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Florida Department of Transportation: Statewide Marketing Support Program Year 2 Planning Meeting

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**Florida Department of Transportation
Statewide Marketing Support Program
Year 2 Planning Meeting**

**July 24, 1997
Ft. Lauderdale, Florida**

Final Report

a project of the

TDM Clearinghouse

at the

**Center for Urban Transportation Research
University of South Florida**

with

**funding provided by
the Florida Department of Transportation**

Florida Department of Transportation

Statewide Marketing Support Program

Year 2 Planning Meeting

A TDM Clearinghouse Project

July 24, 1997
Ft. Lauderdale, Florida

Introduction

On July 24, 1997, representatives of Florida commuter assistance programs, transportation management organizations, and Florida Department of Transportation (FDOT) met in Ft. Lauderdale. The purpose of the meeting was to identify the issues and prioritize the opportunities, if any, for a statewide marketing support program for the commuter assistance programs in Florida. The Center for Urban Transportation Research (CUTR) at the University of South Florida facilitated the meeting.

The purpose of this technical memorandum is to summarize the process used, the group discussions that took place, and the conclusions that can be drawn from the meeting.

Approach

The workshop used the nominal group technique to accomplish the objective. Evidence suggests the nominal group technique is more effective for identifying the principal facets of an issue than the traditional small interacting group. Three major factors support this idea.

First, interacting groups limit the effectiveness of their members in identifying the dimensions of the issue being discussed. It is common to find discussions dominated by one or two individuals in an interacting group format. The nominal procedure decreases the tendency for forceful individuals to dominate the group by minimizing verbal interaction initially.

Second, interacting groups sometimes evaluate and clarify the first ideas raised. When this occurs, some important facets of the issue area are never reported to the group. The nominal procedure avoids such limited coverage since no verbal interaction is allowed until all the ideas and comments are heard.

Third, interacting groups focus on a particular train of thought and not attempt to identify all sides of the issue. The nominal method forces each individual to identify as many issue's parts as possible. He or she is not permitted the choice of simply reacting to points offered by others in the group.

Because of these three factors, the nominal group can reduce many of the interacting group's problems and can focus discussion on the major issues. A discussion of how the nominal group technique was used is detailed later in this report.

The following outlines the process:

1. Following introductions, the FDOT representative described the purpose for the meeting. She also provided a brief status report on the first statewide marketing campaign.
2. CUTR's facilitator explained the process of the nominal group technique to the participants. He also provided participants with the definition of marketing used by the American Marketing Association and encouraged participants to consider all aspects of marketing. The AMA defines marketing as "The process of planning and executing *conception, pricing, promotion* and *distribution* of ideas, goods and services to create exchanges that satisfy individual and organizational objectives." The participants were randomly assigned to one of two groups.
3. Next, the participants were given a sheet with this question: "***How do you see the state marketing support project helping or assisting your TDM program?***" Everyone worked silently and independently for five minutes writing all of their responses to the question.
4. The group of 24 attendees (See Attachment A for a list of attendees) was randomly divided into two groups (Group A and Group B).
5. Next, the facilitator went around the table, calling upon each person for one of their responses. Each response was numbered consecutively as the facilitator recorded the responses on the flip charts. The process was repeated until most of the ideas (about 30 ideas for each group) were recorded.
6. After recording the responses, each group revisited the responses to improve the clarity and identify duplicated responses.
7. The next step was a voting procedure whereby the people in the group identified what they believe are the best responses to the question.

All responses are shown below but have been grouped along common themes identified by CUTR. Each response was coded by group and numbered in the order listed by the participants on the flip charts (e.g., "B3" was the third item listed by Group B). Items in bold represent the responses that received the most votes as having the best response to the question. A subsequent section of this technical memorandum discusses how priorities were set.

