



# LANE TRANSIT DISTRICT BOARD OF DIRECTORS WORK SESSION

Wednesday, June 19, 2019  
3:00 – 5:00 p.m.

**LTD Board Room**  
3500 E. 17th Avenue, Eugene  
(Off Glenwood Blvd. in Glenwood)

*No public testimony will be heard at this meeting.*

## AGENDA

<u>Time</u>	<u>ITEM</u>	<u>Page</u>
3:00 p.m.	I. CALL TO ORDER	
3:01 p.m.	II. ROLL CALL  <input type="checkbox"/> Carl Yeh (President) <input type="checkbox"/> Kate Reid (Vice President) <input type="checkbox"/> Joshua Skov (Secretary) <input type="checkbox"/> Don Nordin (Treasurer) <input type="checkbox"/> Caitlin Vargas <input type="checkbox"/> Steven Yett <input type="checkbox"/> Emily Secord	
3:02 p.m.	III. COMMENTS FROM THE BOARD PRESIDENT  <i>This agenda item provides an opportunity for the Board president to formally communicate with the Board on any current topics or items that may need consideration.</i>	
3:03 p.m.	IV. COMMENTS FROM THE GENERAL MANAGER  <i>This agenda item provides an opportunity for the general manager to formally communicate with the Board on any current topics or items that may need consideration.</i>	
3:04 p.m.	V. ANNOUNCEMENTS AND ADDITIONS TO AGENDA  <i>This agenda item provides a formal opportunity for the Board president to announce additions to the agenda, and also for Board members to make announcements.</i>	
	VI. ITEMS FOR INFORMATION	
3:05 p.m.	A. CELTIS PRESENTATION: COMMUNICATIONS ANALYSIS [Aurora Jackson]  <b>Action Needed:</b> None. Information Only  <i>Staff from Celtis Ventures, Inc. will provide a presentation on their final draft communications analysis report.</i>	2
4:00 p.m.	B. TRANSIT TOMORROW [Tom Schwetz]  <b>Action Needed:</b> None. Information Only  <i>Daniel Costantino of Jarrett Walker and Associates (JWA) will present an update on the development of a draft network proposal currently underway.</i>	24
5:00 p.m.	VII. ADJOURNMENT  <b>The facility used for this meeting is wheelchair accessible. To request a reasonable accommodation or interpreter, including alternative formats of printed materials, please contact LTD’s Administration office no later than 48 hours prior to the meeting at 541-682-5555 (voice) or 7-1-1 (TTY through Oregon Relay).</b>	

# LTD Communications Analysis

Presented by Celtis Ventures, Inc.

**DRAFT WORKING DOCUMENT – PRESENTED JUNE 2019**

MARKETING THAT MOVES PEOPLE

# About Celtis

# Celtis

30+ years in transit marketing with 10+ years teaching

10+ transit + transportation marketing specialists

40+ years local marketing + communications with Cawood



WHAT WE WILL ACCOMPLISH

# Project Goals

**1** Thoroughly review LTD communications

**2** Assess LTD brand

**3** Identify opportunities + gaps

**4** Focus on return on investment

**5** Create an actionable path forward

**6** Guide implementation

**Exploring LTD**

**Observations**

**Findings**

**Analysis**

MOST VISIBLE BRAND ASSET

# The Fleet

# EXPERIENCE

- > Extensive advertising on vehicles
- > Various LTD branding
- > Inconsistent logos + icons



WHAT PEOPLE SEE

# The Logos

# IMPRESSION



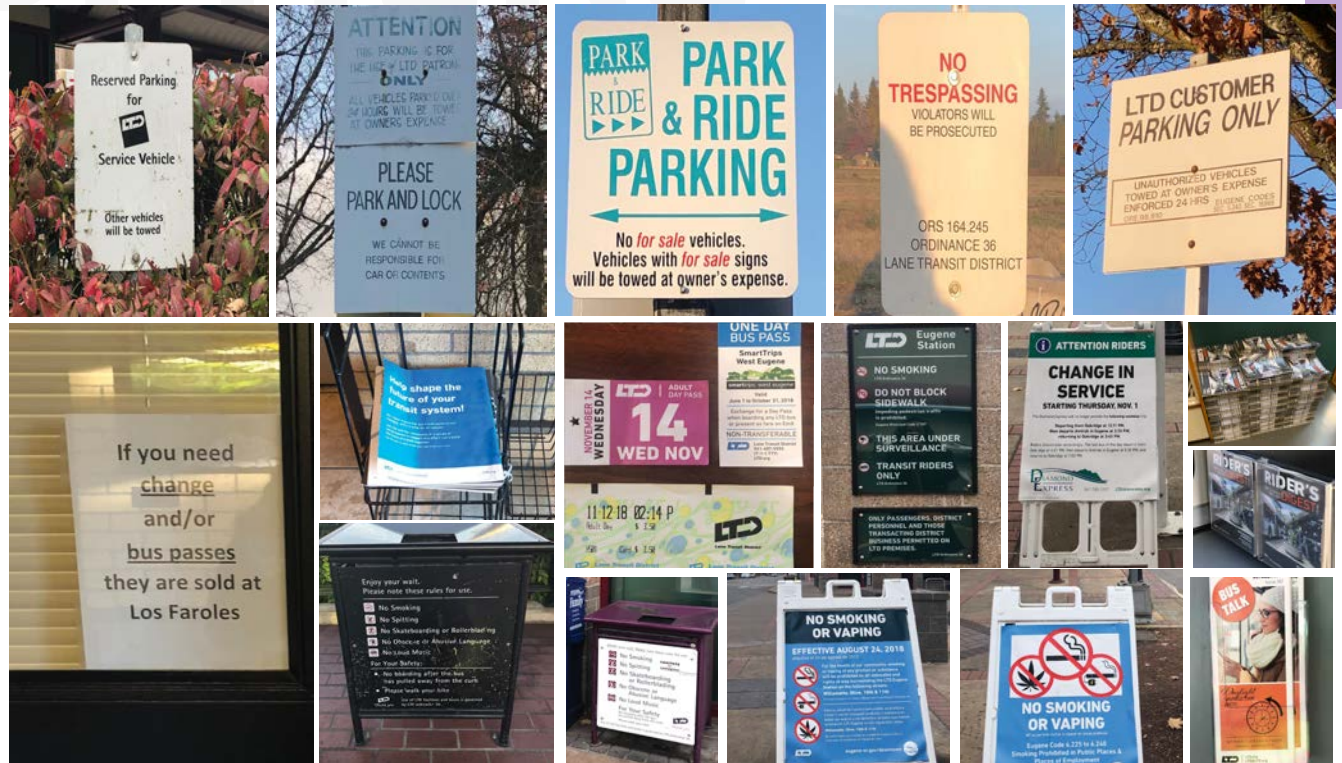
- > Numerous logos
- > Multiple sub, service + partner brands
- > Limited association with LTD



COMMUNICATING WITH RIDERS

# Customer Environment

- > Multitude of system + facility signage
- > Minimal LTD branding
- > Missed opportunities

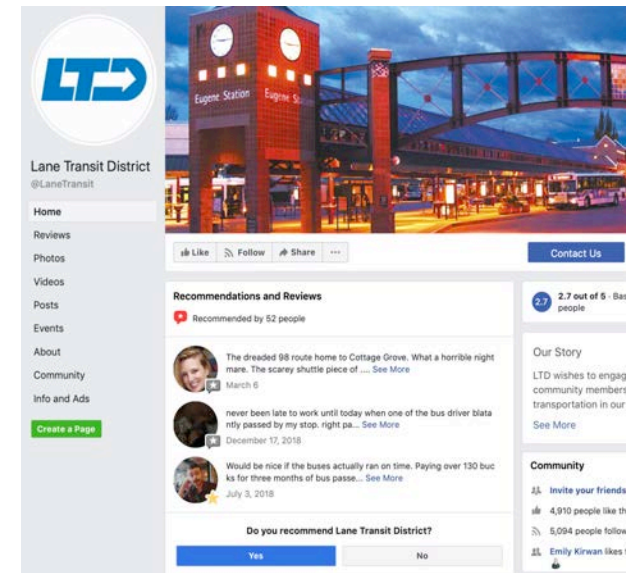




# Digital Environment

- > Not optimized online
- > Fragmented social presence
- > “Customer service” opportunity lost

