about how complete streets help kids live healthfully? [LINK TO SITE EXPLAINING PROGRAM]”

Social Media Engagement Tips and Tricks
• Be transparent and disclose your job/purpose/association in your bio.
• Employ a conversational tone and avoid buzzwords.
• Always begin by listening to the existing conversation.
• Identify opportunities to be current, relevant, and timely.
• Be human.
• Be prepared to carry on a conversation with your followers.
• Include hyperlinks for additional information.
• Use relevant hashtags when appropriate to help your comments show up in larger conversations.
• Use handles of people or groups (e.g., policymaker, organization, journalist) whose attention you are trying to garner.
• Focus on facts and avoid entering editorial disagreements or arguments.

Key Takeaways
• Begin with an email, then continue engaging with journalists on social media to build valuable media relationships.
• Make sure to research journalists’ backgrounds and tailor any messages you send to them.
• Do not start off with a pitch. Use social media to get to know journalists and engage with them, not to ask them for coverage.
• Always be transparent. Identify yourself and your campaign goals.
Mobilize: Action Alerts

The supporters in your existing database are well positioned to become grassroots activists. By joining your email list, these individuals have already indicated they want to learn more about who you are and the issues important to you. The next step is converting their interest into a deeper level of commitment to your mission by getting your supporters to complete an action, such as signing a petition, communicating directly with policymakers and other decision makers, or attending events. Remember to develop action alerts in the relevant languages spoken in the community.

As you begin a conversation with your supporters through email, keep these goals in mind:

- **Educate them** through issue updates or updated web content. These communications allow you to:
  - Provide advocates with information and cultivate their interest in an issue.
  - Identify the message areas that resonate best with subsets of the audience to better tailor outreach.
  - Keep individuals involved and updated during periods when critical action is not required, making it easier to engage them when the time comes.

- **Engage them in efforts** to deepen their activism through surveys, “share your story” opportunities, or social media. These activities give people actions to take that help you:
  - Learn more about what type of participation people prefer.
  - Train activists to be good stewards of issue messaging.
  - Expand your reach by amplifying your message through individuals’ social networks.
  - Reach out to diverse communities by engaging trusted messengers from those communities.
  - Show activists the importance of their participation, so they are ready to respond on occasions when urgent action may be needed.

- **Activate them** with new and varied calls to action based on the way in which their unique voices can make a difference. Your advocates can reach the public by:
  - Participating in public dialogue on key issues by commenting on news articles, blog posts, or polls.
  - Recruiting new individuals to join the cause.
  - Attending public meetings, town halls, or hearings in support of your position.
  - Contacting decision makers via email, phone, postal mail, or in person to contribute their opinions.
    - If your request reflects a view on specific legislation, asking advocates to contact their legislators will be lobbying.

Email action alerts also allow you to communicate with supporters directly, measure their interest through open rates, and track their support through clicks on the links in your email. Because email communications have the capacity to be uniquely micro-targeted to recipients, sending alerts to your audience can be one of the most powerful ways to inspire mobilization around safe, people-friendly routes, and complete streets policies. Don’t forget to send these out in all appropriate languages.
Key Takeaways

- There are many different ways to engage your volunteers over email—action alerts can educate, motivate, and activate.
- Keep advocates interested by offering updates and new and varied ways to participate.
- Surveys or requests for feedback can make your email program even stronger.
- Engage trusted messengers when reaching out to diverse communities.
Mobilize: The Value of Phone Outreach

Even in today’s digital era, person-to-person contact remains one of the most effective means of relationship building. Below is an overview of how to train volunteers, as well as two different types of phone outreach: phone banks and phone patch programs.

Phone Bank
Operating a phone bank connects your organization’s volunteers with potential new advocates—people you hope will want to learn more about your issues, get involved with your campaign, and act to achieve your goals. In order to host a successful phone bank, address the steps below.

Recruit and Train Volunteers
- **Enlist your team.** Find people willing to make calls on a regular or semi-regular basis. Current staff members at your organization or existing volunteers are the best resources.
- **Work with partners.** You may find a need to extend your reach beyond your own staff or volunteers in ways that would be best done through partner organizations. This is often the case when trying to connect with diverse groups that have not yet engaged with your issues and where outreach is best done by a trusted and well-known voice.
- **Identify your manager.** Designate someone from your team to manage the call center. Train them to lead the volunteers and ensure program success.
- **Train your callers.** Brief volunteers on the issues so they can discuss these topics with callers and exercise cultural sensitivity when appropriate. Conduct a training session where they can learn your talking points and practice making calls to familiarize themselves with the process.
- **Identify any unique language needs.** Does your community include non-native English speakers? If so, be sure to recruit bilingual volunteers or enlist the help of volunteer translators.

Find a Location and Supplies
- **Decide where people will call.** Before moving forward in this process, determine if you want callers to work from a centralized location. People can make calls from their homes, but without supervision they might not stick to the script and could damage potential or existing relationships. Your offices could be a good location for local, targeted calls.
- **Equip yourself.** Ensure your call center has enough lines and telephones for volunteers.
- **Set time limits and provide refreshments.** Establish how long you want the call center to be open. If it is for a long period of time, provide food and drinks to volunteers.

Create a Call List
- **Develop your list.** A call list is essential to any successful phone bank, but like all communication it must be targeted. Target individuals based on a known or potential interest in healthy living, exercise, community planning, transportation, childhood health, etc. A number of resources are available to help discover target audiences, including U.S. Census data. As you develop your list, be sure to have callers who can communicate in the relevant languages spoken in the community.
- **Start with existing advocates at your organization.** You already have their information, and they will understand why they are hearing from you because they have expressed previous interest in related issues.
Consider buying lists. It’s also possible to buy lists with phone numbers and other advocate information. Prices vary based on the amount of targeting and number of people on a list, but InfoUSA (www.infousa.com), Caldwell List Company (www.caldwell-list.com), and Dataman Group (www.datamangroup.com) are good resources if you wish to purchase a list.

Develop a Script

Prepare a script and one-pagers so volunteers can have effective and informative conversations. As you develop your message, you should test the script with someone unfamiliar with the issue to ensure it will be understood by your audience as intended. You should also develop a list of common questions and talking points for difficult questions. Your script should include the following information.

- **Introduction**: Provide a brief introduction about yourself and your organization. There is no need to begin explaining the issue at this point. Ask the individual if they have time to talk about the issue.

- **Outlining the issue**: If the call recipient has the time, explain the issue and why it is important. This is the point where targeting is most important. Complete streets will affect people differently. Know the person you are talking to, and tailor the conversation accordingly.

- **Request for assistance**: Following the explanation of the issue, ask the call recipient for another point of contact, e.g., their emails or mailing addresses. Having this information will allow you to follow up later and provide further details about the issue.

- **Closing**: If someone declines to hear about the issue, ask if there would be a better time to call back. Always thank them for their time.

Below is a sample phone banking script. You may need more than one script depending on your intended reach. Feel free to customize it to include any cultural variations for particular audiences of interest, and be sure to enlist and prepare materials for your bilingual volunteers.

- **Hi [ADVOCATE NAME].** My name is [YOUR NAME], and I’m calling on behalf of [YOUR ORGANIZATION].

- We’re working to create safe routes for all users and modes of transportation in [ADVOCATE CITY]. Do you have a few minutes to talk about how this initiative to promote streets built to share will help you and your family stay safe?

  - **IF YES**

    - Great! Right now our streets aren’t safe for people who want to walk or bike to their destinations, including kids traveling to and from school each day. This is a problem in our city and across the entire country. In fact, each year, more than 4,000 pedestrians die in traffic crashes in the United States, and 7 percent of those fatalities are children 15 years old or younger. We want to see this change in [ADVOCATE CITY]. Providing separate, clearly marked areas for walkers, runners, and bikers could help prevent these accidents. We can make these types of safety improvements by encouraging local decision makers to support policies in our community that will make it possible for everyone to use the streets.
The Ask: If you join us, we will keep you up-to-date on all the issues and progress being made in your area and nationally. Will you join us in this mission?
  o IF YES: Wonderful. Let me get your [EMAIL, MAILING ADDRESS, ETC.], so we can keep you updated.
  o IF NO: Well, thanks for your time, and if you want to learn more about the program, you can visit [WEBSITE]. Have a great [DAY, EVENING].

IF NO
  • Is there a more convenient time I can call you back? (If yes, write when to call back and make a note. If no, then skip to...). Thanks for your time, and if you want to learn more about the program, you can visit [WEBSITE]. Have a great [DAY, EVENING].

IF ANSWERING MACHINE
  • Hi [ADVOCATE NAME]. My name is [YOUR NAME], and I’m calling on behalf of [YOUR ORGANIZATION]. We’re working to help improve the health of families in [ADVOCATE CITY] by creating safe, complete streets, but we need you to get involved!
  • The Ask: Please call us at [PHONE NUMBER] or visit our website at [WEBSITE] to learn more and to help bring safe places to bike and walk to our neighborhoods.
  • Thank you and have a great day!

Compile Data
  • Track the data garnered from these phone calls—who you are calling, how many people you reach, how many volunteers sign up, how often people are called, etc.
    o Set standards and guidelines for recording data, and be sure volunteers are trained on the proper way to record information.
    o Create a template in Excel for volunteers to record the data. Determine what you want to know about each person. You should at least have first name, last name, and phone number (home or mobile), as well as whether they picked up or you left a message, what language was spoken, whether they wanted to talk, and whether they were supportive or not. If possible, try to record their email address and mailing address.

Maintain the Relationship
Phone calls are the beginning of a relationship, not the end. To keep working with these advocates, you must follow up with them, either with another call or via email.

Phone Patches
A phone patch, as opposed to a phone bank, connects advocates with their elected officials. In order to host a phone-patching program, you’ll work with a third-party organization that calls advocates, explains the issue, and asks if the advocates would like to be connected with their representative to voice support for a cause or issue. This is a supplemental method to the phone bank program and should target existing advocates, not new ones.
If you ask advocates to contact a legislator to support or oppose specific legislation, your phone patch calls will be considered grassroots lobbying. Make sure you budget lobbying funds to cover these costs. You can use non-lobbying funds for phone patches by avoiding references to any specific legislation, but that may dilute the impact of the calls.

Select a Vendor
Find a company that will call individuals on your behalf. Make sure to verify the vendor has the capacity to provide services in languages other than English if needed in your community. Some companies that can assist in the program implementation include:

- Mobile Commons
- Winning Connections
- Stones’ Phones
- Strategic Consulting Group

Create a Call List
As with phone banks, you will need to create a list of contacts to provide to the vendor for use during outreach.

Develop Scripts for Messages
- When individuals answer their phones, they will hear a pre-recorded message and will be connected to a representative by pressing a designated number. A script that highlights the importance of the initiative should be written to serve as this recording. There should also be an option for non-English speakers to press a number to hear the message in their language.
- An additional message could be written to record on an answering machine if the person misses the call.
  - **Script for Initial Recording**—use this message to include an area-specific fact, issue, or need related to complete streets.
    - Hi! I am calling on behalf of [YOUR ORGANIZATION]. Si quiere continuar en Español oprima el dos. Our country is in the middle of an obesity crisis, and we believe one of the biggest causes is a lack of physical activity. We want to change this and put [STATEians] back on track to living healthier lifestyles by making it easier for them to walk, bike, or run to their destinations. If you’d like to learn more about this issue and how you can help this effort, please press 1.
  - **Script for Leaving a Message**
    - Hi [ADVOCATE NAME]. My name is [YOUR NAME], and I am calling on behalf of [YOUR ORGANIZATION]. We’re working to bring sidewalks, bike lanes, and crosswalks to [ADVOCATE CITY] so that users of all ages can travel safely, including children traveling to and from school and wheelchair users. Please call us at [PHONE NUMBER] or visit our website at [WEBSITE] to learn more about bringing complete streets to our area in order to improve the quality of life and the health of our residents. Thank you and have a great day!
  - **Script for Phone Operator**
    - Hi. How are you? Thanks so much for taking the next step in making our streets safe and sharable for everyone, no matter how they choose to travel. We’re glad to have your help in bringing complete streets to our community.
To implement this change, we need advocates to speak with their representatives to support efforts that will make it easier and safer for walkers, bikers, and runners of all ages and abilities. Before I connect you with your legislator, what questions can I answer for you about these policies or the process? (Note: advocates will have varying degrees of knowledge about this issue, so at this point it is good to let them ask questions.)

**Script for Connecting Advocates with Representatives**

Now that you have all the information, I can connect you with your representative. Just so you are aware of the process, I will transfer you to your legislator **[LEGISLATOR NAME]**, and someone on **[HIS/HER]** staff will talk with you. You will need to tell the person who answers the phone your name, that you are a constituent, and that you support implementing complete streets policies in **[STATE]**.

- As written, this phone script is not lobbying, as long as there is no complete streets bill pending in the legislature, because it does not refer to a specific legislative proposal. If, instead of referring to complete streets in general, the script urged people to tell their legislators to support specific legislation focused on particular complete streets-related bills, the calls would be lobbying and would need to be paid for with restricted funds. Similarly, if a complete streets bill was pending in the legislature, then it is likely the content of the call would indicate to the legislator that the constituent was calling to support that bill.
- Note: Your phone bank operator will need to be trained to answer frequently asked questions and know where to refer questions he/she is unable to answer.

**Record the Results**

Typically, a phone patch operator will provide a daily report with the results of the program. Collect that data and keep it for your records to strengthen future outreach efforts.

**Additional Things to Consider**

Whether you are phone banking or phone patching, below are some tips to help your process run smoothly.

- Avoid using computer or auto-dialing systems, as some states prohibit these, and federal rules restrict autodialed calls to cell phones. Instead, dial numbers by hand. Hand-dialed phone banks also have a higher completion rate (50 percent compared to 15 percent with automated dialing systems, according to The Voices of America).
- Hybrid systems also exist. These systems allow you to download data to the phone so that you just hit “dial.” Volunteers can record the answers to the survey on the phone, which can then be downloaded to a computer. It also allows you to record a voicemail, so the volunteer can push a button that automatically plays your recorded message after the beep without having to stay on the line. However, keep in mind that these systems may be subject to state restrictions on autodialed calls, as well as the federal ban on auto-dialed calls to cell phones.
- Try to make your calls between the hours of 6 p.m. and 9 p.m. on weekdays and 9 a.m. to 6 p.m. on weekends, as these are the hours you will most likely find people at home.
• Make sure volunteers know how to react in different situations (e.g., leaving a message on a machine or speaking with a hostile individual).
• Be sure the efforts of the campaign are not limited by do-not-call lists.
  o Typically, these apply only to telemarketing sales calls. At the federal level, the do-not-call provisions do not cover calls from political organizations, charities, telephone surveyors, or companies with which a consumer has an existing business relationship.
  o Most states follow the standard set by the federal government, but state laws can vary. Check state government websites or call your legal counsel to ensure compliance with these laws.

Key Takeaways
• There are two different types of telephone programs: phone banking and phone patching. Phone banking is for recruiting volunteers, while phone patching is for connecting advocates with elected officials.
• To ensure a well-organized phone bank, brainstorm all potential questions and responses volunteers may receive, and build a script to equip your volunteers with the best ways to react.
• Be sure to include multicultural media.
• If your community includes non-English speakers, recruit phone volunteers who speak the relevant languages.
• Consider the hours between 6 p.m. and 9 p.m. on weekdays and 9 a.m. to 6 p.m. on weekends the best time to make these calls in order to reach the highest number of people.
• Check your state’s laws on phone outreach to ensure you comply with all do-not-call provisions.
Mobilize: Hosting a Media Event

Working with local media is a key way to raise awareness about your campaign, priorities, and goals. Media coverage can help you educate communities, create conversation, and recruit new advocates. But not only that, it should be a key part of your campaign strategy and message framing. To begin, you must first thoughtfully develop and carefully plan how you want to present the issue to reporters. Building relationships with media and pursuing media advocacy well in advance of hosting a media event will help to ensure that your message is understood and the cause is well-positioned by reporters.

Start by thinking about what you want to accomplish and who you want to reach. Do you have news to release, such as a report or study focused on complete streets and how they improve health? If not, what is your media hook? Does the nightly news highlight city development plans and local transportation issues? What about your local paper? Would you be better served by engaging with community bloggers? Consider including multicultural media in this outreach as well as other media outlets your target audiences turn to for trusted information. Keep in mind the stories in your community concerning your issue. Could one of your advocates have a personal, compelling story that would be a good fit for local media? It’s important to consider ways to give those in marginalized communities a voice on the issue. As you recruit advocates, listen for those opportunities to put a face on the issue through real people willing to share their experiences. Once you decide what your goals are, you can start identifying media opportunities that match.

One way to engage members of the media is by inviting them to an event. A well-run media event—one with compelling speakers, stories, clear facts, and easily explained goals—will give reporters the tools they need to amplify your story in newspapers, on-air, and online. Note that the most successful events are built upon existing media relations, so thoughtfully consider the timing of your event as it fits with the rest of your media strategy.

Where and Who?

To give your message more impact, choose a location for your event that will reinforce the importance of building streets so other forms transportation, such as walking and bicycling, are on par with driving and are safe for the elderly, children, and people with disabilities. Hold your event at a recreational facility or ask to be a guest speaker at a meeting for an organization that focuses on physical activity, such as a biking or running group, or seniors and disabilities groups who use transit or walk from one place to another in your neighborhood. Other options include a meeting room in a city hall or other municipal building, or in a place of worship where leaders are calling for more opportunities to make healthier lifestyle choices.

As you structure your event, consider speakers who can talk persuasively about the importance of implementing complete streets in your neighborhood and the role this plays in helping individuals establish healthy physical activity routines. Potential speakers could include PE teachers, sports coaches, running club leaders, leaders in the multicultural, senior, and disabilities communities, doctors, nurses, and more. Additionally, a diverse mix of speakers who can speak fluently in all languages spoken in the community and/or are familiar with other cultures will provide your media attendees with a range of perspectives on why complete streets will benefit the community. If your speakers are not bilingual, consider having a translator available to facilitate interviews with the press.
Event Tips
The following tips cover some of the basics of event hosting. However, the list below is not comprehensive—every event is different, and you will need to adapt your planning to each event’s unique requirements.

- **Establish a point of contact.** Your event point of contact should manage all logistics. This person could be a paid staff member or a trusted volunteer. Whomever you choose, make sure he or she has existing experience with event coordination and execution.
- **Send invitations.** For some media events, such as salon dinners or press conferences where you will focus on specific issues, make sure key influencers are in the room. Even if they are not speakers, their presence can lend credibility to your efforts. Issue personal invitations to these influencers and follow up with them if necessary to secure their attendance.
  - If someone on your staff has an existing relationship with these influencers, ask that person to call them on the phone or send a personal email. People are more likely to respond to messages from names they recognize.
- **Create briefing books.** Prior to the event, you will want to share briefing packets with media and key influencers who will be in attendance. Consider sharing your organization’s policy position statement on complete streets, the fact sheets from this toolkit, and relevant news articles. Create a list of common questions and key talking points that include responses to opposition arguments, a list of your partners, and an explanation of where your coalition receives its funding.

