

Ventura County Transportation Commission Summary of Marketing Activities

Since early 2010, Moore & Associates has supported the Ventura County Transportation Commission (VCTC) in the marketing and promotion of its programs and services. Across the past four years, these efforts have resulted in increased awareness and support of the agency's initiatives and accomplishments. New communication channels have been established, annual campaigns have been developed and expanded, challenges have been weathered, and the public has remained informed on the Commission's activities and vision.

These efforts serve as a starting point for many of the anticipated developments in the works for VCTC heading into the second half of Fiscal Year 2014/15. These developments span the spectrum of VCTC's programs, many of which are already underway.

Marketing History

The following is a summary discussion of key marketing and communication efforts during the initial contract period. The section is broken down by "Agency," "Commuter Services," "VISTA," and "Other" activities that Moore & Associates has undertaken.

Agency

In March 2010, our staff met with VCTC staff to identify marketing and communications needs for the year ahead. Since that meeting, we have coordinated/executed the following efforts.

- **Agency rebranding.** In 2010, Moore & Associates led an agency-wide rebranding that included an updated logo, redesigned letterhead and stationery, and style guide development to create uniformity and brand consistency. The style guide included design and usage standards for the new logo as well as fonts, photos, and colors. The new logo, which is still widely displayed today, later served as the inspiration for program-specific rebranding (i.e., VISTA, Commuter Services, Guaranteed Ride Home).
- **Development of comprehensive marketing plan.** Upon initiation of the base contract in 2010, Moore & Associates prepared a comprehensive marketing plan for VCTC and its programs. This Plan included strategies and tactics, incorporated market research (i.e., stakeholder and community surveys in September 2010), and has been instrumental in guiding communications and marketing activities.
- **Website redesign.** Beginning in April 2010, we worked with VCTC staff to affect a full-scale website redesign across all programs and services on www.GoVentura.org. The redesigned website is still in place today and provides a valuable landing site. It creates a positive first impression to visitors seeking VCTC information, such as how to rideshare.
- **Development of email communications.** In May 2010, Moore & Associates developed and began distributing content via email blast (eblast). Templates were created, contact lists were compiled, and distribution schedules were set to disseminate information on a wide range of topics. To date, this communication channel is utilized in coordination with the "On the Move" newsletter, Commuter Services program, Teen Council, and more; disseminating information to nearly 1,400 individuals and organizations across Ventura County.
- **Social media expansion.** Upon contract initiation, VCTC's Facebook had 10 "likes" and its Twitter had 13 "followers." The growing popularity and incorporation of social media into individuals' daily lives necessitated an increased utilization of these valuable tools. We have

since grown VCTC's Facebook "likes" to 697 (a total increase of 6,870 percent) and Twitter "followers" to 791 (a total increase of 5,985 percent). Additionally, social media has become a practical outlet to disseminate time-sensitive information, promote campaign/outreach activities, and provide valuable customer service. In 2014, Facebook and Twitter "likes" and "followers" increased at an average rate of 6 percent per month.

- **Institution and monthly development/distribution of "On the Move" newsletter.** Utilizing the redesigned website and eblast database, the first "On the Move" newsletter was distributed in January 2011. This communication tool is created monthly to update interested parties on VCTC happenings. Now in its fourth year of publication, the newsletter features information regarding all VCTC programs, includes custom designed headers, and serves as a medium to make announcements regarding campaigns and initiatives. It is currently distributed to more than 1,200 monthly subscribers and is available as a free download at www.goventura.org.
- **Earth Day and wellness/benefit fair outreach.** Since 2010, Moore & Associates has represented VCTC at no less than five community-specific Earth Day events annually in addition to wellness/benefit fairs based on individual City requests. During these events, promotional items designed and procured by Moore & Associates, as well as informational brochures we have updated and/or redesigned, are distributed to attendees. Additionally, we have coordinated with local transit operators countywide to display and distribute their service information as well. The results include increased awareness of VCTC programs as well as all transit services throughout Ventura County.
- **Participation in Ventura County Fair.** Each year, hundreds of thousands of visitors attend the Ventura County Fair. This event has provided widespread exposure for VCTC, which hosts a booth that is staffed by Moore & Associates annually. We provide all logistical planning and personnel for this two-week-long event and distribute promotional items and service materials for VCTC, its programs, and services. Through this event, contact databases have been bolstered through the promotion of daily drawings. Nearly 8,000 individuals visited the booth in 2014.
- **Development and distribution of media releases and public communications.** Since 2010, Moore & Associates has been the primary author of all media releases and op-ed pieces distributed on behalf of VCTC. These media releases span a variety of topics and are drafted at the direction of VCTC staff. To ensure successful and targeted distribution of the releases, we also maintain and update the media distribution database. Feature articles for industry publications are slated for early 2015.
- **Graphic design services.** Moore & Associates has provided a wide range of graphic design services in the promotion of VCTC. In addition to logo development, design has also included the development of an agency-specific brochure, program-specific collateral, and designs for agency apparel and promotional items. All collateral is now available in English- and Spanish-language versions.
- **Preparation of talking points/presentations.** Since initiation of the base-year contract, Moore & Associates has prepared talking points for speeches by Commissioners and agency staff on topics such as "Carmegeddon" in 2012 and groundbreaking ceremonies such as the US-101/SR-23 interchange improvement project in early 2014. Additionally, since creating the current PowerPoint template, Moore & Associates has prepared presentations for Commission meetings covering numerous topics, including the Commuter Services Plan (October 2013), an update on Proposition 1B projects (June 2014), and the VISTA Onboard Survey (September 2014).