- Multiple handles
- 11K social followers
- 12K email opt-ins
- 30K web users a month
- 86% of traffic is mobile
- Content not optimized
- Negative reviews + ratings
- Low engagement
- Minimal paid digital ads



TARGET MARKETS




# Key Stakeholders

# AUDIENCES





> Multiple audiences

> Overlooked markets

> Reactive messaging

-  Current LTD riders
  - Commuters
  - Disabled individuals
  - Students
-  Potential LTD riders
  - Commuters
  - Occasional riders
-  Employers
  - Payroll tax contributors
  - Recipients of construction impact
  - Business owners

-  Universities
  - University of Oregon
  - Lane Community College
  - Northwest Christian University
-  LTD employees
-  LTD contractors
-  Media relations
  - Print
  - Television
  - Radio
  - Digital

-  LTD Board members
-  Elected officials
-  Partners
-  Schools
  - K-12
  - Safe Routes to School participants

-  Government officials
  - Local
  - State
  - National
-  Interested people
  - Local and regional cities with LTD service
  - Research groups
-  Organizations
  - Community organizations
  - Neighborhood groups
  - Alternate modes organizations
  - Affordable housing advocates
  - Organizations comprised of people with disabilities
  - Social services organizations

WORKING TOGETHER

# Project Management

> Unclear roles + responsibilities

> Few adopted policies

> Formal procedures needed

## Project Lead

- Planning
- Construction/ Facilities
- Operations
- Other

## Media Relations

- Manage media environment & communications
- Prepare project/initiative one-pagers
- Develop talking points
- Create leadership presentations

## Outreach

- Design Outreach Plan
- Identify & direct resources
- Execute plan

## Government Relations

- Manage all government communications
- Set tone and provide messaging direction
- Provide constituent + stakeholder guidance

## Marketing

- Develop marketing project plan
- Create campaign
- Produce customer + constituent information

**The Path  
Forward**

**Recommendations**

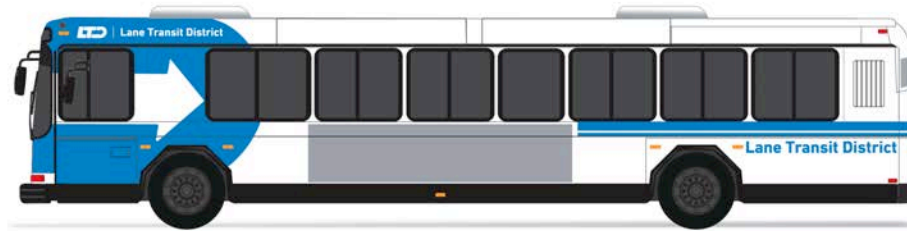
**Strategies**

**Alternatives**

THE IMPACT OF A CONSISTENT FLEET

# Activate your Most Visible Brand Asset

- > Use existing design elements
- > Create a unified fleet
- > Leverage vendor + decals to expedite



THE IMPACT OF A CONSISTENT BRAND

# Own the LTD Brand + Logo

- > Develop a brand system
- > Bring everything into LTD brand
- > Plan for variations and partnerships

 | Lane Transit District

 | Hybrid

 | Point2point

 | Emerald Express

 | Autzen Express

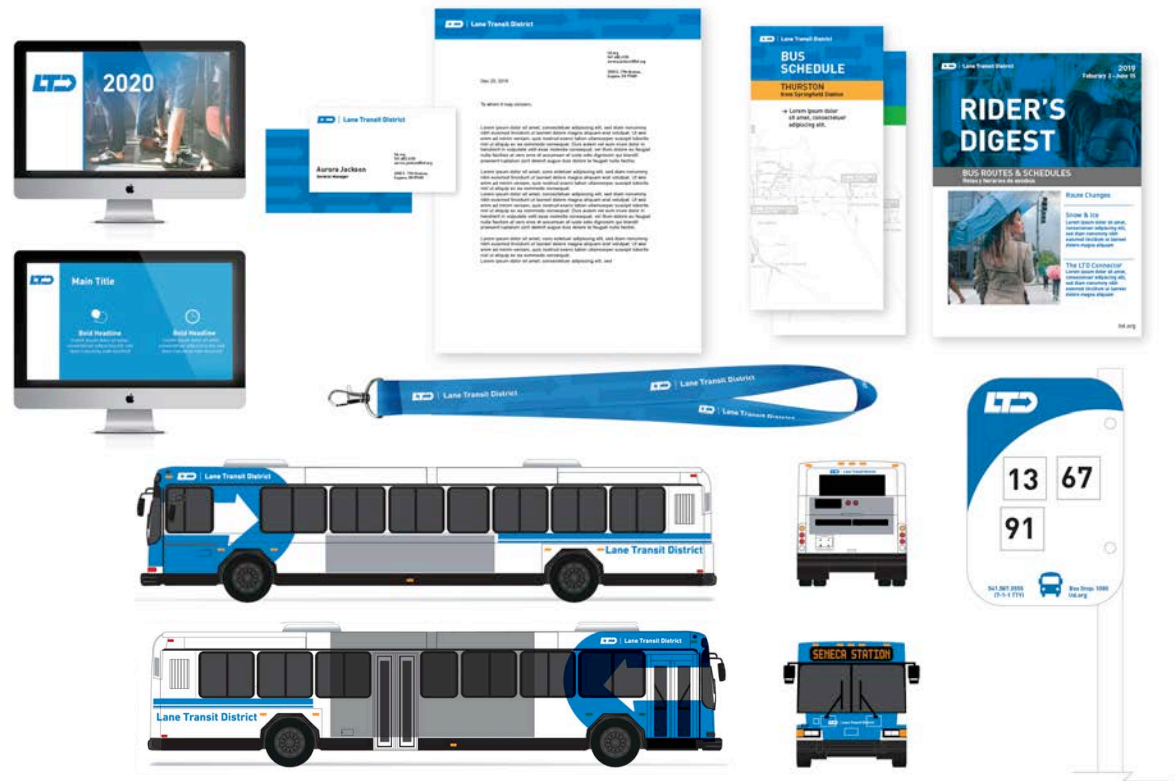
 | Rhody Express

 | Diamond Express

THE IMPACT OF A CONSISTENT BRAND

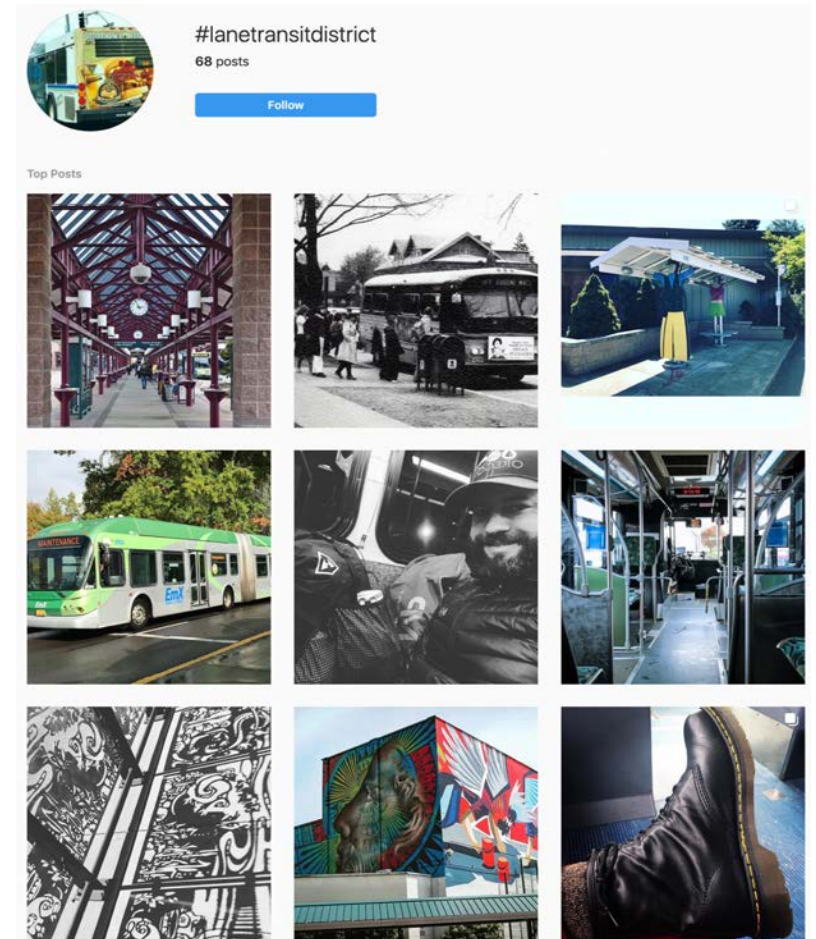
# Create a Powerful and Consistent LTD Brand