Participants' Responses to the Question:
*"How do you see the state marketing support project helping
or assisting your TDM program?"*
(Grouped by Theme)

Providing Collateral Materials

Artwork

- A1. Commuter Van Illustration (Clip Art)
- B1. Lots of graphics
- B32. TDM clipart

Signage

- A11. Fund more road signs.**
- A12. Billboards
- B2. Statewide signage program**

Video/Audio

- A8. Videotape to enhance speaking opportunities (TDM general to community/commuters)
- A18. Plug and play spots for TV and radio with room to customize
- A19. CD video to employers
- B10. Statewide PSA and billboard program for radio and TV**
- B14. Sandi Moody needs to write song
- B15. TDM videos - one for employer, one for employees

Brochures

- A13. CEO brochure for member recruitment
- B13. Long list of short to-the-point commuter assistance statements, for promotional materials

Spokesperson

- A21. Famous spokesperson
- B18. Identifiable mascot
- B20. Celebrity Spokesperson**

Other

- A3. Public relations pieces, (e.g., media releases)
- B24. TDM screen saver, message default screens (Green ideas program)
- B28. Information to target and educate elected officials, generate support**

Improving Consistency and Coordination

Consistency

- A9. Provide more consistency across TDM groups (i.e., same theme, logo, 1-800 number)**
- B8. Consistency in visibility of marketing efforts
- B12. Statewide pays for regional evaluation of overall program - compare apples to apples
- B26. Statewide Commuter Assistance message (See 10)
- B27. Piggy-back or partner with feds or other state agencies

Coordination

- A14. Share marketing staff among transit/TDM agencies
- A28. Website - Central, Statewide with links to local programs'. websites/e-mail and maintained by central

Providing Specialized Training and Research/Technical Assistance

Public Speaking

- A2. Speaker group training- Standard format, How to get speaking engagement
- A4. Motivational Workshop w/ prof. In marketing
- B16. Training to be "motivational" speaker

Marketing

- A6. Techniques to fit market idea to audience (target)
- A10. Assistance to develop comprehensive market plan.**
- A27. Strategic marketing plan template
- B3. On-call support for review of marketing ideas
- B9. Training on marketing techniques from outside TDM industry
- B11. Access to marketing information and ideas from outside the state
- B30. Tips on how to more effectively use the media

Fundraising

- B22. Assistance in fundraising (See B23)
- B23. Information on creative sources of funding

Research/Case Studies

- A24. Employer impact data/"How To" worksheet - reduce absenteeism, increase morale
- A25. Continue support from Clearinghouse
- B19. Case studies
- B25. Ideas for big programs on little budgets ("Frugal Ridesharing")

Fostering Cost-Saving Strategies and Locating Additional Funding

Cost-Saving Tactics

- A5. Quantity pricing on promo printing, items (statewide buys), office equip, etc.
- A14. Share marketing staff among transit/TDM agencies
- A15. Cost effect. promo deals from networks (regional or national/cable)
- A16. Funding to implement standard evaluation process for marketing (learning tool)

Additional Funding

- A7. Decentralize money to districts to distribute locally
- B7. Support to TMAs for internal projects
- B22. Assistance in fundraising (See B23)
- B23. Information on creative sources of funding

Developing New Programs/Incentives for Commuters and Employers

Commuters

- A20. AAA-like club for database members (statewide)
- A22. "Walk The Talk" - State Govt. (e.g., free tolls) for carpools

- B5. Ridematching awards programs
- B17. Easy and inexpensive techniques for getting customer feedback
- B33. Explore alternatives for ridematching (See B1)
- B31. Create public interest

Employers

- A17. Innovative incentive programs for ETCs
- B4. Promote recognition of participating employers
- B21. Getting more businesses involved
- B29. Offer more incentives to employers promoting ridesharing or TDM

Other

- A23. Relax highway sign requirements (neon)
- B6. New ideas and concepts

The following were determined by the participants to be duplicates of items already listed above and were deleted.

