

AD HOC COMMUNICATIONS COMMITTEE MEETING

LANE TRANSIT DISTRICT

Thursday, June 27, 2019

Pursuant to notice given to *The Register-Guard* for publication on June 20, 2019, and distributed to persons on the mailing list of the District, the Ad Hoc Communications Committee of the Lane Transit District held a meeting on Thursday, June 27, 2019, beginning at 2:00 p.m., at the LTD Board Room, 3500 E. 17th Avenue, Eugene, Oregon.

Present: Kate Reid
Aurora Jackson
Caitlin Vargas

Absent: Joshua Skov

CALL TO ORDER/ROLL CALL — Ms. Reid called the meeting to order and called roll.

COMMENTS FROM THE CHAIR — Ms. Reid had no comments.

MOTION APPROVAL OF MEETING MINUTES — Ms. Vargas moved to approve the minutes of the April 25, 2019, Ad Hoc Communications Committee meeting as presented. Ms. Reid provided the second.

VOTE The motion passed as follows:
AYES: Reid, Vargas (2)
NAYS: None
ABSTENTIONS: None
EXCUSED: Skov

ITEMS FOR BOARD RECOMMENDATION

REVIEW AND DISCUSSION: DRAFT FINAL COMMUNICATION ANALYSIS — Ms. Jackson reminded the committee that the Draft Final Communications Analysis Report had originally scheduled to go before the full Board in a work session, which ended up being canceled.

Ms. Jackson directed everyone to look at the Communications Analysis that Celtis had prepared for them. She reminded the committee that at their last meeting they received this information in presentation form by Celtis staff and this was their first time seeing the full draft report. Based on comments received during that previous meeting, and through conversations with key stakeholders and staff, Celtis made the recommended changes.

Ms. Jackson explained that the role Celtis had been given was to analyzing the communications of LTD and provide recommendations and an overview on how LTD could improve. She said that some of the recommendations surrounded the complexity of projects and partnerships. She said that Celtis recognized that LTD does a lot of cool, complex things, and has unique relationships; however, it would be effective to take more ownership in the Districts brand, how the District communicates, how staff are deployed and communication procedures. She said that there is new leadership in the communications team that is leading staff in adopting the recommendations provided some of which are already in practice.

Ms. Jackson explained that Celtis was not hired to rebrand the District or do the work they are recommending themselves, but provide an overview of recommendations and assist in hiring local firms to do the recommended work. She said that Celtis is taking a very economical and practical approach to the

recommended work with this direction instead of making recommendations and selling the work back to the District.

Ms. Jackson said that the goal for the committee is to provide a recommendation on either the presented plan or a modified version to the Board of Directors. She noted that Celtis receives payment only once the plan is accepted.

Ms. Jackson opened the conversation up for any edits or comments on the report.

Ms. Vargas asked if the report addressed bus ad changes and the effects that would have on District revenue. Ms. Jackson replied that there was a section in the report that addressed that topic. She explained that with Celtis' recommendation a new advertising contract had been negotiated so that the language was more advantageous to LTD, and staff would be trained to manage that contract at a higher level. She said that the old contract was a 60/40 split, with LTD getting 40 percent. The new contract was still be 60/40, and LTD will get 60 percent. She explained that the new contract also held the contractor responsible for going back and updating the fleet when advertising is updated.

Ms. Vargas asked if the change from full wrap on the bus to tail and side ads would cause them to lose revenue. Ms. Jackson explained that there would be a change in revenue, however the cost of labor for full wraps versus the impact of maintaining a consistent look on the fleet made the change worthwhile. She said that while it is not stated as a formal recommendation in the report, through discussion regarding industry norms it was agreed that this change was fitting for LTD.

Ms. Vargas said that she agreed, and that having the buses look good would be helpful to how the company viewed public transport. Ms. Reid asked if Celtis had an estimated cost for how much it would be to revamp their buses. Ms. Jackson reported that they did not have a number, but recommended doing it in phases. She said that Celtis also recommended that it would be cheaper for them if they went through an ad firm. Ms. Jackson explained the process for updating the fleet and said that the 100 bus fleet would take less than 5 years to remodel.

Ms. Jackson noted that a lot of focus in the report was on LTD's digital footprint and maximizing the tools LTD currently has. She said that the website was a very antiquated buy, and whenever LTD wants to make changes to it, it was an added expense. The industry norm now is to pay for the website to be made and then it is handed over and they can make any changes they want without additional expense. She said that LTD would be looking at moving in that direction.

Ms. Reid inquired about the 30/60/90 day split on page 139 of the report. She said that she thought that would be something that the Board would focus on. Ms. Jackson described the system: at the beginning of a project the team or individual would evaluate if it would take them 30, 60, or 90 days to complete to create a deadline. If a project goes over the specified deadline that is okay, but by doing the split it might help get work done on time. She said that they have already started testing the system, and can stop doing it if they find it is not beneficial. Ms. Reid said that she wondered what they would do if a project would take less than 30 days. Ms. Jackson said that it would still be under the 30 day time limit, and that communications section is blank because they did not have that information before.

