



**LANE TRANSIT DISTRICT
BOARD OF DIRECTORS
AD HOC COMMUNICATIONS COMMITTEE MEETING**

Thursday, June 27, 2019
2:00 p.m. – 4:00 p.m.

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

AGENDA

<u>Time</u>	<u>ITEM</u>	<u>Page</u>
2:00 p.m.	I. CALL TO ORDER	
	II. ROLL CALL	
	<input type="checkbox"/> Caitlin Vargas <input type="checkbox"/> Joshua Skov <input type="checkbox"/> Kate Reid	
	III. COMMENTS FROM THE CHAIR	
	IV. ITEMS FOR ACTION	
2:05 p.m.	A. APPROVAL OF MINUTES	2
	Action Needed: Approval	
	<i>Approve minutes from the April 25, 2019, meeting</i>	
	V. ITEMS FOR BOARD RECOMMENDATION	
2:10 p.m.	A. REVIEW AND DISCUSSION: DRAFT FINAL COMMUNICATIONS ANALYSIS [Aurora Jackson]	7
4:00 p.m.	VI. ADJOURNMENT	

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).

AD HOC COMMUNICATIONS COMMITTEE MEETING

LANE TRANSIT DISTRICT

Thursday, April 25, 2019

The Ad Hoc Communications Committee of the Lane Transit District held a meeting on Thursday, April 25, 2019, beginning at 11:45 a.m., at the Next Stop Center, 1099 Olive Street, Eugene, Oregon.

Present: Kate Reid, LTD Board member
Caitlin Vargas, LTD Board member
Josh Skov, LTD Board member
Aurora Jackson, LTD General Manager
Matt Raymond, Celtis Ventures, Inc.
Laura Raymond, Celtis Ventures, Inc.
Brionna Simons, Celtis Ventures, Inc.

CALL TO ORDER/ROLL CALL — Ms. Reid convened the meeting of the Ad Hoc Communications Committee (SPC) and called the roll.

COMMENTS FROM THE GENERAL MANAGER — Ms. Jackson said that representatives from Celtis Ventures, the consulting firm hired to conduct a communications analysis, would present their draft report and findings.

LTD COMMUNICATIONS ANALYSIS — Mr. Raymond, Ms. Raymond, and Ms. Simons described their backgrounds and experience in communications, community relations and transportation issues.

Mr. Raymond reviewed project objectives, including a review of LTD communications, assessment of the LTD brand and identification of opportunities and gaps. He said findings and recommendations would focus on return on investment, creating an actionable path forward and help guide implementation. He described the approach consultants used, beginning with research into LTD's communication strategies; sites visits and interviews with individuals, departments, and stakeholders; and ongoing individual and group meetings focused on specific issues. He recognized that not all recommendations could be implemented at once and the plan would offer short-, mid-, and long-term actions that LTD could take.

Mr. Raymond said in exploring LTD, consultants looked at what information was available to the public and how it was delivered or available. Also assessed was the appearance of LTD's fleet, signage, facilities and operators to determine the public's overall experience and impressions. He used pictures of LTD's vehicles to demonstrate the range of graphics and said while LTD's marketing campaign was aggressive, there was visual clutter due to the range of graphics and advertising on buses. He said signage at LTD facilities should strive to present a positive message rather than telling customers what was not permitted. That message could include information about how to ride the system. He said signage should be standardized and the same maps and icons used throughout the system. He noted this was a common issue in organizations as new ideas emerged and were implemented, but it created a gap in public perception.

Mr. Raymond also reviewed how information was communicated to employees and customers using written materials, signage and in digital format and stressed the importance of branding and consistency. LTD provided a variety of transportation services to the community but the

branding of those services often did not identify their connection to the LTD system. He showed examples of an LTD brand system that connected services and associated sub-brands with LTD. He emphasized that everything should reflect the LTD brand. He used FedEx as an example of how everything associated with the organization was strongly branded. He showed conceptual designs of how the LTD brand could be used internally and externally to create a strong visual impact.

Mr. Raymond said timing was a critical aspect of messaging and it was essential to be well prepared when implementing a new project, service or program. He said the most important thing for LTD was to speak with one voice. He said it was also important to identify key audiences. Those included:

- Current LTD riders
- Potential LTD riders
- Employers
- Universities/colleges
- LTD employees
- LTD contractors
- Media relations
- LTD Board members
- Elected officials
- Partner agencies
- School - K-12, Safe Routes to School participants
- Local, state and federal government officials
- Interested people - local and regional cities with LTD service
- Community organizations

Mr. Raymond discussed the elements of purposeful messaging. Key activities and projects during the coming year should be identified and a communications plan developed for that period.

Ms. Simons described the examination of LTD's digital communications on its website and through social media. She said key takeaways were:

- Take ownership
- Curate content
- Methodically engage

Ms. Simons said a comparison of daily boardings to LTD's followers on Facebook showed that less than a third of customers followed the page. She said any digital touchpoint should direct users back to the LTD website as the information hub. Emails also matter and currently about 12,000 people had opted in to receive information from LTD via email. Review channels such as Yelp were also important, as was user generated content, such as comments and complaints, on all platforms.

In response to a question from Mr. Skov, Ms. Jackson said email lists were created as a way to keep people informed about various LTD activities in which they had expressed an interest.

Ms. Simons said consultants were recommending that LTD optimize email lists to assure people were only receiving the information they had requested. She provided statistics for social media followers, email opt-ins, average monthly web users and percentage of digital traffic that was

mobile. She said optimizing LTD's website for mobile users was one of the most important recommendations, but optimizing content across all platforms was essential. Ease of use was necessary for attracting new riders. She said LTD should continue to engage users, including those who have made complaints or left negative reviews in order to control the narrative. Paid ads were also important to increasing LTD's reach to audiences on all platforms. She also offered suggestions for optimizing digital touchpoints like email, the website and Instagram. She emphasized that each social media platform was different and required different strategies. She demonstrated a comment management flow chart to shape responses to comments and inquiries from the community. The process for receiving and responding to input from the community, regardless of the point of contact, should be handled with the same care and speed that customer service provided.

In response to a question from Mr. Skov, Ms. Jackson explained the current process for responding to complaints and concerns in person or by phone, but agreed that the process for responding to digital feedback needed to be improved. She said data on complaints and concerns was compiled and distributed to the management team.

Ms. Simons discussed how search engine optimization (SEO) could be used to enhance LTD's website content and raise its profile online. She said the goal was increase LTD's rankings in search engines such as Google. Ms. Raymond added that Google analytics was a powerful tool for determining how people were using the website, measuring access and usage and setting targets.

Ms. Raymond said communications management required plans, policies and procedures. She said the analysis had identified areas where formal policies were needed to provide guidance to the staff, senior leadership and the community. This would provide a framework for and consistency in interactions with members of the community. She said procedures would also assure that everyone in the organization moved forward with a clear understanding of new strategies and how to implement them.

Ms. Raymond stated that the analysis also considered organizational structure, job descriptions and return on investment. She briefly reviewed the functional responsibilities that resided in external affairs and marketing:

External Affairs - government and community relations, media relations, outreach, business relations, sponsorships and giving

Marketing - marketing management, graphic design, customer information, digital media

Ms. Raymond said LTD should have a plan for delivering LTD marketing that identified strengths, weaknesses, opportunities, target audience and strategies for moving forward. Projects and initiatives would have tactical marketing components. Delivering information to customers should be a deliberate function. She used a graphic to explain how roles, responsibilities and resources could align around projects and initiatives to form an effective communications campaign as part of the planning process instead an afterthought.

Ms. Raymond described the foundational tools for effective communications:

- Customer and public research program on an ongoing basis
- LTD marketing plan
- Customer information inventory

- Templates and tool kits
- Standard operating procedures
- Consistent marketing project plans
- Model outreach plan
- Standard icons

Ms. Vargas asked if the consultants felt their recommendations could be carried out with current LTD staff. Mr. Raymond said they recognized the need to use existing resources as much as possible. Functional gaps that had been identified might require some additional investments. He said one recommendation was to have several marketing contractors instead of one advertising agency to provide greater flexibility and range of expertise.

Mr. Skov noted that there had been significant staff reductions at LTD and wondered if that impact the organization's ability to carry out a communications plan. Mr. Raymond said that resources other than staff could be used to implement a campaign and responsibilities could be spread among internal and external resources. He felt LTD's staff had the necessary skills and expertise and better definition of roles and responsibilities, plus development of the foundational tools discussed previously would create efficiencies in the communications process. He explained how a "bench" contract could be used to tap into local expertise in specific areas of communication as needed, instead of having those specialties reside in-house.

Ms. Jackson said bench contracts would allow LTD staff to use outside assistance in certain areas of a marketing campaign instead of trying to handle all tasks themselves in a short time period. LTD staff could be more deliberate and strategic managers of communications using that approach.

Ms. Vargas and Ms. Reid said, having gone through similar marketing and communications experiences with their organizations, they concurred with the consultants' recommendation.

Ms. Raymond said LTD would need to marshal all available resources in order to implement the plan and there needed to be a common understanding among staff about the purpose and goals. She said some duplication of effort had been identified and that could be eliminated with clearer definitions of roles and responsibilities.

Mr. Skov asked if a draft report would be available prior to finalizing the bench contract. Mr. Raymond said they had developed a list of recommendations in each specific area addressed in their presentation, but wanted feedback from the committee before finalizing a report. Ms. Jackson said the report would not be available before proposals for the bench contract were due.

Committee members expressed concern that without the report for reference respondents to the bench contract solicitation might not clearly understand the direction LTD was taking.

Mr. Skov asked if the communications plan should be developed within or informed by the Board's strategic planning process. Mr. Raymond felt that a communications plan would align well with LTD's existing short-, mid-, and long-term plans and any future strategic planning efforts and support achieving the goals established in those plans. He said marketing and communications were not isolated in a department, they were distributed throughout the entire organization.

Ms. Jackson said the communications plan would represent a shift in how LTD did business and a deliverable could be provided to the committee for its review and determination about the amount of further engagement it wanted to have in implementation of the plan.

Ms. Vargas asked if the communications plan was a high priority for staff. Ms. Jackson said it was because communications affected every aspect of LTD's operations, used significant resources and had a negative impact when messaging was disjointed.

Ms. Reid stressed the importance of clear, consistent communications to the public to assure people were aware that LTD was responding to community interests and needs, not making decisions independent of those things.

Ms. Vargas said LTD had so many projects and initiatives currently in program that she wanted to be certain that a communications plan was a high priority.

Mr. Skov said while it would be ideal to have a communications plan in place as other efforts moved forward, he hoped the consultants could provide some triage and guidance on sequence for upcoming projects to create consistency. Ms. Jackson said some of the work had already been done through the communications analysis and staff had identified the priority projects and how to begin implementing strategies recommended by the consultants. Small modifications had already begun to show the benefits of the new approach to communications.

Mr. Raymond said many elements of the plan already existed. Ms. Raymond said staff had been provided with some actionable items they would implement immediately.

Ms. Vargas commended the consultants' recommendations. She said they addressed many concerns expressed by the Board such as branding of LTD's services and improving engagement with the public.

Ms. Reid said the committee should meet again once a deliverable was available and discuss how it wished to move forward, either by guiding the Board in integrating the communications plan into its strategic business plan or providing updates on implementation of the communications plan.

Ms. Jackson said another meeting would be scheduled when a report was ready.

Ms. Reid said it would be helpful to have a brief description of upcoming projects, associated timelines, and the entities responsible for implementation of various components and phases of projects.

Mr. Skov said it would also be helpful to know at which points in a project's timeline it was appropriate to speak publicly about it.

Ms. Raymond commended the LTD staff for their support and cooperation during the analysis and the leadership team for its support of the project.

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ADJOURNMENT — Ms. Reid adjourned the meeting at 1:30 p.m.

(Transcribed by Lynn Taylor)

COMMUNICATIONS ANALYSIS

LANE TRANSIT DISTRICT

DRAFT WORKING DOCUMENT

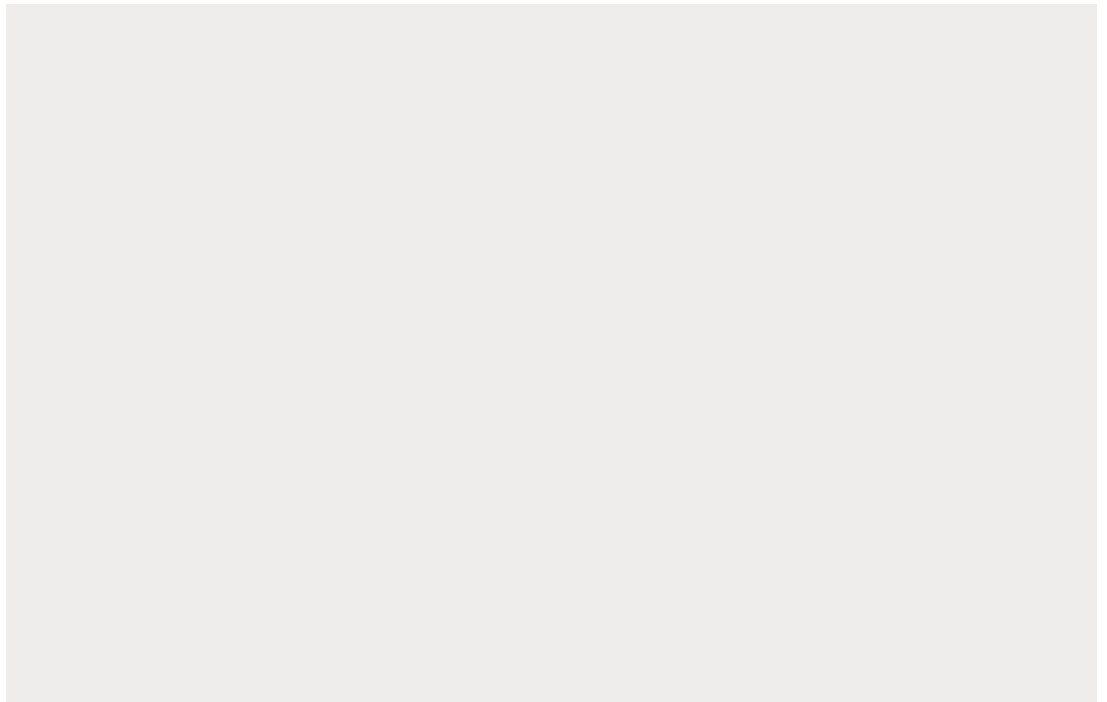
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Executive Summary



LTD Communications

Communications Review

Celtis Ventures, Inc. (Celtis) conducted a comprehensive assessment of Lane Transit District's (LTD) communications. Through advance research, on-site observation, direct customer related engagement with the system, evaluation of customer environments, a comprehensive material review, staff interviews, leadership discussions, and stakeholder meetings, Celtis analyzed all LTD channels, messages, tactics and strategies.

Throughout the process, Celtis met with LTD staff on a regular basis to assess and address communications issues in real time. As a result, planning templates were created for marketing and outreach efforts, the transit advertising solicitation was modified to assist with fleet branding and a bench contract RFP was issued for a variety of communications support services. Celtis and LTD staff also conducted a 30-60-90 planning exercise to establish priorities for the department.

With the communications group somewhat in flux during the assessment, the Celtis team of Matt Raymond, Brionna Simons and Laura Raymond worked extensively with the acting communications manager to address issues critical to LTD communications and provide insight and advanced review of report findings. As part of the evaluation, Celtis prepared current state work flow maps for 12 key marketing and communications processes and provided professional development and guidance to staff through weekly meetings and 1:1 engagement.

Celtis looked extensively at the LTD Brand and conducted an in-depth touchpoint, web and digital analysis. Celtis looked for consistency in graphics, messaging and applications to strengthen the LTD Brand.

Celtis evaluated LTD partnerships, programs and services and looked for opportunities to deliver effective and efficient communications. The overall digital climate, including review sites and comment management practices were assessed. With local representation from Cawood, Celtis completed a media relations evaluation including identification and assessment of media outlets and alignment of key audience.

Four core areas of focus emerged as the foundation of this report and the basis for implementing strategic and successful change.

- Branding
- Media Management
- Digital
- Organizational Management

Celtis recommends concentrating on the on prioritizing and implementing the following recommendations:

Branding

- Create an LTD Brand System
- Standardize Logo Placement
- Implement Information templates
- Enforce Brand Standards
- Update the Brand Guide
- Provide LTD Brand Kits
- Strengthen LTD Fleet Graphics
- Brand Customer Environments
- Extend LTD Brand into Partnerships
- Consider Independent Timetables
- Create A Powerful LTD Brand

Media + Messaging

- Engage Key Audiences
- Identify Key Messages
- Identify Story Opportunities
- Get Out if Front of Issues
- Proactively Communicate
- Measure and manage the Media
- Create a Media Calendar
- Build Media Relationships
- Practice Presentations
- Empower LTD Staff
- Ask for Partner Feedback

Digital

- Create a Consistent Brand Voice
- Manage Comments
- Integrate Website Content
- Optimize Website Search
- Improve Website Structure
- Fix Current Website Content
- Manage Future Website Content
- Invest in Paid Digital Advertising
- Take Ownership of Review Sites
- Go Organic
- Optimize Email
- Make Website Mobile Responsive
- Go Full Digital
- Optimize External Contractors

Organizational Management

- Establish External Affairs
- Strengthen Marketing
- Define Roles and Responsibilities
- Develop a Comprehensive Marketing Plan
- Routinize Research
- Establish Standard Information Channels
- Create a Customer Information Suite
- Create Planning Templates
- Develop Standard Operating Procedures
- Develop a Standard Marketing Plan
- Develop a Formal Giving Policy
- Develop Foundational Marketing Tools
- Never Stop Learning

APPROACH

Approach

COMPONENTS

- A. Communications Review
- B. Workflow Efficiency and Effectiveness
- C. Branding Review
- D. Investing in Communications
- E. Communication Balance and Social Media
- F. Media Analysis
- G. Web Analysis
- H. Solicitation for Communications Firm
- I. Solicitation for Transit Advertising

APPROACH

The Celtis Approach

Reviewed and Assessed Current Marketing and Communications Practices

Communications Review

Through advance research, on-site observation, direct customer related engagement with the system, evaluation of customer environments, a comprehensive material review, staff interviews, leadership discussions, and stakeholder meetings, Celtis analyzed all LTD channels, messages, tactics and strategies.

To evaluate LTD’s effectiveness in reaching key audiences, Celtis developed a robust list of 13 audiences ranging from current riders to community leaders. Throughout this assessment, careful review was given to the application and alignment of LTD’s mission, vision and values.

Conducted Three-Part Evaluation to Improve Efficiency and Effectiveness

Workflow Efficiency and Effectiveness

Celtis conducted a three-part evaluation process including advance research and review of all available process documentation, organization charts, documented procedures and job descriptions. Advance research was followed by in-depth interviews with LTD staff members from Marketing and Communications. Celtis focused on resource and functional alignment for marketing, communication and outreach activities related to LTD’s on-going market presence and project specific execution.

Following on-site discussions, Celtis prepared current state process maps for 12 key marketing and communications processes. Celtis provided professional development and guidance to staff through weekly meetings and 1:1 engagement in on-going work activities. In addition, Celtis engaged staff in a thorough review of all preliminary report content and recommendations and delivered sample tools, templates and methodology recommendations.

**Conducted In-depth,
End-to-End Touch-Point
Brand Analysis**

Branding Review

Celtis looked extensively at the LTD brand and conducted an in-depth touchpoint analysis. The bus fleet, facilities, stations, stops, materials and the digital environment were all evaluated from a customer/constituent perspective. Celtis looked for consistency in graphics, messaging and application to strengthen the LTD brand. Celtis also evaluated logos and brand usage for LTD partnerships, programs and services.

**Evaluated Optimization
of Staffing and Resources**

Investing in Communications

Celtis assessed LTD's use of marketing and communications dollars, resources and staff time. The assessment focused on opportunities to streamline communications through consistent branding; maximize usage of advertising dollars through cost effective digital marketing; optimal use of contracts and vendors and more efficient management of projects, programs and campaigns.

**Explored Applications
of Traditional and
Digital Media**

Communication Balance and Social Media

Celtis looked at the application of traditional and social media. LTD's past campaigns, printed materials, internal and external communications were all evaluated for effectiveness and efficiency. Celtis spent extensive time reviewing LTD's web site, digital and social media practices. In addition, Celtis evaluated the overall digital climate including review sites and comment management.

**Completed Evaluation
of Media and Media
Relations**

Media Analysis

Celtis, with local representation from Cawood, completed a media relations evaluation including identification and assessment of media outlets in the local environment. LTD's approach to media relations, timing of engagement and alignment of key audiences to media sources was similarly assessed. Trends in coverage, insights in media ownership and the impact of alternatives to traditional media were taken into consideration with the goal of positioning LTD as a credible, sought after and valued resource.

**Focused on Improving
Website Responsiveness,
SEO and ADA Compliance**

Web Analysis

Celtis evaluated LTD.org with a focus on user experience and the customer journey linking social media and LTD's website. Celtis also analyzed ADA compliance, search engine optimization (SEO) and mobile responsiveness. From a process perspective, Celtis assessed content management including generation and maintenance with the end goal of improving web presence and usability.

**Created Communications
Bench to Provide LTD
with Multiple Vendors**

Solicitation for Communications Firm

In order to provide LTD with a pool of resources and optimal support, Celtis recommended a strategic approach to solicit contracted communications services through a bench vs. sole provider. Celtis offered further support by providing specific service recommendations for inclusion in LTD's Request for Proposal (RFP). Celtis is prepared to support the utilization and coordination of selected vendors.

**Adapted Transit
Advertising Contract
Solicitation to Include
Improving Bus Fleet
Appearance**

Solicitation for Transit Advertising

In order to expedite the improved appearance of the bus fleet (LTD's most visible brand asset), Celtis saw an opportunity to leverage the expiring transit advertising contract. The solicitation was revised to include removing outdated fleet graphics and producing and installing new LTD branded graphics.

Observations + Findings

COMPONENTS

- Branding
- Digital
- Media
- Organizational Management

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PRELIMINARY BRANDING

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IDENTITY

Identity System

Logos

- LTD utilizes multiple logo treatments
- There are numerous sub-brand, partner and service logos
- The logos do not adhere to a system and are not synchronized
- Logos have wide variations in typeface and color palettes
- It is difficult to associate many of the logos back to LTD
- Variations in logos negatively impact overall LTD brand recognition
- Disjointed logos are a missed opportunity to strengthen LTD brand and service recognition



LTD sub-brand logos

EXTENSIONS

Sub-Brands



Your Transit. Your Vision. Your Future.