- > Evolve LTD brand applications
- > Apply graphic standards – to everything
- > Create a strong + positive LTD brand presence



# Optimize Online Communities

- > Implement comment management
- > Develop mobile responsive, compliant website + strong SEO
- > Integrate paid digital media
- > Relevant, engaging content on all channels to every audience





BUILD RELATIONSHIPS WITH THE MEDIA

# PERCEPTION

## Guide Media Relations

- > Develop LTD Key Messages
- > Prepare Fact Sheets + Press Kits
- > Identify + Plan Stories
- > Create Content Calendar
- > Offer Media Training

The Register-Guard



SPEAK WITH ONE VOICE

## Plan for Purposeful Messaging

- **Solidify Mission + Vision + Values**
- **Establish One Voice + Tone**
- **Identify Positions of Support + Strength**
- **Know Your Audiences**
- **Prepare + Practice**
- **Tell Your Story**

WORKING TOGETHER

# Align Communications Functions

## External Affairs

Government &  
Community  
Relations

Media  
Relations

Outreach

Business  
Relations

Sponsorships  
+ Giving

## Marketing

Marketing  
Management

Graphic  
Design

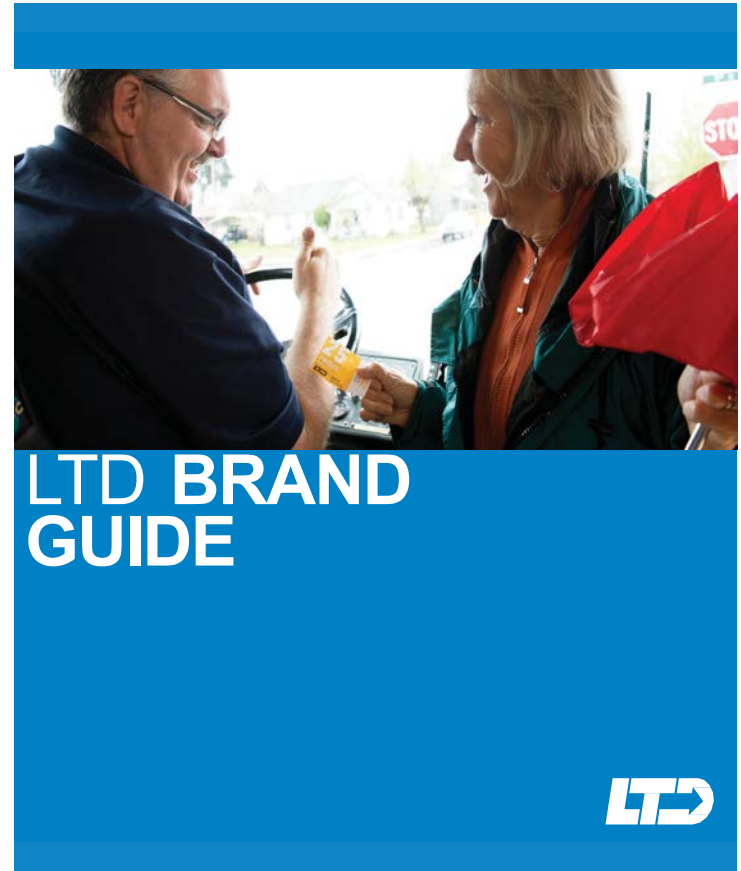
Customer  
Information

Digital Media

MARKETING IMPLEMENTATION

# Foundational Tools

- > Customer + Public Research Program
- > LTD Marketing Plan(s)
- > Customer Information Inventory
- > Templates + Kit of Parts + Icons
- > Standard Operating Procedures
- > Marketing Project Plans
- > Model Outreach Plan



# Takeaways

## **BRAND**

Deliberate, Consistent, Never Waver

## **MESSAGING**

Prepare, Position, Practice - One Voice

## **DIGITAL**

Own, Curate, Engage

## **MANAGEMENT**

Plans, Policies, Procedures

WHAT WE WILL ACCOMPLISH FIRST

## Path Forward

- 1 Formalize Branding Program
- 2 Adopt Plans, Policies + Procedures
- 3 Move from Tactical to Strategic
- 4 Align Messaging with Audiences
- 5 Go Full Digital
- 6 Create Opportunities for Success

**Thank You**

**Questions?**



Daniel Costantino  
[daniel@jarrettwalker.com](mailto:daniel@jarrettwalker.com)



# Board Work Session

June 19, 2019



# Why change the bus network?

- 20 years since the last time LTD took a look at the whole network
- Some big moves (EmX), lots of small route adjustments, but little total service growth (5%)
- Do LTD's services still reflect the community's values and priorities for transit?

# How did we get here?

- May '18: Choices Report
- Jun-Aug '18: Community Engagement, Phase 1
- Jan '19: Scenarios Report
- Jan-Feb '19: Community Engagement, Phase 2
- Mar '19: Board Direction
- **Now: Draft Recommended Network**

# What comes next?

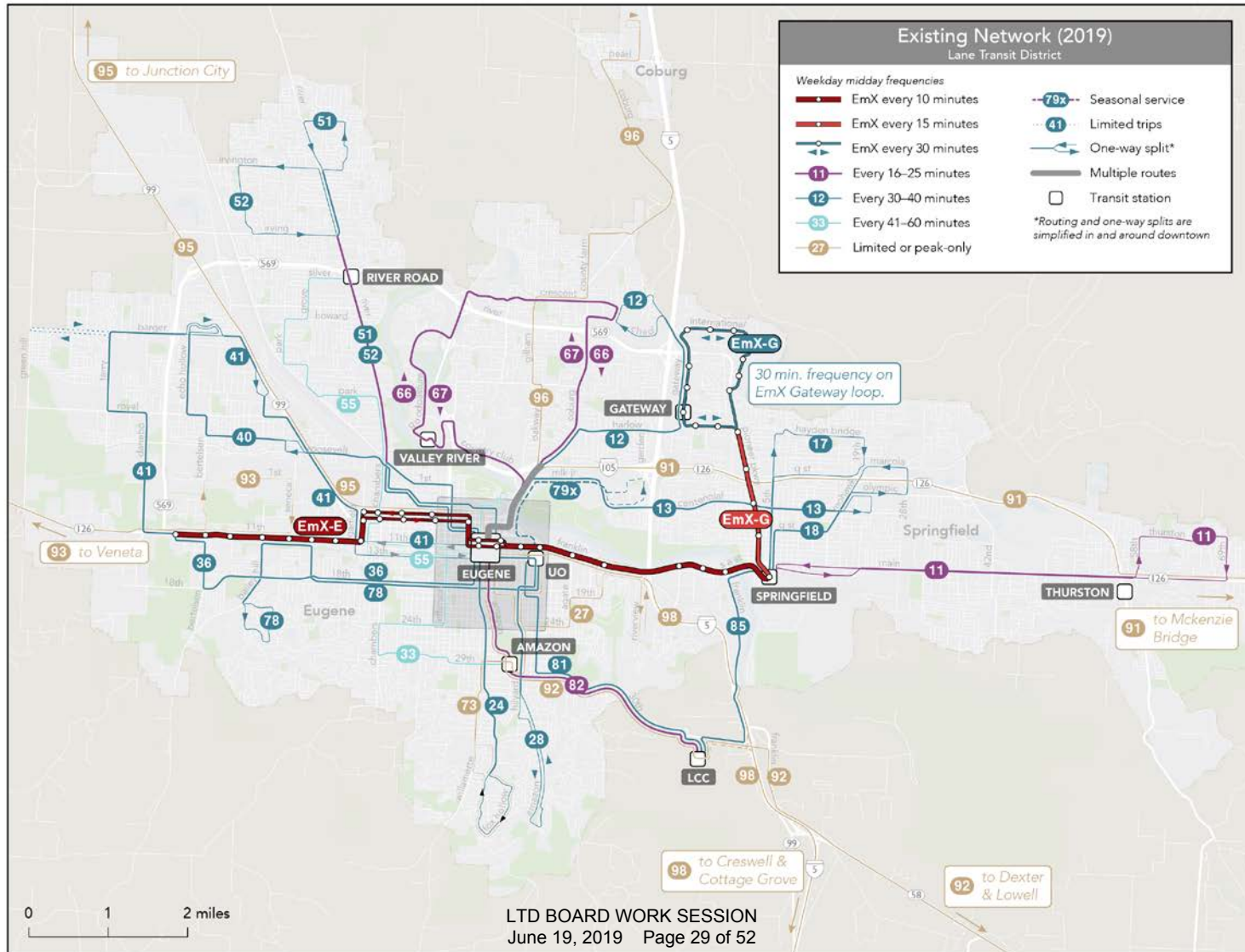
- **June-July:** gathering internal and partner agency comments on the Draft Plan.
- **August:** once we have incorporated comments, we will ask for your approval to turn this into a Final Plan.
- **Fall-Winter:** we will take the steps necessary to get to a Final Plan. This will include:
  - Public review and comment on the proposal
  - Updates and revisions leading to Board adoption
  - Detailed technical work and logistics leading to implementation