- **VCTC 25th anniversary.** On July 1, 2014, VCTC celebrated its 25th anniversary. Moore & Associates designed an anniversary logo, prepared and distributed a media release, and designed a rebranded VCTC Intercity Transit bus, which was unveiled at the June 2014 Commission meeting.
- **Support for the new Heritage Valley Transit Service.** At the request of VCTC, we have provided pre-launch marketing support services for the new Heritage Valley Transit Service, including a community naming contest, brand development, service brochure design, participation in TAC and PAC meetings, and analysis of recommended pre- and post-launch marketing activities.

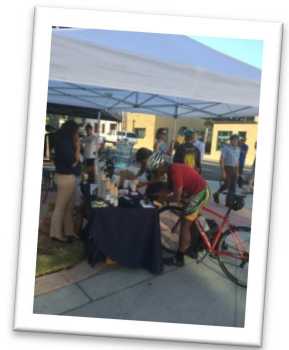
Commuter Services

In January 2011, Moore & Associates and VCTC Commuter Services staff undertook a series of discussions aimed at expanding marketing and promotion of ridesharing and the program at-large. These meetings have yielded the following activities and results.

- **Promotion of Rideshare Week campaign.** Since 2010, the annual Rideshare Week campaign has been a cornerstone of Commuter Services marketing efforts. This national campaign promotes the use of alternative forms of transportation for daily commutes and uses prizes, targeted messaging, and on-site events to encourage participation and communicate the benefits of ridesharing. This campaign has grown over the years. In 2014, we received over 1,000 sign-ups from 113 different businesses countywide, an increase of 40 percent over 2013. We prepare public communications and radio advertising copy to promote the campaign, as well as design campaign materials such as posters, direct mail pieces/packets, and website graphics/content. In 2014, we also hosted 12 on-site events at worksites throughout Ventura County.
- **Coordination of the annual Rideshare Week Luncheon.** In 2013, Moore & Associates coordinated the first annual Rideshare Week Luncheon at California State University, Channel Islands. The luncheon served as a launching point for the subsequent Rideshare Week campaign and was an opportunity to connect with the more than 50 Employee Transportation Coordinators that attended. Each ETC was given promotional items for Rideshare Week and in support of ridesharing at their worksite, including engaging activities and informational materials. The 2014 luncheon was equally successful as attendees learned about the campaign, enjoyed a catered meal, and were engaged in rideshare content thanks to ice-breaker games and a series of social media-feeding photo booths. Fifty ETCs attended the event, each receiving Rideshare Week promotional materials as well as guidance on how to promote Rideshare Week at their respective worksite. The event created considerable buzz about the campaign among local employers and directly led to event-scheduling and campaign-specific follow-up conversations with the ETCs.



