

FTA RESEARCH

FEDERAL TRANSIT ADMINISTRATION

LYNX Community Advocacy & Service Engagement (CASE) Project Final Report

MAY 2009

FTA Report No. 0017
Federal Transit Administration

PREPARED BY

Ryan Houck, Consultant
on behalf of
LYNX (Central Florida Regional
Transportation Authority)



U.S. Department of Transportation
Federal Transit Administration

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PREPARED BY

Ryan Houck, Consultant
7210 Westpointe Blvd. #1324
Orlando, FL 32835
(407) 496-4035

on behalf of

LYNX (Central Florida Regional
Transportation Authority)

J. Marsh McLawhorn, Chief Government Affairs Officer
455 N. Garland Ave. Orlando, FL 32801
(407) 254-6064

SPONSORED BY

Federal Transit Administration
Office of Planning and Environment
U.S. Department of Transportation
1200 New Jersey Avenue, SE
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SYMBOL	WHEN YOU KNOW	MULTIPLY BY	TO FIND	SYMBOL
LENGTH				
in	inches	25.4	millimeters	mm
ft	feet	0.305	meters	m
yd	yards	0.914	meters	m
mi	miles	1.61	kilometers	km
VOLUME				
fl oz	fluid ounces	29.57	milliliters	mL
gal	gallons	3.785	liters	L
ft³	cubic feet	0.028	cubic meters	m ³
yd³	cubic yards	0.765	cubic meters	m ³
NOTE: volumes greater than 1000 L shall be shown in m ³				
MASS				
oz	ounces	28.35	grams	g
lb	pounds	0.454	kilograms	kg
T	short tons (2000 lb)	0.907	megagrams (or "metric ton")	Mg (or "t")
TEMPERATURE (exact degrees)				
°F	Fahrenheit	5 (F-32)/9 or (F-32)/1.8	Celsius	°C

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ABSTRACT

This report is a final assessment of the Community Advocacy & Service Engagement (CASE) project, an FTA-LYNX (Central Florida Regional Transportation Authority) research project designed to study transit education and public engagement methods in Central Florida.

In the Orlando area, as in other parts of the country, public transit is generally viewed as a transportation mode of “last resort.” The research conducted through the CASE project examines the viability of volunteer “coalitions” in changing misconceptions about transit and advocating for the improvement of transit alternatives. CASE was a five-phase project that used a diverse body of public opinion research to identify common misconceptions (termed Public Information Deficits) about transit and then set out to correct those misconceptions through town hall forums.

Town hall forums were promoted to all residents throughout the LYNX service area, but special focus was given to groups that LYNX identified as being natural potential partners: the older adult demographic and the general business community.

Residents who participated in one of the five town hall forums were then encouraged to join a LYNX “coalition group” that would advocate for improved transit in Central Florida.

Nearly a year after the town hall forums were held and the LYNX coalitions were formed, Central Florida saw considerable progress in attitudes toward transit. After three years of unsuccessfully championing legislative passage of a local surtax option for transit, the state legislature authorized local governments to pursue a Charter County Surtax during its 2009 legislative session. LYNX staff credits this development to the advocacy and general climate of support fostered by outreach that took place during the CASE project.

However, despite its success, CASE research also indicates that the project was generally time-intensive and staff-intensive. In particular, the coalition groups that successfully advocated for change in Central Florida required regular staff attention and tasking to be successful. These staffing needs made CASE a project that was best tackled by multiple departments working in tandem and may not be viable for smaller agencies without the resources to devote to promoting town hall forums and maintaining large coalitions of volunteer advocates.

EXECUTIVE SUMMARY

Community Advocacy & Service Engagement (CASE) is the project name of a public participation initiative designed to educate Central Florida residents on the benefits of transit while correcting common misconceptions through a series of town hall meetings and the creation of citizen-driven “coalitions.”

LYNX (the Central Florida Regional Transportation Authority) drafted the basic grassroots concept behind CASE upon hiring community relations staff. When LYNX learned of a Federal Transit Administration (FTA) public participation grant, community relations staff melded LYNX goals with FTA requirements to create the finalized version of CASE. Altogether, CASE was staffed by one full-time coordinator plus a team of six government affairs, community relations, and marketing staff working part-time on the project. CASE was launched in July 2007, and its five town hall meetings were planned in August 2007.

This report is a comprehensive analysis of the CASE project and addresses the following areas directly:

- Project objectives
- CASE methodology
- Roadmap for coalition development
- Analysis and explanation of CASE partnership strategies
- Analysis and explanation of CASE public education strategy
- Recommendations on replication of the CASE model
- Lessons learned
- Project deliverables
- Project sustainability and future efforts

This report serves as a “how-to” guide for the CASE project. It discusses the merits of the project’s coalition-building efforts, public education strategy, and community visioning component. The goal of this report is to provide a “roadmap for replication” so that other regions can adopt or adapt the CASE project to their locality. The report includes an instructive step-by-step analysis of CASE project phases and specific recommendations for organizations seeking to reproduce all or part of the CASE model in their region.

SECTION 1

Introduction

The rapid pace of growth and development in Central Florida has made the need for more expansive transit services evident. However, expansion on the scale necessary to meet demand would require locating a new funding source for LYNX, the Central Florida Regional Transportation Authority. LYNX is one of the few transit agencies of its size that lacks any source of dedicated funding. LYNX leadership recognized that dedicated funding, coupled with a clear community vision, would be required before efforts to expand and improve Central Florida's transit system could be successful.

To earn dedicated funding and develop a broader transit vision, LYNX recognized the need to educate the business community and the general public on the important role transit plays in the region. The agency opted to go directly to the people. Partnering with the Federal Transit Administration (FTA), LYNX pioneered the Community Advocacy & Service Engagement (CASE) project. At its core, CASE is an education project, designed to educate voters on the benefits of transit while correcting common misconceptions about it. The project had two ultimate goals:

- Development of a Community Transportation Vision (CTV), which would serve as a concept for the development of future transportation systems premised on direct input from citizens. The CTV encompassed input from local businesses, community groups, agencies, and citizens.
- Before any Community Transportation Vision could be put into practice, LYNX determined that it must first secure a source of dedicated funding.

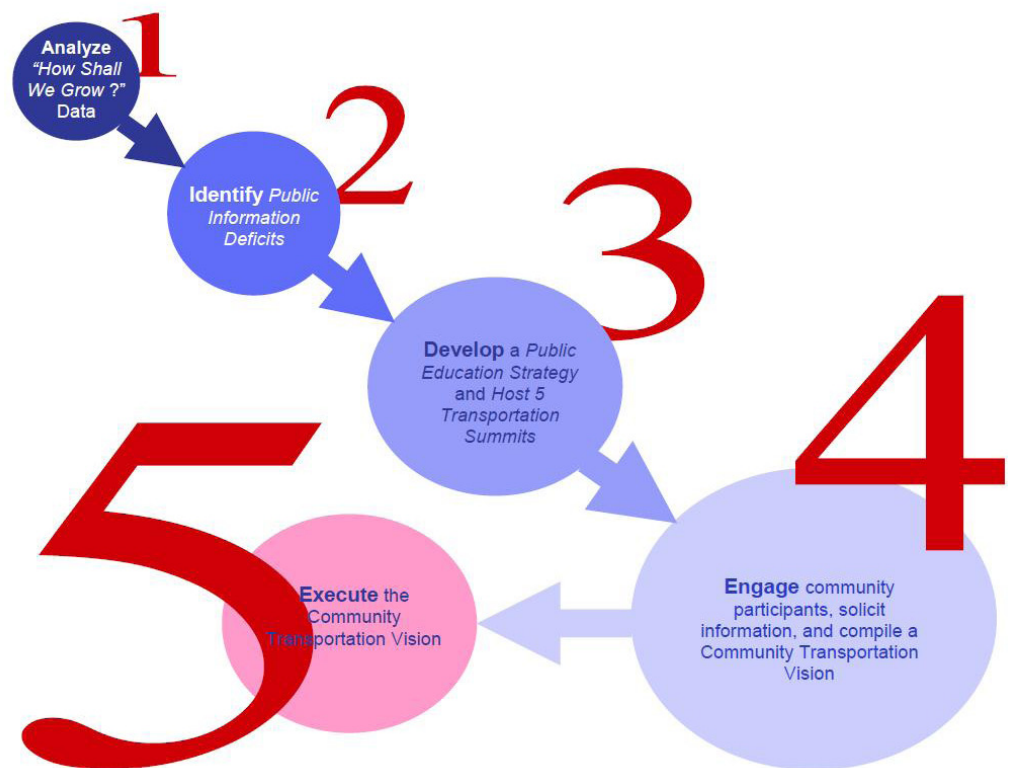
Recognizing that these goals might not be achieved before project completion, LYNX endeavored to create sustainable, long-term assets (i.e., project partnerships and coalition groups) that could be continued in the long term to achieve these goals. To accomplish this, LYNX developed a five-phase process for project implementation:

- 1. Analyze:** Before the creation of CASE, Central Florida had already reached the mid-point of a regional visioning project led by Myregion.org, a partnership of local businesses, governments, community organizations, and citizens. The Myregion.org project produced a wealth of research that included direct feedback from citizens on important community issues, such as transit. LYNX engaged an experienced consultant to analyze this feedback, with the ultimate goal of understanding the available body of public opinion data on transit.
- 2. Identify:** LYNX consultants used the Myregion.org research to identify the top five "Public Information Deficits," gaps in the public's knowledge base.

LYNX knew that before it could educate the community on transit realities and alternatives, it would first need to understand how much the public already knew.