LTD Transit Tomorrow

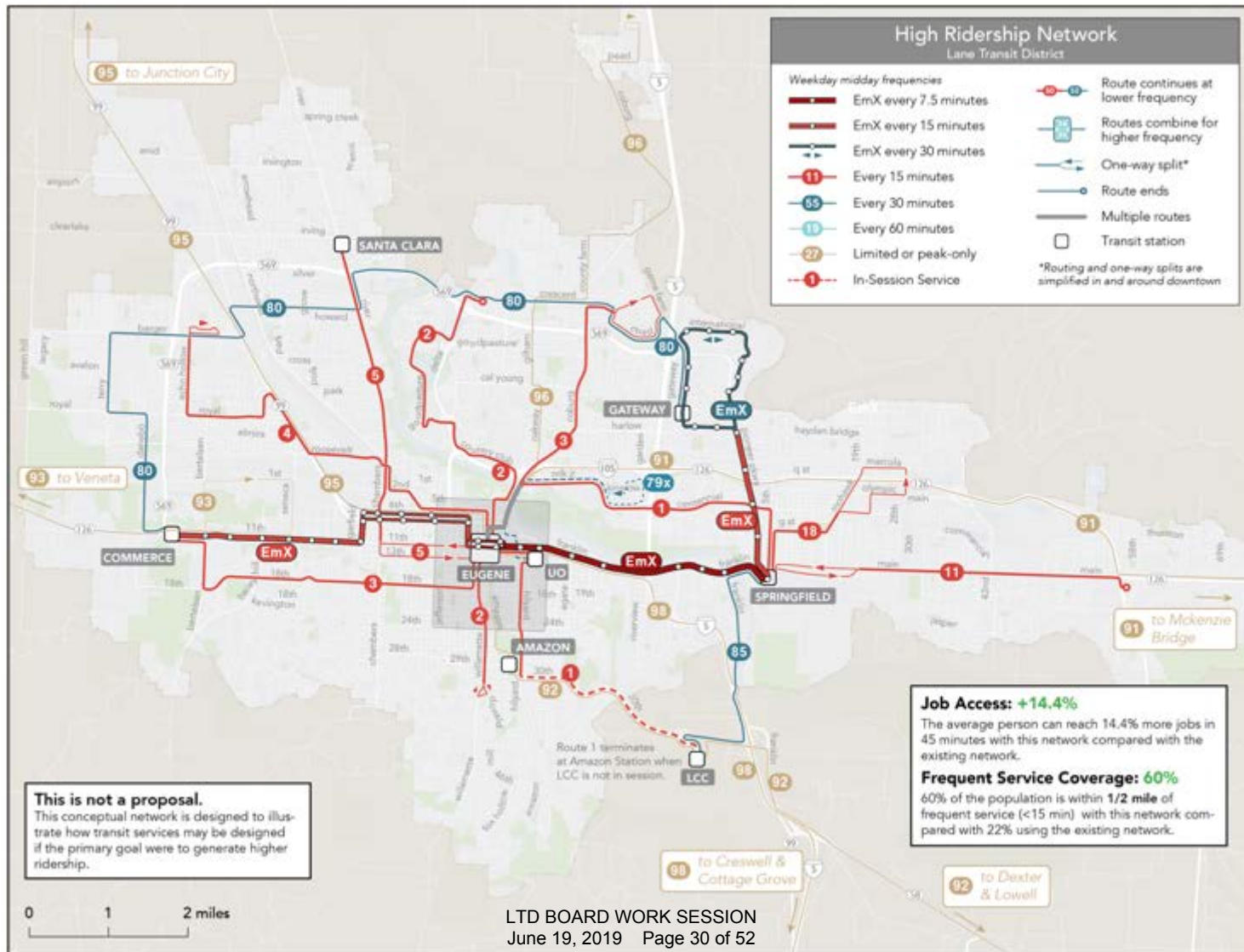
# Trade-Offs + Board Direction

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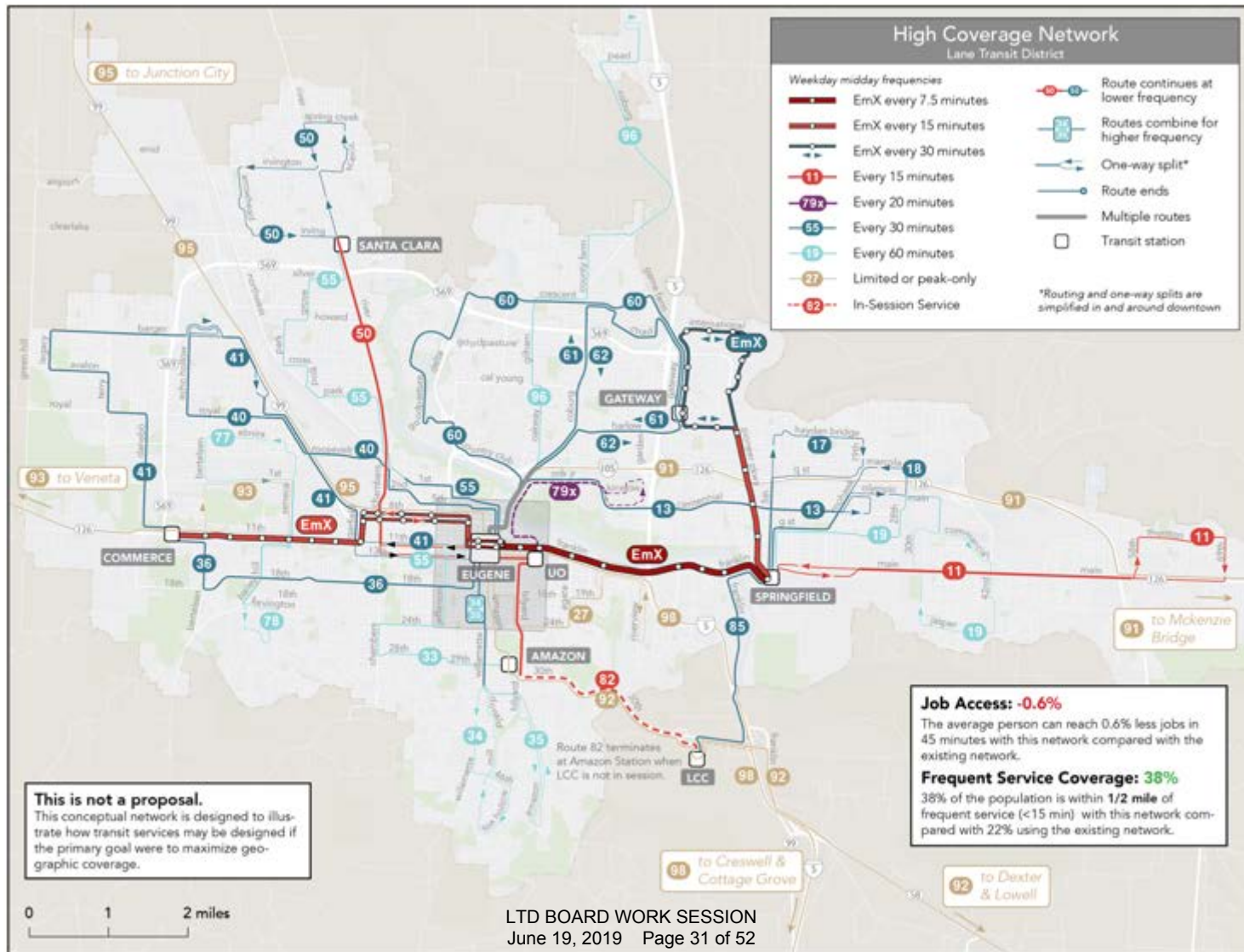
# Existing Network