Media Engagement

- Research recent media stories—newspaper articles, TV segments, radio shows, etc.—to determine which media figures or outlets might be friendliest to the implementation of complete streets policies. Be sure to include multicultural media. Based on this research, reach out to the media you would like to cover the event.
- Think about what makes your story “newsworthy.” Reporters have several criteria for determining which stories they want to cover. It can vary depending on the nature of an issue, but the following are example “hooks” that will help you pitch your story.
  - **Timeliness:** the issue is being talked about, reported on, and/or action is being taken
  - **Conflict or controversy:** there are strong opposing opinions
  - **Proximity:** the issue is affecting the local community
  - **Prominence:** public officials or celebrities have weighed in
  - **Significance:** a large amount of people are impacted or taking action
  - **Human interest:** the issue is engaging because it draws emotion from the viewer, is often relatable, and is told through feature stories that really “hit home”
  - **Bizarre:** there is a strange, odd, or unbelievable tie-in
- Once you have established your media list, you can immediately begin pitching editorial board meetings. Since the editorial board makes significant decisions on which stories the outlet will cover, meeting with them in advance of major stories can ensure your story is not only included, but is elevated for greater reach. This work should start at least one month prior to the event.
- Distribute a media advisory to all of your selected media outlets and pitch print and radio two weeks out from the event. While some reporters may be slow to respond to your pitch, do not
be discouraged; keep following up with them until you receive a confirmation. Some will not confirm a story until the day of the event.

- Distribute a press release in the days leading up to the event and include an embargo to ensure that media adhere to your event date for releasing any new data.
- If you have secured interest from a TV station, follow up with the producer, assignment manager, or assignment editor two days prior to the event and the morning of the event. Also reach out to unconfirmed print reporters two to three days prior to the event and the morning of the event.
- Visuals, such as a large banner or poster that are compelling and eye-catching, are great resources to bring to events to improve the quality of media coverage. Consider bringing props that demonstrate the changes you want to make, such as “before and after” images or photos of neighborhoods that have been transformed by the addition of bike lanes, sidewalks, and other safe ways for children to exercise. Compelling visuals may encourage print media to feature your issues above the fold or on the homepage.
- Depending upon media interest, coordinate media interviews on site before or after the event.
- Prepare an op-ed to submit to a target newspaper about the event and the news you are releasing. Take a look at the sample op-eds provided in this toolkit for ideas on how to shape yours, but include information that is relevant to your community.

**Blogger Engagement**

- If you have local bloggers in your town or city, consider inviting them to the event, especially if they write about topics relevant to safe routes for active travelers, such as difficult commutes or unhealthy habits. Provide them with fact sheets and other appropriate background information.
  - A post has the potential to be even more powerful when the blogger is representative of communities where these challenges exist.
- As with any other media, develop an outreach plan and engage bloggers accordingly. Make sure your outreach is personal and calls out direct reasons why that specific blogger should come to the event.
- Track confirmations/declines and shape your outreach accordingly.
- Monitor for and report on any mentions of the event by targeted bloggers, both leading up to the event and after.

**Database Growth**

- If your event is not media-only, set up a table on the day of your event where people can sign up to learn more about the difference complete streets can make in promoting healthy choices for children and adults. Because they are attending the event, they may want to join the campaign.
  - Consider using the sign-up opportunity for a dual purpose. For example, at the end of the event, attendees may be motivated to make some sort of commitment to help encourage the building of complete streets in their community. Combine the sign-up with a pledge where attendees can share the specific way they will help the cause.
    - This will also help you keep track of the types of people in your database and the specific ways in which you can engage them based on their stated interest in childhood health, physical exercise, transportation, urban planning, etc.
As you add new advocates to your database, segment them into areas of interest so that you can quickly deploy customized messages or action requests based on their diversity of interest and skills.

- Transcribe the sign-up forms and upload your new advocates to your organization’s database. Send them a follow-up email welcoming them to your email list, thanking them for their attendance, and asking how they want to be involved in the future.

Post-Event Activities
- Leverage the event by posting the speeches, photographs, and videos to all relevant websites and social media platforms as appropriate.
- Follow up with local influencers and potential advocates as appropriate to gauge their interest in further involvement.
- If there are media, including bloggers, who could not attend the event, provide them with information and an event synopsis with photos so they can cover the event retroactively.

Key Takeaways
- Start working on your event early. Between identifying diverse speakers, inviting journalists, and coordinating a run-of-show, a well-executed media event can take weeks to plan.
- To get the right people in the room, research journalists and their beats before inviting them to your event.
- The location of and speakers at your event are important to its success. Hold your event in a community striving for more opportunities for people to be healthy and active, and host compelling speakers on the subject.
- Once your event is over, follow up by making photos, speeches, and videos available online.
Mobilize: Media Training Tips

Speaking to the media can seem a bit daunting, but it is a prime opportunity to tell a compelling story that brings home how a lack of access to safe, healthy modes of transportation contributes to the childhood obesity crisis. Unlike any other tactic for your campaign, an interview with key media could allow you to access a wide audience in a personal manner.

In many cases, your media team will have pitched the complete streets story to local media, offering your spokespeople as experts who can weigh in on this topic. Remember to reach out to media who have natural connections with the issue at hand (e.g., urban planning, transportation, statehouse, education, health reporters, etc.) because they are more likely to respond to your pitch. You will have a better chance of success with targeted mainstream and multicultural audiences when you create a pitch specifically targeted to those outlets.

With the appropriate preparation and practice, your speakers will become comfortable with your messaging and be able to speak articulately and passionately about the issue. The guidelines below will help you prepare speakers for success.

Choose Spokespeople

Develop a small cadre of spokespeople whose perspectives are especially important to the cause and whom the media might be interested in interviewing. Strive for diversity that represents your community and be sure to include spokespeople who can speak in other languages as it makes sense for your community.

- Senior executives from your organization who can speak specifically about your efforts to bring complete streets to your town.
- Teachers and other educators who know the importance of providing safe, active travel options to children on their way to school.
- Community leaders for seniors and people with disabilities.
- Doctors who see the impact of obesity-related diseases on their patients.
- Researchers who can share data on obesity’s impact on a specific city or state.
- Community planners who can offer their expertise on the details of what a complete streets policy can look like in action.
- Community organizations who are committed to a healthy environment in their neighborhoods, such as the Presidents of the Neighborhood Block Club or the Neighborhood Association.

Reach out to these types of spokespeople, ask if they would be interested in speaking on behalf of your organization about health and complete streets, and begin preparing them for the task.

Develop Content

Begin preparing your speakers for interviews as soon as possible. The more your speakers prepare, the more comfortable they will be and the better their delivery will be. Before you compose your responses, answer the following questions.

- **Who is your audience?** Before developing your messages, it’s important to consider the audiences you will be reaching through the publication conducting the interview.
  - To what media outlet will your speaker be presenting?
What should you say? Speakers will need to be armed with talking points on the important link between health and complete streets, but these core messages are just a starting point. Make your content more relevant by considering the following questions.

- Are there specific facts you want to highlight during the interview?
- What is the central theme you want to discuss—the core statement you return to over and over?
- Are there any cultural sensitivities or community dynamics to be aware of when you are developing your core messages?
- What would success look like? Provide numbers, statistics, and examples of the benefits of complete streets policies in your neighborhood.
- Can you make your messages more tangible? Consider adding comments about specific organizations, neighborhoods, or individuals that would benefit from implementing complete streets.
- Are there other groups or individuals taking part in the interview? What are their positions likely to be, and will you have to comment on them?
- How would you respond to the concerns of your opponents?
- Do you need to tailor messages to specific populations or communities?

What matters most? Spend some time thinking about how your speakers can best portray themselves and the issue.

- How should the interview begin and end? The most important parts of an interview are the introduction and conclusion because they are what your audience is most likely to remember.
- Journalists include “sound bites” in stories—short sentences that communicate your message briefly and memorably. It helps them keep up the pace of their story so they can keep an audience or reader engaged. When you write talking points, use short sentences and simple language. Craft punchy lines that grab attention and tell your story passionately.
- Are there other ways to restate the main goal of the campaign? People need to hear things at least three times to remember them, so keep bringing the messaging back to your core points.
- Is this still relevant? Reread talking points the day before the interview to be sure your talking points are still relevant. Read local news of the day and reference anything that is topical.

What questions do you expect? Spend some time anticipating questions and developing direct responses or ways to turn the conversation back to your key message. Consider those opposition or “gotcha” questions, since reporters often want to cover both sides of the debate.

Where will the interview be held? Determine in advance if your interview will be held in person, over the phone, over email, or some other medium, so you can plan responses appropriately.
Rehearsal
No matter how familiar spokespeople are with your talking points, it is important to have them rehearse multiple times before the interview. Ask your spokespeople to rehearse your talking points in the following ways—and work alongside them as they do.

- **Read the text alone silently.** Read the content with a critical eye. Do all proof points support the overall story? Is the central theme clear?
- **Read aloud alone.** Spokespeople might be surprised to hear themselves speaking aloud, especially if it is their first time participating in an interview. Suggest to your speakers that they read aloud to themselves, and make note of places where they take natural pauses or get tripped up on words.
- **Stand and read in front of a mirror (if the interview is on television).** When spokespeople read the content aloud standing, they will begin to get a feel for their natural body movement and non-verbal cues that will help bring the content to life.
- **Stand and read in front of peers.** Gather your colleagues to listen to the spokespeople deliver their talking points. This can help increase a speaker’s confidence and provides a safe place for feedback. At this point, they should be able to deliver their content without reading directly from papers.
- **Record their delivery and learn from it.** One of the best ways to rehearse is to make a video recording of your spokespeople presenting. This allows them to see what the interviewer sees and will make speakers aware of any distracting movements or phrases they may unknowingly use.
- **Rehearse in a comparable setting to where the interview will be held.** You may not be able to take your spokespeople to the actual interview location, but try to create a setting that feels similar. Spokespeople can practice their movement in this similar space, developing a sense of how to move and talk effectively when they are in the interview.

Interview Delivery
When your spokespeople arrive for the interview, they should be friendly and engaging, greeting reporters and producers confidently. This confidence is especially important if any of the spokespeople are top-level executives from your organization.

- **Own the space.** When you are on site in the room, remind your speakers of the movements they practiced. If it is an appropriate setting, encourage them to move around.
- **Engage the interviewer and the audience.** Remind spokespeople to maintain eye contact with the reporter as often as possible. They are the window to the viewers who are watching or listening. If there is an audience present, make sure your spokespeople speak directly to them. Unless you are speaking from a remote location, look at the reporter, not the camera.
- **Relax and enjoy.** By this point, your spokespeople will have mastered their text and be comfortable with their delivery, so remind them to relax and enjoy their time in the interview.
- **Say thank you.** Thank the reporter at the end and suggest meeting with them at a later date for a follow-up interview.

Key Takeaways
- Identify a diverse core group of spokespeople who can consistently speak with the media about your campaign in all relevant languages.
• Develop smart, punchy talking points and customize them to be relevant for each interview. Prepare for those “gotcha” questions that may arise.
• Practice makes perfect—ask your spokespeople to rehearse their speeches or talking points to get comfortable with their comments before they speak with journalists.
Mobilize: Why Op-Eds Matter

Public commentary has long been one of the most powerful ways to broadly communicate ideas. You will be able to convey your campaign’s essential messages to legislators, journalists, and the community through a published op-ed.

In the past few years, competition from expanded news and information sources, such as blogs and social media, has made publication easier but competition for attention tougher. This means that you will have to offer your best thinking and most influential voices to maximize your chances of having a newspaper print your op-ed—and have people care about who you are and what you have to say.

Op-Ed Tips and Tricks

- **Choose your signer carefully.** To ensure the best chance of earning placement on a news platform or gaining people’s attention, enlist a high-profile influencer to sign and submit your op-ed. Ideally, this influencer should be well-known within your community and by the audience of the publication, such as a doctor, researcher, teacher, school principal or superintendent, leader of senior or disabilities groups, or politician.
- **Choose a good subject line.** Unless you have had other contacts with the editorial page editor, your subject line functions as a pitch. Be sure it communicates the seriousness and timeliness of your op-ed.
- **Ask yourself: “Who cares?”** Make sure your piece will clearly resonate with or be meaningful to the public. Start by writing from the reader’s point of view, and express a clear opinion.
- **Keep things tight.** News outlets have limited space, so keep your op-ed to approximately 500 words. Some outlets have even shorter limits, while a few will accept up to 700 words, so check your paper’s requirements before submitting.
- **Speak conversationally.** Avoid jargon, fancy words, and slang. Your op-ed must be comprehensible to the general public, including people with no knowledge of how dangerous the streets are now, the importance of safe travel for all types of transportation or why complete streets might impact their lives.
- **Get to the point.** Make your key points early and often, and back them up with facts and examples.
- **Offer a short, snappy headline.** A good headline gives readers a preview of what your op-ed has to say. (Keep in mind that some news outlets will write their own headlines, regardless of what you submit.)
- **Be prepared to be edited.** Op-ed submissions are subject to revisions, editing, and fact-checking. Editors usually do NOT need your approval to make revisions or edits to accommodate space limitations, provided they do not change the context of your position. Sources for factual statements should be listed at the bottom of your op-ed to expedite review and placement processes.
- **Include your contact information.** Be sure to include your name, title, organization (as needed), email, and phone number in case the editors want to contact you.
- **Try again.** If your op-ed is rejected, send it elsewhere or publish it on your organization’s own blog.
Two samples of op-eds are available in the appendix. A rational op-ed appeals to reason; an emotional version appeals to the heart. For example, if you choose to write an op-ed about the importance of having sidewalks in your neighborhood, you could ask a local safety official to be the signer. This adds credibility to the safety argument and classifies the piece as a rational op-ed. On the other hand, if your goal is to encourage families in your neighborhood to advocate for complete streets, ask a mother to sign an op-ed focused on how her children are in danger walking or biking in the area because the routes aren’t safe. Have her explain the importance of having complete streets that include sidewalks and bike lanes. This emphasis on children’s safety from the perspective of a parent would classify the piece as an emotional op-ed.

Key Takeaways
- Choose your signer carefully. Having a local leader’s signature on your op-ed can help increase its chance of being published.
- Be brief and to the point. Five hundred words is a good target.
- Op-eds can be either rational or emotional, depending on the story you want to tell.
Mobilize: Meeting with Legislators

Some advocates may be willing to visit elected officials. Whether you meet with representatives in local home offices or take a trip to the state capitol, you can have a strong impact when you can look legislators in the eye and answer their questions about the problems presented by the dangerous streets in your area, and argue that complete streets elements, such as sidewalks, bike lanes, and crosswalks, are the solution. Decision makers want to know what is important to their constituents, so when your representative is available, take advantage of that time by scheduling an in-person meeting.

What follows are some tips to make the most of your meetings.

Save the Date

Making an appointment is easy—simply call your legislators and talk to the office’s scheduler. Here are a few things to keep in mind.

- Be flexible with the date and time. Legislators have busy schedules and meetings usually last 15 to 45 minutes.
- You may end up meeting with a staffer rather than a legislator. Many legislators rely heavily on staff to keep them informed and make decisions about issues.
- Choose one or two issues to discuss so you can talk about them comprehensively in even a short amount of time.
- Bring a colleague or an advocate who can also offer their insight on the issues, such as a constituent who would benefit from the change in that community—perhaps a local bike store owner who wants a safe environment for his customers to be able to use their bikes. Be cognizant that bringing an advocate to demonstrate diversity can come across as a token appearance. Be sure to have a strong role for each person engaged in the meeting.
- Research your representative’s stance and voting history on the issues you plan to discuss, as well as opposing viewpoints, to help frame your talking points.

Essentials for Success

Nervous about how the conversation will go or what to say? Bring these essentials to the meeting to help it run smoothly.

- A pen or pencil to take notes during your meeting.
- A business card to leave with your representative.
- Laptops or tablets for sharing photos of routes that could be improved by implementing complete streets, or a camera so you can take a picture with your legislator while you are visiting his or her office.
- A customized version of the decision maker fact sheet in this toolkit.
- A clear “ask” for the meeting—for instance, a site visit, newspaper column, or op-ed to move the issue forward.
  - Each of these could be a non-lobbying request, if your communication with the legislator focused on the policy goal of complete streets laws, and the various ways this could be achieved, rather than discussing specific legislation.
Make the Most of Your One-on-One

- Dress professionally when visiting your representative.
- Introduce yourself and talk about your position on the issues you are prepared to discuss.
- Share personal stories and examples to illustrate how the issues affect you and your community.
- Listen to your legislator's response and be prepared to answer questions. If you can't answer his or her questions, jot a note down and get back to him or her.
- Even if you do not see eye to eye, always be respectful and polite.

Thank Your Legislator

- Thank your legislator in a brief note or email for taking time out of his or her very busy schedule.
- Remind them of the stories you shared, your stance on the issues you discussed, and how their actions affect people in your community.
- Based on the response to your request or “ask,” determine the appropriate steps for following up with your legislator.

Key Takeaways

- Come prepared for your meeting with fact sheets, business cards, cameras, and—most importantly—a clear “ask.”
- Always be respectful and polite.
- Remember to thank your legislator or a member of their staff and use this opportunity to reiterate your “ask.”
Mobilize: Days at the Capitol

Individual meetings can go a long way toward making a difference with your legislator—but sometimes, there is strength in numbers. If you are looking to combine a media event and a legislator meeting, you may consider hosting a day at the state capitol where advocates hold a rally and then attend scheduled meetings with decision makers.

As you plan your own day at the capitol, keep the following considerations in mind. Note that these suggestions apply whether you are visiting your state capitol or you have organized something at a different level of government, such as a visit to the city hall.

Choose the Right Day
Planning a day at the capitol takes a lot of time and work—it is a large investment for one short day. Therefore, it is important to make sure you schedule the rally for when it will be most effective.

- Schedule the meeting according to when your issue is under review by the legislature. If you know when a vote is coming up or a particular committee is viewing the bill, legislators may be more focused on your issue. By talking to them at this point, you can grab their attention and remind them why this issue matters to you. If you talk about the legislation with a legislator and reflect a view on the bill, it will be lobbying.

- If you choose to reflect a view on specific legislation in this type of meeting, make sure you have ample unrestricted dollars to cover the costs of both planning and hosting such an event. These activities will be lobbying expenses since they involve communicating directly with legislators about specific legislation.

- The legislative calendar lends itself to slightly different opportunities for meeting. Try to attend at a time when things are slower at the capitol, not at the start of a new legislative session, so that you may be able to secure more quality face-to-face time with your legislator. If there is an opportunity to connect your visit to an awareness day (for example, Bike to Work Day) this could lend emphasis to your visit.

- If you focus your message more generally on the need for creating safe routes for active modes of traveling, it may be possible to use non-lobbying funds for this activity. When using non-lobbying funds, you must stick to educating legislators on the problems posed by unsafe routes. You can also secure legislators’ general backing for your issue, obtain support for non-legislative projects, like walk to work days, or request their support for a particular grant application to support these items. Alternatively, if you want to use your visit to influence legislators to introduce or support specific complete streets legislation or appropriations to complete streets planning projects, you must use lobbying dollars to pay for these activities.

- During your day at the capitol, consider planning an activity or event that would attract the attention of the media.

Invite the Right People
When you schedule these types of events, remember that legislators and their staff want to hear from constituents and people with direct experience with the issues at hand. It is important to bring advocates who are personally impacted by the current transportation environment in your local area or those who are educated and passionate about the benefits of complete streets. And do not forget to bring people who can talk about the positive fiscal impact, perhaps a city planner who has voluntarily
made these changes without negative financial consequences. This can be a key issue when it comes to health care and city planning, especially in under-resourced communities. Also consider members of the business community who know how creating a walkable, livable community could attract new business, and new jobs, to the city.

If you have existing relationships with your advocates, try to choose those who can effectively tell engaging stories that reflect diverse perspectives.

If you plan to include youth in your day at the capitol, be sure to have signed parental permission slips and chaperones. Consider consulting legal counsel if you need assistance developing this plan.