3. **Develop:** Armed with an understanding of these Public Information Deficits, LYNX engaged experienced consultants to help develop a Public Education Strategy, a series of informational tools designed to correct the Public Information Deficits (knowledge gaps) on transit.
4. **Engage:** One of the most unique and essential aspects of CASE was its focus on coalition development. In addition to educating citizens on transit by correcting knowledge gaps, LYNX endeavored to mobilize them as advocates for better transit. Coalitions served as the means by which LYNX organized and sustained these citizen-advocates. Sustainability and coalition-building methods are discussed in a later section of this report.
5. **Execute:** Finally, LYNX used the research and information provided by the 12-month CASE project to create the foundation for a Community Transportation Vision (CTV) that includes a dedicated source of funding. This CTV was premised on hundreds of unique citizen inputs and is designed to evolve over time.

Figure 1-1
CASE Project's Five
Phases



By spreading awareness of the costs and benefits of transit, the CASE project was uniquely successful in laying the foundation for a Community Transportation Vision. Efforts to further define this vision and sustain the coalitions that feed it began in August 2007.

Although LYNX has not yet obtained state legislative authorization for a referendum on dedicated funding, the general awareness of transit issues promoted by the CASE project advanced the legislation much farther than in past attempts. This relative success also took place against the backdrop of deteriorating economic conditions and general anti-tax sentiment.

After executing the CASE project, numerous local elected officials expressed a commitment to and acknowledged the urgency of finding a dedicated funding source for LYNX by 2010. These commitments were made publicly and were considered to be the direct result of CASE-inspired advocacy. Additionally, major funding partners called for a fundamental re-evaluation of LYNX's funding formula that will result in funding improvements aimed at realizing a broader Community Transportation Vision. The re-evaluation includes several possible dedicated funding sources:

- Appropriating up to 4 percent of millage directly to LYNX
- Appropriating the 9th cent gas tax to LYNX
- Creating a transit infrastructure sales tax to LYNX

During Florida's 2009 legislative session, the Florida legislature also passed the Charter County Surtax option for county governments. This measure enables county governments to place a "surtax for transit" question on the ballot. This had been an elusive and unsuccessful legislative goal for LYNX during each legislative session for the previous three years. LYNX credits its success in 2009 in large part to the support of the business and older adult communities generated through the town hall forums and their resulting coalitions. As CASE intended, LYNX coalition groups were able to educate opinion leaders and elected officials on the benefits of the measure, resulting in its passage.

General Notes on Replication

The CASE project was premised on data produced by the "How Shall We Grow?" (HSWG) Project, a large-scale, 50-year visioning process specific to Central Florida.

As explained in the original CASE project proposal to FTA:

The Central Florida Regional Growth Visioning Process, "How Shall We Grow?" (HSWG), is a 15-month endeavor to engage citizens, community leaders and elected officials from throughout the Central Florida Region in intensive "community conversations" that will lead to a 50-year vision and policy framework to guide future growth in Central Florida.

The visioning process is the first of its kind in Florida and one of largest, most complex visioning efforts conducted in the United States. The process involved gathering information and opinions

from more than 7,000 residents during 110 community meetings and presentations held in 7 Central Florida counties.

Using the extensive citizen opinions collected from HSWG initiative, LYNX engaged a variety of citizens in multi-phased activities designed to engage public participation in establishing the policy framework and implementation plans for transportation planning, based on the “Shared Regional Vision” and ultimately the “development of a Community Transportation Vision.”

Although the HSWG project was specific to Central Florida, this should not deter other regions from adopting CASE-style projects designed to educate and engage their own populations. Any existing local public opinion data on transportation, whether scientific or otherwise, could potentially serve as the basis for informing a CASE-style project in another region. If no public opinion data are available, an agency may consider commissioning an inexpensive survey to provide a foundation for subsequent CASE project phases (i.e., identifying Public Information Deficits).

In addition to analyzing the HSWG mid-project report, LYNX also used the following sources to supplement its body of public opinion data:

- News coverage on transportation and key agencies
- METROPLAN Orlando public opinion surveys, focus group findings, Long Range Transportation Plan
- LYNX Transit Development Plans, FY 2008 through FY 2017
- Downtown Orlando Long Range Transportation Plan
- FDOT District 5 Five-Year Work Program and priorities
- Recent successful Phoenix and Miami campaign strategies, tactics, and messages for dedicated funding for transit
- Analysis of marketing materials and key messages from peer cities: Charlotte, Salt Lake City, Phoenix, Austin

If a regional visioning project such as HSWG is unavailable, agencies seeking to replicate CASE should consider using some of the sources listed above to provide, in part or in whole, the public data required to extract Public Information Deficits (further explained in Phase One and Phase Two).

CASE Project Phases

Phase One: Analyzing Existing Data in the Marketplace

(What Do People Know?)

Phase One of the CASE project focused on analyzing existing public opinion research. LYNX dedicated extensive time and effort to understanding the intricacies of public opinion on transit. In particular, LYNX studied research and feedback made available through Myregion.org, a regional visioning partnership in Central Florida. When the CASE project was conceived, Myregion.org had already reached the mid-point of its visioning effort, entitled “How Shall We Grow?”

As mentioned previously, the CASE project is premised on pre-existing market data provided by “How Shall We Grow?” (HSWG), a broad-based community visioning project covering seven counties in Central Florida.

By mid-2006, HSWG had gathered information on a variety of topics—including transportation—from more than 7,000 Central Florida residents. LYNX’s decision to base the CASE project on HSWG research proved to be sound for several reasons:

- HSWG was a massive partnership involving numerous agencies, business groups, and local governments.
- HSWG had developed innovative methods for collecting and summarizing public inputs. These methods provided LYNX with a solid, highly-detailed foundation to research existing Public Information Deficits in the area of transportation.

LYNX contracted with Global-5, a highly-respected public affairs firm, to conduct a thorough analysis of the public opinion data provided by HSWG. Having already been closely involved in the analysis of public opinion data on Central Florida’s commuter rail project, Global-5 was an ideal LYNX partner on the CASE project.

Replication Recommendations

It is not necessary that a region have an HSWG-style visioning process in existence before initiating a CASE-style project. Any substantial body of public opinion data that reflects a broad array of community opinions on transportation issues will suffice. If no such public opinion data are available, a survey can easily be commissioned at a nominal fee. Alternatively, an agency may opt to partner with a local Chamber of Commerce or similar civic entity to collect pertinent opinion data. It is imperative that some level of opinion data be accessed, given

that all subsequent project phases are premised on the analysis of a community's Public Information Deficits (as discussed in Phase Two).

Phase Two: Identifying Public Information Deficits (What Don't They Know?)

Phase Two of the CASE project focused on using the research analysis of Phase One to identify Public Information Deficits. As mentioned earlier, LYNX engaged Global-5, a top public affairs firm, to review the "How Shall We Grow?" data and identify the top five Public Information Deficits in Central Florida:

- 1. Coordination with Florida Department of Transportation (FDOT):** Research revealed that despite regularly coordinating with FDOT, most Central Floridians were unaware of the important role LYNX plays in the execution of key FDOT projects.
- 2. Commuter Rail:** Central Florida is planning a commuter rail project. If efforts are successful, this will be the first railway in Central Florida. Research indicates that most residents do not know how the commuter rail project will work, where it will go, and how they might use it. Furthermore, very few residents are aware of the important role LYNX bus transit will play in the success of any potential rail system.
- 3. Planning:** CASE research suggested that most residents are unfamiliar with the basics of the transportation planning process.
- 4. Growth:** CASE research suggests that most residents are largely unaware of how Central Florida's rapid growth has impacted the region's transportation system.
- 5. Funding:** CASE research indicated that the vast majority of residents do not understand how transportation services (including LYNX) are funded. Similarly, most residents are not familiar with the relative costs of transportation or possible funding options.

Replication Recommendations

Any reproduction of the CASE model will depend upon successful identification of the area's Public Information Deficits. These deficits will vary from region to region.

In the interest of project objectivity, it is highly recommended that an experienced consultant conduct the research to identify these deficits. If a consultant is unavailable or if costs are prohibitive, staff research may be substituted. However, if staff are tasked with reviewing the public opinion data and identifying the top Public Information Deficits, then a multi-departmental effort is recommended to encourage greater objectivity.

Phase Three: Hosting Public Town Hall Meetings (What Do We Need to Tell Them?)

Phase Three was the most time- and labor-intensive aspect of the CASE project. This phase focused on developing and implementing a Public Education Strategy—informational tools designed to correct the Public Information Deficits (or knowledge gaps) identified in Phase Two. Put simply, the Public Education Strategy was a curriculum designed to improve the community’s understanding of transit issues. The process for creating the Public Education Strategy is detailed in Section 3, “How to Do It: Creating a Public Education Strategy.”

As explained in the original CASE project proposal, the Public Education Strategy was developed through consultation with an expert consultant and LYNX’s project partners:

Regionalism and collaboration are important aspects of the CASE project. Preliminary suggestions on the content of the Public Education Strategy will be solicited from each member of the Internal and External Advisory Panel. A consultant, in conjunction with Project Management, will then develop the core content of the Public Education Strategy, designed to correct the previously-identified Public Information Deficits. Regional partners will again be solicited for advice on content following the development of the Public Education Strategy, prior to finalization and implementation.

The process for identifying, selecting, and recruiting project partners or “stakeholders” is detailed in Section 3, How to Do It: Establish Project Objectives and Project Partners.

Once initial input was obtained from all project partners, LYNX again coordinated with Global-5 to create the CASE project’s most important informational tool: a PowerPoint presentation (see Appendix B). As described by Global-5:

After reviewing existing materials and brainstorming ideas for the town hall meetings, Global-5 arrived at a game show concept, “What Drives You?” The game show had an underlying construction theme—“help build the future of transportation in Central Florida.” We felt this format had a greater chance to be booked at an event or as a stand-alone event than a regular presentation with a question & answer session.

Before showing this presentation at each of its five town hall meetings, LYNX solicited a second round of input from its key partners to form a consensus.