# Ridership vs. Coverage



# Ridership vs. Coverage



# More Service vs. Lower Fares

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- LTD is about to start receiving new STIF funds.
- Should we spend these new resources on increasing service, or on making it more affordable?



# Board Direction (March 2019)

- **80 - 85% Ridership** (up from 65%)
- **15 – 20% Coverage** (down from 35%)
- Up to 5% in service other than fixed routes
- Except for youth pass and expanded low-income program, **focus most new resources on service**

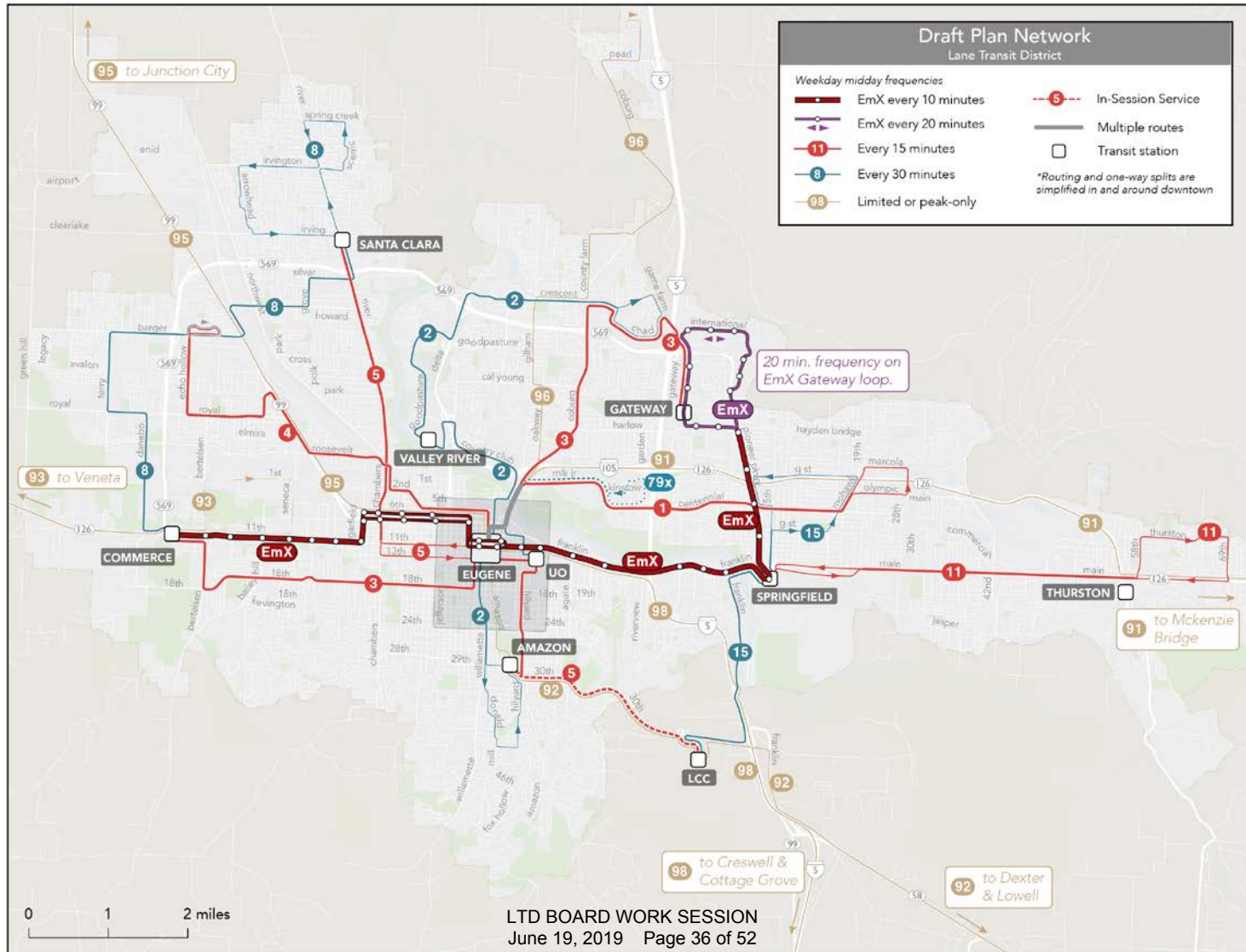
LTD Transit Tomorrow

# Draft Network Plan

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# Proposed Network (83% Ridership, 17% Coverage)



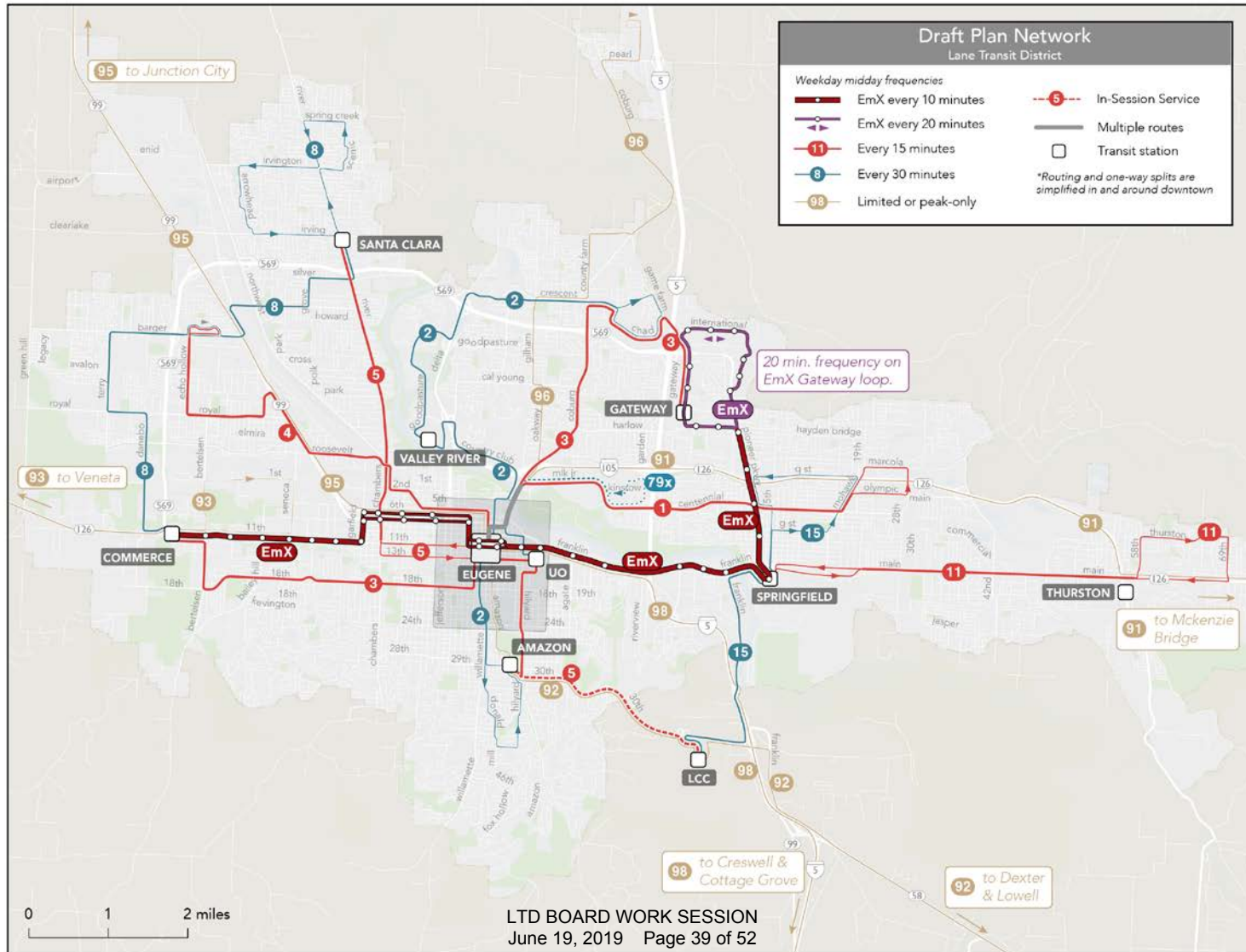
# How did we prioritize « coverage » areas?