Transit Tomorrow logo



Moving Ahead logo (Brand Guide does indicate color palette for this program)



Rider's Digest bus book cover



Smarttrips and BCC logos (Brand Guide does indicate color palettes for these programs)

Sub-Brands + Programs

- LTD uses multiple sub-brands for programs and services
- Unique brands have been created for various partnerships
- LTD may not be receiving recognition for non-LTD branded initiatives
- LTD's primary customer tool (Rider's Digest) is not clearly branded as LTD and does not resemble other LTD publications
- Independent branding (brands that don't relate to LTD) costs more to promote given there is no basis for awareness (they start at ground zero)
- Creating and supporting multiple brands decreases employee efficiency
- Independent branding creates a lost opportunity for LTD

EXPERIENCE

The Fleet

LTD Bus Fleet

- With over over 110 vehicles, the bus fleet is LTD's most visible brand asset
- Many vehicle graphics are inconsistent and out of date (from previous branding efforts)
- Advertising on vehicles is excessive and dilutes LTD branding
- LTD operates sub-fleets with independent (or unique) brands
- It is difficult to easily identify LTD's fleet or know what an LTD bus is supposed to look like
- The transit advertising contractor may be able to assist LTD in managing its fleet graphics and improving fleet appearance



Various LTD vehicles

APPEARANCE

Graphic Applications

Vehicle Graphics



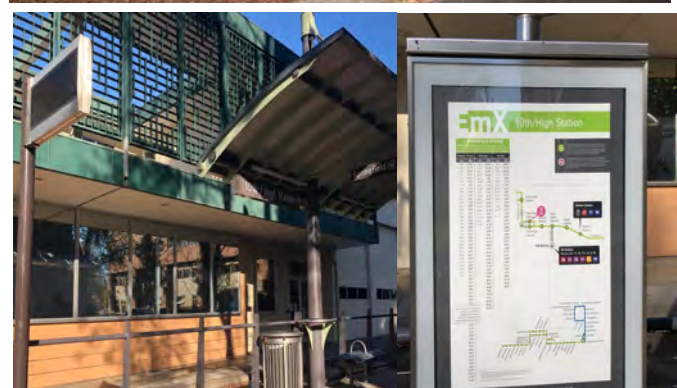
Various LTD vehicle graphics

- There are multiple and inconsistent LTD logos on buses and service vehicles
- Older “branding” campaigns (“The Bus!”) remain on vehicles in multiple configurations
- LTD uses varying icons on vehicles that have the same meaning (hybrid)
- Support vehicle graphics vary in design or are nonexistent
- RIDESOURCE maintains a separate identity from LTD with completely different vehicle graphics
- The LTD logo is utilized in multiple configurations (most likely based on the year of installation)
- LTD should prioritize and plan for updating vehicle graphics or find someone who can do it for them, including the transit advertising vendor

EmX EXPRESS

LTD BRT Service

- Popular flagship Bus Rapid Transit (BRT) service
- EmX is a positive service brand for LTD
- EmX stations are clearly identifiable
- EmX graphics and signage are of higher quality than the rest of the system
- Real-time next-trip information is available at stations
- Ticket machines appear outdated
- Great brand example for the rest of the fleet to follow

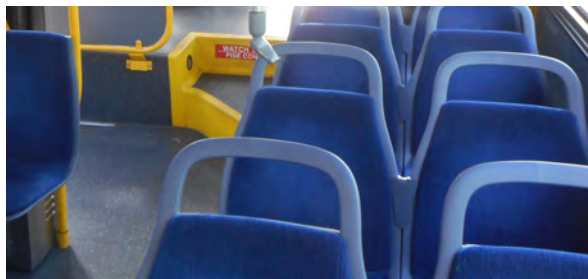
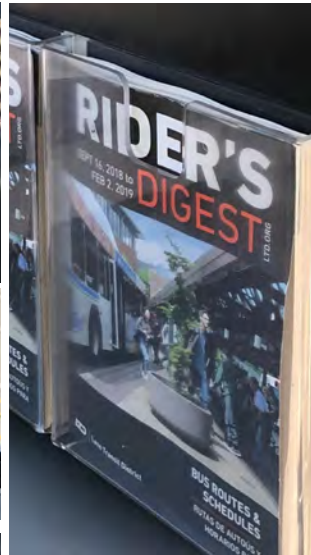


EmX service and facilities

INTERIOR

Vehicle Interiors

Inside LTD Buses



- LTD bus interiors are generally clean and attractive
- LTD publications (RIDER'S DIGEST and BUS TALK) are available on board
- Most of the customer/ user information is generally unbranded
- There is plenty of available advertising space inside the vehicles (car cards) for LTD to promote its own programs and services
- Information is presented in English and Spanish
- Many campaigns are outdated
- Non-branded accessibility and fare decals are located in various places on the vehicle
- The bus interior could be more effectively utilized to communicate and better brand LTD

Inside LTD vehicles

STANDARDS

Guidelines

Brand Guide

- LTD maintains a Brand Guide designed to establish branding standards for LTD
- The Brand Guide includes basic brand and message guidance components
- The Brand Guide allows for extensive variations to LTD's core brand
- Application of LTD brand guidelines are not apparent on the system, in materials or on the street
- Adherence to the Brand Guide does not appear to go beyond Communications
- Branding guidelines tend to be ignored with new projects and programs
- There appears to be a general lack of enforcement with regard to brand guidelines
- Brand adherence may be a function of funding or resource availability (i.e. no resources to update the LTD fleet)



CONTENT	DESCRIPTION
Cover Page	LTD Brand Guide 2018-19
What Drives Us	Purpose statement
The Brand	Personality, Position, Promise
Brand Foundation	Qualities
Marketing Style Sheet	Writing and editing guidelines
Typefaces	Typefaces
Logos	Primary logos, logo clear zone, service logos, service string, palettes
Graphic Elements	Icons
Maps	General guidelines, map symbols

Current Brand Guide Components

IMPRESSIONS

Welcome Signs

Parking Lot Signs



Parking lot signage

- Signage in LTD parking lots is inconsistent and not branded
- Signs were posted with the best intentions (to address some concern)
- Some signs do not include an LTD logo
- Messaging on signs is mostly negative (restrictive or a warning)
- These signs actually present a very cost-effective opportunity to positively communicate with LTD customers and extend the LTD brand

INFORMATION

Station Signs

Information Displays



- LTD has created excellent informational graphics for some of its services (EmX)
- LTD provides the standard amount of useful customer information and directional signage
- The design of specific signs appears to reflect a specific effort or point in time
- LTD uses some temporary signs for service alerts and other timely information
- There are multiple variations in the designs of signs
- Signs at the stations do not reflect a consistent brand



Station signage

Courtesy Signs

Courtesy Signs

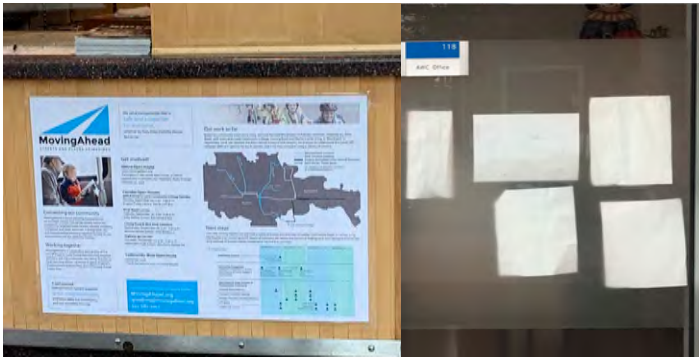
- “Warning” or “Courtesy” signs are placed throughout LTD stations
- Some displays are permanent (affixed to structures or trash cans) while others are more temporary
- Signs appear to reflect the key issues of the day
- An opportunity exists to turn the negative signs into a more positive courtesy messaging campaign



Courtesy signs

Service Center

Customer Centers



- Nice customer facility
- Program and service information is available at the center
- A fare vending machine is located at the center
- Interior signs are not LTD branded
- Poster cases and other display areas could be better utilized to communicate to visitors
- Out of order machines block historical exhibit

Stop Signs

Bus Stops

- LTD bus stops appear standardized and include route numbers on each blade
- The LTD logo on the bus stop flag is outdated
- Environmental conditions appear to be hard on signs (flags/blades) and poles causing many to look tattered and unkempt
- Stops do not adhere to the latest LTD branding guidelines



LTD bus stops

Customer Information

Publications + Postings

- LTD provides a bus book- RIDER'S DIGEST (vs timetables)
- Individual timetables would provide greater flexibility in distribution and conversion to digital or mobile formats
- Information is typically presented in English and Spanish
- Only the BUS TALK newsletter is provided online as well as in printed form
- Interior car cards are utilized to communicate to customers
- Some car cards are outdated but remain in vehicles
- Information elements (publications and postings) are not uniformly branded



Publications and postings

REVENUE

Fares + Fare Information

Fare Information

- LTD fare information is readily available at multiple locations
- Fare information is presented in English and Spanish
- LTD offers multiple fare types (tickets and passes)
- Tickets and passes are not LTD branded and vary in design and logo placement
- New customers may have difficulty with fareboxes and ticket vending machines due to small type and minimal instructions

FARE & PASS PRICING

Fares	Single Ride	Day Pass	1-Month Pass	3-Month Pass	10-Ride Ticket Book
Adult	\$1.75	\$3.50	\$50	\$135	\$16
Half Fare & Youth	\$0.85	\$1.75	\$25	\$67.50	\$8
RideSource	\$3.50				
Children (5 & under)	FREE				
Honor Rider (65+)	FREE				

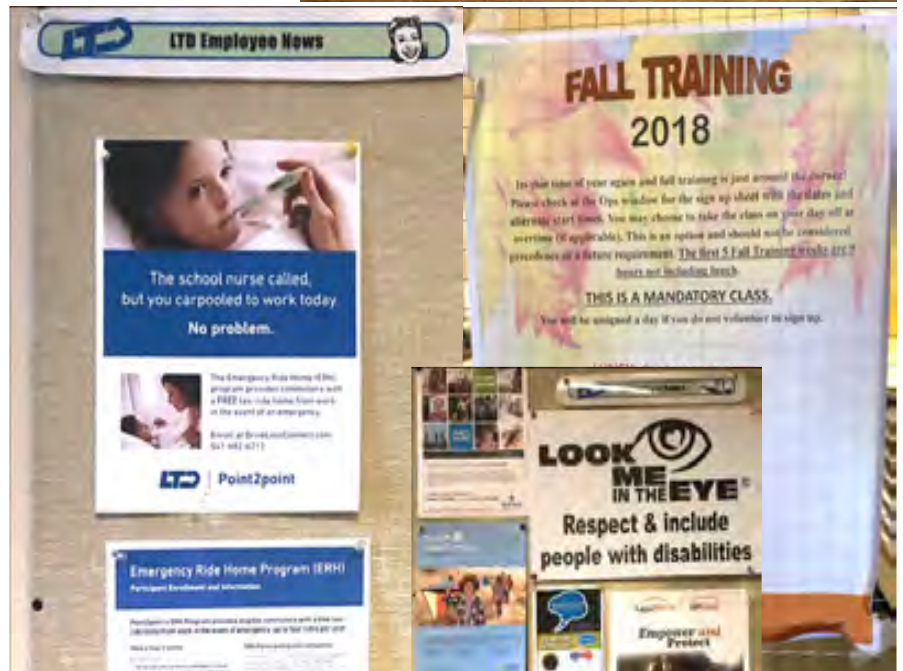
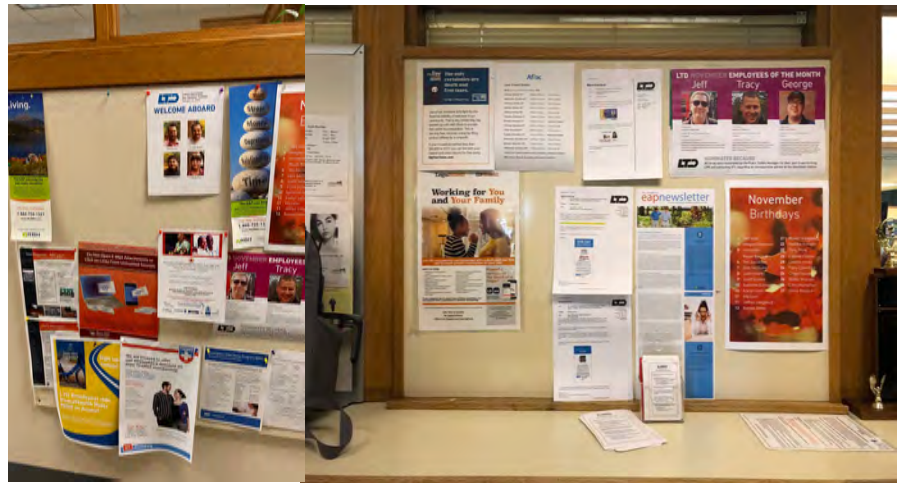


LTD table, fare media, fare box and ticket machine

Employee Information

Employee Education

- Employee information readily available at LTD facilities
- There is no internal branding for information
- There is minimal information about LTD news, events and initiatives
- Materials appear unorganized
- Missed opportunity to educate and inform LTD employees and connect back to brand, mission, vision and values

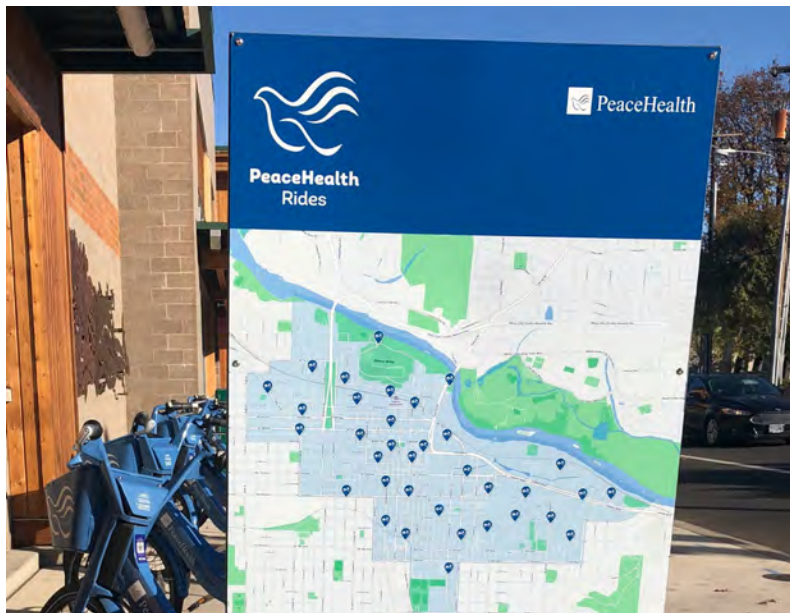


Employee bulletin boards

Partnerships

Partner Programs

- LTD is an exceptional community partner
- Partner services (such as bikeshare) are well received by community
- LTD partner programs appear to have little or no relationship to LTD
- Non-LTD branded partnerships are a missed opportunity for LTD to improve multi-modal perception



Bike share program

WILEY DIGITAL

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PERFORMANCE

Web Structure

- LTD.org is an effective desktop-friendly website
- The performance grade was average (73%-75%)
- Excellent backlink count for LTD.org (683 total)
- Optimization Score was Poor: (54%)
- Site was not optimized for search or mobile engagement
- Mobile speed rating is "C"
- The page margins were non-responsive (do not adjust to platform)
- Page titles were not unique and 25 broken links were identified
- Site lacks meta descriptions, and is not ADA compliant
- Website was only partially optimized for mobile devices
- No XML Sitemap for quicker and more accurate search engine rankings Google

Website Profile

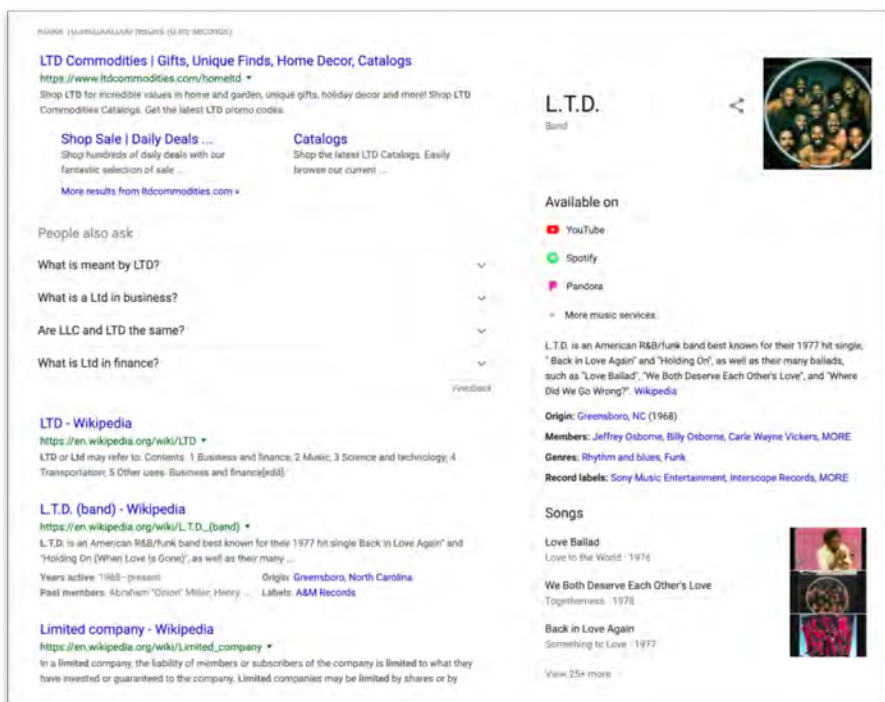
- 30,000 average monthly users
> 71.6% new users
> 28.4% returning users
- 4 sessions per user
- 2.5 pages per session
- 00:02:51 average session duration
- 47.11% bounce rate
- Mobile bounce rate is higher than desktop (49% vs. 33%)
- 63% of traffic (users) from organic search
> 32% is direct
- 86% of traffic (sessions) is mobile
> 14% is desktop
- Most popular page is ltd.org/mobile
- Mobile Routes in top 10 most visited pages

January 2019 site review

CONTENT

Content

Web Content + SEO



Google search of LTD (from CA)

- Site utilizes minimal video, graphic and visual enhancements
- Multiple pages with minimal content
- Stand alone station map information pages vs. interactive
- LTD naming convention is inconsistent throughout the website (LTD; LTD - Lane Transit District; Lane Transit District)
- "Lane Transit" and "Lane Transit District" rank #1
- "LTD" SEO varies by user and location
- "LTD" competes with business URLs
- SEO rankings and UX could be higher with minor adjustments
- Trip planner functionality should be upgraded
- LTD staff is making continual upgrades to LTD.org

E-Mail

E-Marketing

- LTD has a sizable email contact base, significantly larger than its social followings and is organized into several niche groups
- “Open Rates” are well above the industry average of 20%
- LTD utilizes Constant Contact to communicate with the public monthly and with Board and committee members more frequently
- Most emails are sent only to smaller groups
- LTD is not utilizing their contact base to its full potential
- Email campaign design is inconsistent
- Improving copy, images, and subject lines will improve performance
- LTD has the opportunity to connect directly with a large percentage of its riders through email outreach



E-Marketing Profile

- 12,228 active contacts (200 are LTD staff)
- 42 total lists on Constant Contact
- 4,335 emails for the Drive Less Challenge (27% open rate)
- 1,140 emails for general interest (24% open rate)
- More desktop opens than mobile opens
- Outdated and inconsistent design templates
- Low-quality graphics
- Heavy use of text
- Non-engaging subject lines

January 2019 e-marketing review

SOCIAL

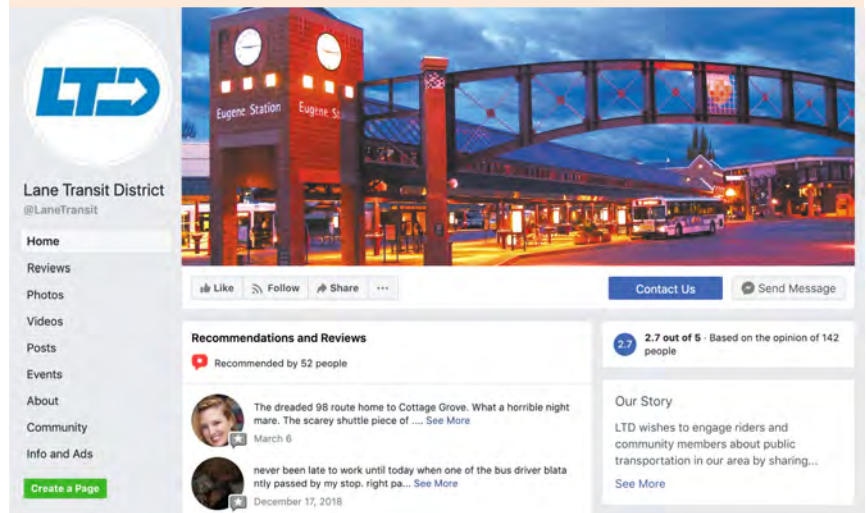
Social Presence

Facebook

- Highest following of LTD social media platforms
- Organic and limited boosted posts are utilized for likes and followers
- No comment management policy, limited comment management and no correlation to customer service standards
- Inconsistent responses (frequency and voice)
- Reoccurring negative comments and reviews
- No internal social media policy
- Content strategy does not exist
- Paid advertising campaigns underutilized
- Branding guidelines not enforced
- No synchronized branding, voice, or content between social platforms, no engagement or content strategy
- Opportunity exists to strengthen reputation, reach and engagement
- Hootsuite or Buffer could integrate and optimize social accounts
- No standard images or control standards

Facebook Profile

- 2.7 out of 5-star rating
- 89 reviews
- 4,426 page followers
- 4,684 page likes
- +20 page likes monthly
- 4,500 average monthly reach
- 1000 average monthly post engagement
- 3-500 engagements per post
- >\$100 average monthly ad spend (all boosted posts)



January 2019 Facebook review

LinkedIn

B2B Engagement

- LinkedIn posts are similar in content to Facebook
- Updates are infrequent
- LinkedIn is a solid business-to-business social platform
- LTD is not using LinkedIn to connect with employers
- Missed opportunity to reach out to employers about services, plans and programs
- LinkedIn presents an opportunity for engaging local businesses
- LinkedIn presents a great opportunity for B2B lead generation
- No synchronized branding, voice, or content between social platforms, no engagement or content strategy
- Hootsuite or Buffer could integrate and optimize social accounts