Help Advocates Attend
- If you have the resources, make plans to help your advocates get to the capitol, especially those with financial limitations. Consider offering gas money or assistance in paying for their plane ticket. An investment to get the right people involved can help ensure a successful visit. If the capitol is within reasonable driving distance, identify who can drive and who would like or need to carpool with others.
- If overnight travel is necessary, settle on a hotel and send out the booking information well in advance of the rally so people can get the cheapest rates (this may be another opportunity to help individuals out with the costs, if you are able). Always ask the hotel if it has group discount rates.
- Make sure your accommodations are pleasant and have sufficient space for group training meetings. They should also not be too far from the capitol. Consider visiting the hotel in advance to make sure it is suitable for your advocates. Remember, you want people coming back next year, and comfort—even modest comfort—is important.
- Ask advocates if they have any barriers to participating, such as transportation or child care, and brainstorm ways to help overcome these challenges to ensure full participation.
- Keep in mind, however, that if you are organizing a lobbying event, the travel costs also must be paid for using lobbying funds.

Create a Schedule
Plan a clear itinerary that you distribute to advocates when they arrive; you can even place it in their hotel rooms with a welcome gift bag. An itinerary will communicate that this trip is important, purposeful, and that they are going to get something out of it. On the itinerary, note the key message for advocates, emphasize what the common “ask” is, and outline next steps for follow up. Schedule time at the end of the day to receive immediate feedback and debrief on key conversations.

Build Time for Fun
Beyond meeting with their decision makers, this is an excellent time for advocates to connect. Connected advocates are often more committed and inspired to support the issue at hand. Although your advocates are connecting online, they may have few opportunities to connect in person and learn from each other. Make sure to schedule intentional times for this to happen in the form of meetings, as well as fun outings.
Create a Leave-Behind
Arm your advocates with tools that will help further drive the point home to decision makers. These could be the decision maker fact sheet in this toolkit or something else, such as a petition from advocates in their community or a symbol of the need to implement complete streets in their state. If your visit is a lobbying visit, materials you create specifically for the visit are likely to be considered lobbying materials; as such, developing and printing the materials must be paid for with lobbying dollars. Before you create your leave-behind, check your state’s gift restrictions for elected officials to confirm you are in compliance.

Follow Up with Successes
After the day at the capitol, follow up with advocates about the meetings, reporting both successful and challenging interactions or resulting legislative movement. The important thing here is to let advocates know their efforts were worth it, so they will continue to be active for your cause.

Key Takeaways
- Look at the legislative calendar and pick a day that makes sense for your visit.
- Think carefully about who should be in the room, and make sure to bring people with direct experience about the issues at hand.
- Do what you can to make the process of traveling to the capitol as easy as possible for your advocates.
Appendix

*Please note:* The materials provided in the following pages are meant to be general examples for you to learn from as you create your own pieces. Please avoid using this messaging verbatim. Instead, create messages that are unique to your efforts. For each tactic, please refer to the Key Messages outlined in the following pages, and craft your messages according to the specific policies most applicable to your community.
Key Messages: Pursuing Solutions to Ensure Environments Support Health for All Children

We have outlined the policy objectives and action items related to increasing support for complete streets at the beginning of this toolkit. Take some time before starting your campaign to map out the specific objectives that are right for you, according to the policies outlined.

After you determine which specific policies and improvements to pursue, it is important to fold those solutions into the communications you produce so you can establish a congruent voice across all outreach.

Because you speak to different audiences at different times, following are suggestions on how to speak about complete streets and why it is important to speak to various audiences. Meanwhile, you may advocate for different levels of solutions at different times, and in accordance with the needs of your community, so we have bundled potential messaging for each policy level mentioned in the introduction at the beginning of this toolkit. You can then use these messages in the various communications templates—including op-eds, action alerts, and blog posts—that follow.

Overarching message for encouraging the implementation of complete streets: Streets built to share

The below is your “go-to” messaging or your “elevator pitch,” for speaking about complete streets in your community. Use it to succinctly and clearly communicate your mission.

**Sound Bite**

A sound bite should be the shortest articulation of your mission—short enough to be recorded by the media, while detailed enough to accurately tell your community about your objectives.

**Sample sound bite:**

Streets should provide a safe and healthy way for all of us to connect. Yet many of our roads lack options, such as bike lanes and sidewalks or crossings that are safe for kids or older adults. We need streets built to share, so traveling can be safer for people walking, bicycling, driving, or using public transportation.

**Key message**

The key message is the center of your campaign. It encompasses the issue you are working to resolve and who you are enlisting to help you achieve that resolution.

**Sample key message:**

Many people in our community wish they could safely bike and walk as they go about their day, but they can’t. That’s because our community doesn’t have enough bike lanes and sidewalks—the parts of the road that make active and healthy transportation safer and easier. But there is a solution: If we build complete streets, where it’s not just roads, but also sidewalks and bike lanes, travel will be safe and accessible for all—no matter their mode of transportation. By encouraging our leaders and city planners
to incorporate complete streets into road construction, reconstruction projects, and planning projects, we can build a safe, healthy community together.

Visualizing impact

At the heart of our campaigns, we want supporters to visualize the impact. We want them to picture a community that has been improved by their efforts so they know what they are working toward. That is what the “visualizing impact” will help them do.

Sample visualizing impact: When streets are built to be shared, communities come to life with the bustling about of neighbors bicycling to work, walking their kids to school, taking a morning jog, or driving to the store. With complete streets, roads have what they need, such as bike lanes and sidewalks, to be safe for all, no matter their mode of transportation.

Audience Matters: How to Message to Different Audiences

For each of the policy objectives outlined in the beginning of this toolkit, there is a corresponding audience that should be targeted by your efforts. The following descriptions outline why and how each audience can be involved in your campaign. Keeping these perspectives in mind as you communicate will help you craft language that is most resonate with your audience.

Decision makers

Why: Decision makers have a responsibility to ensure the health, safety, and prosperity of their communities. They can do that by building complete streets, so those who want or need to travel actively can also travel safely. And when people can choose the way they want to travel and exercise, it leads to a city that is attractive to current residents and potential new ones.

How: Decision makers can encourage policies that create streets built to share for all users and all modes of transportation.

City Planners

Why: Great cities and friendly towns are created by the visions of planners. Planners help communities imagine the future they want and turn that vision into reality. Planners can help residents visualize and understand the benefits of streets built to be shared by all users—drivers, bikers, bus-riders, or walkers.

How: City planners can work with community members and local leaders to identify streets that are in need of improvement through the addition of sidewalks, crosswalks, and bike lanes. They can be proactive in including these elements into the planning process, instead of waiting for decision makers to require them.

Community Organizations

Why: Local nonprofits, schools, and community organizations share the same goal: building a healthier, safer, and more connected community. Although each organization may have its own focus, one area where they can come together is through supporting physical activity through active travel.

How: Local organizations can help make active travel easier by adding bike racks in front of stores and schools, organizing walking or running groups, starting walking school buses, or reaching out to senior and disabilities groups to brainstorm ways to help their members arrive to their location safely.
Families

**Why:** Parents set the ultimate example of healthy living for their children; if parents are living healthfully at home, so will their children.

**How:** Families can make a commitment to incorporate more physical activity into their weekly travel routines. If the streets in their community are not built to share, parents can ask decision makers to bring complete streets to their neighborhoods in order to make it safer for family members to travel to school, practice, the library, or to friends’ houses.

Individuals

**Why:** Each day, individuals make decisions on what to eat and whether or not to be active. Safety should be the last reason someone doesn’t make the choice to be active. The decision to be physically active would be easier if streets were built to be shared by everyone, no matter how they choose to travel.

**How:** On a personal level, individuals can set goals for physical activity during the week. They can also do their part to show decision makers and community leaders areas that would benefit from complete streets and communicate how this would help everyone live more healthy and active lives.

Specific Policies: Sample Messaging

*The following paragraphs are meant to guide you as you begin to write your own content to help you achieve your policy objectives. While every geography and group will approach policy objectives differently, these are strong examples of how you should consider messaging each level of the pyramid. Remember: These are examples; you should create messaging that is unique to your community.*

Each example follows the same basic structure, which has proved effective in communicating campaign objectives. The structure is as follows.

1. **Context for conflict**—establishes an understanding of how things should be
2. **Conflict**—describes the conflict; things are not as they should be
3. **Resolution**—instructs the corresponding audience in how they can resolve the conflict

**Improve communities by advocating for policies requiring that all road construction or reconstruction include the creation of complete streets**

Streets are meant to be the great connectors of our community. They take us from one place to the other, fusing together neighborhoods, towns, cities and states; and they bring communities together, especially when those streets are built to be shared—or used for transportation options, such as running, biking, and walking, just as much as they are for driving.

But in **[CITY]**, that’s not always the case. Our streets are not built to be shared, so it is not always safe to walk, bike, or run. The streets are not accessible to all types of transportation: they lack sidewalks and bike lanes, they are congested, and they are unsafe. Why should something that’s meant to help us connect serve as such a barrier?

As the leaders of our community, you can create streets that all people can use by enacting polices that require complete streets components—like sidewalks, crosswalks, and bike lanes—to be included when planning road construction or reconstruction. We want communities to be stronger and healthier, and we want neighborhoods to be attractive places for people to live. But in order for that to happen, we need to make sure there are opportunities for people to be physically active without sacrificing safety.
Create unified and aligned approaches to complete streets across the community
Streets are meant to connect us, neighbor to neighbor. They make it possible for people to gather at schools, meetings, places of worship, and stores, whether it is around the corner or on the other side of town.

Yet for the most part, our streets are only built for people traveling in vehicles, leaving many without the option to walk, run, or bike. For some, it makes it more difficult to be active each day, while for others, it makes the very basics of getting from one place to another nearly impossible. We need our streets to go a step further and include sidewalks, trails, and bike lanes that make the roads safe for all travelers.

The best way to create change is by working together. It is time for planning groups across communities to work together to create unified and aligned approaches for bringing complete streets to our state. Let’s make our streets sharable, just like we share the responsibility for making our neighborhoods healthy, accessible, and safe.

Provide support for building infrastructure that allows active travelers to access local businesses and organizations
Businesses like yours are the heartbeat of our neighborhood. You are committed to the prosperity of our community—not just because it means a stronger business for you, but because you care about the health and happiness of the community around you. Central to this healthy community is the ability to get from one place to another safely, no matter how we travel—most importantly for you, it brings us through the doors of your business.

That is why we need your help to make [CITY] as safe as possible for people traveling—no matter their mode of transportation. We are urging our lawmakers to build complete streets within our community for the safety of all travelers. As a local leader, your voice and your example could add so much to the cause.

You can help by telling local policymakers that your customers need sidewalks, paths, and crosswalks in order to safely travel to and from your store. Then add the necessary infrastructure for them to do so, for instance by installing bike racks outside your store.

Complete streets are good for your customers, so they are good for your business. Please speak up on behalf of your business and on behalf of the entire community today.

Find opportunities to incorporate physical activity into a family activity
Each day, families get together over dinner, homework, or favorite TV shows. Why not take that one step further by getting families together to be physically active? Living healthfully can be easy and fun if you do it together. Taking walks or bike rides not only gives you a dose of exercise, but it also gives you time together to bond.

But if our community’s streets are not built to share, it is awfully hard for families like yours to take a walk, bike to school, or go on a jog. As many of you know, that’s exactly what too many of our neighborhoods lack: the sidewalks, bike lanes, and crosswalks that keep your family safe.
But you can help bridge the gap between living healthy and the current condition of our streets. Find safe routes and start setting family goals to travel actively on a weekly basis. At the same time, tell our community leaders and legislators about the need for more complete streets in our neighborhood, so they are aware of the problem and can start making changes.

Make the individual decision to make a certain number of physically active trips per week
You can take the next steps to improving your health, whether it is by exercising more or watching what you eat. Little by little, adding in more walking, biking, and running into your daily routine can help you live a healthier life.

One thing that may make it harder for you to get outdoors and be active is the current structure of the streets in our neighborhood. In [CITY], there are few sidewalks or bike lanes, which makes it unsafe for those who want to bike, run, or walk. Either you take a risk and travel alongside cars or buses that may not see you, or you are not active at all for fear of safety.

But you can make things better. Tell your lawmakers and community leaders you need a safe environment to be healthy and active. With complete streets policies in place, you can safely use the streets with all users: bikers, walkers, runners, and drivers.

Key Facts: How to use evidence effectively
Facts can be a powerful way to communicate the importance of complete streets. By demonstrating the impact that bike lanes and sidewalks have on the health and safety of a community, you can communicate your goal in a concrete, logical way.

However, it is important to remember that facts are not always convincing. One person might more easily connect with a personal story of a struggling neighborhood, while another may want to see the numbers. When talking to your neighbor at the grocery store, it could be helpful to give a personal example of the impact of complete streets, while a city council member might appreciate hearing more details about how complete streets can specifically increase physical activity in your community. Learn the facts that support complete streets, but always have a story to share as well, so you can adjust your message to your audience.

Where you are able, try to provide the state or community-specific version of the below facts. Just as a personal story always helps make the story more relatable, facts that correlate to your region will help drive the point home, especially for lawmakers who are trying to plan a thriving community.

As you share facts related to complete streets, be mindful of the order in which you tell them. As with the alerts above, you can share the facts in an order that gives the context for the conflict, the conflict itself, and the resolution. In the case of complete streets facts, the context is the facts around the state of physical activity today; the conflict is the facts around the lack of safe options for active travel; and the resolution is the facts around the success of complete streets programs.

The following facts are listed in this sequence to help you make your case for complete streets in the most powerful way.
Context
1. Less than half of U.S. children and adolescents meet the recommended guidelines of at least 60 minutes of moderate-to-vigorous physical activity each day and less than 10 percent of adults meet the recommended guidelines of at least 30 minutes of moderate-to-vigorous physical activity every day.\(^9\)\(^,\)\(^10\)

2. Many schools have eliminated or reduced physical education, and in the last 30 years, the number of children walking or biking to school has dropped from 42 percent to a mere 16 percent.\(^11\)

Conflict
1. Each year, more than 4,000 pedestrians die in traffic crashes, and seven percent of those fatalities are children age 15 and younger.\(^12\) Providing areas to walk separate from automobile lanes could help prevent up to 9 out of 10 of those tragedies.\(^13\)

Resolution
1. Complete streets can also improve the safety of those who bike. Research shows up to a 50 percent reduction in bicyclist injuries and collisions with automobiles when on-road bike lanes are marked.\(^14\)

2. A study of Atlanta residents found that people who lived in the most walkable neighborhoods were 35 percent less likely to be obese than those living in the least walkable areas.\(^15\)

3. The mere existence of sidewalks and bike paths can have positive effects on health and physical activity levels. Studies have shown that more and better quality sidewalks are associated with

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\(^11\) Kerr J. Designing for Active Living Among Children. Active Living Research. 2007.


higher rates of walking and more adults meeting the daily physical activity recommendations. Sidewalks are also associated with a lower likelihood of being overweight.16,17

4. People in walkable neighborhoods generally get about 35 to 45 more minutes of moderate intensity physical activity a week and were less likely to be overweight or obese than those in low-walkability neighborhoods.18

5. Complete streets have also been found to benefit the economies of their communities. In a study of 37 complete streets projects by Smart Growth America, “complete streets projects were related to broader economic gains like increased employment and higher property values.”19

6. The safety improvements of complete streets can also have financial benefits. The report found that complete streets saved $18.1 million in collision and injury costs in one year.20

Lobbying vs. Non-Lobbying Checklist

The following questions may help you determine whether your efforts might be considered lobbying under the IRS rules, and therefore, must be paid for with separate, lobbying-approved funding. Each organization’s lobbying requirements (and the registration rules that may apply) may be slightly different, so make sure you consult your legal counsel to share your plans and address any questions. In general, the IRS lobbying rules apply to communications with members of Congress, state legislators, city council members, and potentially other elected officials and their staff. In some cases, communication with the general public is considered lobbying, too.

✓ Will you be communicating directly with a legislator—or to legislative branch staff, or any executive branch officials or staff involved in formulating particular legislation?
  
  *Note: Communicating with school boards and zoning boards does not qualify as lobbying.

✓ If so, will your communications reflect a point of view on specific legislation, such as the following?
  * Bills or ballot measures that have been introduced
  * Specific legislative proposals that have yet to be introduced (e.g., “Minnesota should adopt Florida’s complete streets law”)
  * Budget bills
  
  *Think strategically:* If you are not conveying a viewpoint on specific legislation, your communications with public officials or their staff are not lobbying. For example: talking with a legislator about the overarching importance of using transportation funds for streets that serve the needs of everyone in a community is not lobbying unless your comments are in reference to a specific pending or proposed complete streets legislation.

✓ Will you be communicating to the general public about a view on a particular ballot measure or piece of legislation—through op-eds, social media, email newsletters, advertisements, speeches, etc.?
  * Any communication to the public that reflects a view on a particular ballot measure is lobbying, even without a call-to-action.

✓ If so, will your communications to the general public include a call-to-action, such as the following?
  * Asking the public to contact a legislator
  * Identifying someone’s legislative representative
  * Providing contact information for a legislator
  * Providing a vehicle for contacting the legislator (e.g., form email, petition)
  * Identifying a legislator’s position on the legislation or identifying the legislator as sitting on the voting committee
  
  *Think strategically:* In most circumstances, if communications to the general public do not include a call-to-action, they are not lobbying unless the legislation discussed is a ballot measure. For example, if you create a factsheet about why a pending complete streets bill would help your community—without asking readers to contact their legislators (or any other form of a call-to-action)—the communication will not be lobbying.
Sample Emotional Op-Ed

Remember: This is an example; please create op-eds that are unique to your community.

When I was a kid, streets were the great connectors of our community. They brought neighbors together on their evening strolls after work. Kids could bike to each other’s houses after school. And I remember vividly walking with my father and sister to soccer practice.

As I look around at [TOWN], where I am raising my children, I can’t help but feel that times have changed—and not necessarily for the better. Sure, we parents still take our kids to soccer practice, but these days, most of us don’t walk, we drive. It’s not just that it feels easier to drive; it’s that it is actually safer, too. Those walks to soccer practice I remember, the evening strolls and bike rides after school; they are all things of the past. You see, the streets in our community simply aren’t built for anything but driving.

If I want to raise my children in the same type of community I thrived in as a child, things need to start changing around here. We need bike lanes, sidewalks, and crosswalks that give all of us the opportunity to get out of the house and connect with our neighbors. Of course, that’s not the only benefit. Adding infrastructure like this to our community makes living healthfully a lot easier, and a lot safer, for everyone. That’s something I can really get behind, as a parent trying to raise healthy children—and I am sure I’m not the only one.

I know this change is possible because I’ve seen it in other towns. Their streets are lined with bike lanes and walking paths. People bike to their offices each day, and parents bike with their children on the way to school. When communities are thriving like this, it’s a beautiful site to see. I’ve heard that these types of streets are called “complete streets.” I like the sound of that. Right now, I’m living in a neighborhood that I feel is so incomplete, but with these additions to our streets, I think I would finally feel we were complete.

Complete streets policies that require developers to build bike lanes, sidewalks, and crosswalks into their plans can go a long way to support the safety of all travelers and the healthy living of our entire community.

I want that for [TOWN NAME]—and look to our local leaders to make complete streets a reality. But they need to know how many of their neighbors and fellow citizens share the desire to build a community that inspires this type of healthy living.

There are tons of great resources and ways you can be involved with this effort. Just visit [INSERT LINK] to learn more. And please tell our local leaders to help promote complete streets, complete neighborhoods, and a completely healthy, happy life for all of us in [TOWN NAME].