- How many people would be farther from service?
- How far would they be from an alternative?
- How many of those people are **communities of concern**?
  - Low Income, Zero Vehicles, Seniors, People of Color

# Simpler and More Frequent Service

- From 26 routes to 10 routes
- **Seven of 10 proposed routes would operate every 15 minutes or better**
- Several routes would operate through Eugene or Springfield station, reducing the need for transfers

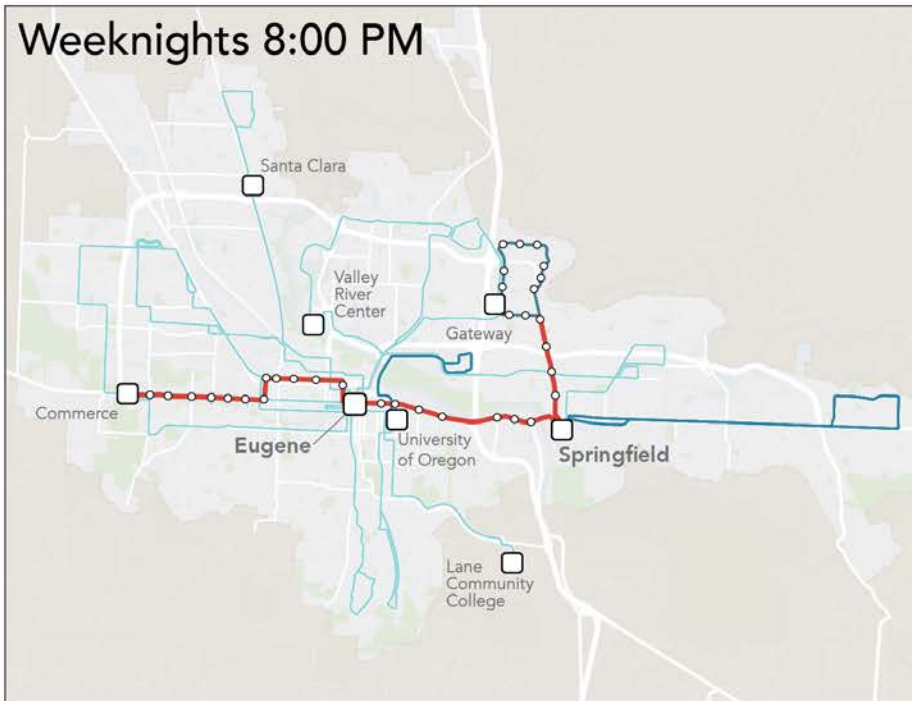
# Proposed Network (83% Ridership, 17% Coverage)



