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Transportation
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TO: BOARD OF DIRECTORS
FROM: RAE JAMES *[Signature]*
SUBJECT: MARKETING PLAN - MOS2A
METRO RED LINE WILSHIRE EXTENSION

ISSUE

MOS2A, the Wilshire extension of the Metro Red Line, will open to the public on July 13, 1996. Attached, for your information, is the marketing plan developed by MTA Communications to prepare for and publicize the opening.

BACKGROUND

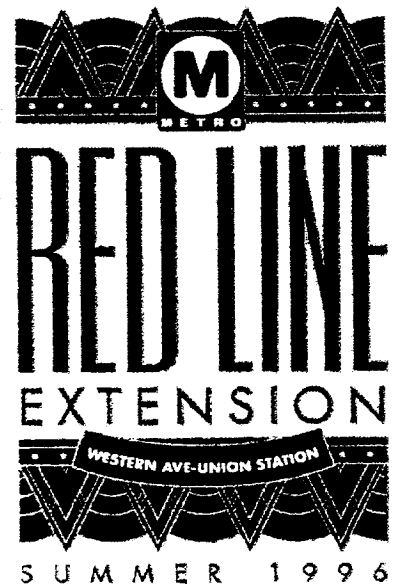
The marketing plan was prepared with the help of representatives from all involved MTA departments and reflects past experience with MTA rail line openings as well as observation of practices at other transit properties.

Prepared by: Warren Morse

RFJ:WM:WM{a::Metro Red Line Wilshire Extension}

Red Line Extension Marketing Plan

DRAFT MARCH 1996



EXECUTIVE SUMMARY

The following marketing plan for the opening of the Metro Red Line Wilshire extension was developed and based on several factors including available market research, meetings with the various entities that have a historical background with construction mitigation, meetings with the Wilshire Chamber of Commerce, discussions with MTA Operations staff and site visits to each of the Metro Red Line Wilshire extension station locations.

Based on the information collected to date, this plan identifies the marketing and communications goals for the opening of the Metro Red Line Wilshire extension, identifies key issues to the start-up associated with the goals and presents marketing strategies to achieve the identified goals and objectives.

The recommendations and strategies contained herein are designed to address specific target markets, key issues, promote public awareness, foster public support and develop a positive perception and image of the MTA and the Metro Red Line.

The strategies and recommendations outlined in the marketing plan are categorized as follows:

- **Public Information**
- **Media/Advertising/Promotions**
- **Visual Communications**
- **Public Tours/Community Rides**
- **Promotional Events/Milestones**
- **Promotional Awareness Tools and Items**
- **Announcements to our various publics**

Unless otherwise indicated individual projects described here will be covered under existing Metro Red Line Extension (MOS II A) budgets in the Communications Unit.

Communications Department

METRO RED LINE WILSHIRE EXTENSION
MARKETING PLAN

Draft - 3/29/96

GOALS

Our overall goals are to build public support for the Metro Red Line Wilshire extension and to promote awareness of MTA's on-going commitment to enhance mass transportation in Los Angeles.

OBJECTIVES

Specifically our objectives are to inform the public that the extension is open, to attract ridership and to promote general public awareness of the Metro System. To achieve these objectives emphasis will be placed on passenger communications, community outreach activities, safety awareness, advertising, special promotions, media events and signage.

KEY ISSUES

- Bus/rail interface connections
- Fare increase for the Metro Red Line
- Security/Safety/Vandalism Awareness
- Signage
- Station Entrances/Parking
- Easy station accessibility for disabled
- MTA image regarding construction
- Community Tours
- Free rides during opening week end to include all Red Line Stations or extension only
- Grand Opening Station location
- Announcements to our various publics

STRATEGIES

I. Public Information:

The Marketing Department will be assume the lead in developing the following informational pieces and collateral materials.

- Guide to bus/rail interface and fares. This guide will provide information pertaining to bus/rail interface connections at transfer points (Wilshire and Western, Vermont, Metro Center, and Union Station). Development of this information to include brochures, signage, maps and other related materials, will follow operations and planning's presentation of the plan to the board and board approval.

Issue :An appendage to development of this plan will be the immediate fare increase after the extension opening as it will pertain to daily users, Metrolink passenger subsidy based on the exiting .25 fare and any promotional fares that may be extended to the public after opening . Distribution of the Guide will be to Metro Bus, Metro Rail and Metrolink.