Note: In the last two paragraphs, we chose language that made this a non-lobbying communication. By referring to “local leaders” instead of “legislators,” the request is not a “call to action” under the definition of lobbying (see pg. 64). Further, there is no mention of specific legislation. If a legislative vote were imminent, and you had sufficient unrestricted dollars to do so, you could make a strategic decision to spend lobbying funds on an op-ed that explicitly urged readers to contact their legislators to ask them
to vote for the bill. Alternatively, you could save lobbying dollars by writing an op-ed like the above, which advocates for policy without including a call to action, or by writing one that includes mentions of specific legislation without a call to action.
Sample Rational Op-Ed

*Remember: This is an example; please create op-eds that are unique to your community.*

When I opened the doors of my business to the [TOWN] community 25 years ago, I felt proud of where I was going to establish roots. I saw our community as one that was growing, and it made me hopeful for the future. I knew if I were to succeed as a small-business owner, it would be because I was operating in a thriving town, where people were happy, healthy, and connected to one another.

For the first 20 years, that’s just what happened. Our little town grew, and with it, so did my business. My doors swung open throughout the day with old and new customers alike. The new ones became regulars, and the regulars always came back.

But recently, I’ve noticed a distinct change. Business is a little slower and not as many new neighbors come through my doors. Several of my customers have clued me in to the reality: our town has lost its appeal, they say. It’s not the happy, healthy, connected community it once was.

Many in our community feel that as it has grown, we have not built enough places for residents to walk, bike, and run. We have not built “complete streets”—a term that describes streets built to be shared by all of us, where there are bike lanes for cyclists, paths for joggers, and crosswalks to help people safely get from one place to another. Many residents miss how easy it used to be to choose active transportation, and they feel like the drop in physical activity is taking its toll on their health.

So, one-by-one, they’re leaving for towns where they know their families can live healthy, active lives. Although it’s sad to see them go—many have become friends, not just customers—I can’t blame them when I hear about the latest research surrounding active communities. The American Journal of Health and the International Journal of Obesity report that the existence of sidewalks has a dramatic impact on the physical activity levels of residents. And if there are more and better sidewalks, then more adults get enough exercise and have a lower likelihood of being overweight. 21,22

As for the children, it’s about teaching them to be active, while being safe at the same time. When there are areas to walk that are separate from roads, nine out of ten traffic-related deaths of children younger than 15 are prevented.23, 24

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We’ve always heard that physical activity makes us happier and healthier. So, if we don’t provide places for people to be active, we can’t expect them to stick around. They’ll search for places where they can lead the life they desire.

It’s time more local leaders let this truth sink in and pass laws that require complete streets. It’s time business owners make it easier for their customers to walk or bike to their stores. It’s time for developers to bring active transportation infrastructure back into our community.

You see, none of us are helpless. We can all do something to help our neighbors get from one place to another safely and healthfully. That’s why I am pledging to do my part, as a business owner, to help make our community safer and healthier. I hope my fellow business owners will join me in this endeavor. After all, it’s good for our business, too. In fact, a study by Smart Growth America found complete streets projects have been linked to broad economic gains.25

But we can’t do it on our own. Our local government leaders must also put measures in place to bring more sidewalks, bike lanes, and crosswalks to our community. They must remember that communities thrive when they are healthy. And right now, our community and its residents are figuratively and literally unhealthy. We need to reverse this trend by bringing complete streets back to our community.

Together, I know we can reverse the trend that currently envelops our town. I know we can start to thrive again. And I look forward to seeing all the new faces in my stores when they do—hopefully a bit flushed from their bike ride over.

Note: In the second-to-last paragraph, we chose language that made this a non-lobbying communication. By referring to “local government leaders” instead of “legislators,” the request is not a “call to action” under the definition of lobbying (see pg. 64). Further, there is no mention of specific legislation. If a legislative vote were imminent, and you had sufficient unrestricted dollars to do so, you could make a strategic decision to spend lobbying funds on an op-ed that explicitly urged readers to contact their legislators to ask them to vote for the bill. Alternatively, you could save lobbying dollars by writing an op-ed like the above, which advocates for policy without including a call to action, or by writing one that includes mentions of specific legislation without a call to action.

Action Alerts

When reaching out to your advocates about a new issue area or campaign, your first message should be educational. Instead of asking people to get involved right away, spend some time sharing the facts. By laying this groundwork, you’ll ensure that people understand your campaign—and people who “get” your goals are more likely to take specific actions later, such as signing petitions or meeting with decision makers.

*Please note: these materials are examples; please create action alerts that are unique to your effort, and translate them into the relevant languages for your community.*

Issue Introduction

Dear [NAME],

What helps create a thriving community? The connections we have with one another, the safety of our neighborhoods, and our ability to make healthy choices. We are all working hard for a [CITY] built upon these things, but right now, there several obstacles standing in our way. Mainly, the lack of sidewalks, bike lanes, crosswalks, and other provisions for active transportation.

Many of our current streets desperately need improving. The kind of streets [YOUR ORGANIZATION] is trying to bring to our community would be connecting points for neighbors where cars, bikes, and pedestrians could all travel together. They would be streets built to share.

Called “complete streets” by city planners, these streets would be built with sidewalks and bike lanes included so that everyone—whether you are a kid biking to school, a runner out on a morning jog, or a commuter on the bus—can safely get from one place to another.

Complete streets are the first step as we work together to build a community that supports the safety and health of everyone who lives here. So, what can you do to help bring them to [CITY]? Join [YOUR ORGANIZATION] as we work to make a healthier, safer, and more connected community a reality through complete streets. Visit [INSERT URL] to get involved.

Thank you,

[ORGANIZATION LEADER OR MAIN POINT OF CONTACT]

Contact Your Legislator Action Alert

If you want complete streets implemented in your area, your elected officials need to know these programs are important to their constituents. The following message asks supporters to send letters to their representatives encouraging them to consider complete streets policies when planning the construction or reconstruction of roads.
If a complete streets policy is pending in the legislature, the following action alert would be grassroots lobbying because it is a communication to the public that reflects a view on specific legislation and includes a call-to-action. If there is no pending bill and the email is simply asking legislators to support a sensible policy, then it would not be lobbying and you could use non-lobbying dollars to pay for all related costs.

Dear [NAME],

Our communities thrive and flourish when people are healthy, happy, and connected. As you know, complete streets are one way to help our local residents live more active lifestyles because they bring more sidewalks and bike lanes to our community. But in order for change to happen, our local leaders need to hear from residents like you who want more complete streets.

Tell our local leaders and city planners that you want them to consider all transportation needs during the construction and reconstruction of roads. By making our roads sharable and, as a result, safer, we can build a better, healthier [CITY]. You can contact [HIM or HER] today [LINK TO ACTION].

By considering additions like bike lanes and sidewalks during the road planning process, [CITY]’s leaders can help make our streets safe for all users and types of transportation.

Tell [LEGISLATOR] you support requiring complete streets components to be considered when planning road construction or reconstruction [LINK TO ACTION].

Thank you,

[ORGANIZATION LEADER OR MAIN POINT OF CONTACT]

**Subject Lines**
The subject line of your email can help catch your supporters' attention and encourage them to open your email. Here are some suggested subject lines to try with your audience:

- Take action to improve your neighborhood
- Tell [LEGISLATOR] to support safe, healthy neighborhoods
- What’s missing in our neighborhood?
- Keep your kids safe: help complete the streets in [CITY]
- Sidewalks, bike lanes, and crosswalks, oh my!
Social Media Sample Messaging
The following sample messaging can help you spread the word about your campaign on Facebook and Twitter. Some examples are considered non-lobbying messages; however, others may fall under the definition of lobbying and will need to be paid for out of your lobbying funds. Remember: These are examples; please create posts that are unique to your community and have appropriate and useful links for readers to learn more or get involved.

The examples below assume the links in the tweets and Facebook postings bring users to a web page that provides information about the issue, but is not primarily a vehicle for users to contact their legislators. If a landing page urges users to contact their legislators about specific legislation, then a tweet or post that drives users to that landing page may itself be a lobbying communication. Due to the low cost of posting a message on social media, many organizations will choose to use their lobbying funds on social media messages that encourage supporters to contact legislators about legislation.

Twitter
Non-Lobbying Messages
- Let’s make streets safe for all travelers in [STATE ABBREVIATION]! Visit [LINK] to learn how we can make #streetsbuilttoshare
- RT if you agree: we need safe ways for people to be active outdoors. Here’s how complete streets can help: [LINK]
- We need sidewalks, crosswalks, & bike lanes so everyone can travel. Learn how complete streets can help: [LINK] #streetsbuilttoshare
- 75% of teens aren’t getting enough physical activity. Here’s how to help: [LINK] #streetsbuilttoshare
- Tell us which routes in your neighborhood could be improved by sharing a picture and tagging #streetsbuilttoshare
- Let’s get healthy together by making travel and play safe for walkers, runners, and bikers to use #streetsbuilttoshare. Learn how: [LINK]
- Complete streets can make it easier for everyone to travel and get the recommended 60 mins of exercise each day. #streetsbuilttoshare
- Unsafe conditions are often the main reason people don’t get the right amount of exercise each day. Let’s make #streetsbuilttoshare.
- Let’s make it safe for kids to walk, run, or bike. We need #streetsbuilttoshare. Read how: [LINK]
- Complete streets can decrease the # of crashes involving pedestrians and cyclists. Help make it possible: [LINK] #streetsbuilttoshare
- How do you like to get your exercise each day? Use #streetsbuilttoshare to tell us!
- We want people in [STATE ABBREVIATION] to be more physically active. Complete streets can help. Learn how: [LINK] #streetsbuilttoshare
- [TOWN/COMMUNITY NAME] is doing a great job at making their neighborhood safer with complete streets. Let’s do the same in [TOWN/COMMUNITY NAME] #streetsbuilttoshare
Lobbying Messages
The following tweets may be considered lobbying messages if they’re sent while the legislature is considering a bill related to implementing complete streets policies in your neighborhood, or if the communication refers to a specific law or program from another state.

- .@[INSERT LAWMAKER’S TWITTER HANDLE], please support policies that make our streets safe for all users. #streetsbuilttoshare
- Tell @[INSERT LAWMAKER’S TWITTER HANDLE] that complete streets are big step toward a healthier [TOWN/COMMUNITY NAME]. HE/SHE can help everyone use the streets safely. #streetsbuilttoshare
- Will @[INSERT LAWMAKER’S TWITTER HANDLE] support complete streets that allow everyone to feel safe when they’re traveling—on foot and in cars? Let’s make #streetsbuilttoshare
- Learn what @[INSERT LAWMAKER’S TWITTER HANDLE] and others are doing to promote complete streets for a healthier [TOWN/COMMUNITY NAME]: [INSERT LINK] #streetsbuilttoshare

Facebook
Non-Lobbying Messages
- We all deserve to live in a neighborhood where it’s easy and safe to be active outdoors. But right now, [COMMUNITY]’s streets aren’t safe for people who want to walk, bike, or run. Tell us in a comment about an area in your neighborhood that could be improved with complete streets.
- Walk outside your home and take a look around. Do you see a sidewalk? Do you see a bike lane? How can we be expected to get the recommended amount of daily physical activity if our neighborhood streets aren’t safe? Complete streets can help—act now to create a safer, healthier environment in our town. [LINK TO ORGANIZATION WEBSITE FOR MORE INFORMATION TO TAKE ACTION]
- Did you know? More than four million miles of public streets stretch across the United States, but the majority of these were built for vehicles and are actually unsafe for other kinds of transportation. Learn how you can help change this: [LINK TO ORGANIZATION WEBSITE FOR MORE INFORMATION TO TAKE ACTION]
- You have so many options in all areas of your life, but you don’t always have the option how you travel around town. Complete streets can give you more options for traveling, but we need your help! [LINK TO ORGANIZATION WEBSITE FOR MORE INFORMATION TO TAKE ACTION]
- Only one in four adolescents get the recommended 60 minutes of physical activity each day. We can make it easier for kids to be active outside by improving our streets with things like sidewalks and bike lanes. Take a minute to read more about how we can all use the streets, just like we share the responsibility for raising our kids in a healthy environment. [LINK TO ORGANIZATION WEBSITE FOR MORE INFORMATION TO TAKE ACTION]
- We need to make our streets safe for everyone. Each year, more than 4,000 pedestrians die in traffic crashes, and 7 percent of those fatalities are of children age 15 and younger. By providing areas to walk, run, or bike that are separated from vehicles, complete streets could help prevent up to 9 out of 10 crashes that occur alongside roadways. Everyone deserves to have safe routes to use no matter how they choose to travel. Learn how we can make our streets complete by visiting [LINK TO ORGANIZATION WEBSITE FOR MORE INFORMATION TO TAKE ACTION]
How do you like to get your recommended amount of physical activity each day? Do you know of routes in your neighborhood that could be made safer for people who choose active transportation? Tell us in the comments!

Complete streets are about more than creating safe routes for people biking and running; they’re about making travel safe for ALL users—kids, families, older adults, or people with disabilities—whether they are walking, pushing a stroller, using a wheelchair, bicycling, driving, or taking public transportation.

Lobbying Messages
The following Facebook posts are considered lobbying messages if they are sent while the legislature is considering a bill related to bringing complete streets to your area, or if the communication refers to a specific law or program from another state.

- We deserve safe places to get exercise and be physically active outdoors. So why aren’t our streets serving as one of those places? [LAWMAKER’S NAME] we need complete streets in our town so that people who want to walk, run, and bike, can do so safely. Let’s make sure everyone can use the streets.

- If we create more opportunities to be active in our neighborhood, we can increase the health of our community. Complete streets can help by making additions to streets, such as sidewalks, crosswalks, and bike lanes to [TOWN]. [LAWMAKER’S NAME], we need your help to make our neighborhood safer for people when they’re being physically active.

- Across the country, Americans aren’t getting enough exercise each day. In some towns, including ours, that’s because there aren’t enough streets built for those who want to walk, run, or bike. We can help make streets shareable for all users, and help people get more physical activity by bringing complete streets to our town. Contact [LAWMAKER’S NAME] and tell them why you think we need complete streets. [INSERT LINK TO WEBSITE].

- Everyone in your community should have the right to travel safely, no matter how they choose to travel. That could be kids, families, older adults, or people with disabilities—whether they are walking, pushing a stroller, using a wheelchair, bicycling, driving, or taking public transportation.
Newsletter Blurbs

Newsletters can keep your advocates engaged and up-to-date about the issues that matter to your organization. If you currently send out a newsletter on a regular basis, use it as a platform to help promote your efforts to make streets safe for everyone, no matter how they choose to travel.

The following are two sample newsletter blurbs to give you ideas for creating your own content. Please create content that is unique to your community.

Blurbs like these should serve as teasers for the more detailed information about the benefits of complete streets located on your website. Depending on the familiarity of your audience with this topic, you may want to provide some basic education on the issue.

Do you know just how unsafe the streets are in [STATE/CITY/TOWN]? It’s a bigger problem than you think! (informational)

It is not enough for streets to be safe for drivers—they need to be safe for everyone, no matter how they choose to travel. Whether walking, running, riding a bike, or driving a car, we all deserve access to routes that keep us safe until we arrive at our destination.

As our country faces an obesity epidemic, the ability to travel safely while being physically active is growing increasingly important. Right now in [INSERT TOWN NAME], it is difficult for people to be physically active outside because many of our streets lack key infrastructures that keep them safe, such as sidewalks, bike lanes, and crosswalks.

We can make the streets safer and shareable by implementing complete streets elements during the planning phases of road construction and reconstruction projects. This means that when decisions get made about how the streets will look and be used by community members, bike lanes, sidewalks, and other active transportation additions are considered. That is why [ORGANIZATION NAME] is working hard to tell our community leaders and city planners how crucial complete streets are to [INSERT TOWN NAME].

Will you join us?

Learn more about how you can get involved in making complete streets a reality in [TOWN NAME]—visit [LINK TO CORRESPONDING WEBSITE], today.

Tell community leaders: We need streets built to share (advocacy)

People across the country are not getting enough exercise, and this puts them at risk of major health issues, such as obesity, coronary heart disease, stroke, hypertension, diabetes, and even some types of cancer. [YOUR ORGANIZATION] is working to reverse this by encouraging our leaders to create infrastructure that helps our community stay active each day.

The thing is, the way our streets are designed right now makes it difficult for people to exercise outside. We need clearly defined, separate areas for people who want to run, walk, or ride a bike, so it’s easier
and safer for everyone to use the streets no matter how they travel. The technical term is complete streets. Think of them as streets *completely* available to all travelers.

As a community there is only so much we can do for complete streets on our own. We need the help of our city planners, community leaders, and decision makers to improve the health in our town. They have the power to implement policies that can create streets built to be shared by all users—policies that include complete streets.

**Tell your leaders that you want streets built to share in order to make a community that’s built to thrive. Support complete streets in [TOWN NAME] by taking action at [LINK TO CORRESPONDING WEBSITE].**

**Note:** These two newsletter blurbs would be non-lobbying because they talk about supporting complete streets programs generally without referring to any specific legislation. Further, this example refers only to “community leaders,” not to “legislators,” so there is no “call-to-action.” However, if there were pending or proposed legislation regarding complete streets, and the message referenced legislators instead of the more general “leaders,” it would be a communication to the public that reflects a view on specific legislation and includes a call-to-action—and thus would be grassroots lobbying.
Sample Blog Post: Letters to the Editor

If your organization has its own blog, customize the post below and use it as part of your campaign. The sample post below asks advocates to write letters to the editor of a local newspaper, but you can substitute any action you would like advocates to take. Remember: This is an example; please create blogs that are unique to your community.

FEATURED ACTION: Support safer routes for walking, biking, and running by submitting a letter to the editor (LTE)

Streets are the great connectors of any community. They don’t just take us from one place to another in our cars, they bring us together on our bike rides, morning jogs, and evening strolls. At least, that’s what they’re supposed to do. But in some parts of [CITY] the opposite is true: streets are unsafe for people who walk, bike, or run because there are so few bike lanes, sidewalks, or crosswalks. This not only limits our choices for how to travel, but it also discourages exercise.

It’s time to change this, and we believe that complete streets are the solution. When complete streets are in place, it means streets are built to be shared by all travelers—whether they are biking, walking, or driving—because they don’t just have roads; they have sidewalks, bike lanes, and crosswalks.

It’s not hard to imagine how this might improve the quality of life in our neighborhoods. By creating safe and accessible routes for all travelers, it gives people the option to travel actively if they want to—and this has proven to have a positive effect on communities. The American Journal of Health and the International Journal of Obesity report that the existence of sidewalks has a dramatic impact on the physical activity levels of residents. And if there are more and better sidewalks, then more adults get enough exercise and have a lower likelihood of being overweight.26 27

It’s time we encouraged our leaders and city planners to incorporate complete streets into road construction or reconstruction projects for the safety and health of our community.

If you agree, we could really use your help to make complete streets a reality. To get involved, you could:

- Post information about Bike to Work Day, Capitol Hill visits, town hall meetings, etc. on your blog, Facebook, or Twitter.
- Email your friends and family and ask them to support this effort.
- Write to your key community leaders and public officials. [LINK TO AN ACTION ALERT]
- Write a letter to the editor (LTE) of your local newspaper—don’t forget about multicultural media in your community. Newspapers can reach thousands of people, so your LTE could help create new advocates of complete streets in [STATE/CITY/TOWN].

If you would like to draft an LTE, here are a few tips to keep in mind:

- Visit your local newspaper’s website to learn how to submit your LTE. If necessary, give the editor a call, and ask how he/she prefers to receive letters.
- Make sure you leave your name and contact information (including phone number) when you submit. The newspaper will need to contact you before publication to verify you truly submitted the letter.
- LTEs should be short. Try to keep your message around 100 words. Some newspapers may have specific length guidelines.
- Share your story! If you have a story about how complete streets enabled your children to perform better academically and maintain good health, consider sharing it here so you can make a personal connection from the start. A before and after story of a community that has made this change would be a powerful message.
- Make sure you include the purpose of your letter: to get public officials and other community leaders to support complete streets in your community.
- Back up your intent with facts about the safety and health risks inherent in incomplete, unsafe streets.
- Make sure to direct readers to [YOUR WEBSITE URL] so they can learn how they can get involved.
Case Studies
The following case studies spotlight successful situations where communities were able to influence policymakers to implement complete streets in their communities. They can help serve as models for your own program or provide inspiration for new ways to approach your work.