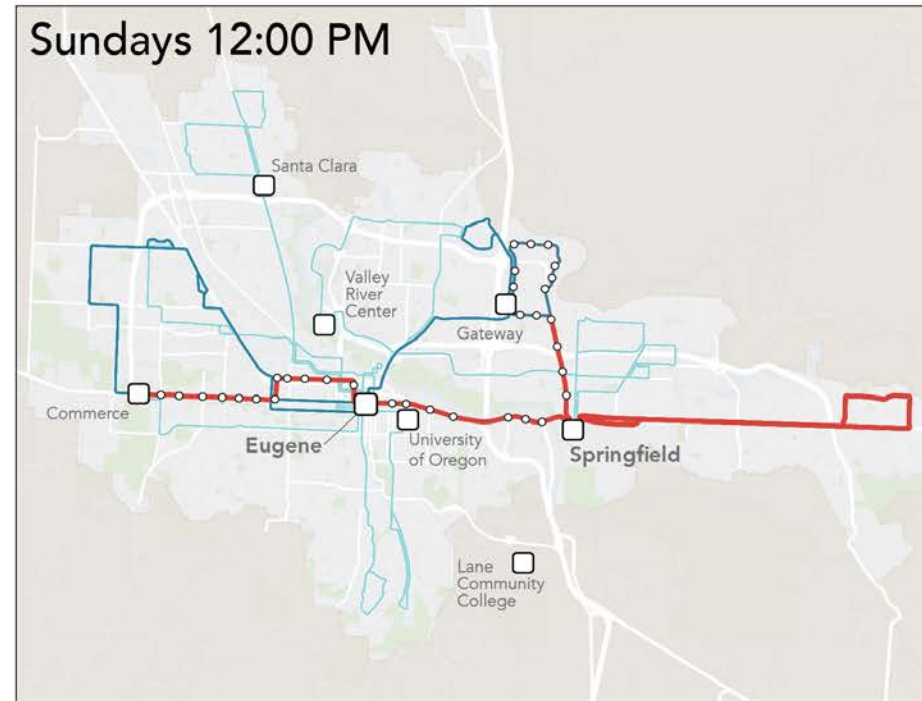
# More Evening and Weekend Service

## Existing Network

Weeknights 8:00 PM



Sundays 12:00 PM

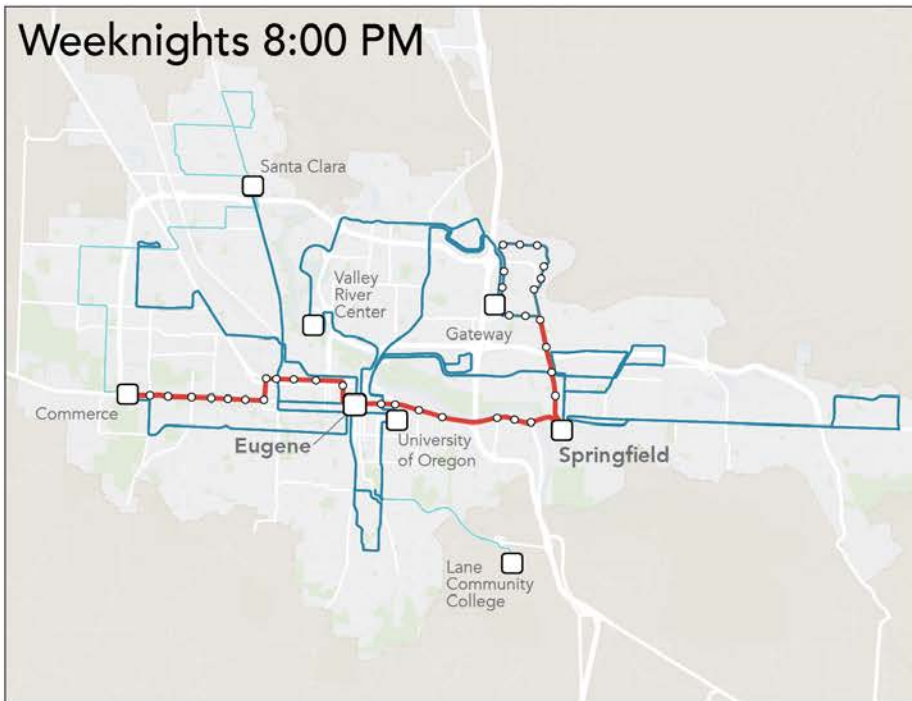




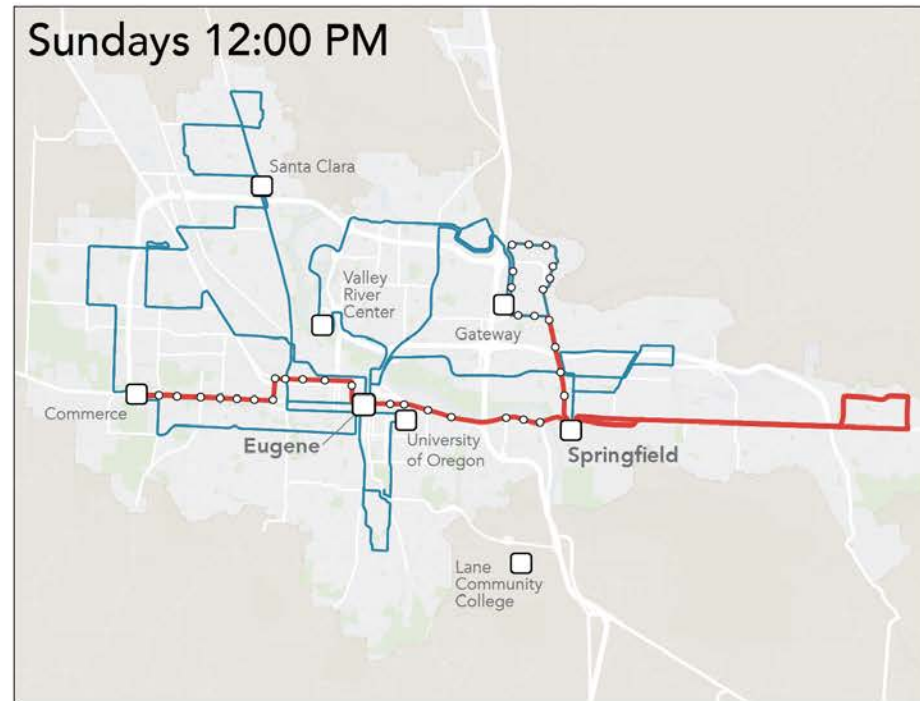
# More Evening and Weekend Service

## Proposed Network

Weeknights 8:00 PM



Sundays 12:00 PM



# More Evening and Weekend Service

- **Service every 30 minutes or better until 10 PM** on weekdays and Saturdays
- **All routes every 30 minutes or better on Sundays**
  - ~20% more total service on weekends

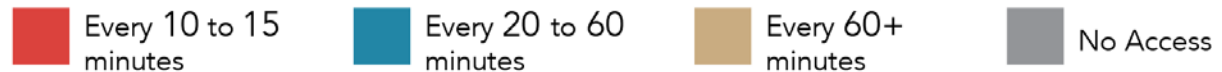
# Faster Travel and More Access

- **In 45 minutes, the average person can reach:**
  - **20% more jobs on weekdays**, and 15% more jobs on Sundays
  - 21% more residences on weekdays, and 14% more residences on Sundays
- This means more access to all kinds of opportunity.

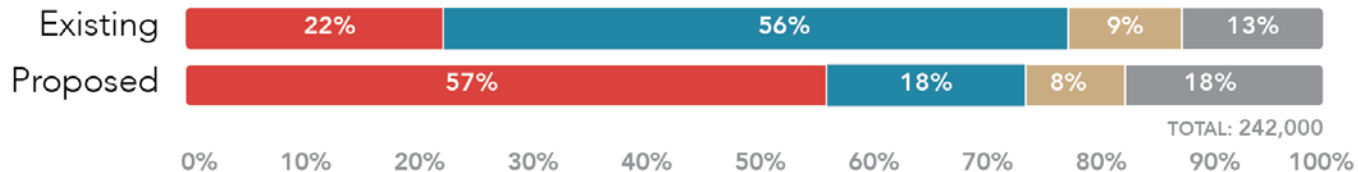
# Benefits are broadly spread...

## Proximity to Transit - Weekdays

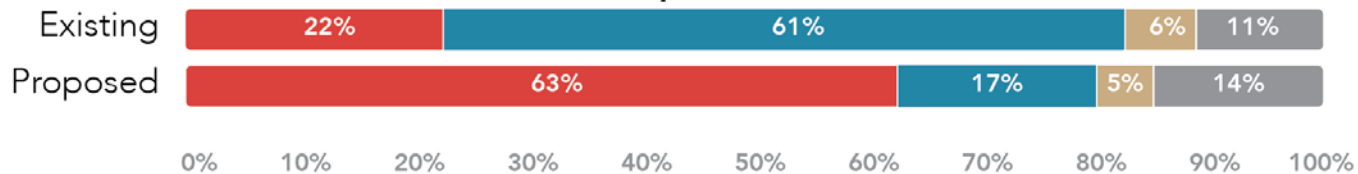
What percentage of the metro area is near a bus route?