- A25. Statewide 1-800 #
- A26. Statewide coordination

Setting Priorities

The next step of the process was to vote to establish priorities from the list of nearly 30 responses that each group identified. Each person selected the five best responses to the question and rank ordered them, with "5" representing the best response of the five selected. The votes were tallied and are reported below in Table 1 and Table 2. Group members were restricted to voting only from the list of ideas generated by his or her group. Action plans were developed for each of the highlighted responses. It should be noted that the group recognized some voting patterns. For example, Response #A3 received only 2 votes but two individuals gave it their highest or second highest priority ranking.

Table 1
Best Responses to Question
Voting Results Group A

VOTES			
A1. Clip art	No votes	A14. Share marketing staff	2
A2. Public speaking training	No votes	A15. Bulk purchase of air time	5
A3. P.R. pieces	4,5	A16. Standard evaluation process	2,2,3
A4. Motivational speaking	2,2	A17. Incentives for ETCs	3
A5. Quantity pricing	4,5	A18. Plug and play TV and spots radio	2
A6. Target market techniques	No votes	A19. CD video for employers	3
A7. Decentralize marketing dollars	3,1,5,4	A20. AAA-like club (ridesharers)	4,1
A8. Video for presentations	1	A21. Famous spokesperson	3,3,3
A9. More consistency (e.g., logo) across TDM programs	4,4,1,5,5,5	A22. "Walk the talk" - Govt.. incentives	1
A10. Marketing plan assistance	1,5,3,4	A23. Relax highway sign requirements	1,1
A11. Fund more road signs	5,5,4,5	A24. Employer impact data	4,2,1
A12. Billboards	4,3,4	A27.* Continue TDM Clearinghouse	2
A13. CEO brochure	1	A28. Website	2,3,2
		A29. Strategic marketing plan template	3,1

Note: "5" represents the "best" response of the five votes to the question

* Items A25 and A26 were considered the same as A9 and dropped from the list before voting.

Table 2
Best Responses to Question
Voting Results Group B

VOTES			
B1. Lots of graphics	4	B17. Techniques for customer feedback	2
B2. Statewide signage program	5,4,4,5,1	B18. Mascot	3
B3. On-call marketing support	3,2	B19. Case studies	4,1
B4. Employer recognition	2	B20. Celebrity spokesperson	4,1,1,1,4,3
B5. Ridematching awards program	No votes	B21. Getting more businesses involved	4
B6. New ideas	2	B22. Assistance in fundraising (see B23)	5
B7. Support to TMAs	4	B23. Information on creative sources of funding	5,5
B8. Consistency in visibility of marketing efforts	1,2,3	B24. TDM screen saver	5
B9. Training on marketing	3	B25. Ideas for big programs on little budgets	No votes
B10. Statewide PSA and billboards	5,3,5,3,3	B26. Statewide commuter assistance program message	2,5
B11. Out-of-state access to marketing ideas	No votes	B27. Piggy-back or partner with feds	5
B12. Standard evaluation	5,4	B28. Info for elected officials	5,4,2,5,3
B13. Commuter testimonials	No votes	B29. More employer incentives	4,3,2
B14. Song	3,1	B30. Tips on how to more effectively use the media	2,1,1
B15. Videos	2,4	B31. Create public interest	5,1,1
B16. Motivational speaker training	2,2	B32. TDM Clipart	5
		B33. Explore alternatives for ridematching	No votes

Results

The following summarizes all responses with at least 3 votes and/or at least 7 points. Action plans developed for these items are referenced in the last column. One of the groups was assigned the task of developing the action plan when the groups' priority responses overlapped (e.g., highway signs). The groups were asked to focus on how they would know the "action" was accomplished. FDOT and others can use this objective to prepare budget estimates for the action plans.