Mississippi’s State Wide Education and Outreach Campaign
State Success Stories
By Safe Routes to School National Partnership

Program Details
In 2010, the Mississippi network created a complete streets fact sheet and distributed it to municipalities and advocates throughout the state. This effort was accompanied by extensive outreach to build support for complete streets street-scale improvements. Since then, the cities of Oxford, Hernando, Columbus, Pascagoula, and Tupelo all passed complete streets ordinances.

Results
The Mississippi Transportation Commission, following the lead of these cities, unanimously passed a resolution in April 2011 that requires the Mississippi DOT to create a policy to "consider the development of multipurpose trails and/or wide-paved shoulders during the planning phases of all new highways and the re-construction of existing highways in or near communities with areas of high demand for recreational facilities." This resolution will help move Mississippi toward a more integrated bicycling and walking network and, in turn, allow more children to walk and bicycle to school and in their daily lives. Dick Hall, Central Mississippi Transportation Commission chairman and Mississippi network partner, stated in a press release, "...our staff will now be required to evaluate the possibility of incorporating construction of either a multi-purpose trail or dedicated pathway adjacent to new road construction or reconstruction of existing highways. This is a big step for cyclists, runners, and walkers in Mississippi. Currently our state is not as well equipped as some others in catering to the needs of pedestrian and cycling transportation— with this resolution, future generations of Mississippians will benefit from the policy we put in place, and I'm proud to take part in establishing this initiative." The Mississippi network will continue to ensure the implementation of the resolution.

Tennessee’s Presentation on the Connection between Safe Routes to School and Complete Streets Policies
State Success Stories
By Safe Routes to School National Partnership

Program Details
The Tennessee network’s complete streets action team developed a presentation about the important connection between Safe Routes to School and complete streets policies. In the summer of 2010, the Tennessee network launched a series of hour-long “lunch and learn” workshop sessions to educate policymakers and other leaders throughout the state on the benefits of complete streets policies at local, regional, and state levels. They are now looking into using this model for educating decision-makers on other Safe Routes to School-related topic areas.
Results
Currently in Tennessee, the following cities and regions have complete streets policies, most of which were created since the Tennessee network began its efforts in January 2010:
- Tennessee Department of Transportation
- Knoxville Regional Transportation Planning Organization
- City of Knoxville
- Chattanooga-Hamilton County Transportation Planning Organization
- City of Hendersonville
- Sumner County
- City of Nashville
- Nashville Metropolitan Planning Organization

Florida’s Law Requiring Transportation Planning Include Bicycle and Pedestrian Considerations
State Success Stories
By Safe Routes to School National Partnership

Background
Florida Statute 335.065 states that “...bicycle and pedestrian ways shall be given full consideration in the planning and development of transportation facilities, including the incorporation of such ways into state, regional and local transportation plans and programs...”

Program Details
In order to facilitate implementation of this law, the Florida network worked with Florida’s Regional Planning Councils, with the East Central Florida Regional Planning Council taking the lead, to incorporate policies that support street-scale improvements around schools. The Florida network’s complete streets action team convened in December 2010, and met with representatives from the Florida Regional Planning Councils on January 10, 2011, to promote the inclusion of street-scale improvements and Safe Routes to School policies into the Strategic Regional Policy Plans.

The Florida network also identified Florida’s Metropolitan Planning Councils as another powerful governmental entity that can implement the statute, and began working with the Florida Metropolitan Planning Organization Advisory Council in 2010.

Results
The Council’s Governing Board approved a resolution in July 2010 that “supports the due consideration of bicycle and pedestrian accommodation on all transportation projects built or maintained in the State of Florida.”

The Florida Metropolitan Planning Organization Advisory Council invited the East Central Florida Regional Planning Council, representing the Florida network, to present on Safe Routes to School and complete streets at their meeting on July 28, 2011.
Content Articles

The following articles are examples of media coverage around complete streets. Read on to learn more about these programs, as well as the types of articles some journalists have written about the importance of exercise for children, urban planning, safe streets, and more.

“No big bucks needed for Complete Streets!”
Anne White
Twin Cities Daily Planet
November 2, 2014

When I was in New York City a couple of weeks ago, I had the opportunity to get together with Nolan Levenson, a Macalester graduate who now works at the NYC Department of Transportation. We met near his office on Water Street in lower Manhattan to talk about ways the City of Saint Paul might apply some of New York's successful Complete Streets implementation tools, then took a brief tour of the Wall Street area. What he showed me provided convincing evidence that it doesn’t have to take many years and a lot of money create a more walkable, bikeable, livable city, even when streets are narrow and budgets constrained.

A lot of the treatments I saw were not fancy or aesthetically pleasing, and frankly, could use a facelift, having been in place for some time. Even so, they’re still effective in making the area safer and more comfortable for walking, while retaining parking spaces and one or two lanes of traffic. Using simple, inexpensive ingredients — mainly paint, giant planters, and cheap, bendable, plastic bollards — the streets have been reconfigured by expanding sidewalks and bumpouts, creating new plazas on vacated streets, and tucking tiny parks and playgrounds into triangular spaces at intersections that used to be concrete eyesores.

Read the full article here

“Advocates push for more ‘complete streets’ in Palm Beach County”
Angel Streeter
Sun-Sentinel
September 8, 2014

More roads built for pedestrians and bicyclists and not just vehicles could be springing up in Palm Beach County as interest grows in the county for "complete streets."

Many roads are designed for motorists to get to their destinations as quickly as possible. Complete Streets puts other users on equal footing with drivers, making it easy to cross roads, walk to shops, bike to work or catch a bus.

"We need to think about reconstructing what we have in a better fashion," said Palm Beach Metropolitan Planning Organization executive director Nick Uhren, at a recent meeting. "How do we
implement complete streets in resurfacing projects? How do we improve safety on roads for cyclists and pedestrians?"

*Read the full article here*

“New CDC physical activity report focuses on youth, 'complete streets’”
David Quick  
*Post and Courier*  
July 28, 2014

At first glance, the Centers for Disease Control and Prevention's recently released "State Indicator Report on Physical Activity, 2014" seems to be yet another report on something that we already know. [...] The report, Bornstein says, also underscores the importance that our environment, such as the availability of parks, sidewalks, bike lanes and other public facilities, plays in determining how active we are. He adds that these environments outweigh individual knowledge, skills and motivation. "What this means is that those who live, work and play in environments that don't support regular physical activity, such as where there are no bike lanes or sidewalks connecting homes to business and schools, should not be expected to be as active as those who have access to more favorable environments."

*Read the full article here*

“Oliver: Complete Streets can boost health, economy”
Joan Oliver  
*Northwest Herald*  
August 26, 2014

Many of us care about McHenry County and want to make it a better place to live. Take for instance a new partnership between area municipalities and the McHenry County Department of Health to implement the Complete Streets program.

The city of Woodstock and the villages of Algonquin and Lakemoor have adopted the policies, which aim to give residents more transportation choices by increasing accessibility and safety on roadways.

“We are working as a community to help our residents stay healthy,” health department spokeswoman Debra Quackenbush said.
The idea behind Complete Streets is simple: encourage towns to make their streets usable by everyone, including those who do not drive, such as children, seniors and people with disabilities.

Read the full article here
Index of Potential Allies

The American Heart Association has volunteers and advocates in communities across the nation who may be working on this issue. Connect with your local American Heart Association office by visiting heart.org or calling 1-800-AHA-USA-1.

Safe Routes to School National Partnership
AARP
Active Transportation Alliance
Advancement Project
America Walks
American Academy of Pediatrics
American Cancer Society Cancer Action Network
American Public Transportation Association
Asian and Pacific Islander Obesity Prevention Alliance
Berkeley Media Studies Group
Bridging the Gap
ChangeLab Solutions
Healthy Kids, Healthy Communities
Hip-Hop Public Health
The League of American Bicyclists
MomsRising
National Association for the Advancement of Colored People (NAACP)
The National Center for Bicycling & Walking
National Center for Safe Routes to School
National Council of La Raza
National Organization of Black Elected Legislative Women
The Notah Begay III Foundation
PeopleForBikes
The Pew Charitable Trusts
The Praxis Project
Red, Bike and Green
Salud America!
Smart Growth America
Transportation Equity Caucus
Transportation Equity Network
Trust for America’s Health
Wisconsin Bike Fed
YMCA of the USA
Potential Allies

Safe Routes to School National Partnership
The Safe Routes to School National Partnership’s (the National Partnership) mission is to advance safe walking and bicycling to and from schools, and in daily life, to improve the health and well-being of America’s children and to foster the creation of livable, sustainable communities. With a diverse staff spread across the country, the National Partnership shares its expertise and knowledge to inspire and encourage action in local communities, advancing policies that support physical activity, healthy community design, active transportation initiatives, and infrastructure improvements, especially in underserved communities.

2323 Broadway, Suite 109B
Oakland, CA 94612
(510) 342-3699
www.saferoutespartnership.org

Positioning
The National Partnership stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to physical activity, childhood obesity, and public health
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical target audiences, namely the Federal Highway Administration, state departments of transportation, and state and local governments
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Complete Streets: Making Roads Safe and Accessible for All Users guide provides information on complete streets policies in underserved communities
  - Produced a webinar series to educate advocates on the impact of MAP-21 legislation
  - Compiled a library of resources for use in promoting and documenting the success and goals of the national safe routes to school movement
  - Ongoing participation with Voices for Healthy Kids

Media Coverage

Pedestrian safety program prevents student injuries
Fewer kids were injured during early morning and after school hours once new traffic lights, pedestrian signals and speed bumps were put around New York City schools, according to a new study. Those fixtures were added through the Safe Routes to School program, which received over $600 million from the U.S. Congress in 2005 to improve kids' ability to walk and bike to schools across the country.

"Pedestrian injuries for children, while the numbers have gotten better over the past decade or so, they're still pretty dismal," said Charles DiMaggio, who worked on the new study at Columbia University in New York. As a result of Safe Routes to School, the city's Department of Transportation undertook safety improvements at the 124 New York City schools (out of a total of 1,471) with the highest injury rates in the city.
Livable Communities online hub provides best practices, strategies, research, policies, and tool kits to aid in the development of pedestrian friendly communities

Complete Streets in the States guide outlines the elements and components that make up a comprehensive complete streets policy, starting with a clear vision for how and why a community wants to complete its streets

A Citizen’s Guide to Better Streets resource provides advice to individuals and organizations who seek to improve the livability of their communities by improving the design of streets in the community

Livable Communities: An Evaluation Guide summarizes findings from a series of focus groups and surveys that identified elements of a livable community pertaining to transportation, walkability, housing, health services, and community activities

Owned Media

The Best Complete Streets Policies of 2013
By Livable Communities Team
AARP Blog
February 18, 2014

Creating a great place for all ages begins in the streets. Complete Streets policies ensure that a community’s roads are safe for all users – drivers as well as pedestrians, bicyclists, public transit riders, schoolchildren, older adults. States, cities and towns can look to these policies in order to build road networks that are “safer, more livable and welcoming to everyone,” according to the National Complete Streets Coalition, a program of Smart Growth America.

What Are Complete Streets?
By Nancy A. LeaMond
AARP Blog
June 6, 2013

For years, U.S. transportation policy has focused almost entirely on construction and maintenance of roads to accommodate more cars. And while cars are obviously critical to our transportation network, they are only part of the equation. That is why AARP is so pleased that transportation planners and engineers are expanding their view and design of travel networks to accommodate all modes of travel, including driving, walking, public transportation and cycling. This is an approach that we have been championing for years – we call it Complete Streets.
conditions for bicycling, walking and transit and engage people in healthy and active ways to get around. For nearly 25 years, ATA has led the charge for a transportation culture that values safety, health, sustainability and choice. ATA is the regional expert that spurs safe routes to school programs in local communities and advocates for policies at the state level that support walkable and bikeable schools.

9 W. Hubbard Street, Suite 402
Chicago, IL 60654
(312) 427-3325
www.activetrans.org

Positioning
ATA stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to biking, transportation, and public safety
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely federal, state, and local departments of transportation
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Better Blocks program works with schools, parks, and block clubs to help them address how to eliminate barriers to walking, biking, and public transit through utilizing city resources
  - Developed the Complete Streets, Complete Networks design manual to that serves as resource for policymakers and community leaders who are involved in the transportation design planning process
  - Created the Schools Changing Transportation: Local Leaders Guide, which aids in helping school boards, local school councils, and parent groups identify obstacles to active transportation and determine solutions

Media Coverage
Civic group proposes closing parts of 20 Chicago streets
By Jon Hilkevitch
Chicago Tribune
February 12, 2014

The Active Transportation Alliance's objective is to make downtown and the neighborhoods more attractive places to live and shop, and to help residents get around easily and safely by promoting more bicycling and walking while also reducing traffic accidents, officials at the alliance said.

Make Transportation a priority
By Ron Burke, Executive Director, Active Transportation Alliance
Chicago Tribune
August 26, 2011
The job of all of our transportation agencies is to get people where they need to go, and to do so strategically, efficiently, cost-effectively and with minimal impact on our quality of life and natural resources. Experience shows that we cannot build our way out of congestion with expanded lanes and bypasses alone. New highways and traffic lanes inevitably fill with traffic. Transit needs to be part of the solution. Dedicating a small percentage of road space and resources to transit has the potential to significantly increase the overall toll corridor capacity, allowing more people -- not just cars -- to get to jobs, shopping and events. Transit creates jobs and increases access to those jobs, reduces household expenses, improves our environment and helps us make the best possible use of our existing roads and communities.

Advancement Project

Advancement Project is a multi-racial civil rights organization. Founded by a team of veteran civil rights lawyers in 1999, Advancement Project was created to develop and inspire community-based solutions based on the same high quality legal analysis and public education campaigns that produced the landmark civil rights victories of earlier eras. Advancement Project works to help organized communities of color dismantle and reform inequitable policies that undermine the promise of democracy.

1220 L Street NW, Suite 850
Washington, D.C. 20005
(202) 728-9557
www.advancementproject.org

Positioning

Advancement Project stands to support the Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to civil rights and equity issues in underserved communities
- Proponent of policies that support safe transportation networks for pedestrians
- Activism aimed at promoting complete streets initiatives at the local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely local school districts and law enforcement
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to safe routes to school, to improve the well-being of young individuals and foster healthy communities
  - Urban Peace program applies public health methods to understand the underlying reasons for violence and creates innovative, holistic ways to change the conditions that lead to them
Safe Streets for Watts Students provides a case study of best practices for successful implementation of safe routes to school programming

Media Coverage

South L.A. Steps it Up with Inspirational L.A. 2050 Proposals
By Sahra Sulaiman
Streets Blog LA
April 2, 2013

The Advancement Project has been doing amazing work with the residents of housing developments, the Housing Authority of the City of Los Angeles (HACLA), LAPD, and other community members in Watts over the past year. They have worked to hold HACLA accountable for what goes on within the developments and helped residents build more trusted relationships with the LAPD officers assigned to them. These partnerships have made the community safer overall by reducing crime. Now they want to take that work beyond the projects in order to assist those kids in getting to and from school safely. Working with Safe Routes to School, they propose to train community members to act as monitors on the streets, helping kids go back and forth safely. They also propose having gang interventionists and trained teachers at school ready to welcome the youth with positive messages and contribute to making the environment safer for learning and recreation. Learn more about their efforts here.

When Safe Routes to School Is About More than Bike Lanes and Sidewalks
By Damien Newton
Streets Blog LA
September 1, 2011

What do you do when the main barrier to encouraging more students to walk and bicycle to school isn’t social pressures or broken infrastructure, but a different sort of public safety hazard? What do you do when it’s not motorists, but gangs that imperil children who want to walk or bike to school?

If you work with the Advancement Project, and you’re working in South Los Angeles’ Westlake Neighborhood and Belmont Community, you get the community involved, you get the police involved, and you make a plan.

Working with 21 different community groups, advocacy groups and government organizations, including the Los Angeles Police Department, the Advancement Project worked to create a map that showed what challenges face students walking to school and create a safe corridors program to address those needs.

“Our role has been to coordinate the amazing assets, programs and services already existing in the community,” explains Maribel Meza, a policy advocate with the advancement project. “It has been a grassroots, community driven effort.”
America Walks
America Walks serves as a coordinator, information clearinghouse and resource provider to advance game-changing campaigns with national and local partner organizations to advance and protect walking at the national level. The mission of America Walks is to make America a great place for walking by collaborating with likeminded groups to share knowledge, advance policies and implement effective campaigns that promote safe, convenient and accessible walking conditions for all.

P.O. Box 10581
Portland, OR 97296
(503) 757-8342
www.americawalks.org

Positioning
America Walks stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to pedestrian safety and walking infrastructure
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely state departments of transportation
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Complete streets webinars present valuable information on complete streets, from complete streets policies, program implementation strategies, and case studies
  - Complete streets policy and implementation brochure provides basic information on complete streets, and offers tips on how to write, implement, and fund successful complete streets policies

Media Coverage
The Infrastructure of Inequality
By Jana Lynott
AARP Blog
October 21, 2013

I applaud Kaiser Permanente, America Walks and the other organizers of the Walk Summit for placing equity front and center on the agenda as they build a movement toward creating environments where walking is safe, easy and routine for people of all abilities. To begin, we, as a society, need to put
pedestrian accessibility on equal footing with funding for other transportation improvements. With more than 8,000 boomers hitting retirement age every day, we cannot delay.

American Academy of Pediatrics
The mission of the American Academy of Pediatrics (AAP) is to attain optimal physical, mental and social health and well-being for all infants, children, adolescents and young adults. To accomplish this, AAP supports the professional needs of its members. AAP works to advance child health and well-being with the understanding that pediatricians are the best qualified to provide child health care.

141 Northwest Point Blvd.
Elk Grove Village, IL 60007
(847) 434-4284
www.aap.org

Positioning
AAP stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to physical activity and childhood obesity
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely Congress and state and local governments
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Transportation Initiative for Children’s Health provides a matrix of resources to educate health professionals, communities, and states on transportation policies that promote children’s health and safety in regards to injury prevention, air quality, physical activity, and built environment
  - Institute for Healthy Childhood Weight advocates for increased access to safe places for physical activity support of safe routes to school programs and complete streets
  - Ongoing participation with Voices for Healthy Kids

Owned Media
The Built Environment: Designing Communities to Promote Physical Activity in Children
AAP Policy Statement
Pediatrics
April 29, 2013
An estimated 32% of American children are overweight, and physical inactivity contributes to this high prevalence of overweight. This policy statement highlights how the built environment of a community affects children’s opportunities for physical activity. Neighborhoods and communities can provide opportunities for recreational physical activity with parks and open spaces, and policies must support this capacity. Children can engage in physical activity as a part of their daily lives, such as on their travel to school. Factors such as school location have played a significant role in the decreased rates of walking to school, and changes in policy may help to increase the number of children who are able to walk to school. Environment modification that addresses risks associated with automobile traffic is likely to be conducive to more walking and biking among children. Actions that reduce parental perception and fear of crime may promote outdoor physical activity. Policies that promote more active lifestyles among children and adolescents will enable them to achieve the recommended 60 minutes of daily physical activity. By working with community partners, pediatricians can participate in establishing communities designed for activity and health.

