

# Case Study: Planning for Seattle's Viaduct Closure

USING EFFECTIVE COMMUNICATION TACTICS TO ENGAGE AND INFLUENCE EMPLOYEES DURING A MAJOR TRANSPORTATION EVENT

## The Facts

- THE CLOSURE IS EXPECTED TO LAST ANYWHERE FROM 3 TO 6 WEEKS.
- TENS OF THOUSANDS OF CARS WILL BE DISPLACED DAILY.
- COMMUTE TIMES ARE EXPECTED TO DOUBLE.



The Alaskan Way Viaduct, a major Seattle thoroughfare, will be closed for three to six weeks beginning January 11, 2019. This closure, nicknamed the “Period of Maximum Constraint”, is expected to cause extreme congestion in the Seattle area, particularly during key commute times.

## An effective communication strategy is key to motivating behavior change during this time period

### Key Challenges and Concerns

- Worsening commute experiences could lead to lower employee satisfaction and engagement in their jobs.
- Late employees will lower productivity, and delay their team members.
- Teleworking and flexible hours may not be feasible options.

### Key Opportunities

- This is a unique opportunity to encourage employees to try alternative commute options, ideally motivating longer term behavior change.
- Drive traffic to your Commute Hub by directing employees there whenever providing information on the Period of Maximum Constraint.
- Highlight the options and resources available to employees, and guide them toward making smart commute decisions.

Set measurable goals for the Period of Maximum Constraint; for example, reducing SOV Trips by 10 to 15%.

### Sample Communications Timeline

	November, 2018	December, 2018	January, 2019	February, 2019	March, 2019
<b>Significant Construction/ Operations Events</b>					<b>Tunnel Buses Moved to City Streets</b> <ul style="list-style-type: none"> <li>• Convention place construction</li> <li>• All tunnel buses now on surface streets</li> </ul>
<b>Employee Events</b>	Transportation Fair	Onsite Events <ul style="list-style-type: none"> <li>- Catered breakfasts</li> <li>- Encourage employees to explore Commute Hub and enroll in a reward</li> </ul>			
<b>Direct Employee Outreach</b>	Commute Hub Announcements or Newsletter <ul style="list-style-type: none"> <li>- Commute Champions</li> <li>- PMC: What to expect</li> <li>- <a href="#">Luum Mobile App</a></li> </ul> All-Employee Email from CEO <ul style="list-style-type: none"> <li>- Kick off countdown to PMC</li> </ul> Home Mailer                  Info Posters ('stall talk')	Commute Hub Announcements or Newsletter <ul style="list-style-type: none"> <li>- Commute Concierge Trip Planning Service</li> <li>- Ongoing Commute Rewards</li> </ul> Direct Emails <ul style="list-style-type: none"> <li>- Countdown to PMC</li> <li>- Promotions (see box)</li> </ul>	Commute Hub Announcements or Newsletter <ul style="list-style-type: none"> <li>- Ongoing closure updates</li> <li>- Commute Champions</li> <li>- Commute Concierge</li> <li>- Ongoing Commute Rewards</li> </ul> Direct Emails <ul style="list-style-type: none"> <li>- Countdown ends; PMC begins</li> <li>- Promotions (see box)</li> </ul>	Commute Hub Announcements or Newsletter <ul style="list-style-type: none"> <li>- Ongoing closure updates</li> <li>- Upcoming bus tunnel changes</li> <li>- Spotlight reward winners</li> </ul> Direct Emails <ul style="list-style-type: none"> <li>- PMC ends</li> </ul>	
<b>Rewards</b>					
	Procure Rewards Prizes <ul style="list-style-type: none"> <li>- Seahawks Tickets</li> <li>- Gifts Cards</li> <li>- Catered Lunch</li> <li>- Commute Hub-branded umbrellas</li> <li>- Design virtual badges</li> </ul>				

#### Programs and Promotions Ideas

- Subsidize “first and last mile” services
- Lunch delivery service (lunch access would no longer be an excuse for employees to drive to work)
- Sign up employees for accounts with third-party mobility providers
- Promotion of car share programs for mid-work day travel
- Provide Commute Hub-branded umbrellas and other swag
- Onsite events with catered breakfast or lunch
- Big-ticket rewards, such as tickets for sports events, catered lunches, and more.