Table 3
Best Responses to Question
Voting Results Group A
Priority Ranking

Group A				
<i>Priority</i>	<i>No. of Votes</i>	<i>Total Score</i>	<i>Description</i>	<i>Action Plan #</i>
1.	5	24	A9. Provide more consistency across TDM groups (i.e., same theme, logo, 1-800 number)	2
2.	4	19	A11. Fund more highway signs	1*
3. (Tie)	4	13	A10. Assistance to develop comprehensive market plan.	6
3. (Tie)	4	13	A7. Decentralize money to districts to distribute locally	**
5.	3	11	A12. Billboards	1*
6.	3	9	A21. Famous spokesperson	5*****
7. (Tie)	3	7	A24. Employer impact data/"How To" worksheet - reduce absenteeism, increase morale	---
7. (Tie)	3	7	A28. Website - Central, Statewide with links to local programs'. websites/e-mail and maintained by central	---
7. (Tie)	3	7	A16. Funding to implement standard evaluation process for marketing (learning tool)	8
10. (Tie)	2	9	A5. Quantity pricing on promo printing, items (statewide buys), office equipment, etc.	---
10. (Tie)	2	9	A3. Public relations pieces (e.g., media releases)	---

Table 4
Best Responses to Question
Voting Results Group B
Priority Ranking

Group B				
<i>Priority</i>	<i>No. of Votes</i>	<i>Total Score</i>	<i>Description</i>	<i>Action Plan #</i>
1. (Tie)	5	19	B2. Implement a Statewide signage program (e.g., highway signs)	1*
1. (Tie)	5	19	B28. Collect information to target and educate elected officials to generate support [for TDM efforts]	3
1. (Tie)	5	19	B10. Obtain or develop Statewide PSA and billboard program for radio and TV	4
4.	6	14	B20. Secure a celebrity spokesperson	5****
5.	3	15	B22. Information on creative sources of funding	---
6.	3	9	B29. Develop incentives for employers and commuters	7***
7.	2	9	B12. Develop and carry out marketing evaluation program	8***
8.	3	7	B31. Create public interest	---

* Responses A11 and A12 were combined with B2 and assigned to Group A for action plan development.

** Response #A7 “Decentralize marketing dollars” received 13 points and 4 votes. However, in the process of developing the action plans, the breakout group consulted with Ms. Stutts and concluded that this action was not practical at this time. No action plan was developed for this response.

*** After completing their action plan for the assigned response, the groups were encouraged to develop action plans for any of the remaining responses.

**** B20 was combined with A21 and Group B prepared the action plan for celebrity spokesperson.

Action Plans

The next step was to develop action plans for how to address the major barriers identified by the group. The following process was used.

1. Using the results of the voting process, each group was divided into teams of three (3) people.
2. Individuals were given the opportunity to choose which action plan he or she wanted to work on from the list of high priority topics in their group. However, breakout groups were limited to three people.
3. Using the idea writing form, each person entered their “barrier” into the box labeled “WHAT.”
4. In light of WHAT was to be done, they completed the other sections of the form: WHO should be responsible, by WHEN, HOW can the desired outcome be accomplished, and how will they KNOW when it has been ACCOMPLISHED.
5. After each person finished, he or she reviewed a form from one of the other two team members. He or she wrote down reactions and comments to the other person’s action plan.
6. After reviewing each team member’s form, the team discussed what the sheets had in common and how they differed. Their ideas were summarized on a single sheet of flip chart paper and presented to the full group.

The following pages contain the action plans developed by these mini-groups.

Action Plan 1
Implement a Statewide signage program (e.g., highway signs)

WHO	FDOT Public Transit Office, FDOT Traffic Operations, FDOT Maintenance, and 1 CAP or 1 TMO Representative per district (+ or - 10)
WHAT	Installation of signs on local, state, and federal highways
BY WHEN	Sept. 1, 1997 - Committee Selection - Graphic Preparation - Logistics Jan. 1, 1998 - Incurring Costs - Design - R/W + Survey - Artwork Dec. 1, 1999 - Installation of all signs.
HOW	A selection process <ul style="list-style-type: none"> • Approvals • Consensus (statewide input) • Funding/FDOT support • Message
KNOW ACCOMPLISH	Fifty signs/district x 7 = 350 Goals and measures for effectiveness., i.e., response, calls, frequent exposure.