LinkedIn Profile



- 271 followers
- 100 average impressions per post (very low)
- Organic posting only, no paid ads
- Average posting frequency: a few times a month
- Low quality images, incorrect sizes, often duplicates
- Text heavy posts
- Posts are identical or similar to Facebook posts

January 2019 LinkedIn review

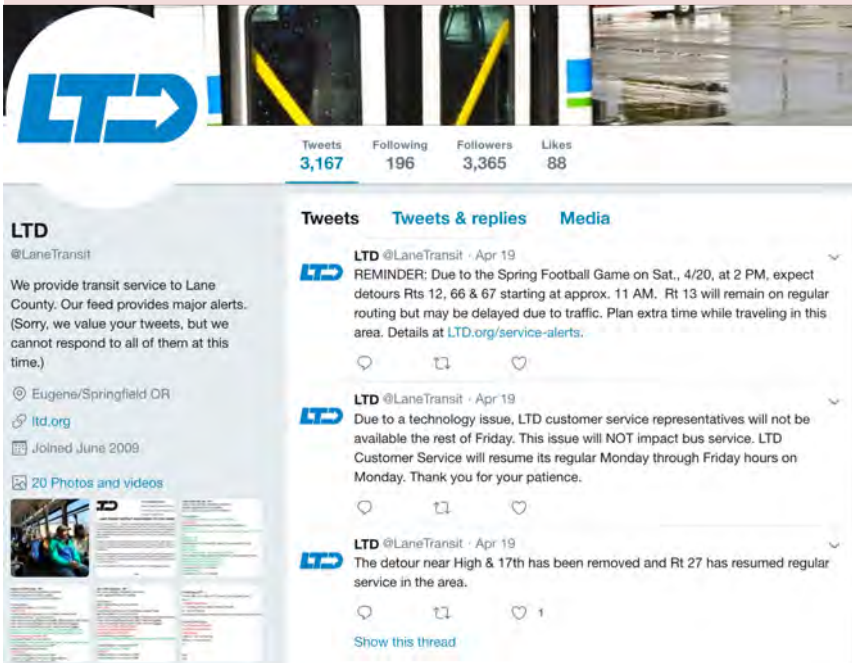
TWITTER

Twitter

Twitter Profile



- 3,022 followers
- 21 average tweets monthly
- 12,800 tweet impressions
- 21 new followers monthly
- 0.6% average engagement rate
- \$0 ad spend



January 2019 Twitter review

- LTD Twitter use is dedicated solely to informing riders of daily service alerts
- Twitter is a great tool for real-time service alerts
- Currently, there is no 1:1 Twitter engagement
- Twitter is managed differently than FB
- Twitter has low comparable engagement rates
- Follower growth may remain small and stagnant
- TweetDeck, Twitter’s account management dashboard, is used to manage the account
- No synchronized branding, voice, or content between social platforms, no engagement or content strategy
- Hootsuite or Buffer could integrate and optimize social accounts

Review Sites

Reviewing Reviews

- Yelp, Glassdoor, Foursquare, Google and Facebook are common review sites
- Potential customers conduct research on review sites when considering LTD
- Review sites are perceived as legitimate "word-of-mouth" recommendations
- User generated content (UGC) on external review sites needs constant attention
- LTD receives reviews and ratings on multiple sites that are not managed
- Regular engagement helps improve ratings and provides opportunities to inform, educate and encourage

Review Site Data

Yelp

- 3 out of 5-star rating
- 17 reviews

Google

- 4 out of 5-star rating
- 81 reviews

Facebook

- 2.7 out of 5-star rating
- 88 reviews

Glassdoor

- 2.8 out of 5-star rating
- 2 reviews

May 2019 review



Point 2 Point

Point2Point Social

- Point2Point operates its own social media accounts separate from LTD
- Facebook is Point2Point's strongest social platform with high engagement, positive reviews and a solid following
- Twitter account is repurposed content from Facebook
- Instagram is a growing platform with engaging posts
- No image standards or controls

Facebook Profile



- 5 out of 5-star review
- 6 reviews
- 1,118 page followers
- 1,172 page likes
- Positive engagement on posts
- Varied, engaging content
- Long text-heavy posts
- Low quality images
- Varied tone
- No paid ads

Twitter Profile



- 341 followers
- 0-1 engagements per post (extremely low)
- Writing doesn't match platform
- Could retweet relevant content from others, instead of focusing only on LTD

Instagram Profile



- 128 followers
- 9 posts (extremely low)
- Good use of video post
- Bio out of date
- Lacking website link

*Point2Point social media review
January 2019*

MESSAGING MEDIA

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Target Audiences

Audiences

- Fourteen key audiences, critical to LTD's success, were identified
- Each audience possesses unique interests and specific expectations
- Reaching each specific target audience did not appear to be top of mind with regard to communications
- Informational and educational campaigns were developed that missed particular market segments
- Some segments were prioritized over others



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

Local Media

Media Outlets

- The Eugene Springfield media environment has changed over the past several years
- Many media outlets are no longer locally owned and fewer resources are spent on news gathering
- This environment creates an opportunity for proactive and strategic media relations
- The three primary channels (print, television and radio) are now joined by digital
- Recognizing the leaders among each medium is critical
- KEZI radio (for example) should be viewed as the conduit for television news coverage because of its strong influence over the news media

Print	Circulation	Rating
Cottage Grove Sentinel	4,000	Low
Creswell Chronicle	1,150	Low
Eugene Magazine	16,000	Low
Eugene Weekly	40,000	Medium
Junction City Tribune News		Low
LCC Torch*	2,000	Low
McKenzie River Reflections		Medium
Open for Business - Eugene Chamber		Medium
Register-Guard*	36,000	Low
Siuslaw News	5,281	Low
The Oregon Family		Low
The Oregonian		Low
UO Daily Emerald*	5,000	Low
Television		
Fox*	3,150	Medium
KEZI*	28,500	Medium
KMTR*	37,800	Medium
KVAL*	39,300	Medium
Radio		
KEED		Low
KEUG		Low
KKNU		Low
KKNX		Low
KLCC Radio*	8,300	Medium
KNND (Cottage Grove)		Low
KOPB		Low
KPNW	18,600	Low
KUGN		Low
Digital		
Eugene Daily News		Low
Go Mom Go Eugene		Low
Next Door		Low
The Bottom Line - Springfield Chamber		High

Ratings Key
High: Coverage is favorable

Medium: Coverage based on LTD-provided stories

Low: Coverage is minimal

PUBLIC Relations

Let's Talk



- LTD responds to requests for information but does not proactively engage with media outlets and staff
- Limited investment in building relationships with news media staff (staff turn-over)
- Missed opportunity to strengthen relationships with media companies and impart LTD brand, voice, mission and values through Press Kits or other materials
- No regular engagement and scheduled meetings with media sources
- Media reaches out to LTD routinely for information and comments
- Staff responses are mainly ad hoc and inconsistently follow brand voice and tone
- Gaps exist in necessary support materials including Talking Points and One Page Project/Program Overviews
- Core messages for use in all discussions, interviews and press conferences do not exist
- No strategic, proactive and planned engagement - no media calendar
- Current media market conditions create an opportunity to share story pitches
- Media Training and practice does not currently take place

Local Network

Leadership Network

- LTD staff and board are well connected in the community
- Collectively, this participation creates a powerful communications network
- An opportunity exists to directly reach key local influencer groups with critical information
- A proactive and coordinated effort to reach these groups with appropriate messaging would benefit LTD

- Lane Council of Governments Metropolitan Policy Committee
- United Way Board
- Eugene Local Government Affairs Council
- Springfield Rotary
- Springfield Area Chamber of Commerce Board
- Central Lane Metropolitan Planning Organization
- Green Lane Sustainable Business Network
- Transportation Options Group of Oregon
- Vision Zero Technical Advisory Committee, City of Eugene
- Emerald Valley Development Professionals
- Eugene Chamber of Commerce
- LTD Ad Hoc Fare Policy
- Main Street Projects
- Metropolitan Policy Committee
- Oregon Metropolitan Planning Organization Consortium (OMPOC)
- Springfield Chamber of Commerce
- Springfield City Club
- State Transportation Improvement Fund (STIF)
- Center of Leadership & Ethics Advisory Board
- Comprehensive and Accessible Transportation Committee (CATC)
- Travel Lane County
- Eugene Chamber of Commerce
- Eugene Young Professionals
- Looking Glass Board of Stewards
- Springfield Chamber of Commerce
- Alpha Phi Omega
- Attorney General’s Sexual Assault Task Force
- Comprehensive and Accessible Transportation Committee (CATC)
- Harlow Neighbors
- LTD Ad Hoc Fare Policy
- Northwest Association of Student Affairs Professionals
- Comprehensive and Accessible Transportation Committee (CATC)
- Corporate Officer of Cerro Gordo Stewardship
- Lane Council of Governments (LCOG)
- Lane Area Commission on Transportation (LaneACT)
- MovingAhead Oversight
- National Peace Corps Association
- Special Transportation Fund (STF)
- State Transportation Improvement Fund (STIF)
- Strategic Planning Committee
- Metropolitan Policy Committee
- MovingAhead Oversight
- University of Oregon Family Housing Board
- Strategic Planning Committee

Sampling of organizations LTD staff and board belong

MANAGEMENT

ORGANIZATIONAL

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OBSERVATIONS

Findings

Staff is tasked with multiple functional responsibilities

Organizational Structure

Effective organization structure, how an organization communicates and distributes responsibility, is a challenge faced by many groups and organizations. The ability to effectively utilize resources to achieve goals in a dynamic environment can be difficult. LTD's marketing and communication group faces these challenges. Staff is currently tasked with multiple functional responsibilities sometimes beyond the scope of marketing and communications. The existing tendency to react with an all hands-on deck approach vs. a well-defined structure and clearly aligned roles creates confusion, blurs role responsibility across departments and results in functional gaps, missed opportunities and underperformance.

Missing documented procedures

Process Assessment

Advance review of all processes, procedures and in-depth discussions with staff were used to assess the efficiency and effectiveness of Marketing and Communication execution. In addition, current state process maps were developed to further assess workflow, staff efficiency and effectiveness. Two examples are provided in the following pages with additional examples in the appendix. While workflows and processes vary, there is a standard set of observations that apply including:

Gaps in formal policies

- Lack of documented and formally implemented procedures resulting in variation, inconsistency, lack of adherence and inefficiencies
- Formal policies that set forth LTD's goals, expectations and parameters do not exist to guide processes, provide boundaries for employees to operate within, set agency wide expectations and ensure uniformity in execution across the community and community groups

OBSERVATIONS

Findings

Multiple hand-offs, unclear roles

- Multiple parties are involved in processes resulting in inefficient hand-offs or use of resources and lack of role clarity (further compounded by outdated and inaccurate job descriptions)

Outdated job descriptions

- Multiple processes require extensive management approvals often not in line with risk or expertise resulting in inefficient workflows and lack of appropriate autonomy for employees

Missing or under utilized tools

- Clear engagement requirements, expectations and standard tools do not exist or used inconsistently resulting in poor quality process input, misaligned staff resources and time, repetitive edit processes and inefficient, costly execution

No standard deliverables

- Lack of predefined deliverables by customer information need and event type and missing collateral /deliverable templates results in inefficient use of staff resources, delivery exceeding expected due dates, inefficient and costly execution

Informal quality checks

- Clearly defined quality control steps, checks and sign-offs do not exist posing risk to accurate completion of deliverables, unnecessary and delayed re-work or production mistakes

Missing management reporting and performance metrics

- Lack of documented and formally implemented management reporting results in critical insight gaps for leadership including volume, capacity, process effectiveness, timeliness and quality standards
- Performance metrics and service level agreements are not associated with production processes generating another critical gap in management insights

OBSERVATIONS

Findings

Strategic Plan and Research Gap

Missing Strategic Plan

LTD does not have a comprehensive Marketing and Communication Plan to guide and ensure the agency's most important strategic goals are aligned to all communications activities and resources. This results in reactionary and task-oriented execution vs. strategic alignment for staff resources, deliverables and implementation.

Enhance research

LTD staff does not have the benefit of a core research program that outlines public opinion relative to LTD operation outside of special projects or initiatives. Absent this data, gaps may exist in LTD's understanding of current strengths, weaknesses, opportunities and threats and communication, programs and campaigns may be ineffective in reaching target markets, achieving goals and measuring successful progress.

Work Orders

Work Orders

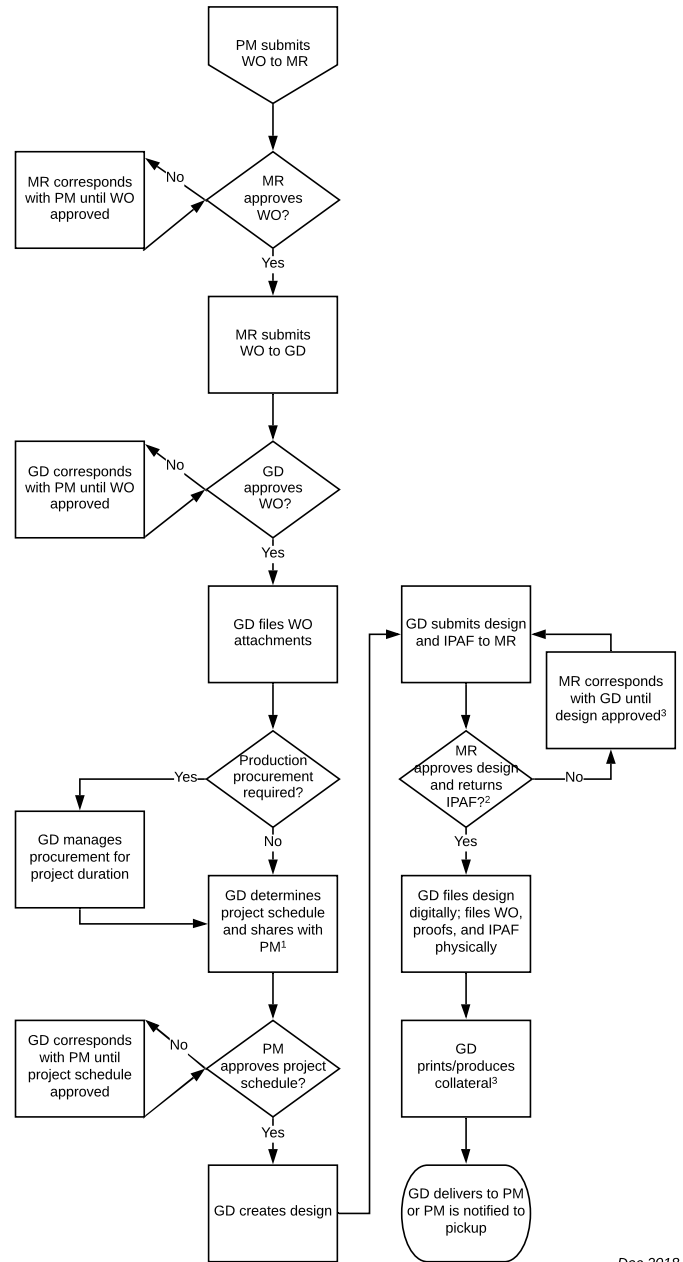
- No approved documented procedure
- Use of standard tools not enforced
- Variation in submission process allowed
- No defined minimum requirements / expectations for submission
- No formal intake and acceptance to proceed - creating potential for re-work or extensive edit process to secure required information and content from requesters
- Requests launched by assorted roles and departments (expertise gaps)
- Multiple hand-offs (project manager to marketing rep to graphic design) decrease efficiency and accountability
- Decision to engage outside resources and related procurement effort not aligned effectively
- Leadership approval requirements are not defined
- Informal quality control points and sign-offs

01 Current State Process Map:
Work Order Request

Current Responsibility: Sarah

LEGEND
GD Graphic Designer
IPAF Internal Proof Approval Form
MM Marketing Manager
MR Marketing Rep
PM Project Manager
WO Work Order

DOCUMENTS
Adobe Creative Suite
Contract for production vendor
IPAF
Work Order (form via SharePoint)



NOTES
¹Project schedule includes GD working days, MR proofing days, file ready date, and production days.
²MR may require approval from MM.
³If internal small format job, GD delivers to PM. If large format job, PM or vendor picks up.

Dec 2018

SPONSORSHIP RHPSG

Day-Pass Coupons

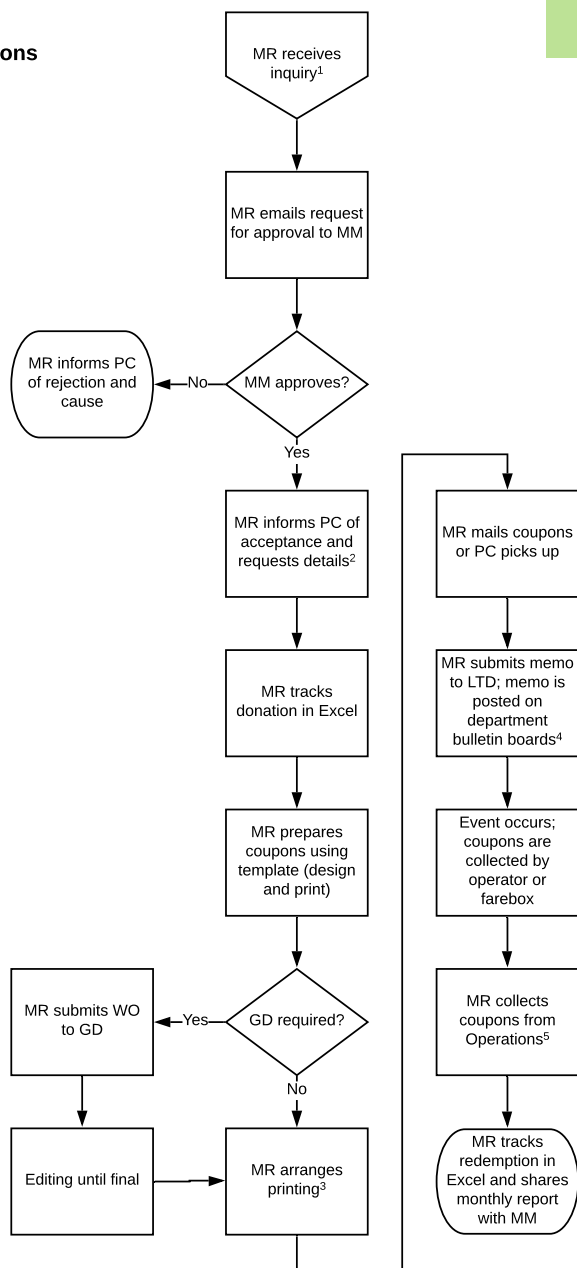
Sponsorships + Giving

07 Current State Process Map:
Sponsorships - Day Pass Coupons

Current Responsibility: Renee

LEGEND	
GD	Graphic Designer
MM	Marketing Manager
MR	Marketing Representative
PC	Primary Contact
WO	Work Order

DOCUMENTS	
Day Pass Coupon	
Sponsorships & Donations Excel	
Work Order	
Coupon Design Template	



NOTES

¹Inquiries are ad-hoc format, e.g. email, CSC, mai, phone call, or executive order.

²Required details: event date, event/organization logo, # of coupons needed

³If >20, MR prints. If 21-100, GD prints. If 100+, GD procures vendor to print.

⁴Memo includes event details and pass photo. Memo sent to Ops, CSC, Public Safety, Fare Inspections, and Cashroom.

⁵Operator coupons are stored in Operations; Farebox coupons are stored in Cashroom, then Cashroom staff deliver to MR every Friday

- No LTD Giving and Sponsorship Policy
- No approved documented procedure
- Use of standard tools not enforced - no standard request form
- No defined minimum requirements / expectations for submission
- Variation in submission process allowed - free form emails, phone calls, etc.
- Submissions allowed from internal LTD sources
- No approved budget for management and ease of implementation
- No defined screening criteria
- All requests require leadership approval - no thresholds
- Manual tracking in personally developed and maintained spreadsheet
- No defined reporting requirements
- Informal quality control points and sign-offs
- No control over printing/ production of coupons

Additional Process Maps in Appendix

Contract Management

Contractors

- LTD had an advertising agency of record
- The agency created clean and clever creative
- Over time, LTD utilized the agency primarily as media buying service
- LTD staff reportedly revised work submitted by agency
- Other specialty contractors difficult to procure
- Bench contract pursued to provide more options
- Issues with print procurement process



PLANNING

Project Planning

Franklin Boulevard Redevelopment Service Impacts



Santa Clara Transit Station



Project Communications

- Dedicated and committed communications staff
- “All hands on deck” attitude
- Plans lacked strategy - were more tactical
- Role clarity is an issue
- Functional overlap within organization
- Delivery focused on people not functions

Transit Tomorrow

Your Transit. Your Vision. Your Future.



BRANDING

Branding Recommendations

- Update LTD Brand Guide
- Adhere to brand standards
- Provide brand kits to contractors, partners and media
- Synchronize logo families
- Develop samples of brand system visuals
- Create customer information templates
- Gain control of fleet visuals
- Enhance station environments
- Extend branding into public partnerships
- Design a rebrand rollout

BRANDING

"If people believe they share values with a company, they will stay loyal to the brand." - Howard Schultz

"Your brand is what other people say about you when you're not in the room." - Jeff Bezos

"Brand is the holistic sum of customers' experiences" - Kate Kaplan

"If you don't give the market the story to talk about, they'll define your brand's story for you." - David Brier

"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently." - Warren Buffett

Create an LTD Brand System

LTD Logo Family

Synchronize logo families

Improve recognition for LTD products and services by establishing a brand system. Discontinue creating sub-brands that lack LTD association.