Key aspects of the PowerPoint presentation framework included:

- Concise, engaging material
- Attention-getting information
- Clear attention to correcting each Public Information Deficit

The central element of the PowerPoint presentation was an audience participation tool—an interactive “game show.” The “game show” called for the room to be divided into two teams. Each team selected a leader, who answered questions in consultation with his or her group. After completing the educational program, LYNX moderators asked a series of questions designed to test participants’ knowledge of the topics covered in the presentation. Key aspects of the game included:

- Interactivity
- Competitive format
- Energetic, comical environment that encouraged participation

Each CASE project town hall was designed to run no longer than 45 minutes, which was important in maintaining audience engagement.

Once the presentation and game were finalized, LYNX developed a marketing strategy for each town hall meeting. The CASE project consisted of five major and two small-scale town hall meetings. LYNX recognized that at least one town hall meeting had to be held in each of its three counties. A leading Orlando-based public relations firm, Fry Hammond Bar (FHB), was engaged to promote each meeting. As summarized in its project completion report, FHB was contracted to:

- Generate awareness among key target groups in an effort to drive attendance for the five town hall meetings supported by FHB.
- Develop a greater sense of understanding for the mass public transportation system as it relates to the town hall meetings.
- Gather input from key target groups and the general community regarding their perceptions and desires for public transportation via hard-copy and online surveys.
- Help set the stage for support of ongoing communication initiatives regarding larger LYNX projects.

Between 80 and 200 local residents (almost exclusively non-riders) attended each of the five town hall meetings. Although outreach was targeted to key older adult and business groups in each geographical area in which a town hall meeting was held, all residents were welcomed to participate. By pooling databases provided by FHB, LYNX, and all project partners, a large number of citizens were reached by mail and e-mail. Advertisements were also placed in key public places, such as libraries, courthouses, city halls, LYNX Central Station, businesses, and project

partner locations. Although business leaders and older adults both received additional outreach, no demographic information was collected at the town hall meetings, either indirectly or via the survey.

Through town hall events and follow-up programming via e-mail (outlined in Section 3, How to Do It: Build and Maintain Coalitions), LYNX engaged 975 of Central Florida's top opinion-leaders. The immediate CASE imprint included more than 3,000 high-quality touches and 27 media hits, accounting for a far greater total impact number. Upon completing the town hall program, participants were asked to join the coalition.

Specific strategies to promote each town hall, as summarized in FHB's project completion report, are instructive for all agencies seeking to replicate CASE:

- Community outreach
 - Develop custom distribution lists for target groups and individuals for each town hall meeting.
 - Communicate with key target groups via e-mail with a message specific to the town hall meeting that pertains to their region. Key groups include government employees, elected officials, business leaders, large corporations, community leaders, etc.
 - Design and distribute hard-copy flyers in targeted geographic regions where town hall meetings will take place.
 - Conduct face-to-face outreach with key individuals and groups.
- Media relations
 - Create custom media distribution/outreach lists for each town hall meeting.
 - List all town hall meetings in appropriate online and print event calendars.
 - Promote town hall meetings in appropriate community blogs.
 - Develop and distribute press releases for each town hall meeting to targeted media outlets and reporters.
 - Develop and distribute media alerts for each town hall meeting to targeted media outlets and reporters.
 - Conduct one-on-one outreach with key reporters.

As outlined in the initial CASE project proposal, the purpose of the town hall outreach was three-fold:

- **Correction:** to correct previously-identified Public Information Deficits by educating participants (accomplished through the Public Education Strategy).

- **Collection:** to collect input from citizens on the topic of transportation, with the ultimate goal of compiling a Community Transportation Vision (discussed more in subsequent sections).
- **Engagement:** to encourage activism on the part of audience members. CASE established a unique tool to accomplish this activism: coalition membership. This membership is discussed extensively in Section 3, How to Do It: Build and Maintain Coalitions.

To effectively measure each town hall meeting's success, LYNX developed a survey (see Appendix A, Post Presentation Survey) that would collect the input of participants and provide the foundation for a Community Transportation Vision.

Initial plans specified polling the audience twice (once at the beginning of the town hall meeting and once at the end). However, concerns about program length and audience convenience inclined staff to poll the audience only once, at the end of the program. The survey was administered by staff after the conclusion of the “game show” (see Appendix B). Surveys were then collected by staff after the program or dropped off by participants upon exiting.

Replication Recommendations

The town hall phase of the CASE project (Phase Three) was by far the most complex and time-consuming. Each town hall requires two key elements:

- A Public Education Strategy: a series of engaging educational tools (including a game and a presentation) designed to correct Public Information Deficits by educating the audience.
- A strong marketing/promotional strategy; driving attendance to public events can be very difficult. A well-coordinated, comprehensive marketing strategy is a prerequisite for success.

It is highly recommended that staff be involved in the creation of the Public Education Strategy and the marketing/promotion strategy. However, it is also highly recommended that specialized firms like Global-5 and Fry Hammond Bar take the lead in developing and managing these strategies. This enables staff to serve in a coordinating capacity while allowing consultants the creativity to generate dynamic programs. It is also recommended that town hall meetings be held throughout the region to ensure that public opinion reflects differing regional perspectives.

It should also be noted that an audience-friendly, interactive “game,” while not a requisite, is highly desirable. The CASE project clearly demonstrates the success of a participatory model, both in soliciting valuable input and in overcoming pre-existing Public Information Deficits. Agencies or organizations seeking to reproduce CASE should view the survey tool as the most flexible aspect of the program. Given that the CASE survey was premised on Public Information

Deficits in Central Florida, the content of a survey is likely to vary from region to region. However, experience with CASE suggests that any survey should be short and contain simple, direct questions that leave little room for interpretation. Survey questions should also be designed to assist an agency in improving its level of service by making it more responsive to public concerns.

Phase Four: Compiling Data & Establishing Coalitions (How Do We Mobilize Them?)

Phase Four focused on compiling the data collected in Phase Three and organizing coalitions into effective advocacy groups. In creating its various coalitions, LYNX recognized that the enthusiasm and interest that resulted naturally from the town hall forums could be harnessed if channeled properly. LYNX constructed coalitions as a “warehouse” for advocates and volunteers who were now educated on transit concerns and, for the first time, empowered to help solve them.

Note that coalition members were recruited from the pool of participants at each town hall meeting. It is imperative that all coalition members undergo the educational process outlined in Phase Three prior to becoming a coalition member. Specific strategies for targeting and recruiting coalition members are outlined in Section 3, How to Do It—Build and Maintain Coalitions and Section 4, Analysis: Lessons Learned.

As was mentioned in previous sections, each town hall meeting served as a mechanism to collect citizen inputs. In Central Florida, these inputs will inform the creation of a Community Transportation Vision, as defined in the Introduction to this report. However, other regions may decide to use these inputs simply to improve service or achieve a different goal altogether. Regardless of the goal, organizing the data effectively is imperative.

LYNX organized the CASE data geographically and is using it to enhance the public strategies employed by LYNX and other local groups seeking to expand transportation alternatives in Central Florida. Furthermore, CASE has created a mechanism for citizens to provide input on areas outside the original scope of the CASE town hall survey. This has enabled LYNX to take action on several recurring citizen concerns:

- Making buses more accessible to the curb
- Focusing on adding pull-out lanes
- Improving lighting near bus stops

However, the opinion data are only one of two town hall deliverables. The second deliverable is the coalition groups that were created to engage interested

town hall participants and inspire activism on the issue of transit. As discussed in Phase Three, town halls served as the primary recruitment mechanism for coalition members. Most coalition members started out as participants in a CASE town hall meeting in their area. Specific strategies for recruiting and building coalitions are outlined in Section 3, How to Do It—Build and Maintain Coalitions.

Prior to CASE, Central Florida lacked active grassroots support for public transit and dedicated funding in particular. The CASE project established a foundation for grassroots advocacy on this issue. These coalitions continue to serve as a mechanism for educating citizens and influencing policy outcomes. It is expected that these coalitions will also play a significant role in crafting Central Florida's transit future. Specific recommendations for creating and sustaining these coalitions are discussed in Section 3, How to Do It—Build and Maintain Coalitions, and Section 4, Analysis: Lessons Learned.

The coalition-building methods employed by LYNX and its partners, via the CASE project are as follows:

- **Educate:** Each town hall meeting was viewed as an opportunity to recruit coalition members. Before they could be recruited, participants had to first be interested. This was the role of the CASE project's presentation and game show.
- **Engage:** Once educated and interested, audience members were encouraged to join a coalition of informed citizens who were championing dedicated funding and broader transportation alternatives in Central Florida. Anyone who attended a town hall meeting was eligible to join a coalition.
- **Sustain:** Upon agreeing to participate in a coalition, new members received regular follow-up e-mails and informational tools from LYNX. Members were kept informed on opportunities to participate in transportation-related policy decisions, public debates, and media opportunities.

Coalition recruitment is discussed further in Phase Five.

Replication Recommendations

Compiling the public opinion data collected from each town hall meeting is relatively simple. It requires that staff total all citizen inputs in two ways:

1. **Geographically:** Assuming that each town hall is hosted in a different part of the region, totaling citizen input for each meeting will yield valuable insight on local perspectives. LYNX used public opinion data from the CASE project to guide its public affairs work in each of the localities in which it held a town hall meeting.
2. **Categorically:** In addition to sorting data geographically, staff should total input for each of the categories surveyed. This will provide valuable systemwide information and possibly point to specific areas of community need. In the case of LYNX, public opinion data suggested that adding buses,

decreasing headways, and adding pull-out lanes were the top areas of concern. It follows that efforts to improve these specific areas of concern will enjoy a generally higher level of public support. This information has already informed LYNX's government affairs strategy.

With regard to coalition-building, it should be emphasized that Central Florida had no grassroots transit advocacy group prior to CASE. This made the CASE project uniquely important to Central Florida. Other regions should ascertain whether an effective grassroots transit advocacy group already exists in their community before undertaking a CASE-style project. If one already exists, it may not be necessary to establish a new coalition. Instead, CASE-style town hall meetings might be used to generate grassroots support for a coalition that is already in existence. While such a relationship has not been specifically researched by the CASE project, the array of strategic partnerships assembled for the implementation of CASE suggests that something along these lines might enjoy great success. Specific methods for coalition-building are discussed in detail in Section 3, How to Do It—Build and Maintain Coalitions.