American Cancer Society Cancer Action Network
The American Cancer Society Cancer Action Network (ACS CAN) is a nonprofit, nonpartisan sister organization to the American Cancer Society. ACS CAN works to make cancer a national priority. Specifically, it advocates for better access to care, cancer prevention and early detection programs, cancer research funding, regulation of tobacco, better quality of life for cancer patients, and attempts to raise awareness of and reduce cancer disparities. Members include cancer survivors, caregivers, patients, volunteers and students, including Colleges Against Cancer.

555 11th Street, NW, Suite 300
Washington, D.C. 20004
(202) 661-5727
www.acscan.org

Positioning
ACS CAN stands to support Voices for Healthy Kids’ stance on complete streets based on the following:
- High impact in policy related to physical activity, childhood obesity, and public health
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely health care professionals, community leaders, and state and local governments
- Strength of communication channels
- Past public support of complete streets initiatives
• Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  o Organized “Complete Streets Week” events in several markets to advocate for adoption and implementation of complete streets policies at the local level
  o Advocated for funding of safe routes to school in the federal transportation bill
  o Supported the Surgeon General’s call to action on walking, including safe routes to school as a program to promote walking
  o Ongoing participation with Voices for Healthy Kids

Owned Media

Obesity, Nutrition, Physical Activity and Cancer
American Cancer Society Cancer Action Network
Fall 2012

Complete Streets aims to ensure that all users—pedestrians, bicyclists, motorists, and transit riders of all ages and abilities—have safe access to a community’s streets. These and other initiatives, including Safe Routes to School programs, can increase opportunities for physical activity for transportation and recreation.

Complete Streets is Critical to Cancer Prevention
By Donald Distasio
American Cancer Society Cancer Action Network
Fall 2011

The American Cancer Society has been a strong supporter of this legislation from the start. Seeing 'Complete Streets' signed into law represents a victory for the fight against cancer. We salute the work of both health advocates and state leaders to make this important cancer prevention law a reality.

American Public Transportation Association
The American Public Transportation Association (APTA) works to strengthen and improve public transportation, serving and leading its diverse membership through advocacy, innovation, and information sharing. APTA and its members and staff work to ensure that public transportation is available and accessible for all Americans in communities across the country.

1666 K Street NW, 11th Floor
Washington, D.C. 20006
www.apta.com
Positioning
APTA stands to support the Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to transportation, health, and community development
- Proponent of policies that support safe transportation networks for pedestrians
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely state and local community planners
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Published guide on Map 21, which authorizes a wide variety of projects geared toward providing more effective and efficient public transportation, including a focus on improved service to seniors, low income individuals, and individuals with disabilities, as well improvements in mobility management, communications, and system capacity
  - Published a recommended practice report, Design of On-street Transit Stops and Access from Surrounding Areas, intended to support transit agencies to actively pursue access improvements by describing the on-street stop design features and characteristics that improve or support access to transit.

Media Coverage

**Metro Council approves policy to make Baton Rouge more walkable, bikeable**

By Andrea Gallo
The Advocate
November 28, 2014

Not only is changing roadways a quality-of-life issue, bad transportation could affect how many people move to and stay in Baton Rouge. Studies cited in the policy show that the ability to walk and bike is a key factor when younger people, especially millennials, decide where to live.

The American Public Transportation Association also reported that people save more than $800 a month by riding public transportation to their destinations instead of driving. Transportation is the second largest expense in American households, according to the policy.

**500+ Complete Streets Policies in Place, But Not the Most Important One**

By Tanya Snyder
Streets Blog USA
August 16, 2013

At their best, complete streets can involve bus-only lanes to speed up buses that are otherwise constantly merging in and out of traffic and stuck behind slow-moving cars, and more appealing bus
shelters to replace the simple posts in the ground alongside barren, fast-moving roads. Simple things like these can make a big difference.

But even if complete streets mean nothing more for transit than better pedestrian connections, that’s a huge help, said Art Guzzetti of the American Public Transportation Association. After all, most transit trips start out as pedestrian trips, and sometimes it’s the pedestrian segment that makes or breaks it.

Guzzetti said that even among senior citizens who had a bus stop within two blocks of their home, three-fifths had no sidewalks to get them there safely, and just 10 percent used transit. Sometimes the “last mile” is actually just two blocks, but it’s still too long if there’s no safe route.

Asian and Pacific Islander Obesity Prevention Alliance

The Asian and Pacific Islander Obesity Prevention Alliance (APIOPA) is a division of Special Service for Groups. SSG is a Los Angeles based non-profit organization that provides community-based solutions, encouraging community involvement and self-sufficiency, to the social and economic issues facing those in greatest need. SSG serves as a bridge between people with common needs across traditional ethnic, racial, and other cultural boundaries to identify ways to pool resources by developing and managing programs which serve many communities.

950 E 8th Street
Los Angeles, CA 90021
www.apiopa.org

Positioning

APIOPA stands to support the Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to health and community development, particularly within the Asian/Pacific Islander community
- Proponent of policies that support safe transportation networks for pedestrians
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences
- Ability to impact critical stakeholders, namely state and local community planners
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Roots Community Supported Agriculture is a collaborative project of APIOPA and the Orange County Asian and Pacific Islander Community Alliance, whose goal is to get fresh, sustainably grown, and culturally relevant produce into Asian and Pacific Islander communities who lack access
  - APIOPA is a steering committee member of the Asian Pacific Diabetes Coalition, a collaborative of local nonprofit agencies and community groups interested in fighting diabetes in Asian communities throughout San Gabriel Valley through awareness, education, collaboration of services, and advocacy
  - APIOPA collaborated with the American Heart Association to create a walking trail guide, marking half mile and full mile trails for the park

Owned Media
Local Youths Gear Up to Make Baldwin Park More Bike Friendly
By Maritza Velasquez
Fight API Obesity
February 27, 2012

“In support of (the Complete Streets) policy, our goal was to have these kids get involved with a street assessment and street audit so they can provide their perspective on what should be upgraded, improved upon and how we can build upon the capacity of the streets,” said Javier Hernandez, who leads the program.

Berkeley Media Studies Group
Berkeley Media Studies Group (BMSG) is a nonprofit organization dedicated to expanding advocates’ ability to improve the systems and structures that determine health. BMSG is a project of the Public Health Institute. BMSG conducts research to learn how the media characterize health issues. Through media advocacy training and consultation, BMSG helps advocates harness lessons from that research and develop the skills they need to shape journalists’ coverage of health issues so that it illuminates the need for policies that improve the places where people live, learn, work and play.

2130 Center Street, Suite 302
Berkeley, CA 94704
(510) 204-9700
www.bmsg.org
Positioning
BMSG stands to support Voices for Healthy Kids’ stance on complete streets based on the following:
- High impact in policy related to nutrition, childhood obesity, and public health
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely public health officials, community leaders, and state and local governments
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Published an issue brief that promotes walking as a means to improve community health and that calls for implementation of safe routes to school programs
  - Formed the Strategic Alliance for Health Food and Activity Environments which supports funding to improve the availability of pedestrian and bicycle access, safe walking and biking routes to school, and other key destinations for children and parks and facilities for active recreation
  - Ongoing participation with Voices for Healthy Kids

Owned Media
Talking About: The Walkable Community
Berkeley Media Studies Talking About Series
July 29, 2010

Research shows the number of people exercising is substantially higher in neighborhoods that are easy to get around by bicycle, wheelchair, public transit or on foot. A neighborhood’s “walkability” is a measure of how well it encourages physical activity. We can ensure our communities make it easier for us to get to work or school, or even to run errands, by implementing smart land-use policies. Specific strategies include establishing safe routes to school.

Bridging the Gap
Bridging the Gap (BTG) was created in 1997 to assess the impact of policies, programs and other environmental influences on adolescent alcohol, tobacco and illicit drug use and related outcomes. BTG examines these factors at multiple levels of social organization, including schools, communities and states. In recognition of the high rates of obesity among children, adolescents and adults, BTG expanded its efforts in 2003 to include research on the policies, programs and other factors that contribute to physical activity/inactivity, dietary behaviors and obesity.
Positioning

BTG stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to diet, physical activity, obesity, and tobacco use among youth
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and academia
- Ability to impact critical target audiences, namely local schools and state, and local governments
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Published research on the link between land use laws and community walkability
  - Published research on the physical and environmental factors that contribute to childhood obesity
  - Ongoing participation with Voices for Healthy Kids

Owned Media

**The Impact of the Built Environment and Safe Routes to School-Related Policies on Youth Active Travel in a National Sample of Public Elementary Schools**

*By Sandy Slater*

*Society for Behavioral Medicine*

*April 2012*

We found that among schools where students walk/bike a greater presence of traffic calming infrastructure near schools increased the odds of students walking/biking to school.

These findings can help inform federal, state and local policy, such as:

- Local: community development plans (Zoning and Subdivision ordinances) and school siting plans.
- State: State-level SRTS laws
- Federal: funding for SRTS – one of the largest programs that fund biking and walking infrastructure.

Changes in the built environment require long-term planning, but they can also have lasting health effects and provide one possible solution to help combat the obesity epidemic.

**Income Disparities in Street Features that Encourage Walking**

*By Kevin Gibbs, et al*

*Bridging the Gap Research Brief*

*March 2012*
Increasing local options for safe, active travel within communities is a critical component of reducing childhood obesity. Walkability is a broad term encompassing street connectivity and infrastructure, urban sprawl, land use and other aspects of the neighborhood environment. Installation of sidewalks, marked crosswalks, traffic calming measures (e.g., pedestrian-friendly medians, traffic islands, curb extensions, and traffic circles) and street and sidewalk lighting can contribute to a safe, pedestrian-friendly environment. In addition, such features have been associated with increased walking within a community.

ChangeLab Solutions
ChangeLab Solutions (formerly Public Health Law & Policy) believes that, to achieve the common good, everyone must have nourishing food; safe places to live and play; opportunities to bike, walk or take transit; fresh water and clean air. Throughout the nation, ChangeLab Solutions works with neighborhoods, cities and states to transform communities with laws and policies that create lasting change. ChangeLab’s unique approach, backed by decades of research and proven results, helps the public and private sectors make communities more livable, especially for those who are at highest risk because they have the fewest resources.

2201 Broadway, Suite 502
Oakland CA 94612
(510) 302-3380
www.changelabsolutions.org

Positioning
ChangeLab stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to childhood obesity, community development, and public health
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical target audiences, namely local school districts, and state and local governments
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Developed complete streets fact sheet to provide talking points and information to use when advocating for healthier street design
o **Complete the Streets** webinar provided training on complete streets policy to introduce public health advocates and policymakers to basic concepts, best practices, and forthcoming resources surrounding complete streets policies

o Ongoing participation with Voices for Healthy Kids

**Owned Media**

**Making Streets Welcoming for Walking**
ChangeLab Solutions
December 2013

When the street environment supports walking – through sidewalks, crosswalks, street trees, easily accessible building entrances, convenient destinations, and the like – the number of people who walk and bike increases significantly. The evidence is clear: regularly walking or biking leads to lower rates of obesity, hypertension, and other health problems.

**Maximizing Walkability, Diversity, and Educational Equity in U.S. Schools**
ChangeLab Solutions
August 2013

Compared to the past, students walk and bicycle to school far less now and are also generally less physically active. Daily walking, once a traditional source of physical activity for many people, including children, has been on the decline. Even students living close to their schools are walking and biking to school less. In 1969, 89 percent of K-8th grade students who lived within one mile of school usually walked or bicycled to school. By 2009, only 35 percent of K-8th grade students who lived within a mile of school did so. Today, 51 percent of students arrive at school in the family car and 36 percent arrive by school bus.

To reverse this trend, a vigorous movement to increase safe walking and bicycling has emerged. Safe Routes to School (SRTS) programs have helped numerous communities and school districts create walking and bicycling infrastructure improvements, as well as programs to advocate for and educate the public and families on the many benefits of walking and bicycling to school. As of summer 2012, at least 13,347 schools were participating in Safe Routes to School programs in the United States.

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**Healthy Kids, Healthy Communities**

Healthy Kids, Healthy Communities (Healthy Kids) is a national program of the Robert Wood Johnson Foundation (RWJF), whose goal is to implement healthy eating and active living policies and environmental-change initiatives that support healthier communities for children and families across the United States. Healthy Kids places special emphasis on reaching children who are at highest risk for obesity on the basis of race, ethnicity, socio-economic status and geographic location. Through the program, RWJF seeks to catalyze and support community efforts to address the causes of childhood obesity through integrated changes in policies, norms, practices, social supports and the physical environment. Healthy Kids maintains 49 community partnerships across the country.
Positioning
Healthy Kids stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to physical activity, childhood obesity, and community development
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely school districts, community organizations, and state and local governments
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Developed complete streets advocacy flyer that provides comprehensive talking points related to complete streets and details the benefits of implementing such policies
  - Created case examples of complete streets policies that were successfully implemented in major cities across the U.S.
  - Ongoing participation with Voices for Healthy Kids

Media Coverage

**Childhood obesity: Healthy kids, healthy communities**
By Sue Scheff
Examiner.com
June 26, 2010

Jacksonville has been chosen as one of 50 communities across the country to receive a grant to reverse the childhood obesity epidemic. Healthy Kids, Healthy Communities, made possible with a grant through the Robert Wood Johnson Foundation (RWJF) based out of New Jersey, will focus on "neighborhoods where obesity is exacerbated by issues like acute unemployment and poverty, crime, dangerous traffic or too few grocery stores..."

What you can expect to see in Jacksonville:

- Establishing a food policy council to make recommendations for expanding access to the city's food system.
- Connecting farmers’ markets to corner stores, churches, parks sites, schools and public housing, and enabling food stamps to be used to purchase fruits and vegetables at those markets.
- Establishing joint-use agreements to allow the public access to school recreation facilities outside of school hours.
- Preventing crime by designing parks and recreation sites in a way that enhances safety.
Owned Media

**Strategies Proposed by Healthy Kids, Healthy Communities Partnerships to Prevent Childhood Obesity**

By P. Ohri-Vachaspati et al

Preventing Chronic Disease: Public Health Research, Practice and Policy

January 12, 2014

These researchers compared CDC recommendations to those proposed by 41 grantee sites in the Robert Wood Johnson Foundation’s Healthy Kids, Healthy Communities (HKHC) national program to support communities to reduce obesity through policy, systems and environmental changes. Since HKHC focuses on children aged 3 to 18, two CDC recommendations were not assessed (Category 3—encouraging breastfeeding; and Category 6—encouraging communities to organize for change).

Here is how the HKHC partnerships aligned with CDC categories:

- Thirty-one partnerships proposed strategies to promote the availability of affordable healthy food and beverages
- Four partnerships proposed strategies to support healthy food and beverage choices
- Fifteen partnerships proposed strategies to encourage physical activity or limit sedentary activity among children and youth
- Thirty-five partnerships proposed strategies to create safe communities that support physical activity

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**Hip Hop Public Health**

The Hip Hop Public Health Education Center at Harlem Hospital was established in response to a need to create innovative and culturally tailored health literacy programs for high risk communities. Founded in 2006, Hip Hop Public Health (HHPH) seeks to foster positive health behavior changes among children and their families through music. The cornerstone of HHPH programming is the use of hip hop music, short animated features, and health video games as part of a multimedia curriculum designed to motivate healthy behaviors among children and their families.

506 Lenox Avenue
MLK 16th Floor- 156
New York, NY 10037
(212) 939-4241

[www.hiphoppublichealth.org](http://www.hiphoppublichealth.org)
Positioning
HHPH stands to support the Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to public health and childhood obesity
- Proponent of policies that support safe transportation networks for pedestrians
- Activism aimed at promoting healthy eating and active lifestyles for children in communities of color and other underserved populations
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely entertainment industry leaders and the Administration
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Actively involved in the Safe Routes to School National Partnership National Active Transportation Diversity Task Force, which works to identify and assist states and local communities with safe routes to school; support implementation of the federal transportation bill MAP-21; promote complete streets; and secure funding to support active transportation in underserved communities
  - **Hip Hop Healthy Eating and Living in Schools** (Hip Hop HEALS) program incorporates Hip Hop music into multi-media health messaging, including short animation films, to enhance a didactic curriculum designed to reduce the incidence and prevalence of childhood obesity by educating and inspiring children to live healthier lives
  - **Walk It Out** program seeks to create safe walking paths in the Harlem community; establish semi-annual community walk/run events; provide culturally sensitive health education materials; and to establish collaborations with local exercise facilities

Media Coverage
**Using M.C.s and M.D.s to Promote Healthy Eating for Youths**
By Wayne Hu
The New York Times
July 8, 2014

Mr. Harris, calling himself a “health M.C.,” aims to reach children who might otherwise tune out nutrition lessons. His vegetable rap is part of a growing public health campaign that has enlisted hip-hop artists such as Doug E. Fresh, Chuck D and DMC of Run-DMC to work alongside doctors and nutritionists in fighting obesity and related illnesses in poor communities.

The campaign is being rolled out this year in 18 cities, including Atlanta, Chicago, Memphis and San Antonio, after being tested in dozens of schools, community centers and summer camps in New York City. It was developed by Hip Hop Public Health, a nonprofit group that has also used hip-hop to call attention to strokes and Alzheimer’s disease.

**Hip-hop health, a 'party with a purpose'**
By Stephanie Smith
CNN
September 27, 2013

It's using hip-hop in a positive way, to have real impact," Doug E. Fresh said. "We use beats that make you really wanna move. You’re not just gonna sit there; you wanna get up and do something."

As it turns out, the programs for healthier eating and exercise are doing much more than simply making children move.

Peer-reviewed studies conducted by Williams and colleagues found that immediately after caloric literacy interventions, children changed their food purchases.

"We found that caloric purchases declined by about 25%," Williams said. "So they were buying more healthy items as a result of the intervention."

The lingering question for this intervention -- and for the Hip Hop Public Health program more generally -- is how to sustain this change.

The League of American Bicyclists

The League of American Bicyclists (The League) represents bicyclists in the movement to create safer roads, stronger communities and a bicycle-friendly America. Through information, advocacy and promotion, The League works to celebrate and preserve the freedom cycling brings to its members everywhere. The League’s mission is to lead the movement to create a bicycle friendly America for everyone. As leaders, the League’s commitment is to listen and learn, define standards and share best practices to engage diverse communities and build a powerful, unified voice for change.

1612 K Street NW, Suite 308
Washington, DC 20006
(202) 822-1333
www.bikeleague.org

Positioning

The League stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to transportation, education, and health
- Activism aimed at promoting complete streets initiatives at the state and local level
• High visibility and credibility with its target audiences, thought leaders, and the media
• Ability to impact critical stakeholders, namely federal and local departments of transportation
• Strength of communication channels
• Past public support of complete streets initiatives
• Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  o Advocacy Resources hub provides infographics, research, policy briefs, and examples of successful funding campaigns to help advocates better engage with policymakers regarding bike/pedestrian legislative issues
  o Bicycle Friendly America program provides a roadmap, hands-on assistance and recognition for states, communities, universities, and businesses tools to make bicycling a real transportation and recreation option for all people

Media Coverage

Bicycle advocates to gather in DC to 'save cycling'
By Keith Laing
The Hill
March 19, 2012

"Two months ago, the Senate bill would have gutted critical funding for local bicycle projects, eliminated programs like Safe Routes to School and eroded the rights of all American cyclists," LAB President Andy Clarke said in a news release. "But tens of thousands of people called and wrote their members of Congress and their voices were heard. Now more than ever, cyclists have become a powerful, organized constituency that is redefining our streets as safe, public spaces for people, not just speeding automobiles."