Use existing LTD brand elements

Use existing brand (logo) elements (the LTD arrow) to evolve from disjointed brand logos into a harmonized set of service and project graphics that will significantly improve LTD's public perception.

 | Lane Transit District

 | Hybrid

 | Point2point

 | Emerald Express

 | Autzen Express

 | Rhody Express

 | Diamond Express

Sample Brand System

Standardize Logo Placement

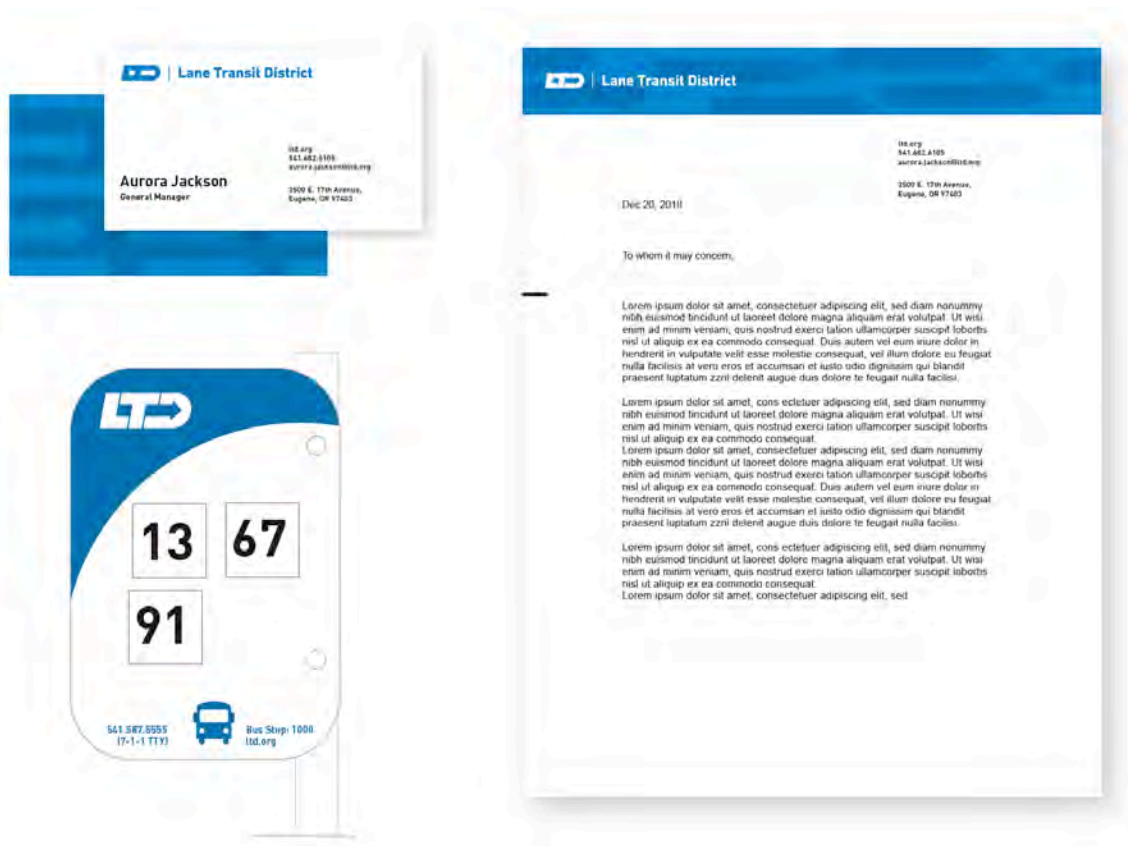
Logo and Color Standards

Standardize location (placement) of the LTD logo on everything

As materials and campaigns are produced, special care should be given to consistent logo placement. An anchored logo creates a strong brand presence.

Establish a standard LTD color pallet

Brand colors are as important as brand imagery. Establishing a cohesive set of colors will go a long way toward solidifying the LTD brand.



Concept of consistent LTD information

Implement Information Templates

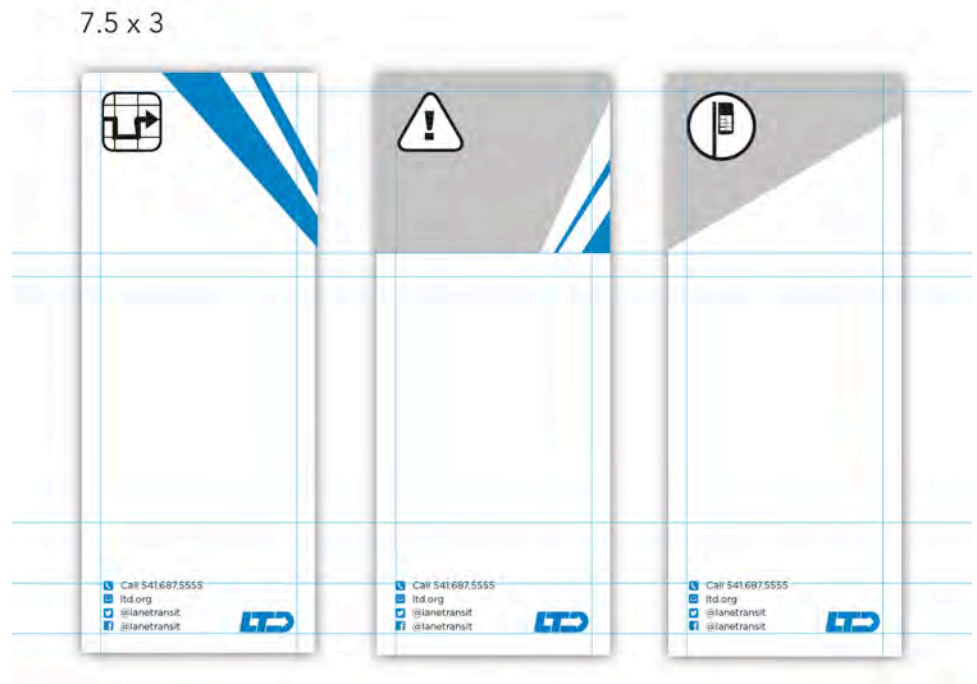
Standard Templates

Create customer information templates

To drive consistency and limit variation in requested deliverables, design and implement a template approach that aligns with in-house and standard vendor capabilities. This protects the agency brand as well as efficiency of staff resources. Templates should be created for most traditional and digital information platforms and can be a valuable resource to other departments as well in preparing and disseminating branded LTD information in the most expedient and cost-effective manner.

Examples of templated documents related to marketing and communication deliverables include:

- Marketing Plans
- Internal fliers
- Stationary
- Business cards
- Memos
- Press releases
- Donation/giving collateral
- Take ones
- One-page information sheets
- PowerPoint templates



Sample Customer Information Templates

ENFORCEMENT

Enforce Brand Standards

Graphic Standards

Enforce brand standards

The most difficult aspect of branding is enforcement. The transition to a strong brand takes time and requires commitment. To ensure consistent brand delivery across all of LTD, management should endorse and staff should commit to implement LTD branding as defined in the brand guide.



Conceptual LTD branded materials

Update the Brand Guide

Brand Guidance

Update the LTD Brand Guide

Take the LTD Brand Guide to the next level. Firming up the outline, define the usage and users, and clarify its mission, vision and values in relationship to branding. Strategic, cohesive decisions about typefaces, logos, graphic elements, and maps should be made in advance of finalizing the guide.

CONTENT	DESCRIPTION
Cover Page	LTD Brand Guide 2018-19
Table of Contents	Document outline
Introduction	Guidelines summary Defined usage and users Mission/vision/values
Typefaces	Typefaces Type hierarchy
Logos	Primary logos, logo clear zone, service logos, service string, palettes Logo grid Preferred Positioning Do's and Don'ts
Graphic Elements	Icons
Maps	General guidelines, map symbols
Application and Samples	Internal flyers, stationery, business cards, memos, and press releases Donation/giving collateral Templates for Word, Excel, PowerPoint; Take-ones, one pagers
End Note	Closing Contact Information

Additional Tools:

- Marketing Style Sheet
- Voice and Tone Worksheet
- Business Communication Samples
- Color Palette (restrict to approved users only)

Suggested Brand Guide additions

SUPPORT

Provide LTD Brand Kits

Simplify Branding

Supply contractors and media with brand kits

Empower them with accurate graphics and visuals to support their communications efforts. Brand kits will significantly help LTD have more control of external groups to paint a picture of LTD that is more positive and credible.



Strengthen LTD Fleet Branding

Unify the LTD Bus Fleet

Gain control of fleet visuals

Reassess the bus advertising contract and enforce rules regarding advertisement space in relation to LTD branding. The ideal fleet design will position LTD clearly as the transportation provider.



Vehicle concept utilizing current LTD graphic elements

EXTENSIONS

Brand Customer Environments

Enhance Customer Environments

Enhance customer environments

Include bus interiors, bus stops, bus stations, and customer service centers. Prioritize customer experience with clear signage, wayfinding, and courtesy campaigns.



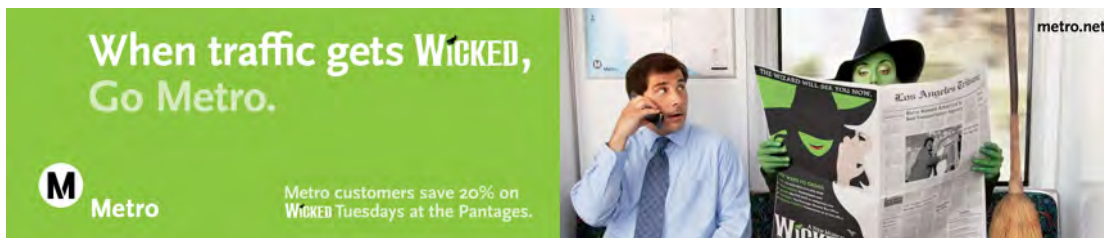
Example of LA Metro's courtesy campaign

Extend LTD Brand into Partnerships

LTD Bus Fleet

Extend branding into public partnerships

Increase awareness of LTD and help elevate the LTD brand as a comprehensive transportation provider and community supporter. Sponsorships of existing or new events and programs should have prominent LTD branding.



Sample Branded Partnership Material

FLEXIBILITY

Consider Independent Timetables

An Attractive Alternative to a Bus Book

Explore replacing the Rider's Digest with individual schedules

Individually produced schedules (timetables) may offer greater flexibility and more targeted dissemination at a lower cost. Schedules are more transferrable to digital and mobile platforms and ideal for marketing, outreach and promotions. Using schedules to differentiate service is another benefit that may assist in educating perspective riders about the system and increasing ridership. Other information provided in the Rider's Digest may be provided through other standard means.

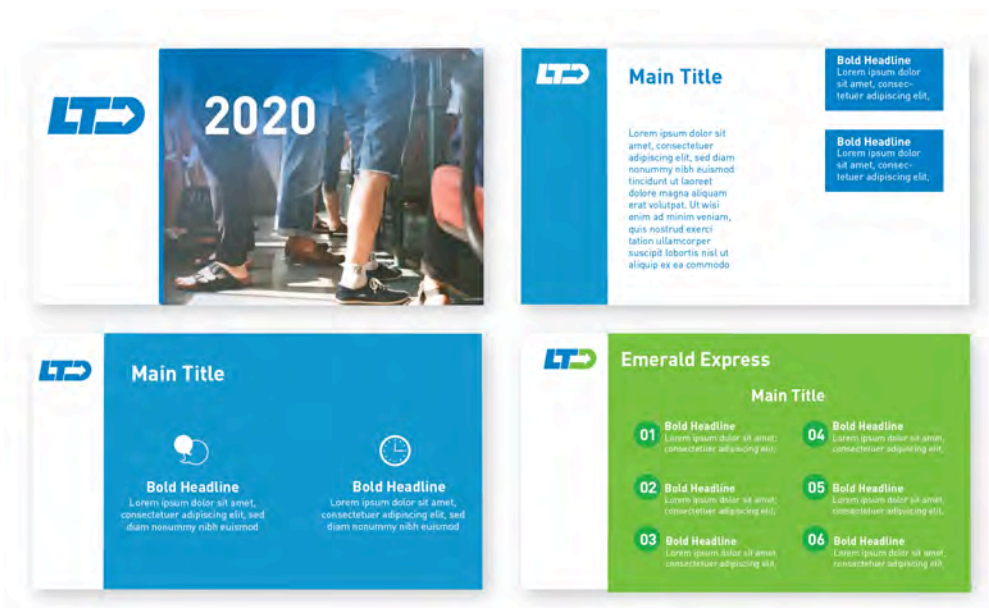


Timetable concept for VIA San Antonio

Plan a Brand Rollout

Plan for a Stronger Brand

Design a rebrand rollout and implement a project timeline for launching logo families and brand systems. Assign staff and contractors specific responsibilities to help accelerate the rollout. Pay attention to influential dates (such as construction projects) and rollout deliverables in priority order.



Concept LTD PowerPoint templates

Create a Powerful Consistent LTD Brand

Unified Brand Concept



Comprehensive brand concept utilizing current LTD graphic elements

Media + Messaging Recommendations

- Identify key messages
- Reach key audiences
- Build relationships with news media staff
- Audit LTD staff and board involvement in community
- Ask partners for feedback and introductions
- Encourage employees to share what they hear about LTD
- Develop an annual media content calendar
- Create a press kit and media templates
- Routinely identify story opportunities
- Practice media skills and presentations

MEDIA

“Don’t hate the media, become the media.” -
Jello Biafra

“Everything you do or say is public relations.” -
Unknown

“By definition, remarkable things get remarked upon”
- Seth Godin

“Simplicity is the ultimate sophistication.” –
Leonardo Da Vinci

“If you can’t explain it to a six year old, you don’t
understand it well enough yourself” - Albert Einstein

Engage Key Audiences

Target Markets

Reach key audiences and critical stakeholders

Aim for a balanced mixture of media communication sources for all target audiences. LTD should ensure all groups are being reached on a regular basis and are being delivered the information they want, need, or have interest in.



MESSAGING

Identify Key Messages

Meaningful Messaging

Identify key messages that can be embedded in all LTD communications and media. Creating crisp, consistent messaging establishes uniformity across all media channels and increases credibility.

Tactics for Key Messages:

Identify three key messages and integrate in all communication efforts

- Use LTD’s Brand Guide as a source for key messaging about the brand’s personality and values
- Add Key Messages to the press kit
- Avoid planner jargon in messaging
- Stay consistent in messaging
- Optimize communications channels
- Optimize LTD’s contracted marketing firms to help develop media messaging as needed

BRAND FOUNDATION

The brand foundation acts as a guide for development and execution of design as well as a compelling narrative telling the story of who LTD is, what we do, why we do it, and how we can provide a consistent experience.

The brand foundation is made of six primary brand qualities. These qualities support the brand personality, position, and promise. Using these qualities as a reference point, we have the ultimate filter to test the brand integrity of any visual or written communication.

Service

LTD is a public entity and it is our duty, and honor to serve our community. We are here to listen to the transportation needs of the community and to the best of our ability, meet those needs. We are dedicated to serving the community as a whole and also serving each individual within the community.

Equality

Transportation can open doors for people from every walk of life. The transportation LTD provides allows diverse populations with a tool to greater freedom, and therefore helps create greater equality within our community.

Dependability

Dependability is one of LTD’s most important qualities. It acknowledges the pivotal role LTD plays in the daily lives of riders. Without dependability, the ability to fulfill the promise of the Brand would be impossible. The Brand is to be implemented and communicated every day, in every platform available, without exception.

Sustainability

LTD keeps the well-being of the future in mind when making choices large and small. Making “greener” choices for our environment is one of many ways LTD is choosing to be sustainable.

Humility

Work at LTD is done for the good of the community. Humility is expressed through listening to the community, making adjustments to serve the community better, acknowledging challenges, and facing adversities and conflict when it occurs. Marketing and communication efforts reflect this quality.

Transparency

LTD believes in a culture of trust between the public and the district. In order to achieve this, simplicity and focus in communication materials greatly contribute to LTD’s transparency and accessibility, avoiding overwrought or confusing messaging.

Our Personality: “Who”

Traits that best define LTD:

- Humble
- Honest
- Friendly
- Hard-working
- Dependable
- Warm
- Local

Our Position: “What”

Services LTD provides:

- Transit
- Para-transit
- Transportation Options Information
- BRT

Our Promise: “How”

The way people should experience the LTD brand:

- Safe
- Valued
- Respected
- Assisted
- Honored
- Supported

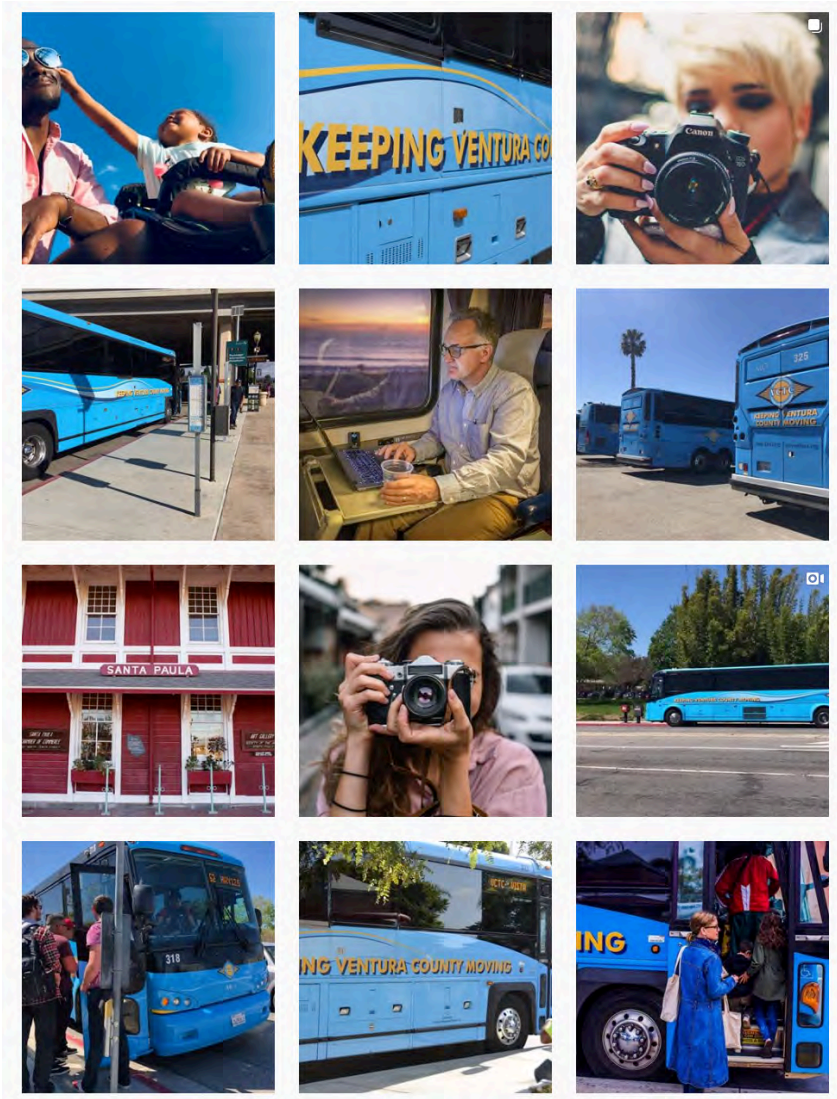
The LTD Brand Guide identifies the brand personality and its six qualities.

Identify Story Opportunities

Tell Your Story

Routinely identify story opportunities

Select stories that work in every media format. Ones that can be repurposed for print and digital content, including social. Seek photo and video opportunities from community events. Tell stories with images.



Example: VCTC Instagram feed

Get out in front of Issues

Face Matters Head On

LTD should take a proactive approach to LTD projects through messaging:

- Recap the Transit Tomorrow survey and engagement processes
- Explain how survey results impact service changes
- Anticipate the public not responding well to service changes and have a response ready
- Prepare Q&A and fact sheets for all LTD projects

LTD should be prepared to talk about emerging issues:

City payroll tax

- How it will spotlight transit taxes and LTD
- LTD can lead education and understanding of transit taxes
- Anticipate negative comments from employers about the transit tax
- Be prepared to defend the transit tax as a public need to non-riders
- Recognition that Register Guard reported the new state employee payroll tax as a windfall

Safety services

- Impact on employers and employees

Statewide transit taxes

- Lack of awareness among local residents and employees
- LTD's plan for the 10-15% increase in annual operating revenues

Measure and Manage the Media

Media Management

Measure the media:

- Plan to push a relevant topic story for each key audience in one calendar year
- Organize topics into categories and measure performance of each
- Use community topics as sources for story spin-offs that position LTD favorably
- Affirm LTD's big three messages are conveyed consistently

EXTENSIONS

Create Standard Press Kits

Press Kits

Create a press kit and templates to empower media professionals with accurate information and to strengthen LTD's relationship with media companies. Recommended elements of a media press kit:

- LTD Fast Facts (agency history, fleet, ridership, etc.)
- Talking points
- One pagers
- LTD briefs - proactive, baseline information
- Event type graphics and language (e.g. service alerts, weather alerts, free rides, policy revisions, etc.)
- Press releases
- Communications for construction projects



Concept: Standard LTD materials are the foundation of a press kit

EXTENSIONS

Create a Media Calendar

Media Calendar

Develop an annual news media content calendar

Project into the future. Identify routine and significant events that warrant attention and pre-planning. Identify the opportunities and issues that surround them and be prepared to capitalize on timely and strategic communications.

Integrate annual calendars for partners such as city holiday schedules, university schedules, major local events, and business deadlines (such as annual reporting for taxpayers). Identify topics and scope their timelines, concentrating on how LTD can insert itself into the story. Suggest a regular column or guest appearance that LTD could tailor for specific media.

Weeks between Summer and Fall	1 week	1 week	2 weeks	2 weeks	2 weeks
Activity	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Registration	5/21-5/31	5/20-30	5/18-28	5/17-26	5/16-25
Community Ed Registration	9/22	9/28	9/26	9/25	9/24
Classes begin	9/24	10/1*	9/29*	9/27	9/27
Last day to drop classes w/o 'W'	9/29	10/5	10/3	10/2	10/1
Last day to reg/add classes	9/30	10/6	10/4	10/3	10/2
Last day to withdraw from classes	11/11	11/17	11/15	11/14	11/13
Thanksgiving vacation	11/22-23	11/28-29	11/26-27	11/25-26	11/24-25
Last day of classes	11/30	12/6	12/4	12/3	12/2
Final examinations	12/3-07	12/9-13	12/7-11	12/6-10	12/5-9
Grades due (Tuesday noon)	12/11	12/17	12/15	12/14	12/13

The UO calendar is a great source for planning a media content calendar.

RELATIONSHIPS

Build Media Relationships

Media Relations

Build relationships with news media staff, such as key media contacts, news executives, editors, and reporters to gain respect and reputation as a reliable news source.

LTD’s media relations team should meet regularly with the 27 key media sources in the greater Eugene-Springfield area. A powerful relationship with the media community positions LTD as a trusted source and encourages advance contact to LTD for more accurate, controlled stories.