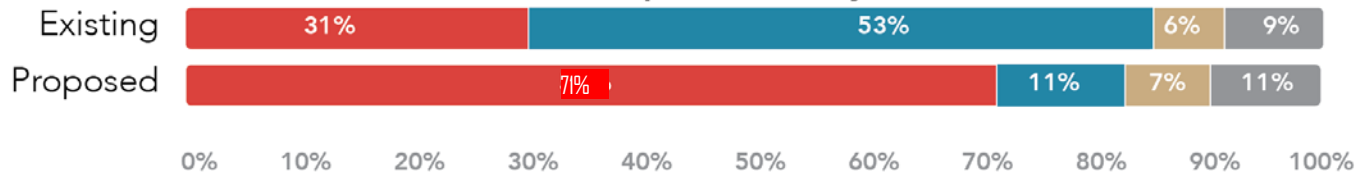
### All Residents



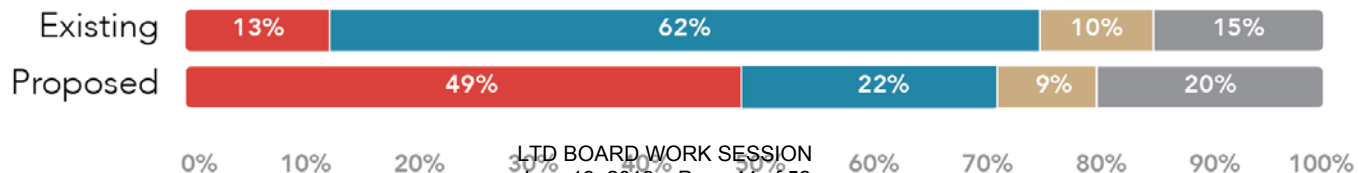
### People of Color



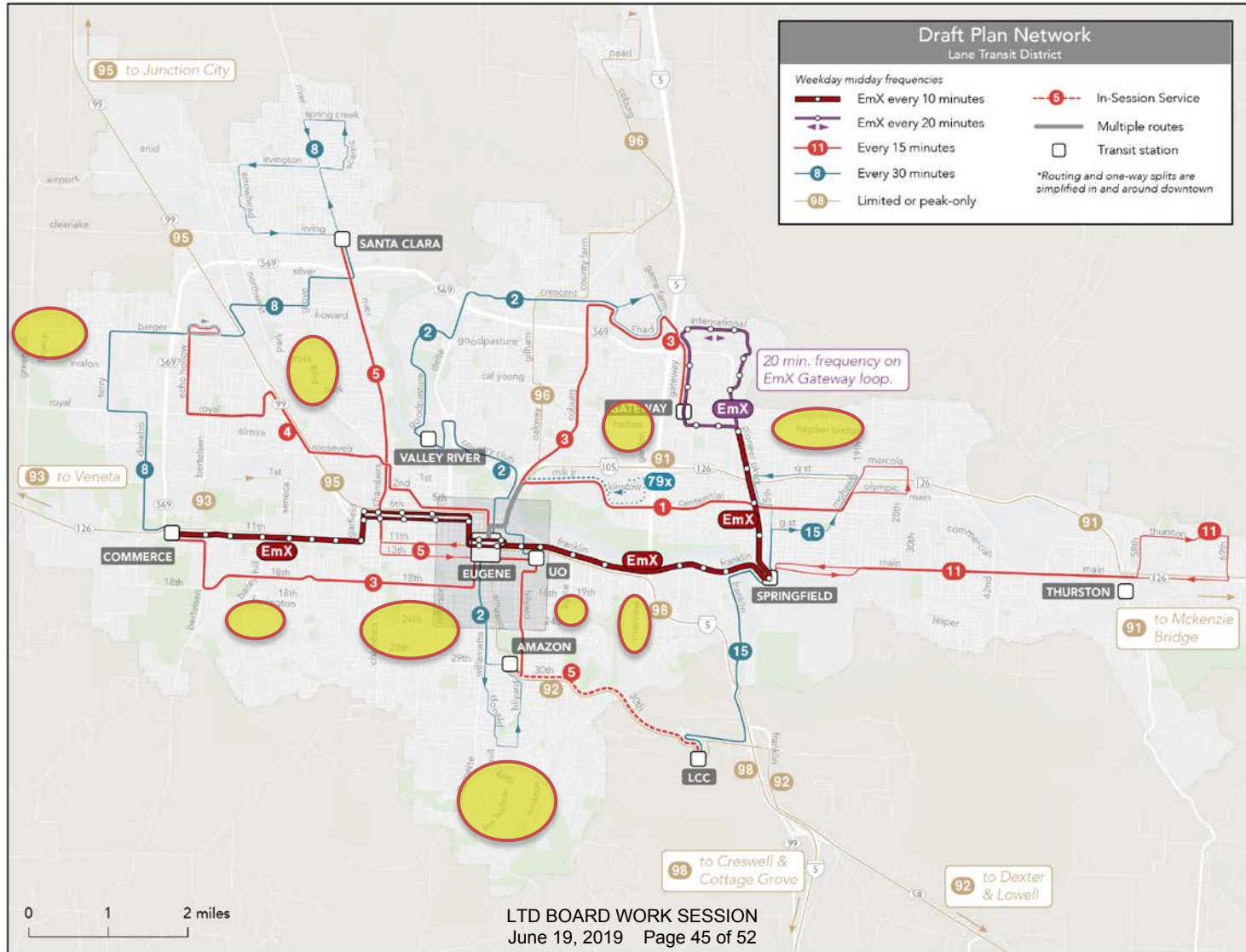
### People in Poverty



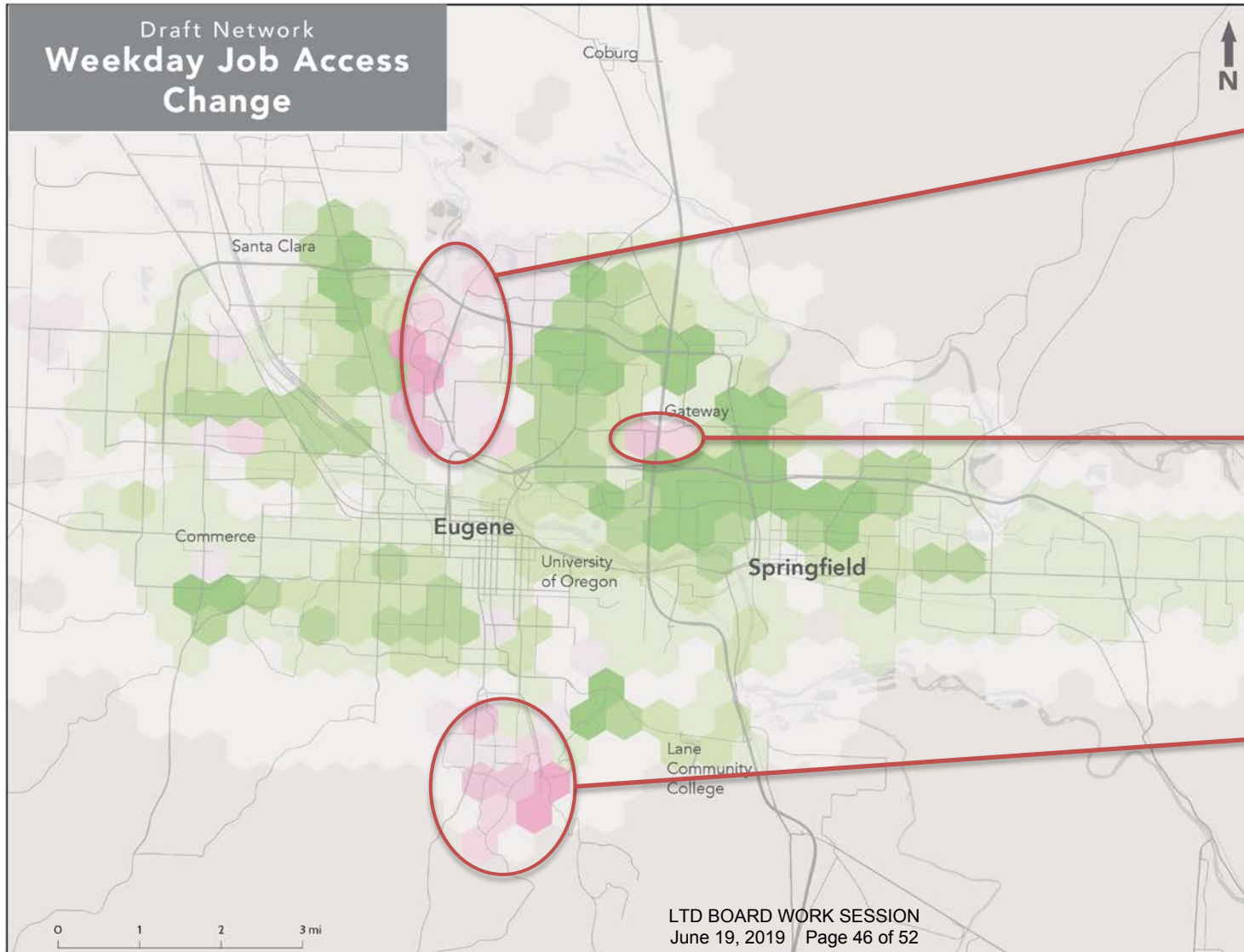
### Seniors



# ...but some people would be farther from transit...



# ...and a few transit trips would take longer than they do now.



Lower weekday frequency (30 minutes) on Goodpasture Island Road, due to lots of empty land between destinations.

Route 12 (Harlow) removed in favor of more frequent service on Coburg Rd and MLK

One-way service south of 29th St, and no service south of 40th St, due to low densities.

LTD Transit Tomorrow

# Network Phasing

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# What's included at base

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- Seven of 10 routes every 10-15 minutes on weekdays
- 30 minute service on Saturdays and Sundays
- 30 minute service until 10 PM weekdays and Saturdays



# What can improve with more resources? Evening and Weekend Service

- 15 minute Saturday service: + ~\$1.2 million
- 15 minute Sunday service: + ~\$0.8 million
- Always 30 minute or better service: + ~\$1.5 million
- These would be consistent with the public conversation on added service.

# What can improve with more resources?

## Coverage

- Restore all coverage as fixed routes: ~\$4 million
- Restoring lifeline coverage as mobility on demand zones
  - More or less ~\$400k per year per square mile (**preliminary**)
  - To avoid competing with taxis and Uber, service must be significantly less convenient.
  - So it \*may\* be possible to restore coverage at a lower cost per square mile using MOD, but far fewer (and different) people will use it than the existing LTD bus route.

# What comes next?

- **June-July:** gathering internal and partner agency comments on the Draft Plan.
- **August:** once we have incorporated comments, we will ask for your approval to turn this into a Final Plan.
- **Fall-Winter:** we will take the steps necessary to get to a Final Plan. This will include:
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# Thank You!

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