Phase Five: Using Coalitions to Achieve Long-Term Success (How Do We Win?)

Phase Five focused on laying the foundation for a broad-based Community Transportation Vision and using coalitions to help achieve its realization. As summarized earlier, LYNX organized the CASE project around two central goals:

1. Develop a Community Transportation Vision (CTV) is the primary objective of the CASE project. Premised on unique citizen inputs, the Community Transportation Vision is intended to serve as a general concept for public transportation development in Central Florida.
2. Acquiring a source of dedicated funding is an indirect goal of the CASE project. Without such funding, Central Florida's ability put into practice a Community Transportation Vision would be extremely difficult, at best.

Both goals require the creation of coalitions—advocacy groups committed to helping LYNX and its partners achieve these objectives.

As outlined in the original CASE proposal, coalitions were not well developed until late in the course of the five-phase project. Consequently, LYNX is only beginning to realize the full potential of this project element.

Strategies for constructing coalitions are discussed in a previous section and more analytically in a following section. However, the most important function of a coalition is advocacy. Participants at each of the five town hall meetings were

asked to join the CASE coalition at the conclusion of the presentation and “game show.” The guiding theory behind this recruitment strategy was that participants will be more likely to champion the cause of transit once they are fully educated on the realities of the system and once all major Public Information Deficits (knowledge gaps) are corrected (via the Public Education Strategy). This proved to be correct, and CASE town hall meetings were excellent coalition-recruitment venues. By project completion, LYNX exceeded its goal of 300 coalition members.

It is important to note that coalition membership was not exclusive. Anyone who underwent the CASE-style educational program could become a member. However, certain individuals were “targeted” for membership. For example, older adults and business leaders who attended a town hall meeting were thought to be potentially powerful stakeholders and future advocates for transit. As a result, LYNX focused coalition-building efforts around these two groups.

In the interest of advancing transit, CASE coalition members were encouraged to:

- Open a dialogue with their elected officials.
- Educate co-workers and peers on the Community Transportation Vision.
- Report relevant peer-to-peer feedback to LYNX staff.
- Attend transportation-related public meetings.
- Serve as a “sounding board” for new LYNX initiatives.
- Provide a credible liaison between LYNX and local Chambers of Commerce, economic councils, and other business groups.

Coalitions provide a reservoir of social capital that can open doors and cultivate a favorable perception of transit in targeted communities (i.e., the targeted CASE communities were older adults and business groups).

When LYNX decided to organize each coalition according to geography (i.e., East Orlando Coalition, West Orlando Coalition, Seminole County Coalition, Osceola County Coalition), rather than affiliation (i.e., Older Adult Coalition, Business Coalition), it altered the nature of coalition-based advocacy. For example, instead of tasking leaders in the older adult community with advocating for older-adult-specific transit priorities, leaders in West Orlando were tasked with advocating for local transit priorities.

The results of the reorganization were both positive and negative and are addressed in the sections How to Do It—Build and Maintain Coalitions and Analysis: Lessons Learned.

LYNX continues to call upon coalition members for a variety of advocacy-related transit tasks. Given that these groups are still in their infancy, the full extent of their success remains to be seen. To date, coalition members have served as a valuable brain trust and provided the foundation for a broader Community

Transportation Vision. The CASE project has provided LYNX with the resources in Central Florida's business community to advance that vision and, ultimately, acquire a dedicated funding source.

Replication Recommendations

Other regions attempting to use coalition groups to achieve short-term or long-term goals should be aware of several potential setbacks:

- CASE-style coalitions require regular staff maintenance in the form of e-mail and hard-copy communications. Occasional personal conversations with coalition members are also important.
- CASE-style coalitions must be actively managed and directed by staff. Without regular tasking, coalition groups will disintegrate.
- If used improperly, coalitions can backfire by generating distrust and the perception of unresponsiveness.

After engaging hundreds of citizens through town hall forums, LYNX maintained fairly regular e-mail communication with its participants. This communication is imperative, and it is recommended that such follow-up communications be content-driven and targeted to specific groups. For example, older adults should receive updated transit information on areas that the older adult community about which expressed concern (i.e., poor lighting at shelters, safety improvements, etc.). See the next section, *How to Do It—Build and Maintain Coalitions*, for a more detailed discussion on replicating CASE-style coalitions.

How To Do It

Establish Project Objectives and Project Partners

LYNX identified its two goals (a CTV and a dedicated funding source) prior to creating the CASE project. However, CASE became the means by which these goals were brought closer to realization. CASE was, in essence, the process that led to success.

Therefore, the single-most exciting element of the CASE model was not the goals of the agency implementing it, but rather its process for generating citizen input and activism. Because CASE was premised on collecting citizen inputs rather than driving a specific objective, this process functioned even if CASE objectives were to be replaced with other objectives. For example, the CASE model might be successfully reproduced by an agency seeking to promote a new light rail system.

However, the method by which LYNX arrived at its project objectives is instructive. LYNX engaged in lengthy discussions with local business, government, and community groups prior to deciding on project objectives. These groups included:

- METROPLAN Orlando
- Orange County League of Women Voters
- Myregion.org
- Orlando Regional Chamber of Commerce
- East Central Florida Regional Planning Council
- Senior Resource Alliance

The recommended procedure for establishing CASE-style project partners is as follows:

- I. Identify key community groups that have an immediate stake in improving transit in your community.** LYNX determined that the larger business community needed transit to move Central Florida's large service-oriented workforce. LYNX also recognized that Central Florida's growing older adult community would be inclined to consider public transit as an alternative to personal vehicles if the LYNX system operated on shorter headways. Other groups, such as the METROPLAN Orlando, the East Central Florida Regional Planning Council, Myregion.org and the Orange

County League of Women Voters, all had civic interests in promoting broader transportation options for Central Floridians.

- 2. Arrange an executive-to-executive meeting to cultivate a partnership.** Each organization that signed on to support the CASE project was engaged directly through senior management. This ensured full partner buy-in and staff participation at every level.
- 3. Keep the lines of communication open.** Project partners must be engaged often through e-mails, phone calls, and personal meetings. Given that they have stakes in the project outcome, regular communication is critical. Partners should be consulted before major project decisions are made.

Before establishing specific project objectives, it is suggested that an agency solicit input from key business and community partners. Soliciting this input will cultivate a stakeholder mentality among potential partners and encourage greater cooperation on project implementation.

The recommended procedure for establishing CASE-style project goals/objectives is as follows:

- 1. Internally determine a general direction for the project.** For example, its goal may be to promote awareness of transit or to improve funding for transit projects.
- 2. Identify a core group of stakeholder organizations or “project partners”** (using the process outlined above). These groups should be invested in the success of the regional transit system. CASE partners included METROPLAN Orlando and the Orlando Regional Chamber of Commerce.
- 3. Hold executive-level conversations with each potential project partner to solicit input on specific project objectives.** For example, each CASE partner was committed to accomplishing the project goals (dedicated funding and a Community Transportation Vision) because LYNX staff had persuaded them of the need.
- 4. Hold a group meeting with all stakeholder organizations to finalize project objectives.**

Develop a Public Education Strategy

As previously explained, the CASE Public Education Strategy comprised all the informational tools designed to correct existing Public Information Deficits. Public Information Deficits are defined by research into public opinion data. In the case of the CASE project, deficits were identified primarily by an analysis of the How Shall We Grow? (HSWG) research.

The Public Education Strategy is likely to differ from region to region. However, it should always be aimed at correcting local Public Information Deficits. Regardless of the region, these deficits should be defined only after thorough research on an existing body of local public opinion data on transit (i.e., a local visioning project, public survey information, Chamber-sponsored polling data, etc.).

As with the creation of project objectives, the development of a Public Education Strategy requires cooperation with a core group of partners. The recommended procedure for creating a CASE-style Public Education Strategy is as follows:

1. Having already identified the top five Public Information Deficits, develop an educational component that addresses each deficit individually.
2. Review each educational component with core partners, solicit input on content, and begin a discussion on the format of the educational message (PowerPoint, video, game show, etc.).
3. Engage an expert consulting firm to create the Public Education Strategy within the prescribed parameters.
4. Secure the buy-in of all project partners before finalizing the Public Education Strategy.

Creating effective visuals and engaging content is an important aspect of creating a Public Education Strategy. LYNX consultant Globa-5 explains:

We wanted the show to be visually stimulating and include lots of audience participation. Bright colors and over-sized props were used throughout the set and collateral material to create a fun atmosphere. The audience was given stop-go paddles and clue cards to participate with the questions and their team leaders at the front of the room. The set included life-sized cardboard cut-outs of people who benefit by transit systems. We used a variety of demographics and occupations to show that transit is for the whole community, not just a portion. To continue the construction theme from the presentation, lime green and orange cones were scattered throughout the room, and the team leaders wore construction vests to identify which team they were on (Orange or Green). The main idea was that the entertainment quality will engage the audience; therefore, the message delivered will have a greater chance of correcting the “information deficits.”

Build and Maintain Coalitions

Coalitions are complex volunteer structures designed to liaise between an organization and the general public. The CASE project used coalition groups to educate and inform opinion-leaders, elected officials, and the general public

on growing transit concerns in Central Florida. When properly managed and maintained, these coalitions will grow in size and effectiveness.

CASE-style coalitions are intended for a specific purpose: to help accomplish the project goals of creating a Community Transportation Vision and acquiring a dedicated funding source.