Key Tactics to Build Relationships:

- Ask media contacts what they’d like to cover and provide that information to them
- Routinely provide “scoops,” even when they aren’t specifically about LTD
- Host mini media conferences
- Provide media professionals the opportunity to gain exclusive access to LTD (for example, an annual fleet tour or construction site visit)
- Measure how media sources talk about LTD via ratings and circulation
- Set a goal to achieve a majority of positive and accurate news stories each quarter from key media sources

The Register-Guard



Local media outlets

Practice Presentations

Practice

Practice media skills and presentations internally

Practice crafting messages, delivering talking points, and answering questions. LTD's marketing and communications team should plan internal practice sessions with appropriate staff, such as a Q&A session for the Customer Service team in advance of the next LTD construction project. Media training can be offered quarterly to maintain sharpness and best practices for transportation industry or public agency news media marketing. Practice makes perfect.

Empower LTD Staff

Employee Engagement

Encourage employees to share what they hear about LTD.

Staff have several perspectives to share because they typically wear multiple hats as an employee, a customer, and the recipient of public comment. Their input should be valued. Request staff feedback via focus groups, brown bag lunches, or anonymous submission.

Ask for Partner Feedback

Feedback

Ask partners for feedback and introductions to people and organizations that can advance LTD's media agenda. Reach out to employers to understand their perspective and tailor communication efforts to requests that support LTD's mission and goals.

Current partnerships:

- PeaceHealth Hospital (PeaceHealth Rides bicycling service)
- University of Oregon (Autzen Express service, student bus passes)
- City of Eugene (Moving Ahead, Business Community Challenge)
- City of Springfield (Business Community Challenge)
- City of Oakridge (Diamond Express service)
- Large events (e.g. Oregon Country Fair)

Digital Recommendations

- Create a consistent brand voice & image
- Develop & implement a comment management system
- Create & implement integrated content strategies for target audiences
- Fortify website structure & SEO
- Engage in paid ad campaigns
- Own external review site profiles
- Establish ongoing organic campaigns, niche online groups, and email marketing strategies
- Enhance website UX and mobile responsiveness
- Learn best practices & implement ongoing training
- Manage subcontractors effectively

DIGITAL

“People don’t buy what you do, they buy why you do it.” - Simon Sinek

“We need to stop interrupting what people are interested in and be what people are interested in.” - Craig Davis

“Content builds relationships. Relationships are built on trust. Trust drives revenue.” - Andrew Davis,

“You can’t sell anything if you can’t tell anything.” - Beth Comstock

“One of the best ways to sabotage your content is to not tie it to your goals. Know why you’re creating content.” -Ellen Gomes

Create Consistent Brand Voice

Digital Voice

Create a consistent brand voice and image online. Identify the brand's digital voice and tone and apply across all platforms. Standardize images, including profile images, post graphics, and paid ad creative assets. Conduct a brand workshop to define a brand voice, tone, and image standards for all LTD digital channels

- Formally document a guideline that identifies voice, tone, character, style, and image standards
- Train staff and require usage of documented brand guidelines by all LTD staff
- Assign an employee to ensure brand guidelines are carried through all communications for quality control
- Require high resolution image quality for all channels
- Select one brand name and use consistently moving forward (LTD, Lane Transit District, or Lane)
- Align all social media handle names and profile images for LTD and Point2point

Account	Current State		Target State Recommendation	
	Handle	Display Name	Handle	Display Name
LTD FB	@LaneTransit	Lane Transit District		
LTD TW	@LaneTransit	LTD	Lane Transit District	
LTD LI	@LaneTransitDistrict	Lane Transit District (LTD)		

Manage Comments

Comment Management

Develop and implement a comment management system to prevent crises and resolve LTD's negative public commentary problem.

- Identify all platforms that require comment management - social media, external review sites, digital media, website, forums, etc.
- Develop a triage process for responding to positive, neutral, negative, and crisis potential comments
- Develop prepared responses and best practices for comment management that follow brand guidelines
- For negative and crisis potential comments:
 - Immediately respond to control the narrative, avoid crises, and be transparent
 - Keep social community up to date on how LTD is solving the problem and condemn wrongdoing
 - If gray area, publicly acknowledge
 - For comments with factual errors, gently correct and drive customers to LTD's mission statement
- Respond to 100% of valid comments, questions and complaints
- Align to Customer Service response standards
- Replace half of negative comments with positive or neutral comments by end of 2019

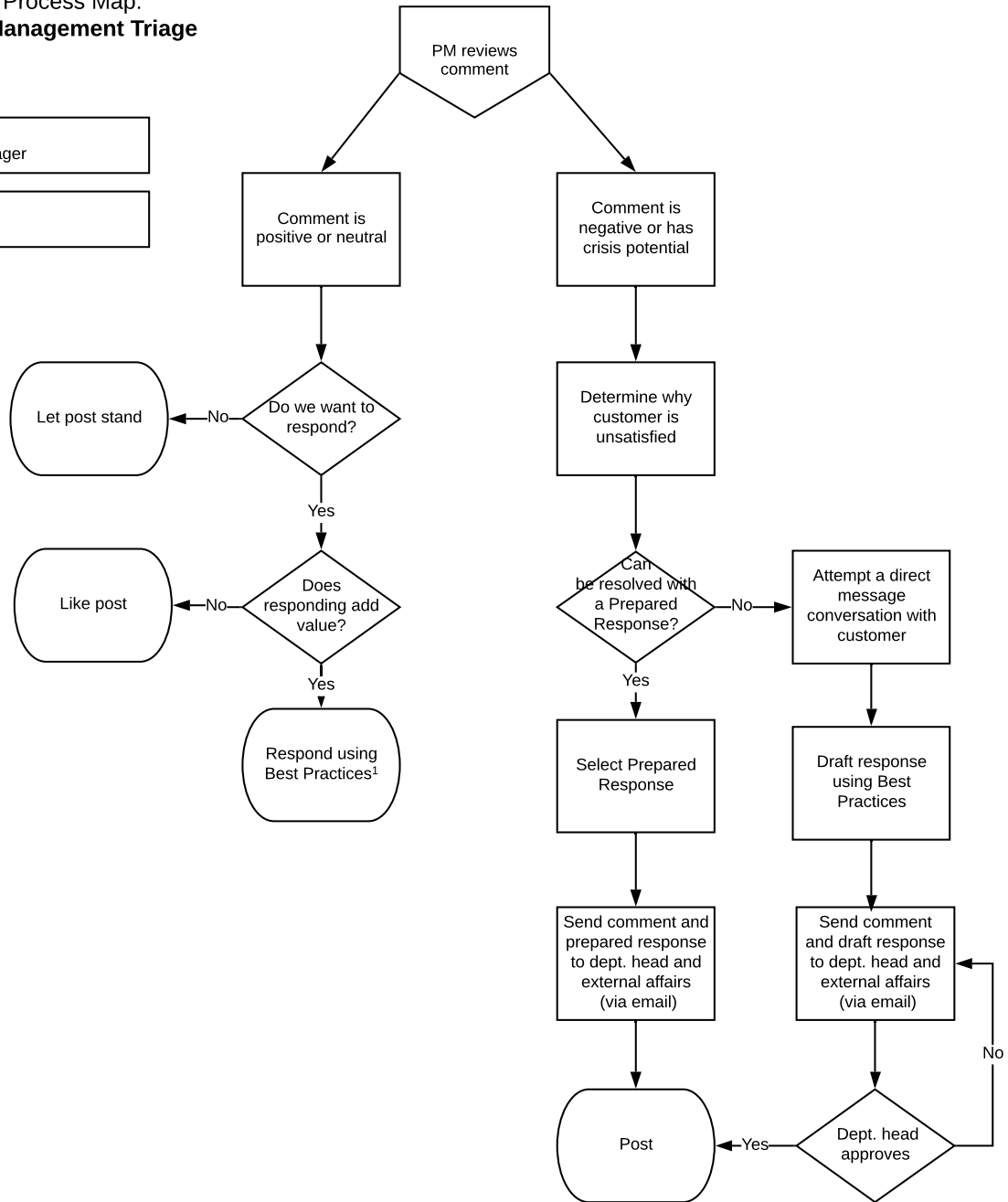
The process map is on the following page

Sample Comment Management Workflow

Target State Process Map:
Comment Management Triage

LEGEND
PM Project Manager

DOCUMENTS
Best Practices



NOTES

¹Best Practices includes Brand Guidelines and Prepared Responses.

Integrate Content

Content

Create and implement integrated content strategies for target audiences

that are relevant for all channels: website, social, email, paid ads, and media; and target audiences: riders, business owners, employers, universities, LTD Board, staff, contractors, influencers, media relations, local communities, government, organizations, and discount eligible communities.

- Develop personas for each LTD target audience to understand how to best relate and reach
- Establish key messaging and content guidelines for each audience by channel
- Craft content for each key audience that is relevant, timely, accurate, and engaging
- Assign an employee or subcontractor to ensure targeted content is being applied to all audiences and channels for quality control
- Create a 12-month organic and paid content calendar
- Create, capture, and share positive, viral stories of riders, employees, and other key audiences
- Update all social media account bios and descriptions, ensure correct grammar and standardized brand statement
- Prioritize riders as a key audience
- Earn and maintain a positive engagement ratio of 4:1 on social media
- .Current @point2pointS bio: "Point2point is your go-to resource for all the cool and convenient ways to get from point a to point b. walk, bike, bus, pool."

Suggested bio: "LTD's Point2point is your resource for getting from point A to point B: walk, bike, bus, or carpool."

Invest in Paid Advertising

Paid Digital

Reach key audiences across the breadth of all LTD's stakeholders. Aim for a balanced mixture of media communication sources for all target audiences. LTD should ensure all groups are being reached on a regular basis and are being delivered the information they want, need, or have interest in.

Engage in paid advertising campaigns because they are cost efficient, highly targeted, and can be manipulated while in live mode to optimize campaign goals. Paid ads are necessary to increase LTD's reach, awareness, engagement, web traffic, and overall ridership.

Desired Outcomes

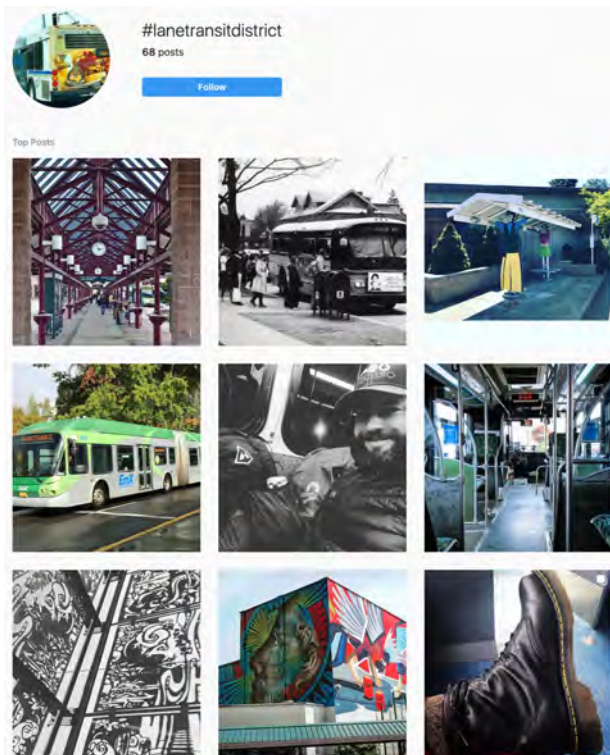
- Create a comprehensive paid digital marketing plan with defined goals and selected channels; suggestions include:
 - >Launch a follower growth campaign on all social media profiles for LTD and/or Point2point to increase reach
 - >Launch a ridership campaign to drive growth on key routes
 - >Launch a lead generation campaign to increase qualified leads for email marketing campaigns (be sure to purge unqualified leads from existing database first)
 - >Launch an evergreen campaign to maintain brand strength and familiarity
- Gain familiarity with Facebook's user filters for targeting, including demographics, behaviors, and locations
- Use content from best practices that resonate with target audiences and are channel appropriate
- Grow LTD's comprehensive social media following to 50% of current weekly boardings

Take Ownership of Review Sites

Manage Reviews

Own external review site profiles like Yelp. Owning and controlling these accounts and relationships can significantly improve LTD's branding interactions, and can help replace negative or incorrect information with positive and accurate data. Own, claim and manage externally established review site profiles such as Yelp, Glassdoor, and Foursquare

- Eliminate LTD's Google+ account and remove link from the website navigation bar
- Create a Google My Business profile
- Ensure accurate data is posted and regularly updated, especially holiday hours
- Respond to all reviews and comments
- Encourage drivers to request reviews and ratings by satisfied riders, in support of a review campaign
- Goal: to earn and maintain a 4.5 out of 5 star rating on all external sites



Example of organic social representation of LTD

Go Organic

Create Ongoing Organic Digital Campaigns

Establish ongoing organic campaigns and niche online groups. LTD can optimize its engagement with riders and key audiences by launching evergreen campaigns (e.g. recruitment) and niche groups (e.g. a Facebook group for ETCs).

- **For organic campaigns:**

- >Cater content to platform's demographics and trends
 - LinkedIn is great for the B2B marketing (LTD's Group Pass Sales),
 - Instagram is ideal for stunning images (LTD route destinations)
 - Twitter should target business owners (construction improvements and impacts)
- >Adhere to best practices
- >Have fun, engage, and be creative
 - Idea: #TransitTuesday as a weekly trending topic that celebrates weekly discounted rides
 - Idea: Ask riders to share stories about their favorite driver to win a prize
 - Idea: Repurpose user generated content to increase reach and engagement
 - Idea: Highlight LTD staff stories or popular LTD-sponsored events
- >Continue creating varied, engaging posts
- >Post 1 video for every 2 still images
- >Target 2,000 post engagements per month on Facebook
- >Reach over 15% of your following with every organic post

- **For niche online groups:**

- >Establish highly targeted groups on Facebook for key demographics, such as cyclists or students
- >Build a rideshare group on LinkedIn and invite ETCs to join; build a culture of information and idea sharing
- >Designate an LTD staff to regularly join the conversation as a knowledgeable resource.

Optimize Email

E-Mail Marketing

For email marketing:

- Organize existing lists on Constant Contact; consolidate or sub-segment as necessary
- Remove unengaged users from existing database by distributing an opt-in confirmation email that allows users to select preferred communications categories and frequencies; this will result in higher-quality subscribers and therefore, higher email open rates and click through rates
- Launch an automated review campaign for new riders to increase rating scores and number of positive reviews
- Redesign email templates to reflect best practices for LTD brand
- Craft shorter, more engaging subject lines to encourage opens (samples below)
- Goal: earn and maintain an email open rate of 20.03% and a click through rate of 2% (per transportation industry averages, Mailchimp, 2018)

Optimize Search

Fortify Website Structure + SEO

Fortify website structure and SEO to better manage the technical makeup of the LTD.org website and to ensure that key audiences are finding LTD when they search for it.

Absent effective use of SEO, users searching online struggle to find LTD. There is a crucial need for investing in search engine optimization (SEO), which currently lacks strategy that shows when users search for LTD online and struggle to find LTD.

For SEO:

- Ensure that all LTD digital communications redirect users to the website
- Create unique page titles and meta descriptions for each page to improve SEO
- Rank #1 on Google for common searches by target audiences, such as "LTD," "Eugene bus," and "Springfield bus"

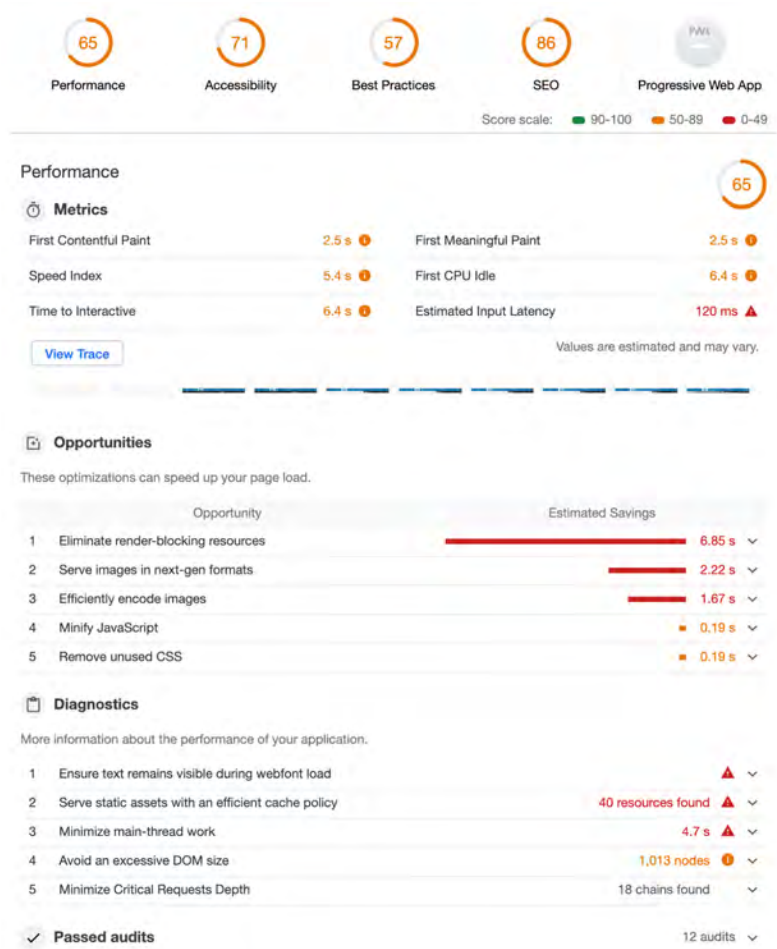
STRUCTURE

Improve Website Structure

Structure

For website structure:

- Ensure a valid, generated XML sitemap is created, consistently updated, and stored in the server root folder to enhance navigation and ensure website content is centrally located (XML Sitemaps)
- Add alternate text for images and graphics to comply with accessibility best practices and avoid legal ramifications (ADA.gov)
- Leverage browser caching to increase website speed
- Consolidate stylesheets and consider using @media queries to improve website adaptability and responsiveness
- Deliberately map the customer’s website journey and identify improvement opportunities
- Enhance trip planning functionality



LTD is continually improving its website performance

Fix Current Website Content

Repair Content Issues

For website content:

- Remove all broken links from website
- Consolidate multiple pages with minimal content into a single page with scrolling sections if applicable
- Add more mixed media content, particularly graphics, images, and video that promote the LTD brand, programs, services, and/or customers
- Widen page margins to allow more room for visual enhancements
- Consider designing an interactive stations map to replace multiple, isolated station map information pages

Manage Future Website Content

Creating Content

Content is king. Managing how it is added to the LTD website is critical. In addition to preparing current state process maps, Celtis worked with staff to prepare a sample target state process map for content management.

This Web Content map reflects the following key features:

- One defined input source - content provider
- Required input tool - "Input Form"
- Immediate review for required criteria
- Defined paths for routine vs. new requirement
- New requirements (potential resource and budget impact) escalate appropriately for management review and approval
- Use of Templates - "Website Style Template"
- Appropriate interim review and approval steps
- Documentation requirements aligned to complexity (new requirement - project outline & schedule)
- Hand-offs limited
- Quality Control sign-offs

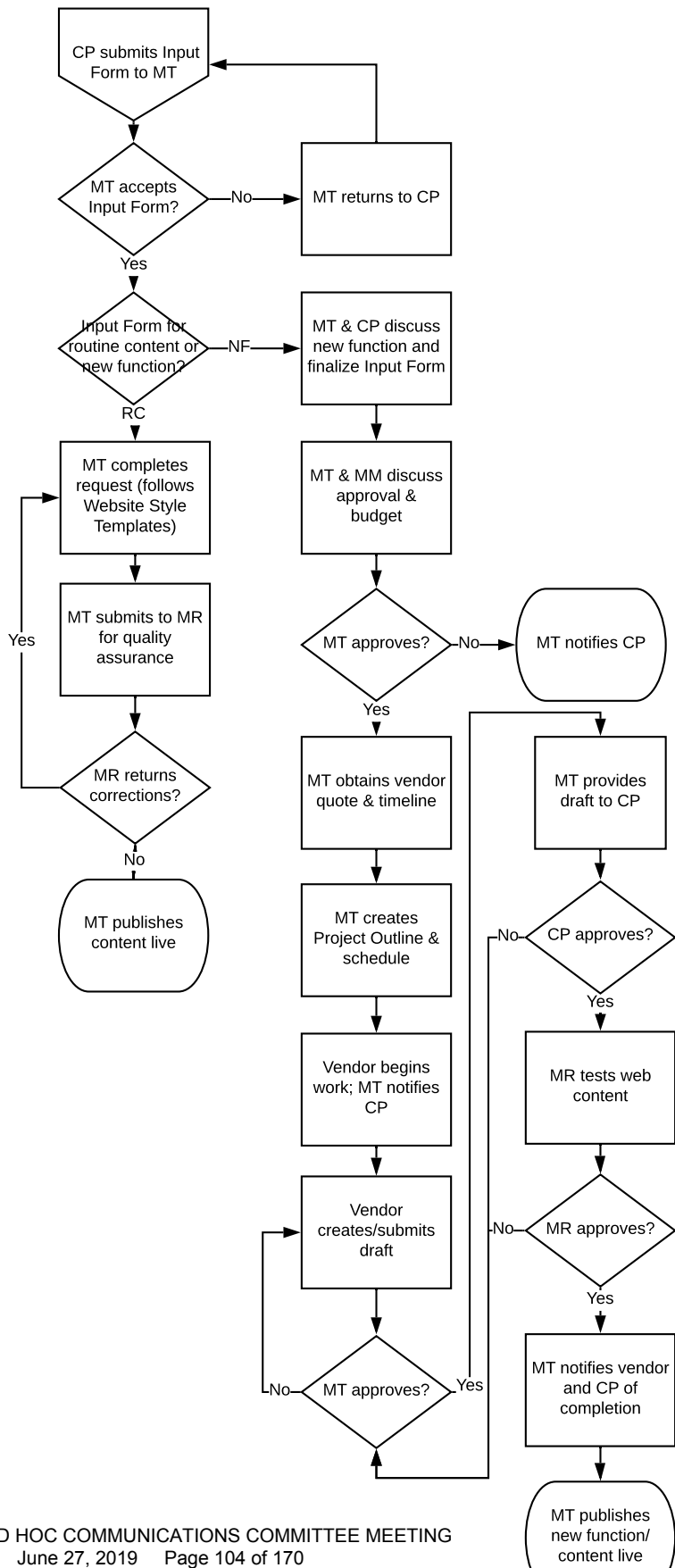
The process map is on the following page

Sample Web Content Workflow

Target State Process Map:
Web Content

LEGEND
CP Content Provider
MM Marketing Manager
MR Marketing Representative
MT Marketing Technician

DOCUMENTS
 Creative Brief - Web Input
 Vendor Contract
 Project Outline?
 Input Form
 Website Style Templates



Make Website Mobile Responsive

Build a Mobile Site

Enhance website user experience (UX) and mobile friendliness to optimize overall communications on both desktop and mobile devices. Ideally, all user types can easily navigate the website and find the information they're seeking on any device.