Action Plan 2
Provide more consistency across TDM groups

WHO	- Marketing Firm - District Reps (FDOT, TMO, TMAs)
WHAT	Provide more consistency
BY WHEN	Summer '98
HOW	- Mascot (Graphic, to be used on all materials and signage) - Target groups - (kids) - Create statewide 1-800 number
KNOW ACCOMPLISH	Annual Survey Inquiries Database Activity (Numbers) Quarterly Report to Central Office

Action Plan 3
**Collect information to target and educate elected officials
to generate support [for TDM efforts]**

WHO	TMO/TMA, Regional CAP, Transit Agencies, FDOT - District and central offices
WHAT	To educate elected officials about TDM
BY WHEN	As soon a possible, begin immediately
HOW	<ul style="list-style-type: none"> •Educate staff and aides by: <ul style="list-style-type: none"> - Training - Videos - Case studies - Regular meetings •Communication by state DOT to elected officials •Special interest groups •Special events
KNOW ACCOMPLISH	<ul style="list-style-type: none"> - More funding - Legislation incentives for employers, individuals - Aggressive public advocacy

Action Plan 4

Obtain or develop Statewide PSA and billboard program for radio and TV

WHO	FDOT
WHAT	Statewide PSA program (billboards, radio, TV)
BY WHEN	By the Year 2000
HOW	Develop library of existing PSAs (National and State). Develop ad copy for radio ads (using spokesperson/mascot/logo). Develop baseline info/time line
KNOW ACCOMPLISH	When all are in place

Action Plan 5
Obtain Celebrity Spokesperson

WHO	Someone with clout through FDOT
WHAT	Secure celebrity spokesperson to use their talent to convey TDM message
BY WHEN	- Secure celebrity 6-12 months. - Convey message 18-24 months.
HOW	- Determine budget - Secure ad agency - Negotiate agreement
KNOW ACCOMPLISH	- When celebrity is secured - Awareness increased - Congestion reduced

Action Plan 6
Provide Marketing Training and Support

WHO	Marketing Professional (private preferred, public acceptable) with input from individual TDM agencies
WHAT	Assistance in developing comprehensive marketing plan
BY WHEN	9 months gestation period (marketing baby)
HOW	<ul style="list-style-type: none"> - Creation of marketing template - Workshop to brainstorm ideas led by marketing pro
KNOW ACCOMPLISH	<ul style="list-style-type: none"> - When baby is born - Collect and archive marketing plan - Distribute to marketing pro and other TDM pros for review and reference <p>* Note: Have marketing pro evaluate success/failure of individual marketing strategies after implementation.</p>

Action Plan 7
Develop Incentives for Employers and Commuters

WHO	State/Fed Districts Agencies
WHAT	Incentives for employers, employees who promote ridesharing or TDM
BY WHEN	Next fiscal year
HOW	Divide money to districts to offer localized incentives for employers/employees. This can be used for new programs and incentives Examples: 1. AAA members 2. Cell phones 3. Telecommuting subsidies 4. Guaranteed Ride Home 5. Etc.
KNOW ACCOMPLISH	Monitor control and evaluations i.e.,, quarterly reports...

Action Plan 8
Develop and Carry Out Marketing Evaluation Program

WHO	State/CUTR or other neutral entities.
WHAT	Unified evaluation of marketing performance and efforts.
BY WHEN	Program effectiveness - Annual Pre & Post Assessments of Projects
HOW	<ul style="list-style-type: none"> - State-contracted “team” secured to objectively evaluate TDM marketing and individual performance. - Evaluations monitored by central office, district office, and the affected organization.
KNOW ACCOMPLISH	Final Report

Conclusions

The meeting accomplished the objective of identifying the issues and setting priorities for a statewide marketing support program for Florida's commuter assistance programs. As a whole, the group identified more than 60 ideas of how the marketing support project could help their CAP or TMA/TMO. From the higher priority needs, the group drafted eight action plans for addressing those needs.