Owned Media

Take Action: Support the Safe Streets Act!
By Carolyn Szczepanski
News from the League
February 12, 2014

Just about every one of us has been out biking for transportation or recreation — and been blocked from completing our ride or arriving at our destination because of an unsafe street, intersection or bridge. Most of us have friends and family members who want to get out and ride but can't find a convenient route that feels comfortable and accessible.

That's why we need Complete Streets that are designed for everyone — including people who walk, bike or take public transit — right from the start.
MomsRising
MomsRising is a transformative online and on-the-ground multicultural organization of one million members and more than 100 aligned organizations working to increase family economic security, to end discrimination against women and to build a nation where both businesses and families thrive. MomsRising addresses critical issues facing women, mothers and families, by mobilizing massive grassroots actions. The group strives to bring the voices and real world experiences of women straight to the nation’s leaders and to amplify women’s issues in the national dialogue and in the media. MomsRising also accelerates grassroots initiatives on Capitol Hill and at state capitols across the country and is committed to holding corporations accountable for fair treatment of women and mothers, and for ensuring the safety of their products.

1010 Grayson Street, Second Floor
Berkeley, CA 94010
(917) 407-3018
www.momsrising.org

Positioning
MomsRising stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to physical activity and community development
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely local school districts, parents, and state and local governments
- Strength of communication channels
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Offer strategies to improve healthy living in communities that include implementation of safe routes to school programs
  - Ongoing participation with Voices for Healthy Kids

Owned Media
Babes on Bikes
By Anna Fahey
MomsRising.org
July 16, 2012

As Yes! Magazine reported recently, “In 1969, according to the National Center for Safe Routes to School, 48 percent of kids aged 5 to 14 regularly walked or biked to school. In 2009, it was just 13 percent.” Getting kids on bikes early in life is probably one way to get a generation riding to school
again. But, as Yes! points out, “a major reason for the [dwindling numbers] is that parents don’t feel safe letting their kids bike on their own.”

Here’s a cool safety idea for older kids: Bike trains, “in which an adult chaperone rides a predetermined route, picking up children along the way.” This idea builds on the bike culture that so many parents with tots hope to instill early in their kids—health, community, stewardship.

Health, Nutrition, and Obesity: Actions for Healthy Living
By Ellen Wu
MomsRising.org
March 23, 2010

By focusing on changing our food and physical activity environments we will begin to design neighborhoods where being healthy is easy and affordable. We hope to be able to report to you the signing of the bills in October. Until then, to follow the progress of these policy issues and other California legislation that will improve the health of communities of color visit CPEHN’s policy center at: http://cpehn.org/policy-center.

National Association for the Advancement of Colored People (NAACP)
The National Association for the Advancement of Colored People (NAACP) is the nation’s oldest and largest civil rights organization. The NAACP brings its voice to assist in the eradication of racial and ethnic disparities, with a focus not only on disease prevention, but on the social and environmental factors that affect health and wellness. In addition, the NAACP is engaged in the workforce development movement to increase the number of minorities represented in the medical and public health profession, and a leading presence on governmental advisory workgroups and national coalitions developed to provide counsel on cultural competency in the health care system.

4805 Mt. Hope Drive
Baltimore, MD 21215
(410) 580-5777
www.naacp.org

Positioning
NAACP stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to physical activity, childhood obesity, and public health in communities of color
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders and the media
• Ability to impact critical stakeholders, namely Congress, state and local departments of transportation and communities of color
• Strength of communication channels
• Past public support of complete streets initiatives
• Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  o NAACP Childhood Obesity Advocacy Manual endorses policies that improve community walkability as a means to curb childhood obesity
  o Member of Safe Routes to School National Partnership’s National Active Transportation Diversity Task Force
  o Ongoing participation with Voices for Healthy Kids

Media Coverage

Fighting Childhood Obesity, One Community at a Time
By Shavon Arline-Bradley
Senior Director of Health Programs, NAACP
Ebony
October 9, 2013

Exercise is also an important piece of the puzzle. We have got to get our kids running, jumping, playing, moving. By taking an additional 2,000 steps per day, an individual can begin the process of stopping weight gain. Our children need safe environments to facilitate exercise. We have to improve community walkability and public transportation, enhance recreational spaces, and allow for better access to school playgrounds outside of school hours.

NAACP: A Walkable Built Environment Is a “Premier Civil Rights Issue”
By Tanya Snyder
Streetsblog USA
October 4, 2013

That’s one aspect that walkability advocates often overlook when discussing improvements to make an area “safer” for pedestrians. “For us, the conversation is along the lines of ‘reclaiming the streets,’” Niiobli Armah told me. Armah is the NAACP’s manager of childhood obesity for their health and wellness initiatives. It might surprise some that the 104-year-old civil rights organization has a focus on walkable and bikeable neighborhoods. But it shouldn’t. It stems from the organization’s work on childhood obesity. Nineteen percent of black children between two and five are obese. Black high school girls are two-and-a-half times more likely to be obese than their white counterparts. “We think of health as the premier civil rights advocacy issue,” Armah said. “We advocate for the built environment so that students can have opportunities for safe physical activity in their neighborhoods.”
The National Center for Bicycling & Walking (NCBW) is a resident program at Project for Public Spaces, Inc. NCBW works with local, state and national bicycle, pedestrian and transportation advocates to bring about changes in government policies, programs and procedures to help create more bicycle-friendly and walkable communities. NCBW activities include providing specialized community-based workshops, consulting services in the areas of long-range planning, policy development, public involvement, route selection, planning and design guidelines for bicycle and pedestrian facilities, training programs for public health and transportation agencies, economic development and tourism planning. The aim of the NCBW’s program is to change the way communities are planned, designed and managed to ensure that people of all ages and abilities can walk and bike easily, safely and regularly.

1612 K Street, NW, Suite 802
Washington, D.C. 20006
(202) 223-3621
www.bikewalk.org

Positioning
NCBW stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to transportation and community development
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely local departments of transportation
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Offers workshops to help school faculty introduce safe routes to school into the curriculum, apply for state safe routes to school grants, broker community meetings to address parental concerns, and implement successful programs
  - Pro Walk/Pro Bike/Pro Place conference unites more than 1,000 planners, architects, public health professionals, real estate developers, educators, and advocates to address topics paramount to creating walkable and bikeable environments

Media Coverage
How Smart Planning and Education Saves Pedestrians’ Lives
By Megan Anderle
Real Business
April 2, 2014

In the past five years, there have been fewer drivers on the road, according to a report by U.S. PIRG. Developers need to take this trend into account as they work on infrastructure, said Mark Plotz, vice
president of Project for Public Spaces, the parent group of the National Center for Bicycling and Walking. “As developers look at a stretch of road, they need to think about how they can accommodate a bike lane or a multi-use trail. They need to be putting down sidewalks, and crosswalks and lighting,” Plotz said. “There’s a shift underway.”

Pedestrian deaths drop after three-year rise
By Larry Copeland
USA Today
March 5, 2014

"I hope that we're doing a better job of enforcing the laws, and that Complete Streets (a national effort that emphasizes streets that enable safe access for all users) is starting to take hold," says Mark Plotz, vice president of Project for Public Spaces, parent group of the National Center for Bicycling and Walking. "But it’s too early to know."

Positioning
The National Center stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to transportation, education, and health
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely federal and local departments of transportation
- Strength of communication channels
- Past public support of complete streets initiatives
• Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  o Funding Portal offers valuable information on safe routes to school, including sources of funding for programs, explanations of transportation legislation affecting program funding, and archives of successful statewide programs
  o Safe Routes to School National Course helps communities establish a common understanding of safe routes to school and enables them to create sound programs that are based on community conditions, best practices, and responsible use of resources

Media Coverage

Sports Promote Healthy Weight in Teenagers
By Anahad O’Connor
The New York Times
July 17, 2012

One of the government’s most recent efforts to boost adolescent exercise was a $100 million-a-year program called Safe Routes to School, which targets the way students commute. In 2001, less than 16 percent of children between 5 and 15 walked, biked or “actively” commuted to school, compared with about 50 percent of youngsters in that age range 40 years ago. Created in 2005, Safe Routes aims to boost those numbers by helping communities build more sidewalks, bike paths and other “pedestrian friendly” routes.

Death of an Everett crossing guard hits home with peers
By Martine Powers
The Boston Globe
May 26, 2012

For children on their way to school, crossing the street is usually the most dangerous part of the trip, said Nancy Pullen-Seufert, associate director of the National Center for Safe Routes to School, an organization based in North Carolina. “There are lots and lots of parents who feel comfortable sending their child to school by foot or by bicycle because they know that a crossing guard is part of a child’s trip to school,” Pullen-Seufert said.

National Council of La Raza
The National Council of La Raza (NCLR), the largest Hispanic civil rights and advocacy organization in the United States, works to improve opportunities for Hispanic Americans. Through its network of 300 affiliated community-based organizations, NCLR reaches millions of Hispanics each year in 41 states,
Puerto Rico and the District of Columbia. NCLR develops and implements health education and prevention programs and conducts health advocacy activities in partnership with its affiliate network to protect the health and well-being of the Latino community. NCLR is committed to advancing policies that give Latino and all American children the best opportunity to experience healthy development and sustain behaviors that contribute to success throughout life.

1126 16th Street, NW, Suite 600
Washington, D.C. 20036
(202) 785-1670
www.nclr.org

Positioning
NCLR stands to support Voices for Healthy Kids’ stance on complete streets based on the following:
- High impact in policy related to education, health, and childhood obesity in the Latino community
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely Congress and Latino communities
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Priorities for federal surface transportation reauthorization include upholding the intent of programs like safe routes to school and requiring states to implement grant programs for pedestrian projects
  - Signed a group letter to members of the Conference Committee on Surface Transportation Reauthorization in 2012 on maintaining the Cardin-Cochran agreement from MAP-21
  - Ongoing participation with Voices for Healthy Kids

Media Coverage
Paving the Future of Transportation Policy: What Congress Smoothed Over This Year, and Where the Potholes Remain
By Catherine Singley
The Huffington Post
August 13, 2012

Like all Americans, Latino voters place jobs and the economy at the top of their list of concerns this year. The transportation sector alone directly employs more than one million Latinos. That's why NCLR was pleased that Congress reauthorized comprehensive surface transportation policy on June 30, just hours before the current extension of transportation policy was set to expire. The legislation, Moving Ahead for Progress in the 21st Century Act, or MAP-21, was signed by President Obama on July 6 and will be active until September 2014.

NCLR identified four policy priorities for Latinos in transportation reauthorization:
STREETS BUILT TO SHARE™

- Improve job opportunities for Latinos in the transportation sector
- Ensure authentic community involvement in local transportation planning and decision-making
- Defend public transportation as a vital lifeline
- Promote safety for pedestrians and bikers

National Organization of Black Elected Legislative Women

Founded in 1985 to increase and promote the presence of Black women in government, the National Organization of Black Elected Legislative Women (NOBEL Women) creates programming to advance the participation of Black women in public policy, public service, and civic engagement; provides a network and support system for Black women in leadership; serves as a medium for thoughtful dialogue on issues of public interest between elected officials and stakeholders; and trains and educates women to assume government and corporate leadership roles.

20 F Street, NW, Suite 743
Washington, D.C. 20001
(202) 507-6246
www.nobel-women.org

Positioning

NOBEL Women stands to support the Voices for Healthy Kids’ stance on complete streets based on the following:
- High impact in policy related to transportation equity and public health
- Proponent of policies that support safe transportation networks for bicyclists and pedestrians in underserved communities
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences and thought leaders
- Ability to impact critical stakeholders, namely Congress
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - 2014 Ratified Resolutions called for Congressional support and implementation of complete streets policies, shared use policies, and 21st century transportation policies nationally, as well as in its members districts
Owned Media

**2014 Ratified Resolutions: Promote Increased Health, Safety and Accessibility through the Equitable Improvement of the Built Environment**

National Organization of Black Elected Legislative Women
Children & Families Committee
June 21, 2014

Be it further resolved, that NOBEL Women supports the creation of complete streets policies in its members’ districts and throughout the country, prioritizing safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities;

Be it further resolved, that NOBEL Women supports federal, state, and local action to support “shared use” or “joint use” agreements that will broaden access to school facilities for community use, such as recreational activities providing children and adults with safe, conveniently located, inviting and low- or no-cost places to exercise and play;

Be it further resolved, that NOBEL Women urges federal, state, and local policymakers to implement a 21st century transportation policy framework that encourages robust investments in healthy and safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities.

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**The Notah Begay III Foundation**

Created by Notah Begay, III in 2005, the Notah Begay III Foundation (NB3 Foundation) was established as an answer to an overwhelming statistic—half of all Native American children born since 2000 will develop Type 2 diabetes in their lifetime. The Foundation’s mission is to prevent Type 2 diabetes and its leading cause, childhood obesity, through sports and health and wellness programs that are based on proven best practices. This holistic approach to programming and evaluation addresses Native Americans’ nutrition, physical fitness and community-building needs, with the goal of producing measurable, long-term change in the health of tribal communities.

290 Prairie Star Road
Santa Ana Pueblo, NM 87004
(505) 867-0775
www.nb3foundation.org
Positioning
NB3 Foundation stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to physical activity, childhood obesity, and community development, focused on the well-being of Native American children
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely Congress, state and local governments, and the Native American community
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Partnered with the Obama Administration and the Indian Health Service to launch the Let’s Move! In Indian Country (LMIC) program, as part of First Lady Michelle Obama’s Let’s Move! initiative
  - Turning the Tide for Native American Children report outlines the challenge of addressing childhood obesity and Type 2 diabetes through sports, health and wellness programs, healthy foods access, community leadership development, and advocacy for Native American children
  - Ongoing participation with Voices for Healthy Kids

Media Coverage
Notah Begay III targets diabetes
The Associated Press (via ESPN)
April 29, 2011

A four-time PGA Tour winner, Begay is issuing a challenge to Indian youth to follow his example by exercising every day and eating healthy.

The challenge is part of the work being done by the golfer’s charity, the NB3 Foundation, which has a goal of fighting obesity and diabetes among Native-American youth. The foundation is developing programs aimed specifically at helping native youth and at encouraging more tribal leaders to set an example.

Owned Media
Adding a Sidewalk Could Help Curb Childhood Obesity
Native American Health Blog
June 21, 2010

The $9 million in federal funding distributed to the school system through the Safe Routes to School Program will make walking and biking to school safer and more appealing for students, said district architect Robert Estrada, who put together the application for the grant money. But it can also be part of the school system’s effort to fight childhood obesity by improving school lunch diets and encouraging
physical activity among its students. ‘Twenty years ago, everybody walked to school because parents knew it was safe,” Estrada said. “We’re hoping to improve those numbers for kids that might live in areas where they didn’t want to walk because there was traffic.’”

The NB3 Foundation thinks this a great initiative to help get kids moving in a safe and active way.

PeopleForBikes
PeopleForBikes is the leading movement to improve bicycling in the U.S. By collaborating with millions of individual riders, businesses, community leaders and elected officials, PeopleForBikes unites Americans to boost bicycling on a national level for results that can be seen locally. Launched in 1999 as Bikes Belong, PeopleForBikes includes both an industry coalition of bicycling suppliers and retailers, as well as a charitable foundation. By connecting the bicycle industry and individual riders, PeopleForBikes generates political clout that secures a seat at the congressional table for people who benefit from bikes. Through these efforts, federal investment in bicycling has quadrupled since the group’s inception.

207 Canyon Blvd., Suite 202
Boulder, CO 80302
www.peopleforbikes.org

Positioning
PeopleForBikes stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to physical activity and biking
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely local governments and biking industry leaders
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals, and foster healthy communities
  - Provides funding to third-party organizations to build safe routes to school programs at the state level
  - Supported APHA initiative on “Ride American for Safe Routes”
  - Petitioned for policymakers to restore dedicated funding to safe routes to school programs in California
  - Founding partner for the Safe Routes to School National Partnership
Owned Media

5 Ways to Bring More Bike Lanes to Your Community
By Kristen Butcher and Zoe Kircos
PeopleForBikes Blog
January 23, 2014

Build Partnerships – Talk to existing bike groups in your community – this might include advocacy groups, bike clubs or people who just want to get together and ride. Find out what others are already doing and discuss ways to leverage or extend their efforts so time isn’t wasted reinventing the wheel. Don’t forget to reach out to other communities that benefit from safer bicycling and walking routes. For instance, if the proposed route is near a school, create widespread support of the project by partnering with Safe Routes to School programs, neighborhood groups, and local parents. Several times a year, the San Francisco Bicycle Coalition sets up a tent to distribute information to residents on bicycling in the city.

A Pedal Powered Political Movement
By Kristin Butcher
PeopleForBikes Blog
October 15, 2013

However, change doesn’t only happen from the top down. Strong local communities can make sure city officials prioritize building bike-friendly communities and seek out funding for improved bicycle safety. Sometimes that requires creative tactics.

In Memphis, Tennessee, locals painted bike lanes and created complete streets on neglected byways using nothing more than house paint and volunteer labor. With an insight into their community’s problems and a local’s view on the solutions, their work has been adopted and built upon by officials who understand their voters want cost-effective complete streets and improved bicycle safety.

The Pew Charitable Trusts
The Pew Charitable Trusts (Pew) is driven by the power of knowledge to solve today’s most challenging problems. Pew applies a rigorous, analytical approach to improve public policy, inform the public and stimulate civic life. With a long history of informing policy, Pew supports initiatives, grounded in research and evidence, which aim to improve the well-being of all Americans and help children become active, contributing members of society both in Philadelphia and around the country. Pew applies a data-driven, analytical approach to developing strategies that make government more effective. The institution’s initiatives have delivered results at national, state and local levels.
Positioning
Pew stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to public health
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, government, and the media
- Ability to impact critical stakeholders, namely federal, local and state governments, and state and local school districts
- Strength of communication channels
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Published research on the role of government in combatting childhood obesity
  - Health Impact Assessment project investigates ways to improve health through laws, regulations and school curricula, in order to save on health-related costs
  - Ongoing participation with Voices for Healthy Kids

Media Coverage
Childhood Obesity Target of Campaign Urging U.S. Government to Improve School Resources for Healthy Students
By Susan Heavey
Reuters (via The Huffington Post)
May 9, 2013

A coalition of health advocacy groups on Wednesday urged the U.S. government to put more resources into school-based efforts to improve health and fight obesity among youth. The recommendations by the Healthy Schools Campaign and Trust for America’s Health were backed by more than 70 groups including the American Cancer Society and the National Education Association. In a report, they urged the Department of Education to offer grants to promote healthy living initiatives, fund staff training to include wellness programs, support school efforts aimed at nutrition and exercise and track results of such programs.
The Praxis Project

The Praxis Project is a nonprofit movement and an institution of color that supports organizing efforts and change work at local, regional and national levels. Focused on movement building for fundamental change, the Project’s mission is to build healthy communities by changing the power relationships between people of color and the institutional structures that affect their lives.

7731 Alaska Ave. NW
Washington, D.C. 20012
(202) 234-5921
www.thepraxisproject.org

Positioning

The Praxis Project stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to community health and development for communities of color
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely national peace, justice, and multicultural organizations
- Strength of communication channels
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals, and foster healthy communities
  - Communities Creating Healthy Environments provides grants to local organizations to improve access to healthy foods and safe places for children and families to play
  - Transforming Communities project draws on the best practices in the development of progressive local policies to transform communities into healthy, thriving places for its residents
  - Ongoing participation with Voices for Healthy Kids

Owned Media

Transforming Communities Creating Healthy Environments to Combat Obesity: Evaluation Findings from Two Case Studies
By Erualdo Romero González, Sandra Villanueva and Cheryl N. Grills
California Journal of Health Promotion
2012

While there is growing faith in community organizing to influence policy as a way to improve the built environment and increase food or recreational equity, relatively little research is available examining the successes and challenges of community organizing in Latino communities attempting to reduce obesity. Using process and outcome evaluation data, we present preliminary findings from a study of two
community-based organizations that are making efforts to increase access to physical activity and access to healthy foods in predominantly Latino areas. The organizations are part of Communities Creating Healthy Environments (CCHE), a national initiative of the Robert Wood Johnson Foundation (RWJF) to prevent childhood obesity. Both community-based organizations were able to achieve redistribution of public resources to advance their CCHE objectives. We discuss the study’s implications, including the need for public policy research around obesity that examines community organizing as an intervention.