Creating a coalition group requires several key steps:

1. **Research and Planning:** Thoroughly research the demographics of your community. Conduct a complete analysis of your organization's strengths and weaknesses in terms of community relations. For example, LYNX determined that its community relations efforts were weak in the older adult community and the general business community. As a result, the CASE project originally envisioned an Older Adult Leadership Coalition and a Business Leadership Coalition. These coalition groups were designed to strengthen community relations areas of weakness.
2. **Organization:** Configure the structure of your coalition groups. Determine how large each coalition should be, how it should be governed, and who should manage it. CASE coalition groups approached or exceeded more than 100 members each. The CASE project also originally envisioned an Advisory Board of 6 to 9 volunteer leaders overseeing each of the three coalitions. This concept was abandoned for pragmatic reasons during implementation (see the section on Analysis: Lessons Learned). It was hoped that coalition groups would require minimal staff input from LYNX and use the agency primarily as a resource and source of information. However, as is discussed in Analysis: Lessons Learned, successful volunteer management requires at least one dedicated staff contact.
3. **Recruitment:** Coalitions should be populated by informed and active citizens who are willing to participate in transit-related advocacy efforts. Coalition members should undergo a CASE-style transit education process before becoming a coalition member. While members can be recruited through a variety of methods, large-scale events that involve high attendance tend to be the most successful recruitment tools (i.e., CASE-style town hall meetings). The CASE project held five large-scale town hall meetings designed to educate citizens on transit realities. Each town hall meeting ended with a coalition-recruitment pitch by LYNX staff. For a coalition to be effective, its members must be informed on transit issues and active in the community. Therefore, while members can be recruited through a variety of methods, the primary LYNX method for recruitment was to make a "sales pitch" to all town hall participants at the close of the meeting.
4. **Tasking:** Once created, coalitions may tend to grow and promote leaders organically (interested members will take a leadership role upon themselves). For example, as transit-related issues emerge in the news media, some

members will express an interest in writing “letters to the editor” or attending local government meetings (see Phase Five). Staff should encourage this type of advocacy, as it fosters greater engagement and promotes the CASE project’s goals. However, most “engagement opportunities”—whether they involve writing a letter to the editor or attending a public meeting—will require staff to assign it to a coalition member when the need arises. In fact, ongoing staff maintenance is required to ensure that members are informed on the latest developments, engaged in community projects, and focused on achieving the goals of the project.

The 12-month CASE project concluded with the activation of coalition groups and the beginnings of a Community Transportation Vision (CTV). However, these coalitions require ongoing management by staff (beyond the 12-month project time span) if the CTV is to grow and gain traction in the community. Coalitions require regular staff maintenance, which requires funding. If an agency does not have at least one trained public affairs staff member available to devote considerable time to the continuing engagement and tasking of coalition groups, it should not pursue the CASE strategy.

The CASE strategy is staff-intensive during the town hall phase of the project. However, coalitions require moderate staff attention even post-project if they are to remain viable. CASE originally envisioned self-sustaining coalitions driven by an active volunteer leadership. While volunteer leadership is still vital, it is not sufficient to create a successful coalition. The results of the CASE project indicate that volunteer efforts are unlikely to be effective without ongoing staff attention to keep coalitions focused, informed, and productive.

There are a number of recommended methods for maintaining coalition groups:

1. **Follow-up:** As soon as a new member is added to a coalition, immediate follow-up by staff is required. New members should receive a basic orientation packet of leadership materials and transit information. Staff should be available by phone and in person to meet with coalition members (preferably in groups). Once a coalition exceeds 100 members, an advisory board of volunteer leaders may be helpful in managing the membership. If an advisory board is constructed, staff should regularly communicate with these leaders.
2. **Solicitation:** As a means of improving transit services and ensuring continued coalition engagement, staff should regularly solicit input from coalition members on new transit developments and initiatives.
3. **Issue development or resolution:** When key concerns are resolved, it is important that staff make coalition members aware. For example, if members of the Older Adult Leadership Coalition regularly voice concerns on the lighting of bus stops, staff should keep coalition members fully

informed as improvements are made. This will reinforce the idea the coalitions act as a brain trust and that member thoughts are heard, valued, and acted upon.

- 4. News development:** As transit-related issues of public concern develop, coalition members should be the first to learn about the details. This is a vital engagement opportunity and may also enable coalition members to participate in public discussions on transit by attending government-sponsored hearings or writing letters to the editor.
- 5.

Analysis: Lessons Learned

To accomplish the goals identified earlier in this report, the CASE project envisioned a series of separate, self-guiding coalition groups. These groups were intended to serve as the grassroots mechanism whereby the CASE project's goals (a Community Transportation Vision and dedicated funding) would be achieved.

The original CASE project proposal also recognized the fact that coalition-based action would not be immediate and that coalition members would require considerable time to fully mobilize. Indeed, while CASE called for the creation of a coalition before the end of its 12-month lifespan, it was known that the full effect of these groups would not be realized before that 12-month lifespan was complete.

The CASE project's FTA proposal contains the follow information on the purpose of coalitions:

Coalitions serve as two-way communication groups: (1) channeling public discussion inward, toward transportation planners, and (2) channeling information/ understanding outward, toward the community, in the interest of broader education and transportation decision-making.

Regardless of where CASE-style coalitions are reproduced, this basic purpose will remain the same. Coalitions serve as mechanisms by which opinion leaders and the general public are educated on important transit issues. Similarly, coalitions serve as mechanisms by which transit planners can collect valuable feedback from the public.

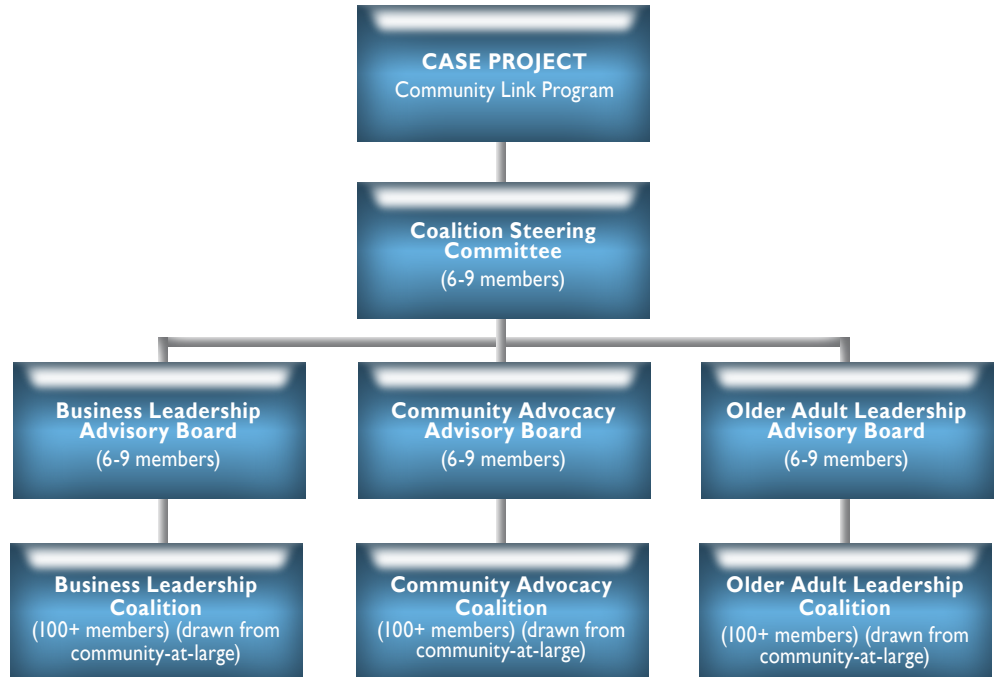
For the purposes of the CASE project, coalitions were also self-expanding, self-guiding advocacy groups. It was intended that each coalition would grow over time. It was also hoped that while coalition members would receive general direction and purpose from LYNX, coalitions would act largely independently to help achieve the CASE project's goals.

As explained in the original CASE project proposal to FTA:

The CASE project endeavors to build successful, self-guiding coalitions. By providing definition and focus to existing public concerns about transportation, LYNX and its partners will be positioned to more effectively solicit public input, encourage transportation advocacy, and implement a shared community vision for transportation planning.

The CASE project originally envisioned a highly-ambitious, moderately-complex coalition model, which is graphically explained in LYNX’s FTA proposal and shown in Figure 4-1.

Figure 4-1
CASE Project
Coalition Model



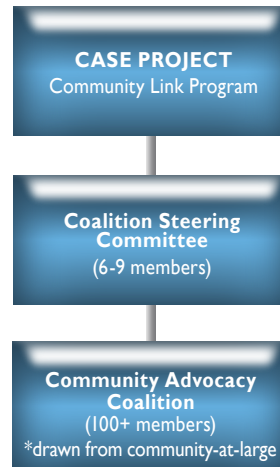
In Central Florida, transit is generally viewed as a transportation mode of last resort. However, LYNX recognized that transit has an innate value to the business community, which relies upon bus transit for the movement of its workforce. Given the mobility issues that accompany aging, LYNX also recognized that outreach to the older adult community was important.

That is why LYNX originally envisioned two separate coalitions (“Business Leadership” and “Older Adult Leadership”) to reflect these key communities. The third coalition (“Community Advocacy”) was a general coalition for residents who did not fit into those categories. Although theoretically attainable, this model proved too complex to construct and manage effectively, especially given the limited LYNX staff available.

Consequently, staff eliminated the Advisory Boards that helmed each coalition, broadened general membership, and reorganized the coalitions into geographic rather than demographic groups. The new, simpler model is graphically represented in Figure 4-2.