Overall, the general theme of the meeting was improving consistency and increasing coordination to foster more cost-effective promotional campaigns. They also see additional training and support as a way to learn the "trade secrets" of running a successful TDM business.

The participants' approach is analogous to the needs of a franchisee. Now, they are looking to the franchisor (FDOT) to expand its support. The current level of TDM "franchise" support consists of four parts: ongoing training (TDM Certification) for "owners" (FDOT District offices, CAPs, and TMOs) and staff; ongoing productivity and management consultation (TDM Clearinghouse); agency networking programs (TDM Summit, SEACT, TDM newsletter); and an exclusive library (TDM Clearinghouse).

They are also looking for other common items provided to franchisees by the franchisor. These new items include the development of preeminent, distinctive and consistent promotional materials for use at the regional and local levels. The rationale is that image branding will attract commuters to the individual programs by building on common elements (e.g., logos) across the state. The participants believe a strong umbrella image of the statewide marketing support program will leverage the resources of the regional and local promotional campaigns.

Recommendations

CUTR intends the following recommendations to supplement the action plans developed by the participants. We refer to the Group(s) and priority ranking(s) on page 8.

Based on the overwhelming support for signage among participants, **CUTR recommends that FDOT PTO should immediately initiate discussions with other FDOT departments (e.g., traffic operations) about the process and costs of installing a comprehensive system of highway signs to support the action plan above. FDOT should share this information with all TDM programs (Group A - Priority 2 and 5, Group B - Priority 1 (tie)).** Overall, the group is most interested in increasing the number of highway signs (e.g., Carpool/Vanpool Info Call 1-800-XXX-RIDE). They also expressed the need for creativity in making distinctive signs (e.g., use of colors, logos, neon, etc.). **CUTR also recommends that FDOT consider developing an inventory of current carpool/vanpool signs in Florida.** FDOT could request the TDM Clearinghouse to find out how other states handle TDM sign issues.

The participants' believe that a preeminent and consistent creative strategy was desirable from a marketing perspective and a dollar leveraging point of view. **CUTR recommends that FDOT should obtain professional assistance in developing a common logo and/or umbrella image (Group A - Priority 1).** One option may be to change the name of all commuter service programs to "Commuter Services of Tampa Bay" or "Commuter Services of the Gold Coast" or a common 1-800#.

All action plans recommend participation of the stakeholders - FDOT, CAPs, and/or TMOs. **CUTR also recommends FDOT form a Statewide Marketing Support Project (SMSP) task force with representation from FDOT Districts, CAPs and TMOs to oversee the development and approval of these items.** The Task Force's focus would be on developing promotional products that CAPs and TMOs will use. Based on comments made by the participants, all have not used last year's effort to provide a unified and flexible promotional campaign of the TDM programs. While several participants reported using the clip art and guidance manual, others objected to the "tag" line ("Beat the Street"). Overall, the participants believe in the statewide approach. The interest in consistency may be with the logo, celebrity endorsement, etc. rather than a tag line.

CUTR also recommends FDOT consider service-related methods of improving consistency. The group's desire for consistency and support also extends beyond highway signs, promotional themes and collateral materials. For example, one participant noted that technology now allows calls to a single telephone number (e.g., 1-800#) to be routed to the local commuter assistance program based on the originating exchange.

The group expressed desire to leverage the limited resources expected to be available under the statewide marketing support programs by using existing materials whenever possible. **CUTR recommends that FDOT should compile existing public service announcements or other professionally prepared videos and radio spots (with and without celebrities) from around the country and consider obtaining the rights to modifying them for Florida (Group A - Priorities 3 (tie) and 6 and Group B - Priorities 1 (tie) and 4).** Some of these ads include celebrities (e.g., Partners for Smart Commuting uses "Cliff" from Cheers) or cartoon figures (Sarasota-Manatee uses "Dagwood Bumstead"). A compilation of these ads should be given to the SMSP Task Force members. FIMAT and the TDM Clearinghouse could assist FDOT.