- [Promotion of Bike to Work Week campaign](#). Originally promoted via free-ride coupons, the national campaign was expanded to include three “pit stop” events in 2012 (two public; one worksite) with free bike tune-ups provided by local bike shops; a more extensive prize pool; and broader promotion. This effort has since been expanded even further with double the number of “pit stops” and increased online participation (155 percent) and event attendance (355 percent) since 2012.
- [Development and distribution of Employer Resource Manual](#). In 2013, Moore & Associates began development of a comprehensive guide for ETCs to promote ridesharing at their worksite. This handbook includes community-specific information, content to assist individuals already using alternative transportation, and everything needed to utilize the full resources of the Commuter Services program. It is organized into informational “modules” based on topic, location, and purpose. Upon approval and production of the guide, ETCs were contacted to inform them of the new resource and confirm shipping addresses. To date, more than 125 copies have been distributed. Local information is currently being updated in light of the recent election and will be distributed soon.
- [Initiation and monthly distribution of Commuter Services eblast](#). We have drafted and distributed a monthly eblast since 2010, informing registered ETCs of upcoming events, commute updates, ridesharing facts, and industry happenings. In 2013, this database was used as an invitation medium for ETCs to attend the inaugural Rideshare Week Luncheon. Currently, nearly 175 contacts receive these communications. Additionally, the database is used to distribute information drafted by Moore & Associates regarding the annual Rideshare Diamond Awards and commuter information (such as road construction or closures).
- [Distribution of On the Go \(formerly CommuteSmart\) newsletter](#). Previously distributed by a third party, the On the Go newsletter provides information on rideshare programs across Southern California. Beginning in July 2014, this newsletter began being distributed by individual agencies. In the first half of FY 2014/15, our firm began distributing On the Go to Ventura County recipients on behalf of the regional CommuteSmart program.
- [Evaluation and edits to rideshare website](#). In 2012, our project team completed a full review of the rideshare portion of www.GoVentura.org. The website was evaluated for effectiveness and ease of use by comparing it to industry standards and sites of similar scope. Revisions were then undertaken in coordination with VCTC staff to provide improvements, additional resources, and reformatted pages.
- [Development and design of new Guaranteed Ride Home brochures](#). Responding to the need for an updated and comprehensive piece for the promotion of Commuter Services’ Guaranteed Ride Home program, English and Spanish versions were designed. Production was coordinated by our firm, and the new collateral has become an integral part of outreach events.
- [Draft semi-annually coordinated “Eye on the Environment” column in the VC Star](#). Twice each year, VCTC has the opportunity to submit content for the *VC Star*’s “Eye on the Environment” column. Our project team drafts this column in correlation with the annual Rideshare Week and Bike to Work Week campaigns. These articles are commonly cited as reasons participants in each campaign become aware of the promotions.



- **Lead-generation phone calls.** In 2012, Moore & Associates began regular “cold calls” to generate interest in the Commuter Services program and provide VCTC staff with “warm leads” for follow-up. Weekly leads have been provided to VCTC and follow-up content mailed to the newly established contact.
- **Maintenance of ETC database.** We are responsible for maintaining the ETC database. This database includes contact names and information for individuals at worksites countywide and serves as the initial list used for promotional direct mail efforts and eblasts. There are currently more than 300 contacts therein.
- **Coordination and execution of direct mailers.** We regularly design postcards, packets, and other informational pieces used in direct mailers, including one targeting the Catalina Heights Naval Housing community in Camarillo in February 2012. This mailer discussed vanpooling and other rideshare options, and was distributed door-to-door in coordination with Lincoln Military Housing (the property manager).
- **Commuter Services Quarterly Reports.** We support the Commuter Services program by preparing a comprehensive activity report each quarter. The information is subsequently incorporated into a staff report for presentation to the Commission.

VISTA

Since project initiation in 2010, Moore & Associates has provided ongoing marketing and planning support for the VISTA bus service. These efforts have included coordination of and involvement in the following activities.

- **Service rebranding.** In correlation with the aforementioned agency rebranding effort in 2010, the VISTA logo and bus wrap artwork was redesigned to maintain brand consistency and give the service a fresh, new, and engaging look. Moore & Associates led this effort, provided all design work, and coordinated with the operator and decal installer to ensure the new graphics were installed on all vehicles. All fixed-route and Dial-A-Ride vehicles were updated to reflect the new branding. In 2014, we responded to the rebranding of VISTA as VCTC Intercity Transit with brand and vehicle design and coordination of decal installation. We coordinated the fleet dedication in conjunction with the regularly scheduled Commission meeting on December 5, 2014, including setting up the ribbon-cutting and preparing talking points for the Commission Chair and Executive Director.
- **Bus stop amenities checks and infopost updates.** Beginning in August 2010, we began regular field checks of VISTA bus stops across Ventura County. These assessments evaluated the available amenities for maintenance, accuracy of on-site information (infoposts), and cleanliness. Updates to these infoposts began in September 2010 and were later redesigned in accordance with the new branding. Moore & Associates continues to update the infoposts following each service change and subsequently check each bus stop upon installation of the inserts.
- **Development of onboard notifications.** Covering service updates, special event notifications, and rider alerts, our firm regularly drafts and designs onboard notices to communicate with riders. These notifications include “seat drops” that are placed on the seats for riders to take



with them and “car cards” that are posted for longer timeframes in highly visible locations. These notifications have proven to be a valuable communication tool to ensure riders remain up to date and informed.