- Metro Red Line Brochure. Review existing brochure and update. Distribution will be targeted to MTA Customer Information Centers and Metro Red Line patrons.
- Pocket Guide. Develop a handy pocket guide to include a map of Metro Red Line points of interest, connecting services and telephone numbers for detailed information. Distribution will be on Metro Rail, Metro Bus and MTA Customer Service Centers.
- Metro Rail Guide. Develop a "quick tips" reference guide that provides an overview of Metro Rail, connections and points of interest. Targeted to new riders and tourists. Distribution will be targeted to hotels, tourist and convention center sites and MTA Customer Service Centers.
- Signage. Enhance existing signage and add street level map cases to assist passengers with directional information, points of interest and service information. Add snipes to back lit cases in Segment One to promote the Red Line extension. Develop a points of interest map for Metro Red Line to include token and pass sales outlets and MTA Customer Service Center locations. Install Metro Red Line trailblazers directing passengers toward subway entrances.

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I. Public Information: cont.

- Fun Map/School Book Cover. Develop a map that will visually depict the geographic location of each station, acquaint patrons with points of interest, shopping, token outlets and retail establishments that will offer discounts as a part of our Metro Club Card program.
Distribution of the map will be targeted to schools in the area, Wilshire Chamber Business members, ETC's, major employment centers and or activity centers, Real Estate Brokers, patrons attending the opening and visitors to our system.
- Metro Red Line paper "pop-up" train. Revise the information included on the paper trains and reprint. To be distributed to school, special events and major activity centers.
- Tunnel Trivia. Revise, update and re-introduce the information guide that was introduced during the Segment 1 opening which addresses safety, security and earthquake considerations and highlights the positive features of the subway. Distribution will be targeted to Wilshire residents, direct mail or door hangers, MTA Customer Service Centers and on board Metro Rail and Metro Bus.
- Self guided Museums tour. Develop a user friendly walking tour of the museums in the Metro Red Line vicinity as well as promoting our own Metro Art Work by using the Metro Red Line and surrounding museums in walking distance. To be distributed to hotels, museums and tourist bureau's.
- Wilshire Corridor Guide. Develop a "Take-One brochure highlighting the many retailers along Wilshire Boulevard whose establishments will become easily accessible when the Metro Red Line extension opens. Brochure will include a map show retail locations in relation to the stations, brief descriptions of the establishments, several inviting photos of the area and brief information on seasonal events. To be distributed to tour guests, at events, during the Grand Opening, to MTA employees, Metrolink patrons and throughout our Metro Bus and rail system.
- Metro Red Line Fact Sheet. Develop a Q & A Fact Sheet that will answer the most commonly asked questions about the Metro Red Line and the extension opening. The piece will be used to inform board members, media and the public.
- Metro Red Line Wilshire Extension poster. Metro Art will assume the lead in providing up to a three color posters designed by local artists to promote the use of the system and to celebrate the extension opening. The poster will be distributed at promotional events, to businesses, organizations and at the opening.
- Coordinate with Government Relations to inform elected officials of the Metro Red Line Extension Opening and milestone activities through promotional materials.

II. Media /Advertising/ Promotions

- Marketing has developed a Metro Red Line Wilshire Extension Opening graphic look that will be used on all literature, public information pieces, interior car cards and exterior bus advertising produced by MTA.
- Marketing will develop a print and broadcast advertising, media and promotional campaign to support the extension opening.
- Media Relations will work toward planning a series of radio talk shows and cable talk shows, featuring MTA Executive Staff and Board Members to both promote the opening and work toward improving MTA's image.
- Several Media Relations milestones are planned including a media tour of the extension, a series of news articles featuring system information and maps depicting station locations, and the bus/rail interface plan.
- Metro Club Card promotion that will effectively tie in the businesses, retail establishments and commuters.
Action Recommendation: Metro Club Card (Marketing will assume lead in development with the assistance of the Wilshire Chamber, which will work with their members to secure discounts on goods and services in their community, which will be past on to our patrons) Distribution yet to be identified.
- A pre-opening teaser promotion has been identified which will promote interest and build awareness within the community and within the MTA.

III. VISUAL COMMUNICATIONS

Marketing's Visual Communications Department will develop the following visual communications information pieces to support the marketing, advertising and media efforts:

- A video PSA that will be made available to local and cable TV media.
- An entertaining video for opening day to inform patrons of the key benefits, operations and safety issues, while waiting to board the train. The video would remain in use for two weeks following the opening to continue to inform and educate patrons, after which can use used in schools and libraries.

III. VISUAL COMMUNICATIONS cont.

- This video would also be used in conjunction with the Speakers Bureau.
- Develop or modify school safety awareness program video for Metro Red Line used as part of the safety education program.

IV. Public Tours/Community Rides

- A tour plan has been developed after a model of the Metro Green Line Tour Plan which proved very effective.

All tours will be booked through Marketing

A tour script has been developed by Public Affairs.

Issue: How to handle tours or attendees of Metro Red Line extension milestone events that may be using the existing Metro Red Line to travel to the extension.