Based on several ideas suggested by the participants, **CUTR recommends FDOT should provide training on strategic marketing and communications planning** (*Group A - Priority 3 (tie)*). The group's desire for additional training and technical support is consistent with the observations made by last year's contractor, Pacific Vision Communications (PVC). PVC recommended the need for strategic marketing and communications planning assistance. CUTR suggests holding the workshops in two locations (Tampa, south Florida) to foster coordination and teamwork between the CAPs and TMOs of their regional marketing efforts. A workshop approach rather than a one-on-one approach would allow TMOs to participate in the planning of the regional CAP promotional campaign and coordinate efforts. CUTR recommends the workshop include additional personal follow-up support and/or second workshop. Under the latter option, for example, the two-workshop series would give the CAPs/TMOs a time to develop a plan. The second workshop could be spent on evaluating the plan by the consultant and refining the plan.

Though not explicitly identified by the participants as part of the action plan, **CUTR also recommends the Florida TDM Training Program ("Managing Our Way Through Congestion") should include outside marketing experts** (*Group A - Priority 3 (tie)*). The training program has used guest speakers to supplement the material in the past. An expanded marketing section of the program would benefit the participants. The current training materials contain a marketing plan template for their information. CUTR should allocate more time in future training sessions to instruct participants on how to use the template. CUTR and FDOT should consider using other sources of information as a supplement existing TDM Training Program materials. Examples of other sources include the Alliance to Save Energy's *Strategic Marketing for Ridesharing Professionals* and FIMAT's marketing training for transit agencies

FDOT could satisfy the group's interest in gathering case study information through other contracts besides the Statewide Marketing Support Program. CUTR is aware of similar efforts at the national level and some similar efforts in other states. CUTR could compile and share this information with Florida CAPs and TMOs. **CUTR recommends the FDOT-funded TDM Clearinghouse assist FDOT with the collection and compilation of case studies** (*Group A - Priority 7 (tie) and Group B - Priority 1 (tie)*). This information should help CAPs and TMOs provide information to target and inform elected officials to generate support for TDM efforts.

In response to the group's desire to provide incentives for employers and commuters for participating in TDM programs, **CUTR recommends that FDOT develop a TDM Incentives Task Force. The task force should have representation from FDOT Districts, CAPs, TMOs, and others. The purpose of the task force would be to develop and pursue a strategy for providing financial incentives for employers and travelers for participating in TDM** (*Group B - Priority 6*). The underlying idea of this effort is to reward desired behavior, retain existing customers, and build value into the existing products and services. This task force would begin with the ideas listed in the Action Plan #6 including subsidies, tax incentives, etc. The TDM Clearinghouse recently compiled a brief list of tax incentives offered by other states for District 5. At FDOT's request, CUTR should expand and share the list with the members of the task force. Once the task force develops a comprehensive list of ideas, they should develop an estimate of the financial and/or trip reduction benefits.

Over the course of the day, individual participants were able to exchange ideas or point others to resources to address a particular need. To support the continued timely exchange of information and sharing of ideas among CAPs, TMOs, the TDM Clearinghouse, FDOT and others, **CUTR recommends that FDOT encourage all TDM programs to obtain access to the Internet and E-mail accounts**

(Group A - Priority 7 (tie) and Group B - Priority 5). This connection would allow access to marketing resources such as FIMAT's Promotional Materials Clearinghouse and other marketing resources outside Florida. The Internet connection would allow access to new sources of funding (e.g., foundations). The E-mail capability would also allow them to communicate to TDM professionals around the country. For example, CUTR established a Listserv for the TDM community with more than 200 TDM professionals across the world. E-mail accounts also foster regular communication between the programs.