- [Assistance with second phase of VISTA fare increases](#). Following an initial fare increase in 2009, our firm assisted with a second wave of fare increase logistics and communications in October 2010 (intercounty service) and January 2011 (intercity and DAR service). These efforts included updating all infoposts, informational materials, and website content, as well as the development of associated media releases, onboard notifications, and “seat drops.”
- [Redesign of VISTA service brochures](#). In August 2010, Moore & Associates completed a full-scale redesign of all VISTA route brochures. This redesign reflected the new branding, ensuring consistency and clarity. To date, we regularly update VISTA service brochures to reflect modified timetables, additional stops/service, and desired copy revisions. Most recently, we merged the English and Spanish versions of the Highway 126 route brochure into one easy-to-read bilingual piece in early 2014.
- [Design and production of VISTA bus transfers](#). In January 2011, VISTA launched a new transfer program allowing inter- and intra-agency transfers. We played a critical role in the development of the new transfer program, including the design and production of the transfers themselves. We also designed and produced a supplemental bilingual informational card detailing the transfer policy. To date, Moore & Associates coordinates the production of all transfer fare media.
- [Logistical assistance and communications regarding transition to Roadrunner Shuttle \(crisis communications\)](#). In 2012, VISTA operator CoachUSA unexpectedly filed for bankruptcy, leaving the future of VISTA service in question. Moore & Associates provided crisis communications assistance and critical counsel regarding the transition to Roadrunner Shuttle in a very short timeframe, allowing VISTA service to continue uninterrupted. Communications regarding the transition were distributed via media release, “On the Move” newsletter, social media, eblast, online frequently asked questions (FAQs), and supplemental website content. Additionally, we created new fare media that would be accepted on Roadrunners’ vehicles.
- [Promotion of regional and local transit programs](#). In addition to providing marketing and consulting for the VISTA service, we also assist local operators. For example, in 2013, we provided communications support for the City of Moorpark’s (Moorpark City Transit) shutdown of outdated smartcard point of sale systems. Additionally, we provide local operators’ materials at all outreach events (including Rideshare events and the Ventura County Fair) and aid in trip planning between VISTA and local services during these events. Several weeks prior to the Fair, Moore & Associates requests service information and promotional items from local operators so that they can be represented at the VCTC booth. All outreach staff are trained regarding local operators’ service and schedules prior to any outreach event. Linkages to local operators are cited whenever possible, such as in social media or the “On the Map” section of the “On the Move” Newsletter, wherein access to highlighted locations via transit references all relevant services.
- [Promotion of free onboard Wi-Fi](#). In December 2012, we began promotion of VISTA’s free onboard Wi-Fi service. This promotion included media release drafting and distribution, social media content, onboard notices, and decal advertising on the sides of VISTA buses. This effort is particularly of note due to the positive response the free Wi-Fi service regularly receives.

- **Development of Transit Information Center (TIC) script.** To aid in the customer service process, a critical aspect to the overall VISTA brand, our firm developed a comprehensive call center script in 2011. This script outlined FAQs, policies and procedures, ridership logistics, and supplemental contact information.
- **Coordination and execution of 2014 onboard survey.** Completed pro bono by Moore & Associates, a comprehensive onboard survey of all fixed routes and DAR services was coordinated and executed in May 2014. Each fixed-route survey included origin and destination data (list of stops specific to each surveyed VISTA route), which will be valuable for planning purposes. In addition, the survey contains demographic data needed to fulfill Title VI reporting requirements. Data was delivered via simple frequencies to VCTC and presented during the September 11, 2014. The surveys also measured customer satisfaction and potential areas of improvement.

Other

In addition to assistance with agency, Commuter Services, and VISTA endeavors, Moore & Associates has played an active role in the development and promotion of the following.