- Review website customer journeys for all target audiences to identify gaps and opportunities for UX improvement, such as navigation and content
- Prioritize a mobile responsive format for desktop and mobile websites, especially Point2point sections, timetables and routes
- Optimize desktop and mobile site speed
- Continue to prioritize mobile responsiveness in all future updates and development
- Increase site visits by 50%
- Maintain bounce rate of less than 30%
- Increase mobile site speed from a C rating to an A rating
- Consider developing an LTD app to improve rider experience and increase ridership

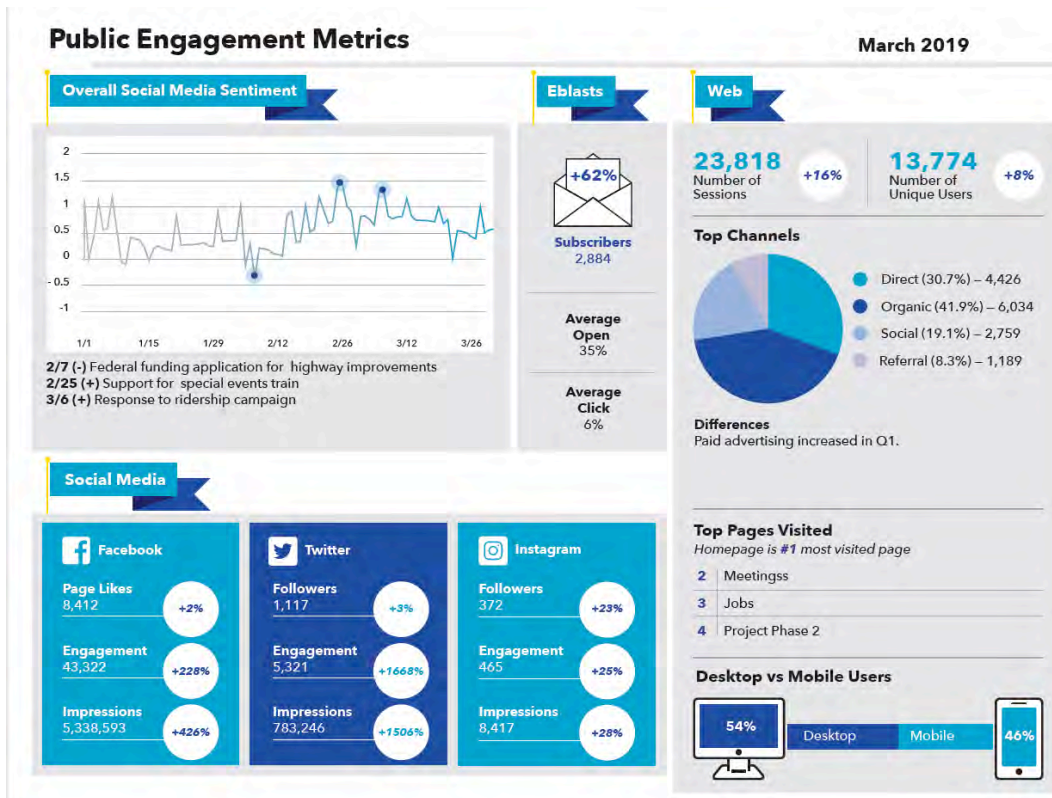
Go Full Digital EXPERIENCE

Digital Training

Learn best practices & implement ongoing training

Digital marketing trends and best practices rapidly change, ongoing training is great for empowering LTD's staff to produce the best digital marketing strategies. Identify and benchmark knowledge expectations for all digital marketing related roles

- Ensure assigned staff know industry best practices for related areas of digital marketing, especially branding, website content, SEO, paid ads, social media, media, PR, UX, media relations, email marketing, and mobile
- Schedule and sponsor regular trainings for marketing staff in relationship to their functions
- Track everything. Get a complete understanding of your digital engagement.



Optimize External Contractors

Contractors

Manage contractors effectively for communications tasks outside of LTD's knowledge or resource set. LTD should leverage existing subcontractors for best fit scopes of work, such as website development, media buying, fleet advertising, and public outreach. Assign a project manager to manage each external marketing and communications subcontractor, including media placement, public outreach, and website development, etc.

- Optimize and leverage subcontractors when necessary for campaigns
- Define roles and responsibilities for both project managers and subcontractors for each campaign
- Hold project managers responsible for ensuring subcontractors are upholding brand best practices

Organizational Recommendations

- Establish External Affairs
- Strengthen Marketing
- Define Roles + Responsibilities
- Design and implement a comprehensive Marketing and Communications Plan
- Establish customer + public research programs
- Develop + maintain an inventory of customer information channels
- Create templates for routine marketing + communications materials
- Implement standard project planning, production management and tracking methods
- Create standard operating procedures for core marketing + communications functions
- Develop a formal LTD sponsorship + giving policy
- Create standard project + initiatives responsibilities for marketing and external affairs
- Never stop learning

ORGANIZATION

"Done is better than perfect." - Sheryl Sandberg

"The question isn't who's going to let me; it's who is going to stop me." - Ayn Rand

"The most effective way to do it, is to do it." - Amelia Earhart

It takes as much energy to wish as it does to plan." - Eleanor Roosevelt

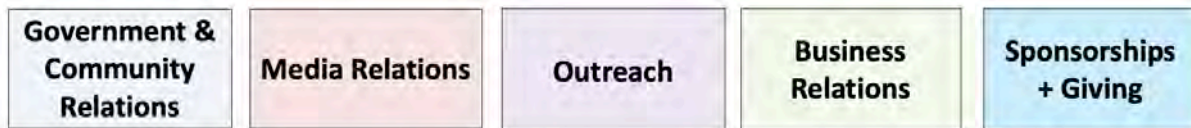
Start where you are. Use what you have. Do what you can." - Arthur Ashe

A good system shortens the road to the goal." - Orison Swett Marden

Establish External Affairs

Consolidate External Affairs Activities

External Affairs Functions



Create an External Affairs organization

Design a structure that supports execution for all External Affairs functions.

Government and Community Relations - federal, state and local officials, LTD Board, community groups, constituents and stakeholders

Media Relations - media and crises communications, messaging, comment management policy, talking points, initiative one-pagers, executive speeches and presentations, newsletter content, press kits, press releases and story development, media training

Business Relations - Point2point, rideshare, alternative modes, group pass sales, youth pass sales, business community relations

Outreach - public meetings, tabling, construction communication, construction mitigation

Sponsorships & Giving - meetings, coordination, policy adherence, reporting

Strengthen Marketing

Identify Specific Marketing Functions

Marketing Functions



Create a Marketing Organization

Build a structure that supports delivery of communication materials.

Marketing Management - LTD Marketing Plan, marketing project plans, marketing campaigns, email campaigns & lists, marketing calendar

Graphic Design - LTD Brand Guide, design and material production (including print vendor), graphic standards, kit of parts

Customer Information - customer and public research, Bus Book, Bus Stop Information (BSIs), station displays, newsletters, customer information inventory, service alerts, bus announcements

Digital Media -web platform, curate web content, social media content & comments, review sites

EXECUTION

Define Roles and Responsibilities

Integrate Roles + Responsibilities



Create standard Project/Initiative Responsibilities for Marketing and External Affairs

Ensure role clarity and reinforce functional delivery. Create cross-functional marketing and external affairs project teams that deliver.

Government Relations

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

Media Relations

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

Marketing

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

Outreach

- Design outreach plan
- Identify & direct outreach resources
- Execute plan

Develop a Comprehensive Marketing Plan

Comprehensive Marketing Plan

Design and implement a comprehensive Marketing and Communications Plan

Ensure LTD consistently and purposefully aligns communication activities and resources with the agency's most important strategic goals.

The Plan should feature:

- Strengths, weaknesses, opportunities, threats (SWOT) analysis
- Core marketing goals
- Target market strategies
- Marketing tools (digital advertising, LTD website, traditional advertising, social media, email marketing, video, customer information, LTD property and vehicle assets)
- Detailed objectives and tactics aligned to core goals
- Implementation timeline (recommended 3 years)
- Marketing contingency plan outlining risks and mitigation strategies
- Defined success measures and reporting

The Plan should clearly reflect an agreed upon and clearly defined LTD mission, vision, and values.

Routinize Research

Develop an Ongoing Research Program

Establish customer and public research programs

LTD needs to better understand its customers and constituents. Ad hoc research lacks credibility. A core research program that includes regular customer satisfaction and public opinion will ensure research is thoroughly assessed relative to LTD operations and not rooted in special projects or initiatives. Research results should drive LTD's marketing plan SWOT analysis, core marketing goals and target market strategies. Benchmarks should be established and measured routinely. Research must include a statistically valid techniques, along with stratified sampling and deliberate timing (e.g. university calendar) to encompass all audiences.



Establish Standard Information Channels

Information Channels

Develop customer information channels

Drive consistency and limit variation in requested marketing and communication deliverables. Identify all channels (including people) used to distribute customer and constituent information including specifics regarding customer information found at transit stations, bus stops, and LTD fleet (interior and exterior) and vehicles.

Include construction and initiative/project communication, construction mitigation and media communications. Use of selected channels and materials should take priority and drive future marketing and communication activities.

Sample channels include:

- Bus operators
- Customer service agents
- Fleet (bus and LTD vehicles)
- Transit locations (bus stops, park and rides, transit centers)
- Social media
- Retail outlets (stores)
- Website
- Digital ads
- Mobile apps - internal and 3rd party apps
- Media

Create a Customer Information Suite

Information Suite

Develop a standard set of materials

Drive consistency and limit variation in requested marketing and communication deliverables.

- Bus interior cards
- Bus advertising
- Decals
- Bus stop flags and poles
- Signage
- Ticket windows
- Posters/frames
- A-boards
- Ticket vending machines
- Guides
- System maps
- Brochures
- Take ones
- Flyers
- Newsletters
- Social media posts
- Digital ads
- Website content, header, landing page
- Digital media - videos, animation
- Print media - advertisements/announcements
- Internal material

Standard Kit of Parts

Standard Collateral

A kit of parts is a defined package of customer information to create and produce (e.g. bus interior cards, station poster, take-ones, digital media posting - social and web, notice to operators and internal staff) with standard timelines for production, distribution/posting and removal, and standard quantities.



Sample event types:

- Service Alerts
- Weather Alerts
- Special Event Notice
- Holiday Service Notice
- Service Change
- Free Rides
- Fare Programs
- Policy Revisions

Create Standard Operating Procedures

Communications SOPs

Create standard operating procedures for all core marketing and external affairs functions

Ensure efficiency, consistency in execution and clarity around who, when and how functions are performed. Effective procedures outline required steps to follow in a consistent and repetitive manner.

Recommended components include:

- Overview, purpose, scope
- Roles & responsibilities
- Defined inputs
- Forms and related references
- Control points
- Quality assurance
- Performance measurements
- Standard reports
- Approval dates
- Version and key change log

Enhance Communications Project Planning

Implement Project Planning Tool

Implement standardized project planning, production management and tracking methods

Include all marketing and communication requests. LTD's current process for receiving and tracking design and production requests is underutilized and lacks necessary functionality. Absent an effective tool to manage the production process, timely and accurate completion of deliverables is jeopardized, and management lacks critical information to monitor performance and success measures. In addition, required information is not obtained at request origination resulting in inefficient edit and review cycles and potential version control issues.

A marketing tool fills an identified gap in strategic campaign development, provides a single overview source for project information and deliverables and facilitates historical archiving and reference.

Recommended functionality includes:

- Defined user/role profiles and access controls
- Request template with input controls and permissions by field
- Required fields vs. optional
- Formula driven production milestones (e.g. internal review, final due), delivery/installation dates and pull-down date
- Automatically populated specifications aligned to customer information type or channel
- Automated email generation: notifications, reminders, alerts (e.g. received, draft available, draft approved, days outstanding, past due status)
- Ability to copy and paste or attach within the tool
- Reports including volume and capacity, performance metrics, and maintenance
- Archiving function and storage access to necessary audiences

Develop a Standard Marketing Plan

Simple Strategic Planning

Move from a tactical plan (that itemizes deliverables) to a strategic plan that identifies purpose, objectives and strategies designed to achieve a larger goal. There is never a need to recreate the wheel. Developing a standard “one-page” marketing plan is a smart mechanism for having strategic discussions and getting everyone on the same page. That same plan (once approved) becomes a single source of information on any given project.

Working with LTD staff, Celtis drafted a simple planning document to test in communications. The marketing project plan (provided on the following pages), requires project managers to identify the following:

- Project Information: name, manager, budget, and key dates including inception, planning, soft launch, and live campaign
- Key Components: LTD mission/goal alignment, objectives, key audiences, key channels
- Deliverables: website, social media, print, media, fleet, digital ads, radio
- Key Messages: Content and required languages

MARKETING PLAN

CLEAR FORM

SAVE FORM

PROJECT INFORMATION

Project Name

*Department, Project, Campaign
Example: Planning - Moving Ahead - Project Launch*

Project Manager

*First, Last, Position, Email, Phone
Example: Jon Doe, Marketing Manager, jondoe@ltd.org, 555-555-5555*

Budget

*Be specific. Clarify funding source.
Example: Federal grant, \$100,000/yr*

Key Dates

<input type="checkbox"/> Inception	<input type="text"/>	-	<input type="text"/>
<input type="checkbox"/> Planning	<input type="text"/>	-	<input type="text"/>
<input type="checkbox"/> Soft launch	<input type="text"/>	-	<input type="text"/>
<input type="checkbox"/> Live campaign	<input type="text"/>	-	<input type="text"/>
<input type="checkbox"/> Evaluation	<input type="text"/>	-	<input type="text"/>

KEY COMPONENTS OF MARKETING PLAN

Mission/Goal

*LTD's top-level, broad goal
Example: Provide independence to the community (see What Drives Us Statement or LTD Mission)*

Objectives

<input type="checkbox"/> Raise awareness	<input type="checkbox"/> Increase trial
<input type="checkbox"/> Improve perception	<input type="checkbox"/> Increase usage
<input type="checkbox"/> Increase engagement	<input type="checkbox"/> Gain evaluation
<input type="checkbox"/> Expand education	<input type="checkbox"/> Other: <input type="text"/>

Key Audiences

<input type="checkbox"/> Riders (current, potential)	<input type="checkbox"/> LTD staff
<input type="checkbox"/> Business owners	<input type="checkbox"/> Contractors
<input type="checkbox"/> Employers and universities	<input type="checkbox"/> Media relations (local, government)
<input type="checkbox"/> Students	<input type="checkbox"/> Government relations
<input type="checkbox"/> Seniors	<input type="checkbox"/> Local communities & neighborhood groups
<input type="checkbox"/> Youth	<input type="checkbox"/> Organization(s)
<input type="checkbox"/> LTD board	<input type="checkbox"/> Other: <input type="text"/>

Key Channels

<input type="checkbox"/> Website	<input type="checkbox"/> Fleet
<input type="checkbox"/> Social media	<input type="checkbox"/> Radio
<input type="checkbox"/> Email	<input type="checkbox"/> Events
<input type="checkbox"/> Digital paid ads	<input type="checkbox"/> Promotional items
<input type="checkbox"/> Media publications	<input type="checkbox"/> Other: <input type="text"/>
<input type="checkbox"/> Print collateral	



KEY DELIVERABLES

Project Name:

Project Manager:

Work Order #(s):

DELIVERABLES	Special Notes	Internal Due	Final Due	Pull Down Date
Website <input type="checkbox"/> webpage <input type="checkbox"/> header <input type="checkbox"/> landing page <input type="checkbox"/> non-LTD website				
Social Media <input type="checkbox"/> FB post/ad <input type="checkbox"/> IG post/ad <input type="checkbox"/> TW post/ad				
Print <input type="checkbox"/> Bus Talk <input type="checkbox"/> Riders Digest <input type="checkbox"/> poster <input type="checkbox"/> map <input type="checkbox"/> take one <input type="checkbox"/> brochure				
Media <input type="checkbox"/> article <input type="checkbox"/> ad <input type="checkbox"/> press release				
Fleet <input type="checkbox"/> bus card <input type="checkbox"/> decal <input type="checkbox"/> announcements				
Events <input type="checkbox"/> promo item <input type="checkbox"/> banner				
Digital Ads <input type="checkbox"/> banner <input type="checkbox"/> pop-up <input type="checkbox"/> paid social <input type="checkbox"/> native <input type="checkbox"/> mobile <input type="checkbox"/> email				
Radio <input type="checkbox"/> ad				
Other <input type="checkbox"/> <input type="text"/>				

KEY MESSAGES

Copy, key points, required inclusions, etc.

Languages

English Spanish Other

Develop Formal Giving + Sponsorship Policy

Giving and Sponsorships

Develop a formal LTD Sponsorship and Giving Policy with standardized processes and tools for management that aligns to LTD's mission and goals, provides clear direction, defines acceptable limits, establishes approval authorities and ensures appropriate guidance for LTD staff. Celtis recommends LTD seek legal guidance on establishing appropriate parameters for the Sponsorship and Giving Policy of a public agency, complete a thorough assessment of both current gifting practices and historical trends and evaluate industry best practices. Celtis produced multiple current state process maps to assist with this review, along with currently available manual reporting and draft procedures. The policy should cover, at a minimum, all forms of community sponsorship and donations including:

- Event sponsorships
- Bus charters
- Bus advertising
- Gift certificates
- Day pass coupons

Following the policy recommendation for giving and sponsorship, LTD should design and implement an enhanced process for administering the related program. Key elements to streamline the program and improve efficiency include:

- Define standard offerings and associated eligibility requirements to eliminate variation and 1:1 negotiation during the request process
- Implement a standard request form to ensure all required documentation is obtained at request origination and available for reporting and historical reference
- Align approval requirements to policy guidelines, implement approval controls, formal sign-off (leverage standard request form) and QA sampling
- Institute detailed cost analysis, reporting and recovery requirements for all sponsorships in the form of service
- Design management reporting routines for on-going program assessment and alignment with LTD's mission and goals and marketing strategies
- Align functional execution to LTD administrative resources

Develop Foundational Marketing Tools

Create Foundational Tools

It's time to do the work and create foundational tools that set the stage for future marketing success. Absent these tools, LTD communications will continue to drift. With these tools, LTD will set the tone for proactive and strategic communications and a best-in-class brand.

- Customer + Public Research Program
- LTD Marketing Plan
- Customer Information Inventory
- Templates + Kit of Parts
- Standard Operating Procedures
- Consistent Marketing Project Plans
- Standard Icons (below)



Example of standardized icons created by LA Metro

- Model Outreach Plan (provided on the following pages)

Communication for Construction Outreach

COMPONENTS

- a. Construction Outreach Plan
- b. Message Development
- c. Databases
- d. Outreach Communications Materials
- e. Project Website
- f. Ongoing Project Communications
- g. Community Meetings
- h. Elected Official Briefings
- i. Project Hotline and Email Account
- j. Team Meetings
- k. Media Relations



PLAN

a. Develop an actionable Construction Outreach Plan

- Include communications activities, deliverables, deadlines, roles/responsibilities for duration of project
- Identify key audiences/stakeholder groups and specify communication techniques to reach each audience
- Include emergency communications plan in case of a major construction incident
- Identify protocol for review and approve all communications
- Identify who is allowed to speak on behalf of LTD to each audience (elected officials, media, community leaders, neighbors, LTD customers, LTD staff)

MESSAGES

b. Develop a positioning statement to be approved by LTD and used as basis for all communications efforts

- Include reason LTD is undertaking project
- Clearly identify project benefits - safety, security, community revitalization, aesthetics, mobility, ADA accessibility, EV charging, etc.
- Include project impacts - parking, business access, neighborhood access, noise, dust, bus rerouting, additional traffic
- Detail how LTD will communicate with the community during construction
- Explain how LTD will work to resolve construction impacts
- Identify a primary point of contact
- Develop and provide a project schedule
- Develop and provide a project budget (and sources of funding if relevant)

DATABASE

c. Create and/or acquire Database(s) of key/ community constituents

- Establish at onset (within first 30 days),
- Update and maintain throughout.
- Include elected officials
- Include directly impacted businesses and individuals
- Include community organizations/leaders
- Include media (traditional and digital/social)
- Include LTD Customers

MATERIALS

d. Develop a comprehensive suite of communications materials to be used throughout project

- Follow LTD's brand and style guidelines.
- Develop construction notice template
- Establish meeting notice template
- Create branded (easily identifiable) email template
- Create project fact sheet
- Identify key questions and answers surrounding project and create FAQ
- Provide artist rendering of new facility
- Design and produce signage and banners for old and new site during construction
- Produce project business card with hotline and email address
- Develop project PPT presentation (and script)
- Rehearse in advance of all presentations
- Develop project overview video
- Provide all materials digitally on project website/page
- Update regularly as needed

WEBSITE

e. Create project Website (or landing page on LTD site)

- Site should be an archive of all project communications
 - > Construction notices
 - > Fact sheets
 - > FAQs
 - > Renderings
 - > Video
 - > Meeting info
 - > Schedule
 - > Contact info
 - > Email list sign-up
 - > Social feed
 - > News releases
- Update monthly or as needed

ONGOING COMMUNICATIONS

f. Develop and schedule ongoing Project Communications

- Develop and deliver email blasts
 - > Establish cadence for elected, neighbors and general public emails
 - Before community meetings
 - In advance of major construction milestones or impacts
 - Regular progress updates
- Post regular updates on Social media
 - > Protocol, permissions/access, which platforms are used and when - within first 30 days
 - > Monthly calendar - create text and images, post, respond to comments
 - > Pre-approved responses to FAQs
 - > Boosted posts/ads as needed
 - > List of community partners to tag, share, etc.
- Establish construction notice distribution process
 - > Draft content, create maps and images, layout and distribute
 - > Distribution to include in-person handout of notices on the ground to specific neighbors, if necessary
- Include any other innovative methods of communicating with the public

COMMUNITY MEETINGS

g. Schedule regular community meetings to update on project progress

- Plan, organize logistics and staff
- Create and produce displays and PPTs as needed
- Meeting notification

BRIEFINGS

h. Organize regular (quarterly) elected official briefings

- Identify attendees
- Provide logistical support (reserve room, send invitation, manage RSVPs)
- Develop PPT presentations, agendas and handouts
- Attend meetings, take notes and follow up on action items

HOTLINE/EMAIL

i. Establish project Hotline and (separate) project email account to handle inquiries and questions

- Establish within first 30 days
- Respond within 24 hours to all calls and emails

TEAM MEETINGS

j. Hold weekly meeting with construction contractor and key (directly responsible) LTD staff

- Assign accountability for each aspect of project communications
- Include project status reports
- Proactively identify project impacts and resulting actions

MEDIA RELATIONS

k. Media Relations

- Write and distribute a news release in advance of each major construction milestone
- Serve as project spokesperson with media as needed
- Plan and execute ground-breaking and ribbon-cutting press events

CONSTRUCTION

Communications for Construction Impact Mitigation

COMPONENTS

- a. Construction Outreach Plan
- b. Message Development
- c. Databases
- d. Information Inventory
- e. Construction Information
- f. Notifications
- g. Hotline
- h. Boots on the Ground



PLAN

a. Develop actionable Construction Impact Mitigation Plan

- Establish protocols to respond to and mitigate the following impacts:
 - Disturbance or inconvenience to neighboring businesses
 - Disturbance or inconvenience to neighboring residents
 - Damage claims from residents or businesses
- Determine and document role of outreach consultant, construction contractor and LTD staff in resolving impact claims
- Respond to and resolve impact complaints as called for in the Impact Mitigation Plan
- Engage with key audiences/ stakeholder groups, as needed

NOTIFICATIONS/ RESPONSE

b. Develop and document notification and response procedures used as basis for all engagements

- Pre-determine potential project impacts and recommended course of action
- Define timing for response (24 hours)
- Establish document escalation procedures
- Establish crises communications protocols
- Align mitigation tools and approval requirements
- Seek LTD project consensus on actions, activities and messaging

ISSUE/RESOLUTION DATABASE

c. Create of all issues and resolutions

- Maintain issue and resolution database
 - Include dates of incidences and responses
- Develop complaint and resolution tracking and regular reporting
 - Be mindful of issue trends and bring to project team as appropriate

INFORMATION INVENTORY

d. Maintain inventory of project information materials for dissemination

- Always have up-to-date project information at the ready
- Include project-specific business card with hotline number and project email

CONSTRUCTION INFORMATION

e. Utilize all communication channels to disseminate Construction Information

- Email blasts
- Social media
- Construction notices
- Phone calls
- Person to person meetings

NOTIFICATIONS

f. Proactively plan to conduct notifications and briefings on potential or pending project impacts (i.ee planned street closures, power outages, etc.)