The group supported consistent marketing evaluation methodologies be followed to continuously improve the effectiveness of the statewide, regional and local marketing efforts. **CUTR recommends that FDOT develop and fund a reasonable and defensible evaluation methodology based on common expectations.** *(Group A - Priority 7(tie) and Group B - Priority 7).* The purpose of this standardized methodology would be to evaluate the statewide marketing support program and local marketing efforts to improve future performance. In keeping with the "consistency" message, the participants want a standard method applied to measure the impact of the program on awareness of the organization, clarity of the message, etc. FDOT can refer to the CAP Evaluation Manual, recently completed by CUTR under contract to FDOT, for a list of potential performance measures related to promotional campaigns.

Summary

Based on past efforts, the most significant challenge for the TDM programs in Florida will be the agreement on a distinctive, consistent image, especially when the products and services vary at local levels. However, the interest and active participation of the group members indicate that FDOT should meet this challenge.

APPENDIX A
List of Participants

NAME	REPRESENTING	PHONE
Sandi Moody	Westshore Alliance	813-289-5488
Eric Carlson	St. Petersburg Downtown Partnership	813-821-5166
Sara Hendricks	University North Transportation Initiative	813-974-9801
George Mendez	Sarasota/Manatee MPO	941-359-5772
Joanie Glance	Lee Tran Bus System	941-277-5012 ext 2223
Lily Lopez	So. Florida Educ. Ctr. TMA	954-370-8307
Judy Evans	Miami Beach TMA	305-535-9160
Rebecca Schwartz	Miami Beach TMA	305-535-9160
Anat Schwartzbaum	Civic Center TMO	305-243-7306
Maria Crowley	Dade MPO	305-375-1888
Dona Wayman	VPSI Brevard Co.	407-952-4562
Judy Lewellen	Brevard Co. SCAT	407-952-4561
Mechelle Cook	Brevard Co. SCAT	407-952-4563
Nancy Bungo	FDOT District 4	954-777-4492
Beth Beltran	FDOT District 4	954-677-5276
Kathy Brown	FDOT District 4	954-777-4491
Marian Ange	FDOT District 7	813-975-6405
Rebecca Horwitz	FDOT District 4	954-777-4365
Jan Parham	FDOT District 1	941-519-2390
James Law	Bay Area Commuter Services	813-282-2469
Thomas Cerny	Gold Coast Commuter Services	954-714-4044
Linda Flynn	DFLTMA	954-761-3543
Adam Lukin	Miami Downtown Development Authority	305-579-6675
David Burr	Gold Coast Commuter Services	954-714-4044
Peter Lupia	Tampa Downtown Partnership	813-221-3686

APPENDIX B
Worksheet

**How do you see the state marketing support project
helping or assisting your TDM program?**

Jot down your ideas in response to the question above. This paper will not be collected.

What is Marketing?

“The process of planning and executing *conception, pricing, promotion* and *distribution* of ideas, goods and services to create exchanges that satisfy individual and organizational objectives.”

- American Marketing Association

APPENDIX C
Ideawriting Form For Action Plans

- Step 1:** Write the objective in the area labeled "WHAT"
- Step 2:** In light of WHAT is to be done, fill in the other boxes: WHO should be responsible, by WHEN, HOW can the desired outcome be accomplished, how will you KNOW when it has been ACCOMPLISHED successfully. (5 minutes)
- Step 3:** Select a sheet other than your own. Read the ideas and comments on that sheet. Write down your reactions - what do you like? Dislike? What else can you think of? How can ideas be improved? Read and react to each sheet of ideas in your group (10 minutes)
- Step 4:** Read your original sheet and the comments. Discuss what the sheets have in common and how they differ. Summarize your collective ideas on a single sheet of flip chart paper. (15 minutes)

Who?	
What?	
By When?	
How?	
Know Accomplished?	