- Develop a Tour Invitation Action Plan to involve and invite community organizations, MTA employees, VIPs, media and other identified groups to view the project prior to opening.
Public Affairs, Media, Marketing and Government Relations will take primary lead in extending invitations for preview rides to identified groups.

Timeline of Promotional Events/Milestones

The Communications Division has identified the following promotional/milestone events:

FEBRUARY

- Media Relations will issue a press release detailing bus/rail interface plan and fare structure after February 28 Board Meeting.

MARCH

- Media Relations sends a press release announcing opening date
(tentatively planned for March 8 release)
- "Save-the -Date" letter (early March)
Governmental Relations will take the lead in sending letters to elected officials announcing "Summer" Grand Opening date.
- Metro Art poster project (tentatively scheduled to start mid-April)
Metro Art will take the lead in selecting artists for a poster series.

APRIL

- MTA EXECUTIVE STAFF TOUR
Tour of all three stations between 8 am and 3 pm
(Joe Drew and executive staff)

MAY

- May 2 or 3 MTA Executive Staff/MTA Station Tour
Between 8 am and 3 pm all Wilshire Stations
Train ride from Wilshire/Western to Wilshire/Vermont
- May 10 Media/Executive Staff Tour
10 am to 12 pm all Wilshire Stations
Tour group meets at Western and will ride train to Vermont.
- May 14 Elected's Preview Day/Open House
8am to 3 pm Wilshire/Western Station only
Public Affairs assumes the lead and coordinates with Government Relations and Marketing on the second of 3 events scheduled (same as in previous plan in April)
- TBD Media Relations will issue a press release announcing Metro ART Artists selected for Metro Red Line Posters
- Metro Art Mask-making Community Workshop Public Affairs and Metro Art will assume the lead with the work shop . (this may move to June)
- Press event: Meet the Artists: TBD
MTA's Media Relations will work with Metro Art and invite the media to the unveiling of the masks and tour the art work at all three stations.
- Metro Red Line Wilshire Extension Posters: to print
Metro Art will assume the lead.
- Government Relations and Media Relations will assume the lead in inviting the media , Government Relations will select speakers and extending invitations for the July 12 media event/ribbon cutting ceremony to open the Red Line Extension.

JUNE

- Community rides and tours for the Wilshire Corridor Community
Tentatively planned for
June 14 11am - 2pm Wilshire/Normandie community rides round trip from Normandie to Western
June 15 10 am - 2 pm Wilshire/Western community rides round trip from Western to Normandie

The Communications Division (Marketing will assume the lead and coordinate with Public Affairs) in conjunction with the Wilshire Community will develop an action plan for coordinating and hosting a two days community rides and station tours.

Action Recommendation:

Coordinate and conduct two community "Open House" tours. Market is targeted to the following audiences:

- (1) noon time lunch crowd and employees working in the area.
- (2) shoppers, local residents and visitors to the area.

Both events would feature a lunch time out door concert, small fast food vendors (hot dogs and etc.) highlighting safety, security issues, vandalism abatement and Metro Art.

Cost approximately \$1,500-\$2,000 per day per event.

- MTA Media Relations Department will issue a press release and maps of each the three stations to include bus/rail interface information, fares, parking, points of interest and etc.

JUNE cont.

- Employee Rides (Tentatively planned for June 30)

Marketing, Operations and Transit Police will assume the lead in coordinating the MTA traditional day for employees and families to have a "sneak preview" of the stations and experience a ride aboard the trains. MTA uses this opportunity to market internally to our employees and hand out information about the project, posters and other related informational materials.

Issue: Option (1) employees park at Gateway and travel on the Red Line to visit the extension. If so how will the cost for parking at Gateway be handled. (2) employees park at RCC and are shuttled throughout the day to Gateway to catch Red Line. Employee check in at Red Line and given a special employee appreciation badge for identification and commemorative.

Action Recommendation:

Marketing, Operations and Transit Police each assign a person to be a part of the planning and communications distribution of invitations to employees. (insert a invitational message in payroll checks and issue a special invitation from Art Leahy and Joe Drew in CEO Report in addition to creating a flyers, banners and etc.)

- Media Relations will do a feature story or press release discussing training for additional rail car Operators, Safety and Security Issues

JULY

- Red Line Extension Start-up Team Marketing Orientation and Team Appreciation (Tentatively planned for July 2)

This is a mini-event where the Marketing and Public Affairs Staff will coordinate with Operations to meet the Train Operators and give them an overview of the Marketing start-up plans and present them a commemorative.

Action Recommendation:

Extend the mini-event to include other employees who will be working or assigned to the Metro Red Line and or Extension (i.e., Transit Police, T.O.S.'s, Facilities, Maintenance, Security Guards and etc.). These people should also be included in the overview.