- Identify and communicate potential community impacts
- Notify elected officials well in advance of potential impacts
- Notify potentially affected parties (community and business) well in advance of potential impacts
- Support project team in elected office notifications
 - Provide inventory (list) of all communication/notification efforts conducted in support of potential impact

HOTLINE

g. Manage Project Hotline, Email and Social Media

- Manage, respond and report on hotline, email and social media activity
 - Within 24 hours
- Be transparent and consistent in messaging

BOOTS ON THE GROUND

h. Always have "Boots on the Ground" accessibility to affected community and local business

- Assign a specific project representative to provide person-to-person direct dialogue
- Directly disseminate notifications for pending construction events
- Directly respond to complaints and/or concerns
- Participate in weekly meeting with construction contractor and LTD staff

Never Stop Learning

Continue to Assess, Evaluate and Improve

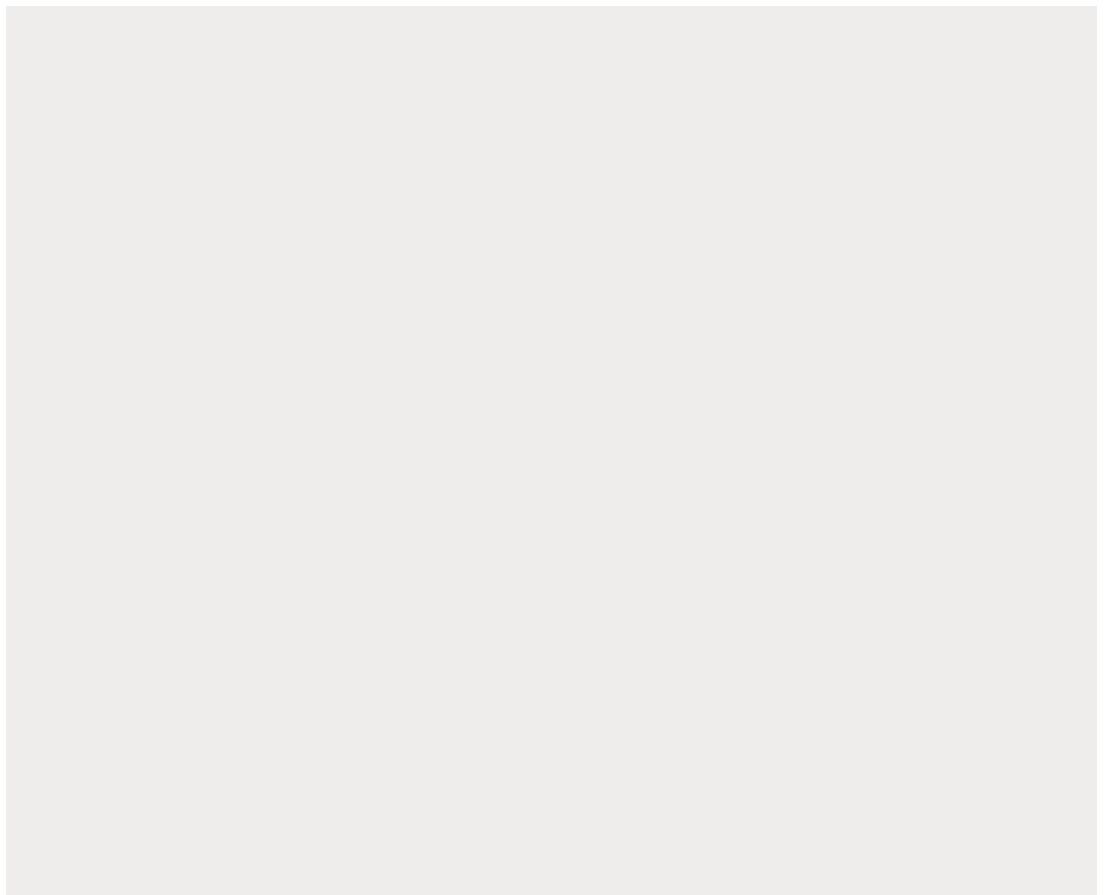
Marketing and communications are fluid functions in any organization. Marketing goals should always be in alignment with business goals and communications should always support the views, values and vision of the organization.

As LTD moves forward, emphasis should be placed on continual learning. The organization should strive to evolve, adapt and do things better than before.

TIMELINE

30-60-90

Priorities + Timeline



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30-60-90 Timeline

**Created a
30/60/90/120
approach**

Establishing Priorities

In identifying implementation priorities for LTD, Celtis elected to identify Action Items to complete in 30, 60, 90 and 120-day increments. LTD could also look at these as near term (30), mid-term (60 and 90) and longer term (120) goals. The Action Items are aligned into categories to facilitate discussion and allow for focus on one category at a time. For example, discussions around Digital could center on “have we thought of everything” and “are we systematically moving through the steps we need with the right focus and urgency”. Additionally, the category structure will help when aligning resources (e.g. Strategy and Policy and Procedure typically involve more resources and approval beyond just marketing and communications) and developing the next level of detailed action steps.

Categories include:

- Strategy
- Policy & Procedure
- Tools
- Digital
- Deliverables

Identifying Strategies

Nine different Strategies were identified with full implementation of all foundational work complete in four months.

- Customer and Public Research Program
- Marketing Bench Contract
- Fleet Advertising Sales Contract
- LTD Fleet Branding
- LTD Marketing Plan
- LTD Brand Guidelines
- Media Strategy
- Marketing and Communications Leadership Transition
- Marketing and Communications Staff Integration

**Nine strategies
identified**

Policies and Procedures

Seven different Policy and Procedure activities were identified with one being a phased, priority-based approach to all other team identified needs. All Policy and Procedure work is done and fully implemented in four months.

Policy and procedures needs

- External Social Media Comment Policy
- Internal Social Media Policy
- Sponsorship & Giving Policy
- Creative Approval Procedures
- Marketing Project Plan Procedure
- 3 phase development approach for Procedures (draft, approve, train & implement)

Tools

Five different tools were identified with one being a phased, priority-based approach to all other team identified templates with top priority - all routine, public facing information collateral. All tools are fully implemented within three months.

Communication tools identified

- Production Workflow Tool
- Marketing Project Plan
- Customer Information Inventory & Channels
- Kit of Parts
- 2 phase approach for Templates (design, launch)

Top Three Digital

Three priority items were identified for Digital including both Web and Social Media.

Web and digital priorities established

- Fix Tier One Web Issues in the first 30 days and Tier Two within 60 days
- Web 100% optimized for mobile within 90 days
- Social Media paid digital campaigns launched in 90 days

Deliverables

In order to see the full picture of active projects and recommended priorities, a category was created to highlight key deliverables associated with in-flight projects including E-fare, Student Fare and Low Income. Overall steps include:

Deliverables highlighted

- Create and distribute Marketing Project Plans, One Pagers and Talking for all within 30 days
- Develop and deliver all collateral material within 60 days
- Support all active campaigns (required activities and deliverables based on Marketing Project Plans)

30 60 90 Priorities

	30 day Priority Action Items	60 day Priority Action Items	90 day Priority Action Items	120 day Priority Action Items
Strategy: Customer & Public Research Program	Design & Approve	Complete Procurement Process	Interview & Scoring, Contract Signed Vendor Timeline Established	Complete Research, Review Results Integrate with LTD Marketing Plan
Strategy: Bench Contract	Interview & Scoring, Contract Signed	Develop Contract Transition Plan (utilization approach & goal setting)	Implement	
Strategy: Ad Sale Contract	Interview & Scoring, Contract Signed	Develop Ad Contract Transition Plan (inc Fleet Design sub-section)	Implement	
Strategy: LTD Fleet Branding	Begin Fleet Design	Finalize Fleet Design	Begin 6-month timeline for Bus Advertising Vendor Fleet Refresh	
Strategy: LTD Marketing Plan	Begin Development	Continue Development	Continue Development	Integrate Research & Launch
Strategy: LTD Brand Guidelines	Finalize Informal Launch	Train and Communicate Agency Wide	Formal Launch	
Strategy: Media Strategy		Develop Strategy, Budget, Timeline and Align Channels	Launch Phase 1 Integrate into Marketing Plan	
Strategy: Leadership Transition	In Process	In Process	Complete	
Strategy: Staff Integration	In Process	Launch Job Descriptions, Roles & Responsibilities Finalize Staff Integration & On-boarding		
Policy & Procedures: External Social Media Comment Policy	Develop & Approve	Informal Launch Train and Communicate Agency Wide	Formal Launch	
Policy & Procedures: Internal Social Media Policy	Develop & Approve	Informal Launch Train and Communicate Agency Wide	Formal Launch	
Policy & Procedures: Sponsorship & Giving Policy		Develop & Approve	Formal Launch	
Policy & Procedures: Prioritized List	Complete Prioritized List of Procedures - 3 phases			
Policy & Procedures: Creative Approval Procedure	Develop & Approve	Train and Launch		
Policy & Procedures: Marketing Project Plan Procedure	Develop & Approve	Train and Launch		
Policy & Procedures: Sponsorship & Giving Policy		Draft & Approve	Formal Launch	
Policy & Procedures: Phase 1 of 3		Draft	Approve	Train & Implement
Policy & Procedures: Phase 2 of 3			Draft	Approve
Policy & Procedures: Phase 3 of 3				Draft
Tools: Production Workflow Tool	Write Business Requirements & Socialize Obtain Approval & Budget	Select Production Tool Write Procedures On-board Live Projects Train	Formal Launch	
Tools: Marketing Project Plan	Finalize Informal Launch - apply to all Live Projects	Train and Launch		
Tools: Phase 1 of 2 Templates	Design (routine, public facing information collateral)	Launch		
Tools: Phase 2 of 2 Templates		Design Phase 2 of 2 templates	Launch	
Tools: Customer Information Inventory & Channels	Complete & Establish Maintenance Schedule			
Tools: Kit of Parts		Identify Event Types Align Standard Customer Information, Collateral & Channels	Communicate and Launch	
Digital - Web	Fix Tier One Issues (e.g. remove broken links, claim external accounts)	Fix Tier Two Web Issues (e.g. ADA compliance, metadata/SEO)		
Digital - Web			Website 100% Optimized for Mobile	
Digital - Social Media			Launch Paid Digital Campaigns	
Deliverables - Live Projects E-Fare	Marketing Project Plan One Pager Talking Points	Collateral Distribution	Live Projects: Campaigns active (See Marketing Project Plans for specific deliverables & timelines)	
Deliverables - Live Projects Student Fare	Marketing Project Plan One Pager Talking Points	Collateral Distribution	Live Projects: Campaigns active (See Marketing Project Plans for specific deliverables & timelines)	
Deliverables - Live Projects Low Income	Marketing Project Plan One Pager Talking Points	Collateral Distribution	Live Projects: Campaigns active (See Marketing Project Plans for specific deliverables & timelines)	
Deliverables - Live Projects MOD				

Presentations

PROJECT UPDATES

- A. April
- B. June

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LTD Communications Analysis

Presented by Celtis Ventures, Inc.

DRAFT WORKING DOCUMENT – PRESENTED APRIL 2019

Celtis

MARKETING THAT MOVES PEOPLE

About Celtis



Celtis

WHAT WE WILL ACCOMPLISH

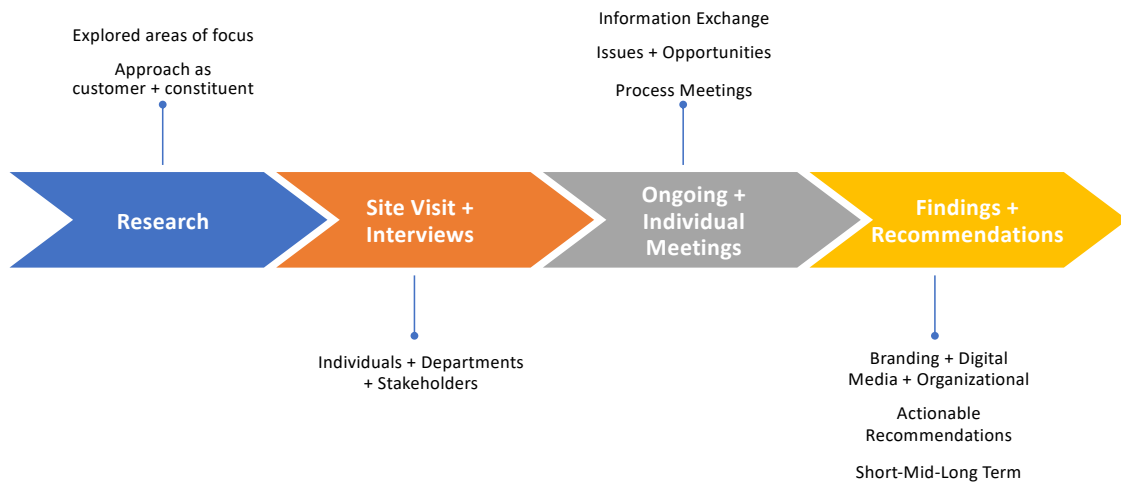
Project Goals

- 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

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COMPREHENSIVE COMMUNICATIONS ANALYSIS

Approach



Exploring LTD

Information

Appearance

Impressions

Celtis

MOST VISIBLE BRAND ASSET

The Fleet

EXPERIENCE



Celtis

DRAFT

MOST VISIBLE BRAND ASSET

Fleet Graphics



Celtis

DRAFT

SIGNS OF THE TIMES

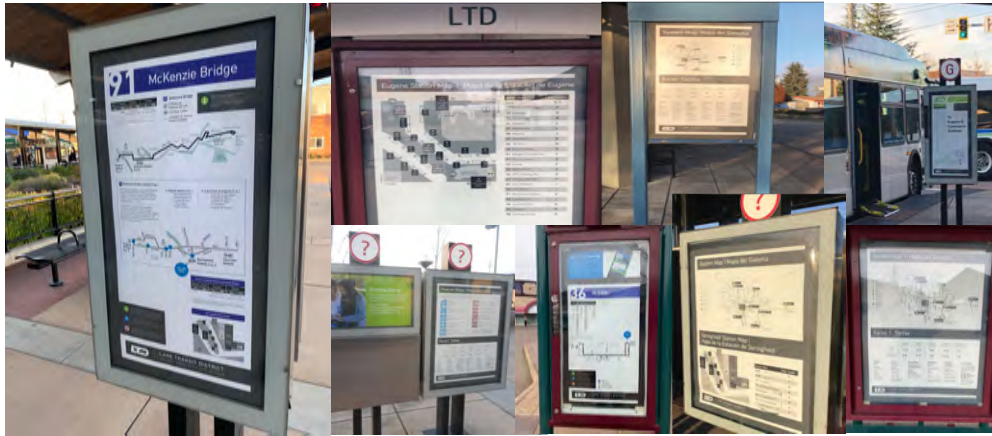
Welcome Signs



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INVESTIGATION TOOLS

Station Signs



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COMMUNICATING WITH CUSTOMERS

Customer Information



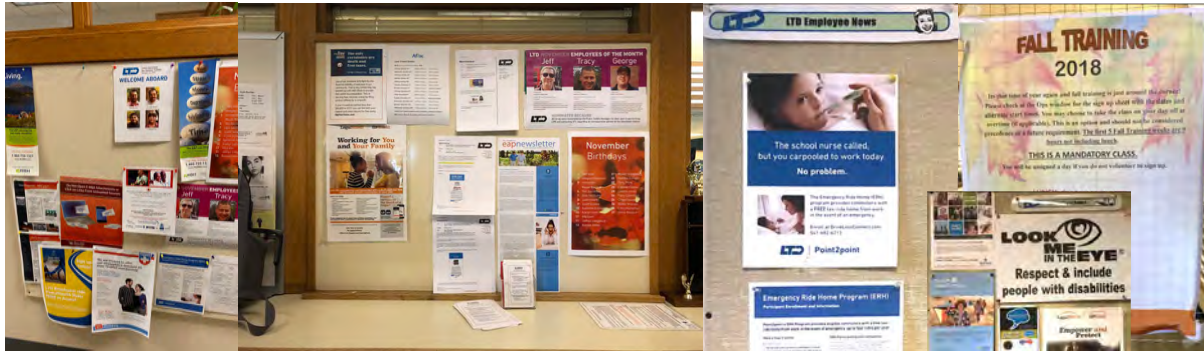
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COMMUNICATE FROM THE INSIDE OUT

Employee Information

EMPLOYEES

DRAFT



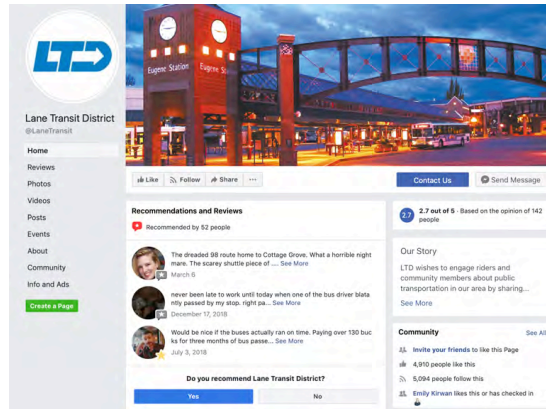
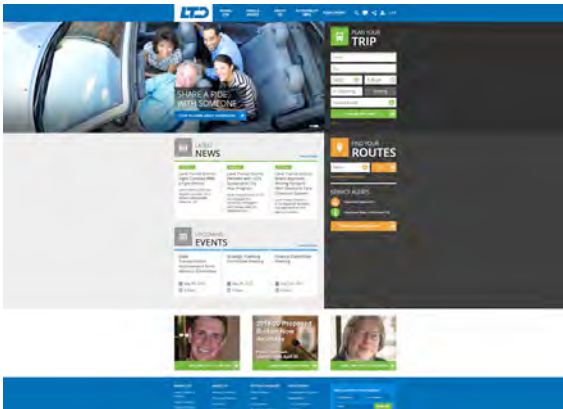
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WHAT PEOPLE SEARCH

Digital Information

EXPERIENCE

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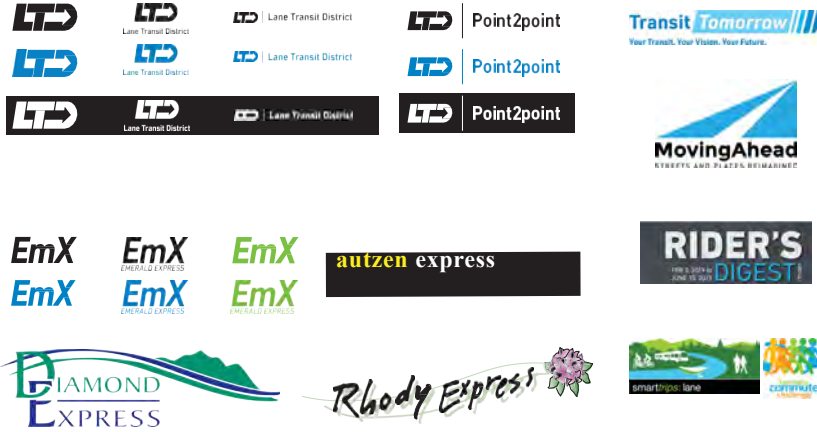
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WHAT PEOPLE SEE

The Logos

EXPERIENCE



The Brand Plan

Be deliberate

Be consistent

Never waver

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THE IMPACT OF A CONSISTENT BRAND

Own the LTD brand + logo

- Develop brand system
- Pull everything into the LTD brand
- Plan for variations and partnerships
- Associate sub-brands with LTD
- Everything should reflect the brand

 | Lane Transit District

 | Hybrid

 | Point2point

 | Emerald Express

 | Autzen Express

 | Rhody Express

 | Diamond Express

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THE IMPACT OF A CONSISTENT FLEET