Ms. Reid stated that the category of live projects, Mobility on Demand (MOD) and deliverables section was blank. Ms. Vargas inquired about the look of the MOD vehicles in Cottage Grove. Ms. Jackson replied that LTD was using the existing South Lane Wheels vehicles.

Going back to the question regarding the live projects, MOD, and deliverables category. She explained that, as previously discussed with the Board, the district did not have a communications plan at that time and that upon completion of an implementation plan staff were able to complete a communications plan. At the time that the report was created the information did not exist; that category will be updated prior to presentation to the Board. Staff showed the committee a presentation board previously presented to the Board for approval of vehicle colors.

Ms. Reid said that the digital break down did not make sense to her and explained why. Ms. Jackson said that they would have Celtis update the report to address those issues before going to the Board. Ms. Reid stated that she believed all of the previously mentioned items are the things that the Board will focus on when going over the report, so it is important for them to make sense.

Going back to a previous comment regarding a policy being written within a 30 day limit, Ms. Jackson explained that the District did not have dedicated staff for this task. She said that while 30 days might not seem like a lot, there is a lot of work that goes into research and development of a policy. She said that with all steps and parties necessary to complete a functional policy 30 days was an aggressive timeline and it was important to take staff capacity into account when setting timelines.

Ms. Reid said that she thought that addressing the website and social media concerns should be a priority. Ms. Jackson replied that with personnel changes in the marketing and communications department the team would be taking a comprehensive approach to the Districts digital footprint and marketing consistency across all District programs. She explained that some of Celtis' recommendations have already been put into practice.

In response to a comment from Ms. Reid, Ms. Jackson stated that the Board had expressed interest in the workplace culture within the District being a priority. She said that aligning the needs of the internal culture with the direction of the Board and needs of the community is ideal.

Ms. Reid noted that they should have answers for potential questions the Board members might have so they are prepared for anything. Ms. Jackson said that the primary focus of the District has been to complete Board directed projects, such as like electronic fair integration, quickly and efficiently. She pointed out that most organizations will complete a project such as this in about 2 years and that LTD was turning this project around in four months. She said that turning the focus to improved project management in the beginning and setting more realistic timelines and goals for staff would enable staff to be more successful. She reminded the committee that the report was just an outline for what will be implemented, and not hard facts. The goal is to have 30/60/90 as a common routine practice that employees will do without thinking about it.

Ms. Reid said that Ms. Jackson has had a positive impact on the LTD culture since she joined. She added that the report showed that LTD wanted to make improvements better serve the community, while also being supportive of their staff. Ms. Reid said that their focus should remain on the environment they create both in and out of the office, and not on the speed at which they get projects done. Ms. Jackson stated that she wants to manage to the recommendations made by Celtis, the Board and the needs of staff. Ms. Reid said she thought it was appropriate to inform Board members of the conflicting priorities between completing projects so quickly, the effects that has on staff and that the 30/60/90 model is a guideline and not a hard timeline.

Ms. Jackson said she thought the Board could benefit from having regular updates sent to them so they do not have so much to catch up on at meetings. Ms. Vargas said that the updates would be a good idea as long as they are condensed.

Ms. Reid wanted to know if the finalized report would have a table of contents, to make it easier for the Board to flip through. Ms. Jackson said that she would let Celtis know that they wanted one.

Ms. Reid said she thought that they would need to make it clear to the Board that the report is all recommendations, not what they necessarily would be implementing. The Board and community might get confused if they do not clarify. Ms. Jackson said that she agreed and that she thought they should have it said in multiple parts of the report.

Ms. Reid noted that on the media relations page Eugene Weekly was not listed.

Ms. Vargas inquired into what their next steps would be after this meeting. Ms. Jackson said that she would update Celtis on the feedback from the meeting so they could make changes. After they sent a revised

copy, they could meet once again to go over it or go straight to the Board for approval. When they bring it before the Board they can either have the report as an agenda item, or they can just give the Board an overview and then let them vote. After approval the committee could either dissolve, or meet after 10 years to make sure the report was implemented well.

Ms. Reid asked if Ms. Jackson had heard anything from Mr. Skov. Ms. Jackson said that she got some comments from him after the last meeting, but nothing about the new report. Ms. Reid said she felt they should meet again with Mr. Skov before going in front of the Board, since he is sure to have his own concerns. Ms. Jackson said that she would get in contact with him before going back to Celtis with feedback.

Ms. Jackson let the committee know that they should aim to present the report for approval in August, but if they needed to wait September would be fine.

Ms. Vargas thanked staff for their time and patience during this process. She stated that she was happy to see LTD moving in the right direction.

ADJOURNMENT — Ms. Reid adjourned the meeting at 3:30 p.m.

(Transcribed by Lydia Dysart)