Figure 4-2

*Simplified
CASE Project
Coalition Model*



There are drawbacks and advantages to each of these changes in the coalition model:

1. **Reorganization:** Reorganizing coalitions into geography-based groups, rather than demography-based groups, enables an agency to target outreach to specific localities. This may be uniquely advantageous to a large, regional transit authority such as LYNX. It also has the benefit of localizing transit concerns, which can enable staff to more easily activate coalition members to attending public meetings, including transit hearings and city commission meetings. However, agencies often deal with issues that are specific to older adults, businesses, and other groups. Organizing coalitions into areas-of-interest allows staff to readily task members with writing “letters to the editor” or opening a dialogue with larger government entities. Regardless of how coalitions are organized, staff should always maintain a central database that contains pertinent information on coalition member concerns, interests, and expertise.
2. **Advisory Boards:** If coalitions are organized into demographic or area-of-interest groups, advisory boards can assist with the management of coalition members. However, advisory boards provide an additional level of hierarchy in an already-complex coalition structure. It may be more beneficial for staff to select advisory board members only after natural leaders emerge from the general membership.
3. **Broadening Membership:** While CASE targets outreach to key populations—either geographically- or demographically-based—some agencies may decide to avoid targeting outreach altogether. This will have the net effect of growing coalition membership much more quickly and to a much greater number. However, it will make it more difficult to mobilize individuals who may not be engaged for specific reasons.

In addition to honing coalition development methods, several other important CASE project lessons can be gleaned:

- 1. Information Collection:** Although CASE-style survey methods were intended to be simple and user-friendly, staff recognized that more detailed participant inputs could have been collected during town hall meetings. This would lead to a more detailed foundation for the Community Transportation Vision as well as better information on the interests and concerns of coalition members.
- 2. Follow-up:** A key lesson of the CASE project was that follow-up is critical. Communicating with town hall participants, coalition members, and project partners requires constant message reinforcement.
- 3. Agency Leadership:** Involving an agency's senior leadership is an important part of demonstrating the importance of any community engagement project, such as CASE. Town hall forums in which LYNX's CEO was present were extremely successful and generated greater interest in joining a coalition.
- 4. Steering Committee:** LYNX developed a loose committee of Central Florida's most notable citizens—recognized leaders in business, government, and community causes—to serve as a Steering Committee for the entire coalition structure. The CASE project demonstrated that this group must be very closely managed by a single individual if it is to be highly successful. The Steering Committee can serve as a valuable brain trust and agent for improvement if it is tasked and maintained effectively. It is recommended that a senior agency executive manage and maintain this group.
- 5. Online:** The online potential for the CASE project was tremendous. However, given the limited resources, LYNX decided to focus its efforts on live town hall meetings rather than an interactive online experience. It is recommended that future iterations of CASE devote greater resources to making the “game show” (presentation) and survey available online. Advertising should also more prominently promote Web-based interaction, perhaps even staff-moderated forums in which participants and coalition members can speak out online. Questions could be asked and answered, and citizen input could be directly solicited through these forums.
- 6. Education:** CASE project results clearly indicated that there were significant gaps in the public understanding of transit issues. However, these Public Information Deficits were corrected through thoughtful and well-articulated programs designed to educate and engage interested citizens.
- 7. Staffing:** All phases of the CASE project required significant staff support. During the 12-month course of the project, one staff person must be fully dedicated to the maintenance and advancement of project goals. In addition, it is recommended that government relations, community relations, business relations, and media relations staff all be active, ongoing participants in the planning and implementation stages of the CASE project. Once the 12-month course of CASE concluded, coalitions still required ongoing staffing by at least one trained public affairs coordinator on a part-time basis.

8. Economic Weakness: Due in part to poor economic conditions, LYNX lost many of the staff members who were dedicated to coalition maintenance. Although CASE-produced coalitions have been successful in changing the public landscape (see the next section on Sustainability), it is no longer possible for LYNX to maintain these groups as viable, long-term advocacy arms. Agencies considering a CASE-style project should take into account not only the immediate costs of the project but also the long-term staffing needs of CASE-style coalitions.

Sustainability

The CASE project resulted in a number of key deliverables that address the area of project sustainability.

- **Coalitions:** The coalition groups developed by LYNX to achieve the CASE project's goals remain in operation. LYNX continues to maintain contact with more than 300 coalition members who serve the vital function of channeling public concern directly to LYNX staff. Additionally, these individuals serve as a stable advocacy group, dedicated to promoting transportation alternatives in Central Florida. Specifically, the League of Women Voters is promoting a 9th-cent sales tax that has the support of two Orange County Commissioners. In addition, the business community is investigating the possibility of a 1-cent sales tax.
- **Civic Partnerships:** CASE project partnerships have created strong organizational relationships with key community groups that are heavily invested in the quest for better transit. LYNX executives continue to maintain and expand these important relationships. For example, LYNX maintains an ongoing partnership with the League of Women Voters, the Senior Resource Alliance, and prominent veterans groups in three counties. These partnerships have resulted in County Commissioners publicly calling for a review of LYNX funding options as well as the Mayor of Orange County seeking to readdress the LYNX funding module.
- **Business Partnerships:** Along with key civic partnerships, the CASE project resulted in expanded business partnerships. Chambers of Commerce and other influential business groups that previously regarded LYNX with skepticism have developed a new attitude toward the shared transportation challenges faced by the region's workforce. As a result, key members of LYNX staff have been selected to serve in important board positions in business groups throughout Central Florida.
- **Public Participation:** The spirit of public participation, fostered by the CASE project, is now embodied in LYNX's long-term work plan. LYNX continues to incorporate CASE-style town hall meetings, community presentations, and informational updates as part of its standard community relations procedures. For example, LYNX obtained state funding to build, own, and operate a bio-diesel blending facility. Embracing the CASE model, LYNX has explained this exciting new development to the community through a variety of public meetings and new media presentations.

Post Presentation Survey



HAVE YOU EVER USED ANY LYNX SERVICES?

- yes
- no

HAVE YOU PARTICIPATED IN ANY COMMUNITY MEETINGS SPONSORED BY A GOVERNMENT AGENCY BEFORE THIS MEETING? IF SO, HOW MANY?

- This was my first meeting
- 1-3
- 4-5
- 6+

BEFORE THIS PRESENTATION, WERE YOU AWARE OF THE PUBLIC TRANSPORTATION OPTIONS LYNX CURRENTLY OFFERS?

- yes
- no

WOULD YOU SUPPORT LYNX USING ENVIRONMENTALLY FRIENDLY FUELS AND/OR BUSES TO LOWER FUEL COSTS AND EMISSIONS, EVEN IF IT MEANT A HIGHER UP FRONT COST?

- yes
- no

WHICH TRANSPORTATION IMPROVEMENTS ARE MOST IMPORTANT TO YOU? (SELECT 3)

- Add more buses
- Decrease time between buses at stops
- Add more pull out lanes
- Lower cost of fares
- LYMMO service
- More environmentally friendly transit
- Allow Seniors to ride free
- Improve the quality of the ride (wireless Internet, GPS tracking)
- More Park & Ride lots

WHAT WOULD NEED TO HAPPEN FOR YOU TO RIDE THE BUS?

- Gas to top \$4 a gallon
- More Park-and-Rides
- Shorter, faster trips
- More bus shelters
- A less complicated system

DO YOU THINK YOUR ELECTED OFFICIALS ARE DOING ENOUGH TO SOLVE THE TRANSPORTATION PROBLEMS IN THE REGION?

- yes
- no

DID YOU FIND THIS PRESENTATION INFORMATIVE?

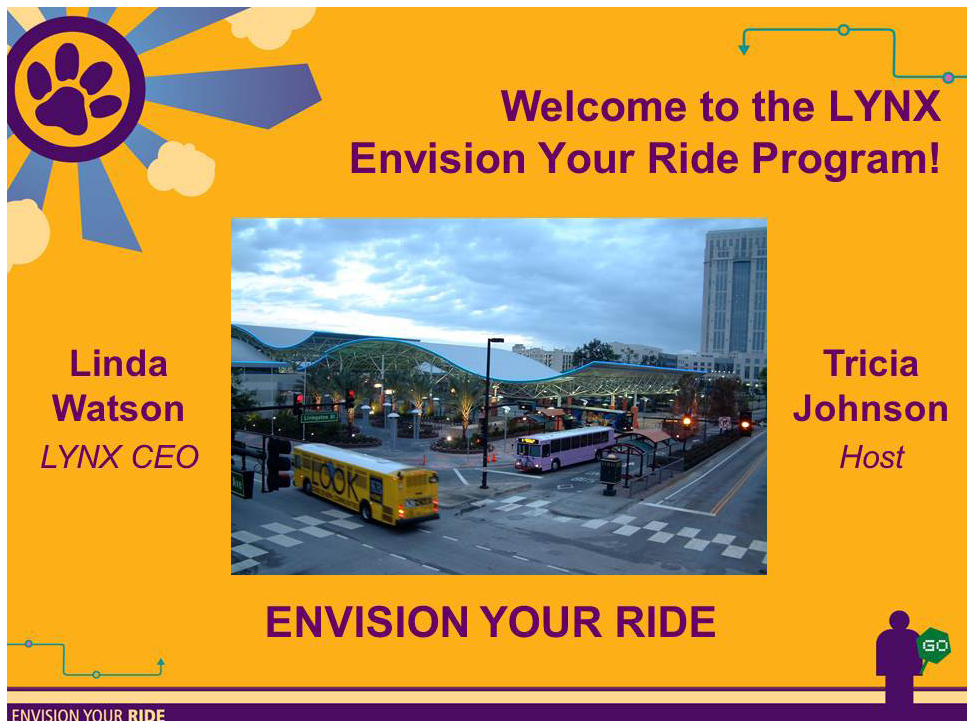
- yes
- no



Additional comments can be made on the back of this survey.

APPENDIX
B

PowerPoint Presentation



ENVISION YOUR RIDE



Envision Your Future



Together, we're building the future of transportation in Central Florida



ENVISION YOUR RIDE




Rules of the Road

- Teams & Team Leaders
- Clues
- Paddles...you play along
- Rewards – coupons and grand prize drawing at www.GoLynx.com
- Refer a friend!

It's much more than a game show, it's building the future you want!




ENVISION YOUR RIDE




It's All About the People


- Central Florida is the fastest growing region in the state: 100,000 people move here every year, which is equal to the population of what Florida city?
– Answer: Gainesville




Source: How Shall We Grow?



ENVISION YOUR RIDE




How many new jobs were created from 1980 to 2005?