Activate your Most Visible Brand Asset

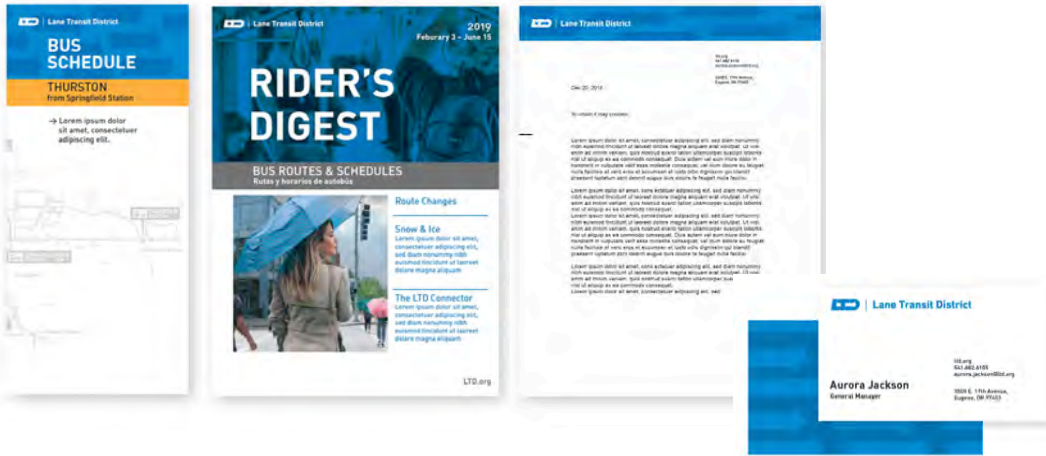


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THE IMPACT OF STANDARDIZED INFORMATION

Brand Inside + Out



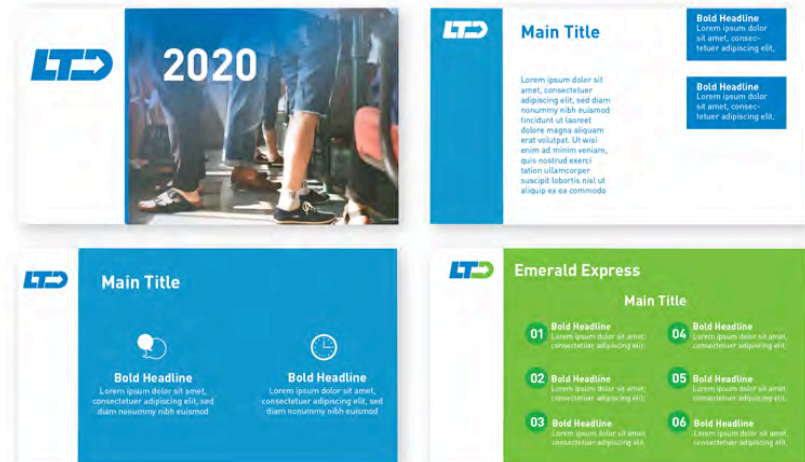
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THE IMPACT OF A CONSISTENT BRAND IN PRESENTATIONS

Always Present the Best of LTD

- Create branded presentation templates
- Use for internal and external communications
- Implement content standards



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THE IMPACT OF A CONSISTENT BRAND

Create a Powerful and Consistent LTD Brand



Messaging

Prepare

Practice

One voice

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TARGET MARKETS

14+ Key Audiences

- 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

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THE IMPACT OF A CONSISTENT BRAND

Actively Manage Media Relations

- Develop Key Messages
- Understand Audiences
- Create Content Calendar
- Identify + Plan Stories
- Standardize Press Kits
- Provide Media Training

The Register-Guard

KEZI
9 abc NEWS
kezi.com

KMTR EUGENE
16

FOX
KLSS-TV
EUGENE

KVAL
3

theTorch
The independent student newspaper of Lane Community College

Daily Emerald

KLCC | 89.7

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THE IMPACT OF A CONSISTENT BRAND

Purposeful Messaging

Solidify mission + vision + values

Determine voice + tone

Identify positions of support + strength

Everyone on the same page

Know your audiences

Prepare + practice

Tell your story

Deliver on Promises

Going Digital

Take ownership

Curate content

Methodically engage



37K AVE WEEKDAY BOARDINGS


18,500

average weekday customers

SOCIAL MEDIA FOLLOWING

5,095

Facebook followers





DIGITAL TOUCHPOINTS

ONLINE

The Digital Journey

- Web
- Social
- Email
- Review Sites
- User Generated Content




DIGITAL ANALYSIS

Key Findings

- 11K social followers
- 12K email opt-ins
- 30K average web users/month
- 86% of traffic is mobile

- Content not optimized
- Negative reviews + ratings
- Low engagement
- No paid ads



DIGITAL LANDSCAPE

Optimize Digital Touchpoints

DRAFT





ENGAGING CONTENT

Every social Platform is Different

#lanetransitdistrict

#lanetransitdistrict

68 posts

Follow

Top Posts

DIGITAL PRESENCE

BRAND VOICE

Synchronize Social Naming

Account	Current State		Target State Recommendation	
	Handle	Display Name	Handle	Display Name
LTD FB	@LaneTransit	Lane Transit District		
LTD TW	@LaneTransit	LTD	Lane Transit District	
LTD LI	@LaneTransitDistrict	Lane Transit District (LTD)		
P2P FB	@point2pointSolutions	Point2point at Lane Transit District		
P2P TW	@point2pointS	Point2point at LTD	Lane Transit District – Point2point	
P2P IG	@p2peeps	Point2point at LTD		

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COMMENT MANAGEMENT

Manage the Community

Recommendations and Reviews
 Recommended by 52 people

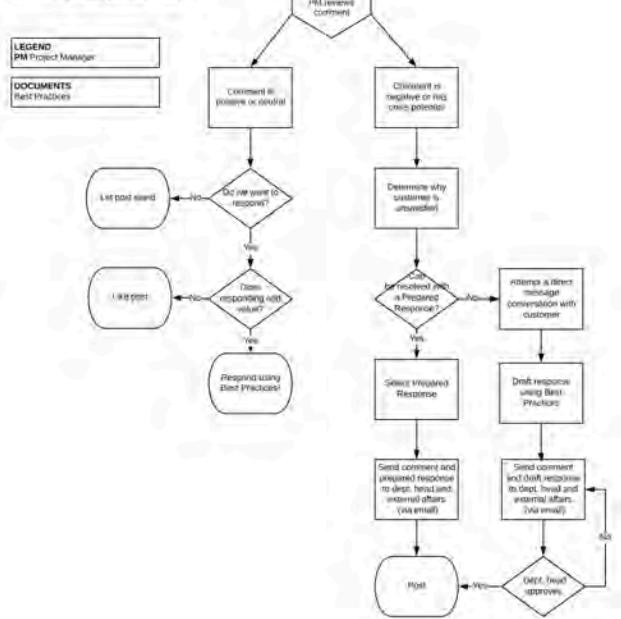
The dreaded 98 route home to Cottage Grove. What a horrible night mare. The scary shuttle piece of See More
 March 6

never been late to work until today when one of the bus driver blatanly passed by my stop. right pa... See More
 December 17, 2018

Would be nice if the buses actually ran on time. Paying over 130 bucks for three months of bus passe... See More
 July 3, 2018

Do you recommend Lane Transit District?

Target State Process Map: Comment Management Triage



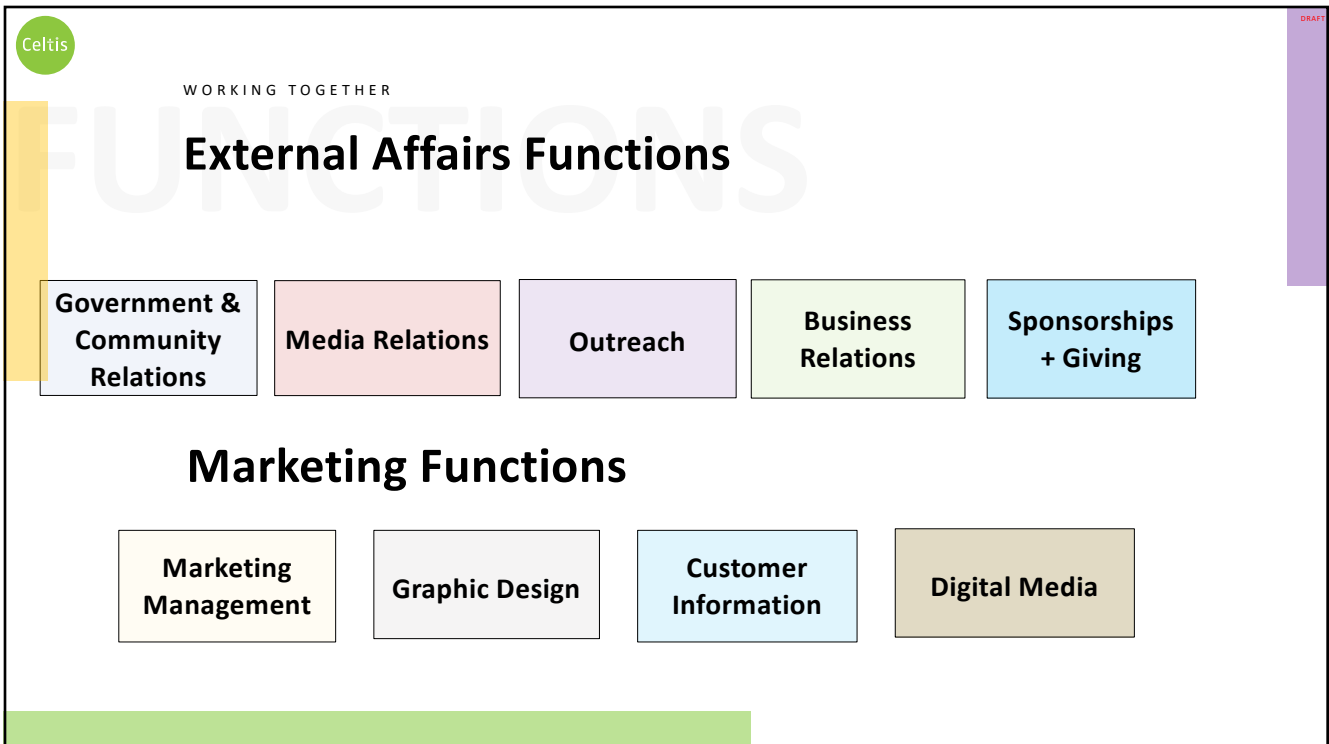
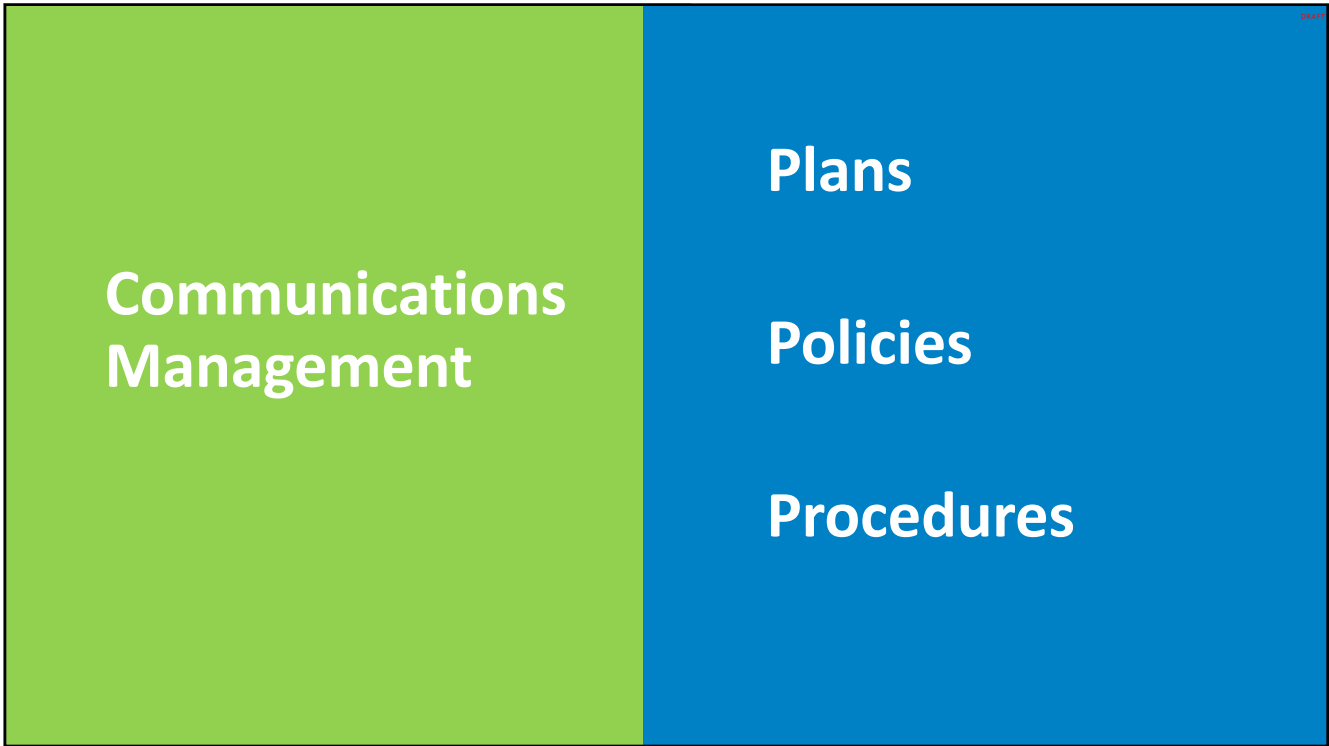
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FINDING LTD ONLINE

Know Your SEO

- Enhance content
- Create metadata
- Create XML sitemap
- Comply with ADA
- Remove broken links

GOAL: Rank #1 on Google for "LTD"



WORKING TOGETHER

Project + Initiatives, Roles + Responsibilities

Project Lead

- Planning
- Construction/Facilities
- Operations
- Other

Government Relations

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

Media Relations

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

Marketing

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

Outreach

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

MARKETING TOOLS

Foundational Tools

Customer + Public Research Program

LTD Marketing Plan

Customer Information Inventory

Templates + Kit of Parts

Standard Operating Procedures

Consistent Marketing Project Plans

Model Outreach Plan

Standard Icons



LTD BRAND GUIDE



The Takeaways

EXPERIENCE

Information, Appearance, Impression

BRAND

Deliberate, Consistent, Never Waver

MESSAGING

Prepare, Practice, One Voice

DIGITAL

Own, Curate, Engage

MANAGEMENT

Plans, Policies, Procedures

Questions?

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LTD Communications Analysis

Presented by Celtis Ventures, Inc.

DRAFT WORKING DOCUMENT – PRESENTED JUNE 2019

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MARKETING THAT MOVES PEOPLE

About 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

OBJECTIVES

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

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MOST VISIBLE BRAND ASSET

The Fleet

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

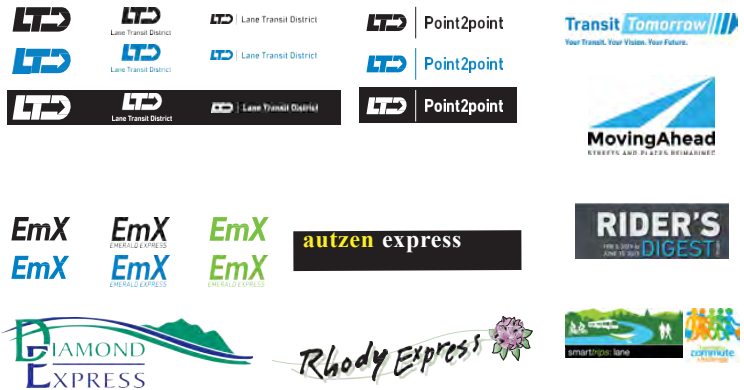


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WHAT PEOPLE SEE

The Logos

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

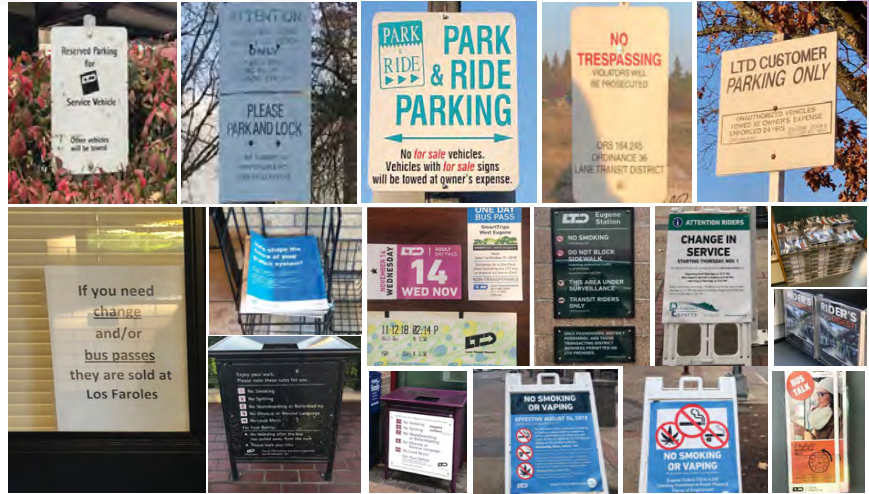


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COMMUNICATING WITH RIDERS

Customer Environment

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



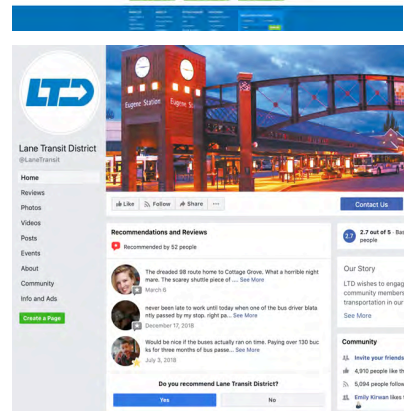
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COMMUNICATIONS IN A DIGITAL LANDSCAPE

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



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TARGET MARKETS

AUDIENCES

Key Stakeholders

- > Multiple audiences
- > Overlooked markets
- > Reactive messaging

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WORKING TOGETHER

TEAMWORK

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
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Outreach

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<h1>The Path Forward</h1>	<h1>Recommendations</h1> <h1>Strategies</h1> <h1>Alternatives</h1>
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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



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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

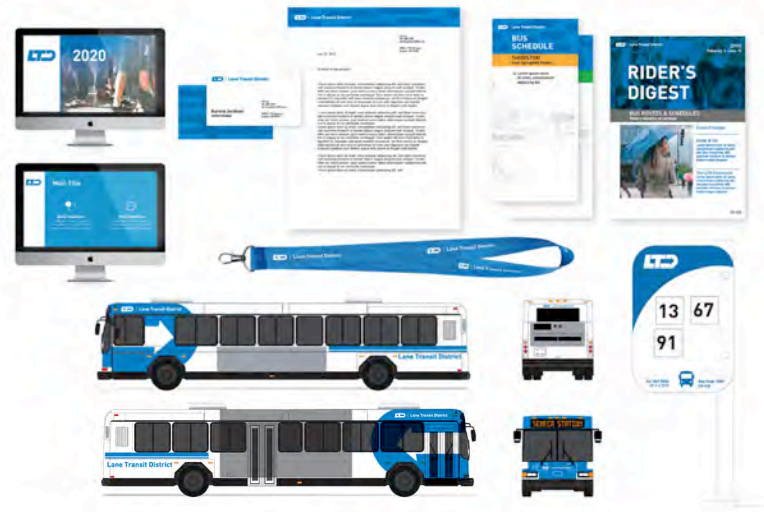
 | Diamond Express

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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

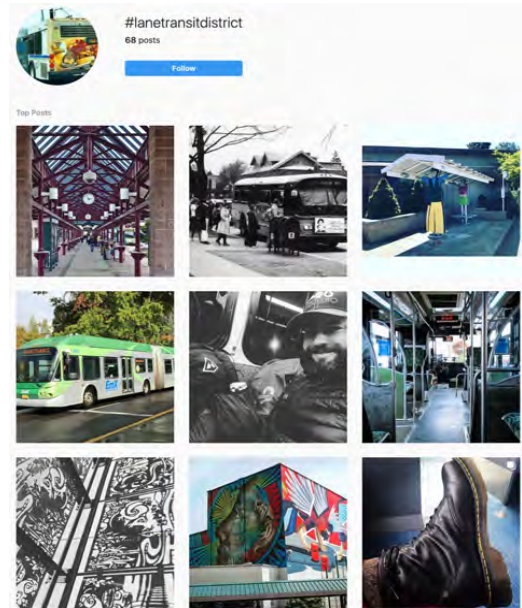


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DIGITAL BRAND MANAGEMENT

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



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BUILD RELATIONSHIPS WITH THE MEDIA

Guide Media Relations

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

The Register-Guard



theTorch
The independent student newspaper of Lane Community College



SPEAK WITH ONE VOICE

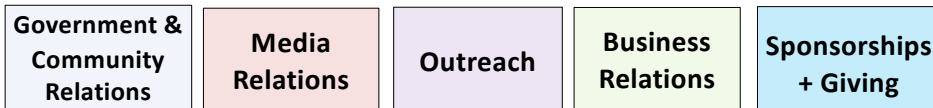
Plan for Purposeful Messaging

- 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



Marketing

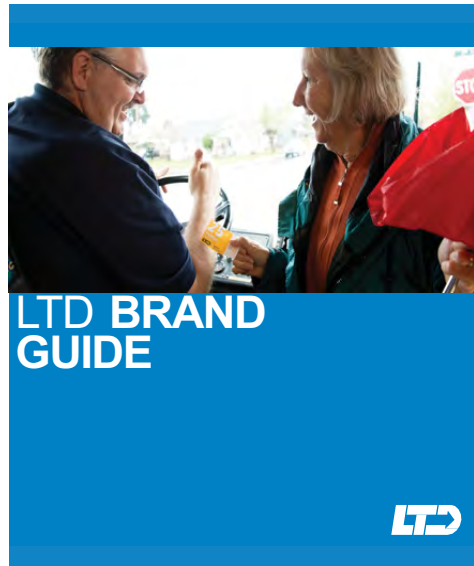


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MARKETING IMPLEMENTATION

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

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WHAT WE WILL ACCOMPLISH FIRST

Path Forward

PRIORITIES

- 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?