- July 4 Event: (Tentatively planned for Vermont Station 10 am -3 pm)

Marketing and Public Affairs will assume the lead and coordinate with Government Relations, Operations and Metro Art for the Elected's Preview/Appreciation Day/Fourth of July event (third of 3 events scheduled)

Description:

A flag flown above the US Capitol secured by Public Affairs Staff with the thought of having a flagpole placed at the Vermont Station to dedicate the completion of the junction at Vermont and Wilshire. MTA would extend an invitation to Congressman Becerra to preside over the event and have him extend the invitation to the Clinton Administration to participate in the ceremony.

This is envisioned as a community-based event with color guards, Girl/Boy Scouts and community entertainment.

Issue:

Construction plans do not provide for the installation of a flagpole or the flying of a large United States Flag, which would need to be lighted should it fly after dark. If the flag is not lighted, then it has to be lowered at dusk and raised again in the morning one of the following groups could handle this task: MTA Transit Police, Operations Staff, a local veterans group or other community group.

Cost estimate approximately \$5,000-\$10,000

- Grand Opening/Media Event : July 12 (tentatively scheduled for 9 am at Wilshire/Western).

Media Relations will assume the lead with a press event with VIP's to open the extension

- Public Free Rides: July 13-14

(Promotional celebration activities at all three new stations tentatively scheduled from 9am-5pm)

Marketing will assume the lead with station ribbon cuttings and festive station activities.

JULY cont.

of free riders? Banners and or TVM stickers? Crowd control times and locations.
Cost: \$10,000-15,000.

Operations will have the lead on developing the crowd control plan for each station for free rides.

- Streetscape Groundbreaking: TBD

Post opening event with joint involvement with MTA and the Wilshire Chamber will highlight street beautification and MTA's support to the project. This event is intended to highlight the restoration of the area and build support for safety and security. This event is to continue support and re-enforce positive PR with the Metro Red Line. The Wilshire Chamber will have the lead and we will act in a supporting capacity.

Proposed Promotional Awareness Tools or Items:

- *Pole banners* in English/Spanish/Korean marking station entrances with arrows pointing toward entrance (Marketing research will support use of this language dependence)
Issue:
 Having the city wave all costs for posting banners permits.
Action Recommendation: Install pole banners on Wilshire (full alignment)
 Cost approximately \$15,000-20,000 depending on how extensive we promote the opening either full alignment or extension only.
- *Red Line footprints leading to tunnel entrances to generate interest, build awareness and as an educational tool. Additionally, footprints will act as a and pre-opening promotional teaser awareness roll-out campaign.*
Issue:
 Getting a city permit and waver to paint feet on concrete leading to station entrances
 Cost: minimal
- *Large above station standard size (street level mapcases) with you are here and points of interest*
Issue:
 Proposed bus/rail interface at Western/Wilshire is especially important due to confusion when the bus/rail interface is implemented as to where bus stops are located for each bus etc. Money has not been budgeted or allocated for any above -station (street level) map cases.
Action Recommendation:
 Add map cases at street level to include bus stops and routes serving each and points of interest.
 Due to the confusion for patrons with the start-up of service and the implementation of the bus/rail interface plan (especially at Western/Wilshire) it is recommend that for first two to three weeks after the opening station greeters are available to assist customers with connections, TVM operation and answer patron questions.
 Additionally, we have found that people who are interested in using the service stop at the station looking for information regarding the service.
- *Door hangers/direct mail targeted at apartments*
- *Advertising on bus bench and back lit bus shelters along Wilshire*

Proposed Promotional Awareness Tools or Items: cont.

- *Develop sponsor co-op promotion if time permits*
- *Promotional snipes* across back-lit station signs in Segment One announcing opening or coming soon message
- *Program informational and safety messages on the VMS system on Segment Two*
- *TV monitors displayed in tunnel station mezzanine levels* looped with information on Metro Rail, safety, security, area points of interest and commercials for use during grand opening and at least two to four weeks following the opening.
Recommendation: TV monitors could be monitored by security guards or station greeters
 Cost approximately \$10,000-\$15,000 cost could be less dependent upon possible sponsorships included on video tape.
- *Promote future Hollywood connection at Vermont Station* with the theme of a "Star That's Waiting To Be Discovered" promotion. Develop a plan for the Vermont Station to start promoting the station as the connection to Hollywood. It would also be important to use this station as a pre-marketing tool for the Hollywood Opening. This can be accomplished through (1) mounting photos and copies of future Hollywood station renderings and construction photos to start familiarizing the public with the future line opening (must be secured) or (2) make an electronic medium available for the public to view (mini-information area) or a combination of both.
Issue: Assistance will be needed from construction to implement plan.
 Cost approximately \$5,000