Red, Bike and Green
Red, Bike and Green (RBG) is a community-building collective of Black urban cyclists seeking to improve the physical and mental health, economy, and local environment of African Americans by creating a relevant and sustainable Black bike culture. Founded in 2007 by Jenna Burton, RBG started as a small group of Black urban cyclists in Oakland, CA. After notifying friends of her dream to create a Black cyclists group, Jenna Burton soon drafted the three point plan of health, economics, and environment; giving this cycling group a deep social purpose. After several rides for more than a year, Burton and the group felt it was imperative to organize and make the prospects of RBG a reality. RBG officially launched in early 2010.

www.redbikeandgreen.org

Positioning
Red, Bike and Green stands to support the Voices for Healthy Kids’ stance on complete streets based on the following:

- Activism aimed at promoting complete streets initiatives at the state and local level
- Ability to impact critical stakeholders, namely state and local community planners
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Hosted its inaugural long distance tour, an experience grounded in cooperative living, community building, and wellness
  - 3 Point Plan identifies biking as an intergenerational form of recreation that can improve physical and mental health, as African Americans have the highest prevalence of many chronic diseases, largely due to lack of healthy foods and exercise
Media Coverage

Bike and proud: Red Bike and Green promotes cycling to African Americans

By John Greenfield

Grid Chicago

April 16, 2012

In Oakland, a multiethnic East Bay city with a large African-American population, she began riding with Red Bike and Green (RBG), named after the tricolor Black Liberation Flag. Jenna Burton founded the group there in 2007 with the goal of creating a “relevant and sustainable” black bike culture. “She’s kind of the momma of it all,” says Hawkins. Burton drafted a “3 Point Plan” outlining the power of cycling to address some of the challenges facing African Americans: health problems caused by lack of exercise and access to nutritious food, economic hardships and exposure to air pollution due to “environmental racism.”

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Salud America!

The RWJF Research Network to Prevent Obesity Among Latino Children

Salud America!

Salud America! is a national online network of researchers, community group leaders, decision-makers and members of the public working together to support healthy policy and environmental changes that can help reverse the Latino childhood obesity epidemic. Salud America! serves as a clearinghouse—with news, research, maps, videos, resources and successful stories of change—on making healthy changes in Latino communities across the nation.

7411 John Smith Drive, Suite 1000
San Antonio, TX 78229
(210) 562-6500
www.salud-america.org

Positioning

Salud America! stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to physical activity, childhood obesity, and public health
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely Latino communities, local school districts, and state and local governments
- Strength of communication channels
- Past public support of complete streets initiatives
• Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  o Issue Brief on Active Spaces and Latino Children and infographic underscore the need for safe places for Latino children to be physically active
  o Member of the National Active Transportation Diversity Task Force, which assists local communities with the implementation of safe routes to school programs
  o Created the website, Growing Healthy Change, which features a multitude of Latino-focused tools, resources and personal stories that focus on healthy change
  o Ongoing participation with Voices for Healthy Kids

Media Coverage

Salud America! Seeks to Grow a Healthy Change
By Elizabeth Brotherton-Bunch
Preventobesity.net
February 6, 2014

A new interactive website unveiled on Wednesday by our friends at Salud America! aims to become a one-stop shop for advocates looking to take steps to reverse Latino childhood obesity in their communities.

The website, Growing Healthy Change, contains a wealth of Latino-focused tools, resources and personal stories that promote healthy change. Visitors can create maps to see what’s happening in their neighborhood, search by specific topics, read first-hand accounts from advocates working in the field and even upload their own stories.

Salud America working to combat obesity among Latino children
By Amelie G. Ramirez
Statesman.com
December 28, 2011

This month, Salud America unveiled three major research briefs examining current evidence on Latino childhood obesity issues: the availability of healthy, affordable foods, opportunities for physical activity and the impact of food marketing on diets. These briefs can help policymakers make critical decisions in crafting policies and allocating resources to address the epidemic, and they are designed to have widespread applicability to Latino childhood obesity advocacy organizations.

Owned Media

Increasing Out-of-School and Out-of-Class Physical Activity among Latino Children
Salud America! Research Review
July 2013

The Safe Routes to School National Partnership provides resources for increasing the safety of neighborhood streets to facilitate walking and biking in underserved communities.36 A case study describes the implementation of the Safe Routes to School program at Maybury Elementary School in southwest Detroit (approximately 600 students, nearly 90% of whom are Latino).37 During the program
planning phase, the school sought parent feedback and conducted “walking audits” to identify factors that may be inhibiting active transport to school. Based on these assessments, the school made improvements to decaying sidewalks and installed more street lights. By using geographic information system (GIS) maps, which are generated from several forms of computerized geographical data, and crime data for the neighborhood, the safest routes to school were identified, and a walking school bus program, led by parent volunteers, was implemented on those routes, which increased rates of active transport to school.

Smart Growth America

Smart Growth America (SGA) is the only national organization dedicated to researching, advocating for and leading coalitions to bring smart growth practices to more communities nationwide. From providing more sidewalks to ensuring more homes are built near public transportation or that productive farms remain a part of communities, SGA helps ensure people across the nation can live in great neighborhoods and in strong communities.

1707 L Street NW, Suite 250
Washington, D.C. 20036
(202) 207-3355
www.smartgrowthamerica.org

Positioning
SGA stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to transportation, community development, and public health
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely state and local community planners
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Produces a monthly newsletter that features complete streets policy success stories, federal transportation policy updates, resources, and other relevant news
  - Heads the National Complete Streets Coalition, a broad coalition of organizations, companies and individuals working to make streets better for everyone who uses them
  - Complete Streets Policy Workbook offers relevant information, best practices, research and case studies to aid in the implementation of successful complete streets policies
  - Presents workshops that are designed to provide local leaders with knowledge and tools to advance policies, planning efforts and design practices that create healthy, economically resilient, and environmentally sustainable communities
Walking is downright dangerous along many suburban commercial roads. Indeed, it should come as no surprise that sprawling, Sun Belt metro regions built completely around the automobile are statistically the nation’s most unsafe places to walk. A report released by the nonprofit National Complete Streets Coalition earlier this year analyzed traffic fatality data over a ten-year period; the report found that the country’s top four “most dangerous” metro regions for pedestrians are all in the state of Florida. Rounding out the top ten are regions in Texas, the Carolinas, Tennessee, Alabama and Arizona. (The National Complete Streets Coalition is a program of Smart Growth America; I am a board member of SGA but had no connection with the report.)

Transportation Equity Caucus

Transportation Equity Caucus
The Transportation Equity Caucus represents the nation’s leading civil rights, community development, disability, racial justice, economic justice, faith-based, health, housing, labor, environmental justice, tribal, public interest, women’s groups, and transportation organizations. Through a coalition of more than 100 organizations, the Caucus is charting a new course for transportation investments, one that is focused on policies that advance economic and social equity in America. The Caucus strives to create affordable transportation options for all people; ensure fair access to quality jobs, workforce development, and contracting opportunities in the transportation industry; promote healthy, safe, and inclusive communities; and invest equitably and focus on results. The Caucus is co-chaired by PolicyLink and the Leadership Committee on Civil Human Rights.

1200 18th Street NW, Suite 200
Washington, D.C. 20036
(202) 906-8034
www.equitycaucus.org

Positioning
The Caucus stands to support the Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to transportation equity and community planning
- Proponent of policies that support safe transportation networks for bicyclists and pedestrians
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely Congress and the U.S. Department of Transportation
- Past public support of complete streets initiatives
• Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  o Submitted testimony to the House Committee on Transportation and Infrastructure to lobby Congress to advance surface transportation legislation and to prioritize transportation investments that expand and improve mobility and access for underserved communities
  o Caucus Resource Library aggregates and highlights resources from Caucus partners on transportation equity issues, including bicycling, walking, and community development

Media Coverage

Public Transit: The Road to Opportunity
By Angela Glover Blackwell
The Huffington Post
December 13, 2014

The Transportation Equity Caucus—a coalition of 100 organizations co-led by PolicyLink and The Leadership Conference on Civil and Human Rights—has been urging policy strategies to correct the transit wrongs that are barriers to opportunities. Ladders of Opportunity is one such move in the right direction, enabling investments that hold promise to improve outcomes for low-income people, communities of color, people with disabilities, and other underserved individuals.

U.S. transportation policy throws minorities under the bus. Will Obama fix it?
By Brentin Mock
Grist
January 29, 2014

Consider the following statistics, submitted yesterday in a written testimony to the House Subcommittee on Highways and Transit by a coalition of over 50 organizations called the Transportation Equity Caucus, of which Henderson’s organization is a major stakeholder:
• Limited sidewalks, crosswalks, and minimal traffic enforcement create safety hazards for pedestrians, and these risks are particularly acute for communities of color. The pedestrian death rate for Hispanics is 62 percent higher than non-Hispanic whites, and the rate for African Americans is 73 percent higher than non-Hispanic whites.

Transportation Equity Network
The Transportation Equity Network (TEN) is a grassroots network of more than 350 community organizations in 41 states working to create an equity-based national transportation system. TEN seeks to meet the challenges of current crises in the economy, energy security, and climate change by building healthy, equitable communities and providing equal public transportation access to all. TEN’s objectives include more transportation-related jobs for disadvantaged people; increased funding for mass transit;
greater community participation in transportation planning and funding; and growth that is smart and equitable, serving the needs of the poor, the working class, the middle class and people of color. TEN is a project of Gamaliel, a faith-based organization with regional affiliates around the United States.

4501 Westminster Place, 3rd Floor
Saint Louis, MO 63108-1801
(314) 367-3484
www.transportationequity.org

Positioning
TEN stands to support the Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to transportation equity and community planning
- Proponent of policies that support safe transportation networks for bicyclists and pedestrians
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences and thought leaders
- Ability to impact critical stakeholders, namely Congress, state departments of transportation, and state policymakers
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - TEN’s Take Action Documents provide organizers and advocates with tools for political engagement in the fight for transit, including federal policy ask templates, sample district meeting agendas, tips for effective research meetings, and district meeting report forms

Owned Media
Pedestrian death risk greatest for people of color, elderly
By Laura Barrett
Transportation Equity Network
May 24, 2011

For older Americans, the dangers are clearest of all. Those 65 and over are 96 percent more likely to be killed while walking than those under 65. Pedestrians 75 years and older suffered a pedestrian fatality rate of 3.61 per 100,000 people, more than twice that for those under 65.

TEN strongly stands behind Dangerous by Design’s recommendations on how to stop this epidemic: protect federal funding for pedestrian and bicycle safety, adopt a national Complete Streets policy, and hold states accountable for creating pedestrian-safe communities. Our transportation policies reflect our values, and shape many of the most fundamental aspects of our lives. They’re a matter of justice, and they’re a matter of life and death.
Trust for America’s Health

Trust for America’s Health (TFAH) is a non-partisan organization dedicated to saving lives by protecting the health of every community and working to make disease prevention a national priority. By focusing on prevention, protection and communities, TFAH leads the fight to make disease prevention a national priority. TFAH conducts science-based research, issues meaningful reports that spark change and shares best practices to improve the lives, communities and overall health of people everywhere.

1730 M Street, NW, Suite 900
Washington, D.C. 20036
(202) 223-9870
www.healthyamericans.org

Positioning

TFAH stands to support Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to community development and public health
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, thought leaders, and the media
- Ability to impact critical stakeholders, namely Congress and state and local governments
- Strength of communication channels
- Past public support of complete streets initiatives
- Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  - Produced A Compendium of Proven Community-Based Prevention Programs, which identifies safe routes to school among top disease prevention programs in the U.S.
  - State Data map provides state-specific public health data, including detailed information on key health indicators, public health preparedness, funding indicators, and examples of programs that work
  - Published F as in Fat: How Obesity Affects America’s Future to examine strategies for addressing the obesity crisis

Media Coverage

Government programs that boost health
By Deborah Kotz
The Boston Globe
October 17, 2013

As the federal government fully reopens after a 16-day shutdown, some of us may be wondering why we didn’t feel a stronger impact on our daily lives. This begs the question: do we really need all those government programs from a health standpoint? As it turns out, 79 of those public health programs -- that receive federal, state, or local funding -- are well worth the tax dollars spent on them because they lead to significant health improvements or prevent life-threatening illnesses or injuries. That’s the
finding of a report issued Thursday by the New York Academy of Medicine and the non-profit group Trust for America’s Health...

4. The federal Safe Routes to School (SRTS) program. This allocated funds for state departments of transportation to build sidewalks, bicycle lanes, and safe crossings, improve signage, and make other transportation improvements that allow children to travel more safely to school. In New York City, the annual rate of children injured while walking and biking during school-travel hours decreased 44 percent from 2001 to 2010 in areas with SRTS interventions.

Owned Media

**TFAH Statement on the Safe and Complete Streets Act of 2011**

Trust for America’s Health Press Release
May 25, 2011

The Trust for America’s Health (TFAH) applauds Senator Tom Harkin (IA) for introducing the Safe and Complete Streets Act of 2011. "The Safe and Complete Streets Act of 2011 would help the country get smarter about how we think about transportation projects -- so we aren’t just focusing on planes, trains and automobiles, but also on ways to use our feet," said Jeff Levi, PhD, Executive Director of TFAH.

**Wisconsin Bike Fed**

The Wisconsin Bike Fed (Bike Fed) is the country's largest, statewide bicycle organization. Bike Fed represents thousands of members and the interests of the 2.5 million residents and visitors who ride bikes in Wisconsin every year, occasional recreational riders, competitive racers, mountain bikers, and commuters. To make Wisconsin more bikeable, Bike Fed has been actively engaged in advancing pro-biking legislation, education, and activities. Bike Fed's mission is to cultivate, motivate, and unite a strong community of citizens, as well as business and political leaders, to move bicycling forward in Wisconsin – through education, legislation, and involvement.

3618 W. Pierce Street
Milwaukee, WI 53215
(414) 431-1798
[www.wisconsinbikefed.org](http://www.wisconsinbikefed.org)

**Positioning**

Bike Fed stands to support the ‘Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to transportation and pedestrian planning
- Proponent of policies that support safe transportation networks for bicyclists and pedestrians
• Activism aimed at promoting complete streets initiatives at the state and local level
• High visibility and credibility with its target audiences, thought leaders, and the media
• Ability to impact critical stakeholders, namely state and local departments of transportation
• Strength of communication channels
• Past public support of complete streets initiatives
• Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals and foster healthy communities
  o **Lobby Day** convenes bicycling advocates across the state to lobby the state legislature to save the complete streets law, restore $2 million in bike and pedestrian funding, and restore the stewardship fund, which has been used to build or expand two dozen trails around the state
  o **Bicycle and Pedestrian Planning Program** works with communities around Wisconsin on bicycle and pedestrian plans that create a long-range action plan to become a more bicycle- and walking-friendly community
  o **The Smart Trips Pilot Program** seeks to reduce congestion and improve air quality by increasing the number of trips made by walking, biking, busing, and carpooling

**Media Coverage**

**Bike Fed calls on Gov. Scott Walker to hike bike funding**

By Steven Elbow
The Cap Times
January 17, 2015

“We could justify a much higher percentage,” Wisconsin Bike Fed executive director Dave Cieslewicz wrote in a Jan. 8 letter to Gov. Scott Walker. “According to the Wisconsin Department of Transportation website, 9 percent of all Wisconsin trips are made by walking or bicycling, and studies show that as many as 5 percent of commuters in Wisconsin bicycle to work during peak months.”

The Bike Fed is calling on Walker to hike the state’s spending to 2 percent of the transportation budget — which amounted to $3.3 billion a year in the 2011-13 biennium — for bike and pedestrian infrastructure and education annually, upping the amount from $40 million to $66 million.

**‘Two wheels, two feet, two percent’ is the theme of Friday’s Wisconsin Bike Fed events**

By Jessica VanEgeren
The Cap Times
October 10, 2014

The Wisconsin Bike Fed’s goal for the 2015 legislative session is to lobby state lawmakers for a bump in bike and pedestrian funding. Right now, bike and pedestrian infrastructure, education and other programs receive $39 million of the state’s $3.3 billion budget, or 1.2 percent.

In comparison, Michigan spends 2 percent, Minnesota and Iowa spend 3 percent and California spends 4 percent of their annual state budgets on bike and pedestrian projects.

“There is no reason Wisconsin shouldn’t be the top state in the country for biking,” Cieslewicz said.
Owned Media

Next Move to Save Complete Streets
By Dave Cieslewicz
Wisconsin Bike Fed
February 6, 2015

In our letter to Joint Finance Co-Chairs Sen. Alberta Darling (R-River Hills) and Rep. John Nygren (R-Marinette) we pointed out that the Complete Streets law is a policy of longstanding that has worked well. If the governor or legislators want to repeal or amend the law they should do so in a separate bill. The Bike Fed would be happy to defend the law or work constructively to change it if a case can be made that this is necessary.

YMCA

The Y is one of the nation’s leading nonprofits strengthening communities through youth development, healthy living and social responsibility. Across the U.S., 2,700 Ys engage 21 million men, women and children – regardless of age, income or background – to nurture the potential of children and teens, improve the nation’s health and well-being, and provide opportunities to give back and support neighbors. Anchored in more than 10,000 communities, the Y has the long-standing relationships and physical presence not just to promise, but to deliver, lasting personal and social change.

101 N. Wacker Drive
Chicago, IL 60606
(800) 872-9622
www.ymca.net

Positioning

The Y supports Voices for Healthy Kids’ stance on complete streets based on the following:

- High impact in policy related to physical activity, childhood obesity and community development
- Activism aimed at promoting complete streets initiatives at the state and local level
- High visibility and credibility with its target audiences, including 21 million members, thought leaders, and the media
- Ability to impact critical stakeholders, namely local school districts, and state and local governments
- Strength of communications channels
- Past public support of complete streets initiatives
• Relevant programming and educational initiatives, particularly pertaining to complete streets, to improve the well-being of young individuals, and foster healthy communities
  o **Pioneering Healthier Communities** program empowers communities with strategies and models for creating and sustaining positive change in support of healthy living
  o **ACHIEVE** program capitalizes on the experience and expertise of national organizations in strengthening community leadership, building capacity, and activating change
  o Ongoing participation with Voices for Healthy Kids

**Media Coverage**

‘Walking School Bus’ program aims to make kids safe

By Lalita Llerena
My Fox Tampa Bay
January 7, 2014

The Tampa YMCA has started the "Walking School Bus" program to make sure kids stay safe, especially those who live in troubled neighborhoods. "They are finding the lack of sidewalks, stray dogs, vacant homes, bullying to be an issue, so having that safe passage to and from school for the kids and for their parents was critical," said Saima Qadree, who coordinates the all-volunteer program for the YMCA.

Funded by a $20,000 community grant arranged by the University of South Florida's Center for Urban Transportation Research, The Florida Blue Foundation, and the YMCA, "Walking School Bus" teams a trained volunteer with a group of elementary school aged kids. Every day, rain or shine, the walking bus driver accompanies each child home in a group.