- **Development and coordination of Teen Council.** In 2011, Moore & Associates worked with VCTC staff to establish a youth-focused Teen Council organization comprised of students from across Ventura County. We handle recruitment (and the development of associated materials), communication and coordination with students, and facilitate monthly meetings with the Teen Council and VCTC staff. Each year, members undertake a service project specific to transportation. Over the years, Teen Council has developed the award-winning “Student Rider Guide” (2012), which was then distributed to schools and facilities across Ventura County; a youth-focused promotional video (2013) also distributed countywide; and a countywide student art contest (2014), for which artwork can still be seen on select VISTA buses. The art contest also received a Ventura Art Stars award from the Ventura Arts Council. This organization helps promote alternative forms of transportation to younger generations and provides education on local government and transit. The 2014/2015 Teen Council is the largest group of students yet, representing communities from across Ventura County.
- **APTA AdWheel Awards.** Each year, we submit applications for a variety of awards, including the American Public Transportation Association AdWheel Awards. The awards honor achievement in marketing and communications efforts. We have designed first-place AdWheel award-winning pieces two years in a row (2012 and 2013). The winning pieces include the “Student Rider Guide,” “Carbon Footprint Card,” and “Public Transportation: Do it for Your Health” infographic (which also took home the grand prize award in 2013).
- **Metrolink marketing.** In 2011 and 2012, we staffed informational booths at Metrolink Holiday Toy Train Express events at stations across Ventura County. This annual event provided valuable exposure for VCTC and Metrolink during a fun family-friendly event. Our team regularly distributes Metrolink materials during outreach activities and assists interested individuals with rail trip planning.



Upcoming Activities

As we move into the second half of FY 2014/15, Moore & Associates and VCTC have already begun efforts to develop and implement a variety of exciting activities and initiatives. Our familiarity with VCTC, its services, and mission/vision puts us in a prime position to further leverage existing activities as well as undertake new initiatives.

Agency

- **Drafting and distribution of monthly “On the Move” newsletter.** We will continue to develop this monthly communication tool. We have been responsible for the writing, design, and distribution of the “On the Move” newsletter since 2011 and will continue to look for engaging topics and features to ensure it remains a popular asset to VCTC.
- **Distribution of “On the Go” (formerly CommuteSmart) newsletter.** We will continue to distribute this regional ridesharing tool throughout Ventura County on behalf of CommuteSmart.
- **Feature articles for industry publications.** In early 2015, we will be finalizing feature articles for publication in industry magazines such as *Mass Transit*.

Commuter Services

- **Promotion of Rideshare Week and associated activities.** In Spring 2015, we will work with VCTC staff on development of campaign themes for Rideshare Week 2015.
- **Bike to Work Week campaign development and implementation.** In early 2015 we will begin development of the 2015 Bike to Work Week campaign, including extensive promotion both through employers and social media.
- **Employer Resource Manual update.** With the recent election, some local government information has changed. In a continuing effort to provide Ventura County ETCs with up-to-date and relevant information, we will be updating the local sections of the manual and distributing them to manual recipients across the coming weeks.
- **Redesign of RideGuide.** At the direction of VCTC staff, we have been asked to redesign the currently distributed RideGuide. This piece will be updated for content as well as style and includes valuable information for individuals interested in ridesharing. We have promoted the RideGuide on behalf of Commuter Services for years, making us the ideal resource to improve its content and functionality. The RideGuide will also be produced in a Spanish-language version.
- **Drafting and distribution of commuter eblast.** As previously discussed, we have been responsible for Commuter Services’ monthly eblast since 2010. We will continue to draft and distribute this valuable communication piece based on the previously approved schedule (and topic list).

VCTC Intercity Transit

- **Assistance with farebox/smartcard transition.** In early 2015, VCTC plans to transition its transit/bus fareboxes to a more up-to-date model. In 2014, Moore & Associates prepared a “white paper” detailing proposed communications tactics and logistics to aid in this. We also participated in a series of strategy-setting discussions with VCTC staff. Additionally, we have submitted fare media artwork to VCTC for the updated passes that will be necessary for use with the new fareboxes. We are currently participating in transition activities with VCTC.
- **Rebranding of service elements.** As the VISTA bus program transitions to VCTC Intercity Transit, the vehicles are just one element requiring rebranding. As we move toward the full

transition to VCTC Intercity Bus, we will update all service brochures, info-posts, fare media, bus stop signs, posters, and other materials currently featuring the former VISTA brand.

Other

- [Coordination of Teen Council](#). Moore & Associates has played an integral role in the development of this youth-oriented organization, which is coming off a successful countywide art contest that engaged younger generations in conversations about public transportation. With a new, larger group, we look forward to guiding the Council through another successful service project this year.
- [Heritage Valley Transit Service](#). As the launch of the Heritage Valley Transit Service approaches, we will continue to provide pre-launch marketing support for the new service.