- Answer: One-million new jobs
- Most of these jobs were in retail, tourism, construction and high-tech fields.

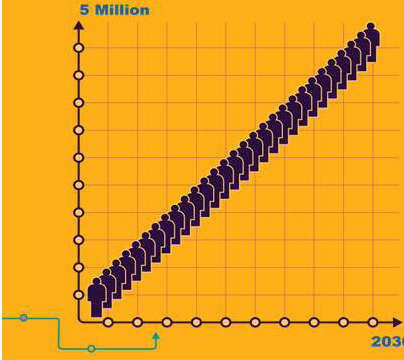
Source: How Shall We Grow?



ENVISION YOUR RIDE




The population of the 7 county Central Florida Region is currently at 3.5 million and expected to pass 5-million in what year?




- *Answer: 2030*
- By then, Florida will pass New York to become the 3rd most populated state


Source: How Shall We Grow?




ENVISION YOUR RIDE



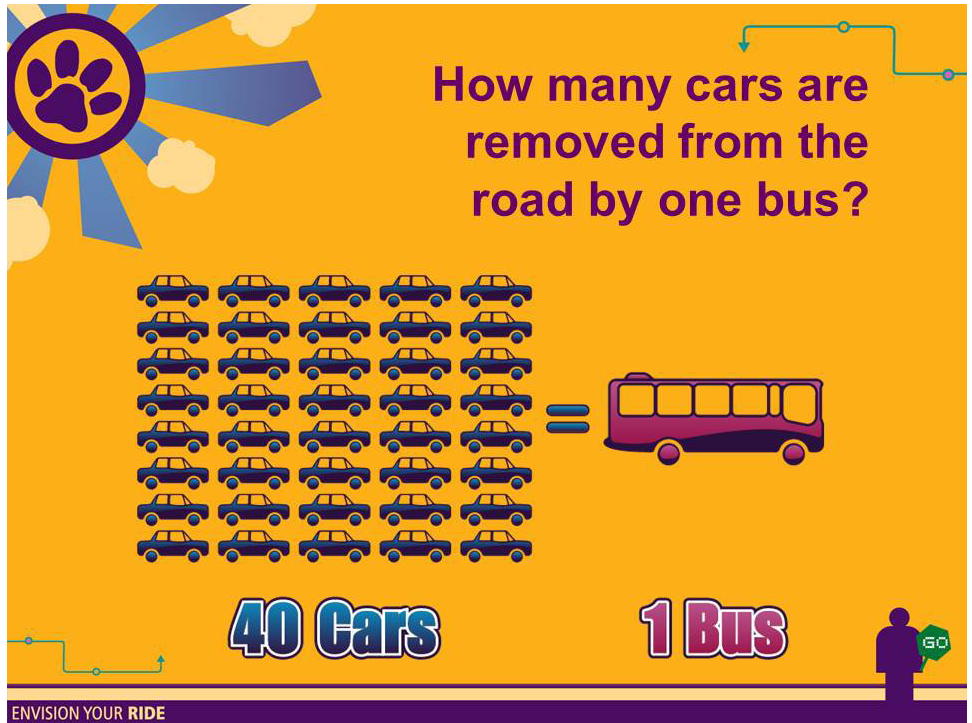
How many trips did people take on LYNX in 2007?



- *Answer: 26-million trips*
- What percent of LYNX riders take the bus to work?
 - Answer: 73%
- Of these riders, what percent couldn't get to work without LYNX?
 - Answer: 58%



ENVISION YOUR RIDE



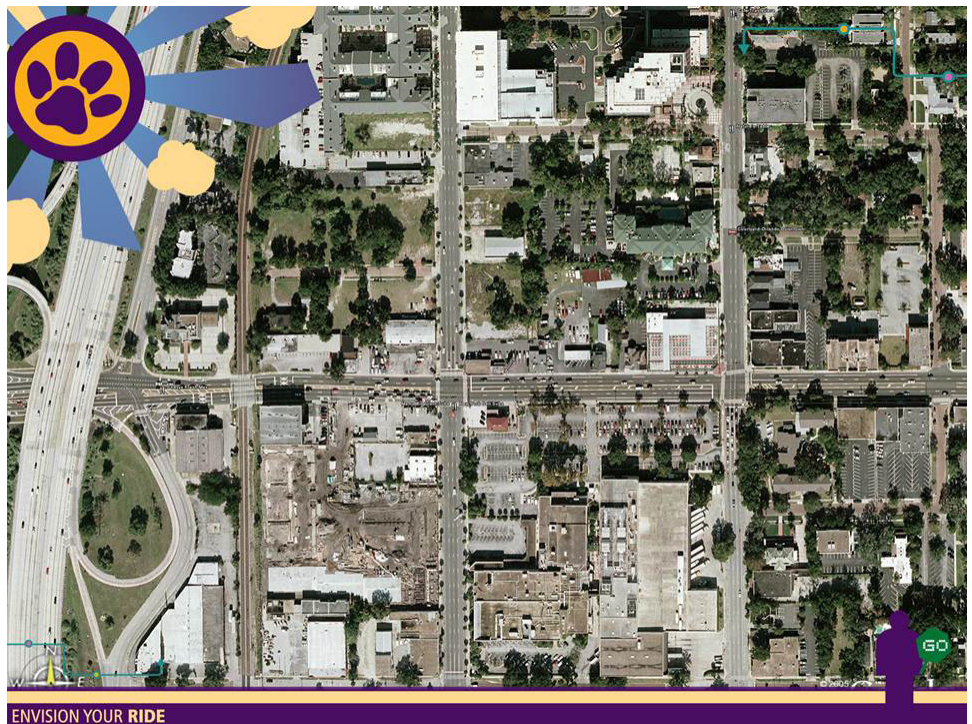
How many cars are removed from the road by one bus?

40 Cars = 1 Bus

ENVISION YOUR RIDE

GO

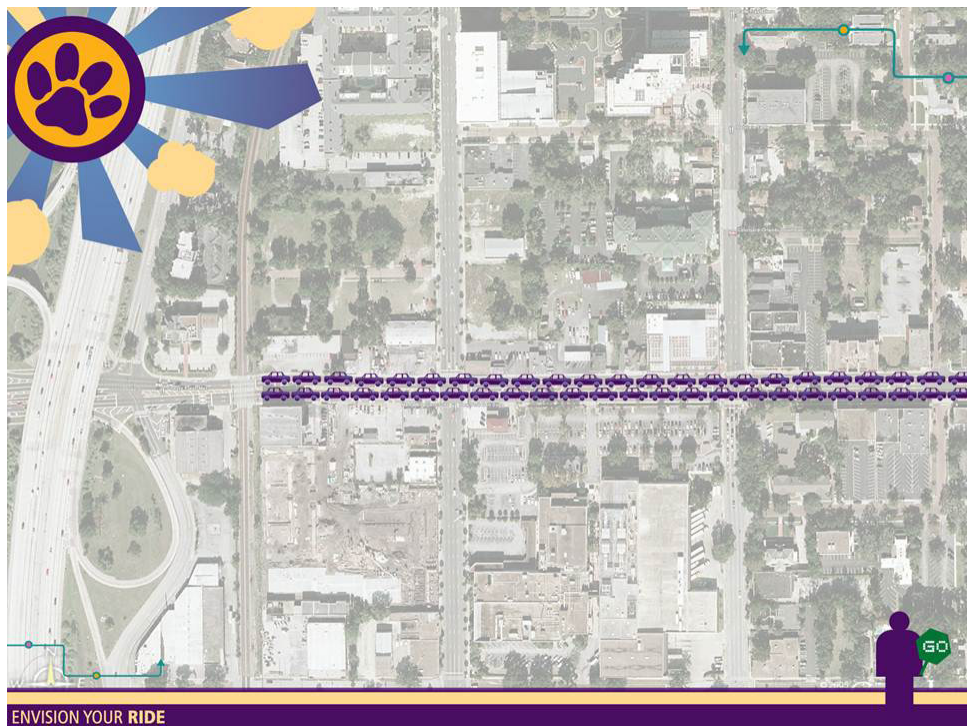
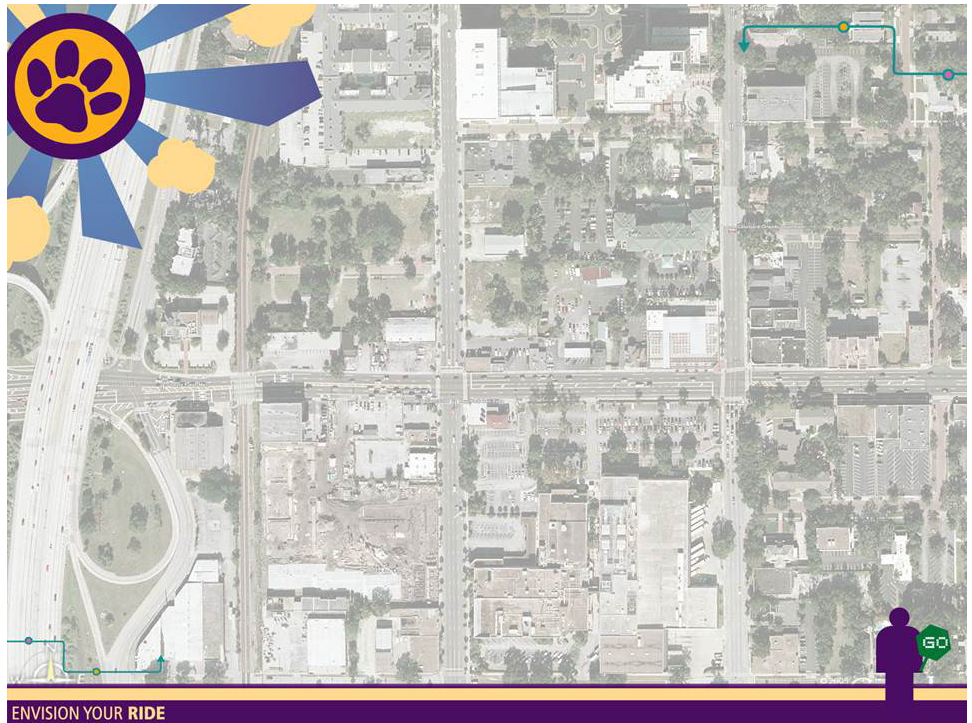
This infographic features a yellow background with a sun icon in the top left corner. The sun has a purple paw print in its center. The text 'How many cars are removed from the road by one bus?' is written in purple. Below the text, there is a grid of 40 small blue car icons arranged in 8 rows and 5 columns. To the right of the cars is a purple bus icon. Below the cars, the text '40 Cars' is written in blue with a white outline. Below the bus, the text '1 Bus' is written in purple with a white outline. In the bottom right corner, there is a purple silhouette of a person holding a green sign with the word 'GO' in white. The text 'ENVISION YOUR RIDE' is written in white at the bottom left of the slide.

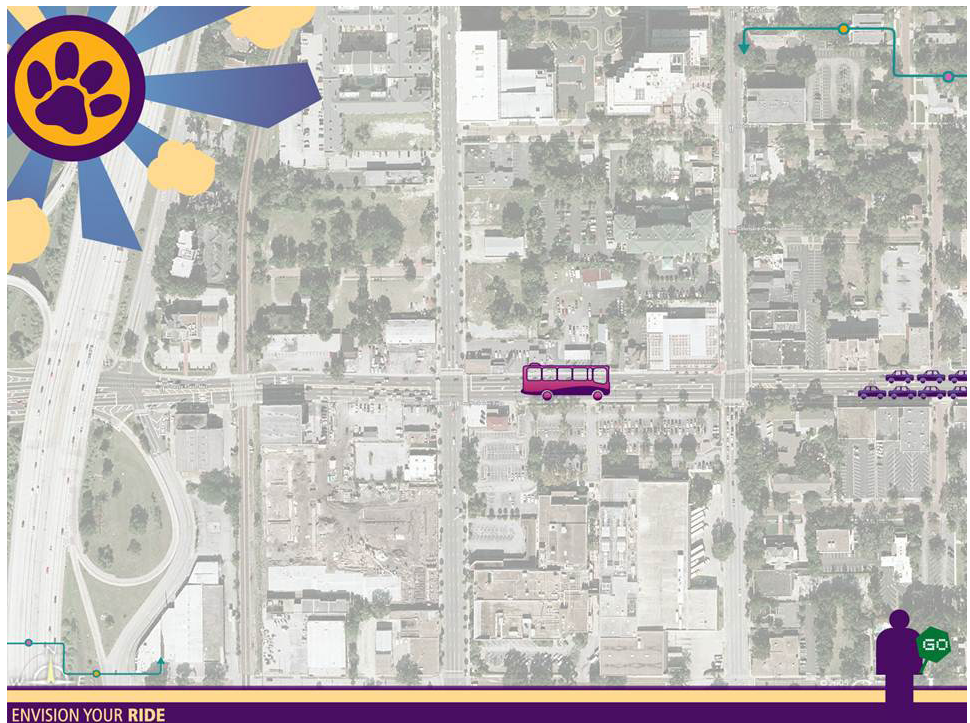


ENVISION YOUR RIDE

GO

This slide shows an aerial photograph of a city street with a sun icon overlay in the top left corner. The sun has a purple paw print in its center. The text 'ENVISION YOUR RIDE' is written in white at the bottom left of the slide. In the bottom right corner, there is a purple silhouette of a person holding a green sign with the word 'GO' in white.





What we do well... Go Green!

- When LYNX removes those same 40 cars from the road, and the passengers ride the bus, by what percent has LYNX reduced emissions?
– Answer: 85%

ENVISION YOUR RIDE

A graphic of a LYNX bus with a green and blue wrap. The wrap features a thumbs up gesture and the text: 'MOTHER NATURE GIVES THE NEW LYNX BIODIESEL BUSES TWO GREEN THUMBS UP'. The bus is set against a yellow background with a stylized sun and clouds in the top left corner. In the bottom right corner, there is a silhouette of a person holding a green sign with the word 'GO' on it. The text 'What we do well... Go Green!' is written in purple at the top right. The text 'ENVISION YOUR RIDE' is written in white on a purple background at the bottom of the image.



Imagine the Green Possibilities!




- Hybrid buses are SILENT!
- Hybrid busses are being used in comparable cities such as Austin & Seattle.
- Hybrid buses cut emissions by as much as 75% compared to a standard diesel bus.
- Gas mileage improves

Source: Environmental and Energy Study Institute





ENVISION YOUR RIDE




FREE to Get Around

- LYMMO was the first bus circulator system in the Nation.
- 10 Buses serve the downtown circulator
- LYMMO uses a dedicated lane


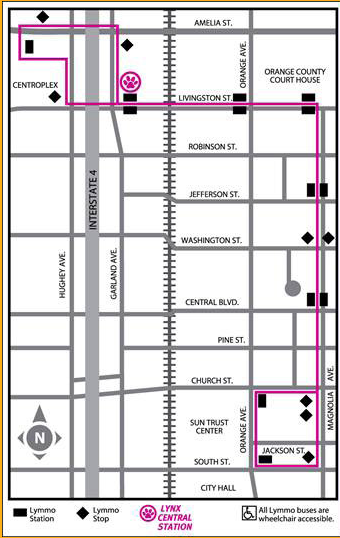


ENVISION YOUR RIDE



FREE LYMMO Service

- To date, how many free trips has LYMMO provided?
– Answer: 10+ Million
- Would you like to have LYMMO service in your community?



ENVISION YOUR RIDE




Altamonte Springs Circulator


- Next Generation of LYMMO
- Operates on a fixed route like the downtown circulator
- System accommodates on-demand trips requested at designated kiosks.




ENVISION YOUR RIDE




Commuter Rail in Central Florida




- Where does the commuter rail route travel?
 - Answer: Deland to Poinciana
- Do you think commuter rail will help with congestion on I-4?




ENVISION YOUR RIDE




Connecting to Commuter Rail





- Park & Ride
- Vanpool
- Bike
- LYMMO
- Bus



ENVISION YOUR RIDE



Bus Pull Outs



ENVISION YOUR RIDE



OIA Intermodal Center



The new Orlando International Airport Intermodal Center will be a transfer station for passengers using the airport, express buses and commuter trains and local buses.



ENVISION YOUR RIDE




LYNX Road Rangers



- There's a free service on I-4 for drivers in need. They are called Road Rangers.
- This service, provided by LYNX, covers I-4 from the Polk County line to I-95 in Volusia County.





ENVISION YOUR RIDE




LYNX Road Rangers


- Approximately how many drivers are helped by Road Rangers each month?
– Answer: 3,000





ENVISION YOUR RIDE




What is the number to call to reach LYNX?



Another partnership with the Florida Department of Transportation





ENVISION YOUR RIDE



Imagine the Possibilities



- Hybrid Buses
- Wireless Internet
- GPS For Buses
- Flex Bus



ENVISION YOUR RIDE

Tough Challenges


- LYNX serves an 2500 square mile area, that is the size of what state?
– Answer: Delaware
- Throughout service area, how many bus stops are there?
– Answer: Over 5000
- How many of these bus stops have shelters?
– Answer: Only 400




ENVISION YOUR RIDE

How does LYNX compare with other similar cities?


Comparable Cities & Number of Buses




City	Number of Buses
Portland	606
San Antonio	485
Milwaukee	484
Las Vegas	383
Orlando	290




ENVISION YOUR RIDE




According to a 2005 MetroPlan Orlando Survey



- What percentage of residents said transportation issues are important to them and their families?
– Answer: 92%
- What percentage of residents said LYNX needed to increase their total number of buses to improve service?
– Answer: 53%





ENVISION YOUR RIDE




Transportation Funding


- Road Improvements are paid by taxes and tolls
- What percent of the LYNX budget is funded by fares?
– Answer: 18%




ENVISION YOUR RIDE




Who pays for LYNX?



- Local Government
 - Orange County
 - Seminole County
 - Osceola County
 - City of Orlando
- State of Florida
- Federal Government
- Fares

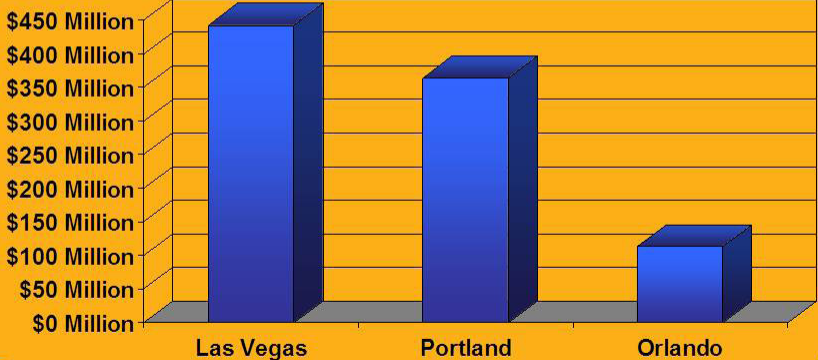


ENVISION YOUR RIDE




Funding Comparison


Comparable Cities & Budget



City	Budget (Million)
Las Vegas	~430
Portland	~380
Orlando	~120





ENVISION YOUR RIDE



Imagine the Possibilities

- 15 Minute wait times
- Green Fleet of buses
- LYMMO in your downtown
- Bus pull outs on all roads
- Shelters at all stops
- Wireless Internet and GPS for all buses



ENVISION YOUR RIDE



Envision Your Future



Reserve your seat today at www.GoLynx.com



ENVISION YOUR RIDE



U.S. Department of Transportation
Federal Transit Administration

U.S. Department of Transportation
Federal Transit Administration
East Building
1200 New Jersey Avenue, SE
Washington, DC 20590
<http://www.fta.dot.gov/research>