

Port Authority of Allegheny County

MARKETING & CUSTOMER SERVICE DIVISION

Overview:

Port Authority's Marketing and Communications Division focuses its efforts on attaining four main goals:

- Increase ridership;
- Increase revenues;
- Develop community partnerships and support; and
- Position the Authority as a valuable community service and a progressive, well-run organization.

Various communications and marketing efforts target specific core audiences, including:

- Riders
- Non-riders—particularly "early adopters" (age 20-30)
- Elected officials
- Community and business leaders
- Academic and medical populations
- Community organizations
- Employers
- Employees
- News media
- Other various stakeholders

The division was reorganized in November 2005 to include the Media Relations Department, which has resulted in more coordinated communications and synchronized messages. The division is now comprised of five departments: Media Relations; Customer Service; Advertising Sales; Creative Services; and Marketing and Retail Sales. Areas of responsibility include, among other functions: formulate and deliver responses to media inquiries while acting as company spokesperson; advise Port Authority's CEO and other senior staff members regarding PR efforts and news media strategies; draft

news releases, op-ed pieces, letters to the editor, articles for trade magazines, employee and customer communications, project newsletters and Web site information; product and image marketing/advertising; promotions and special events; market and customer research; graphic design and copywriting; sales at the service center and all sales outlets; administration of the EZ Gold Employer and Rider Rewards programs; transit advertising; schedule and route information and complaints and commendations.

Figure 3.7

Port Authority of Allegheny County
MARKETING DIVISION

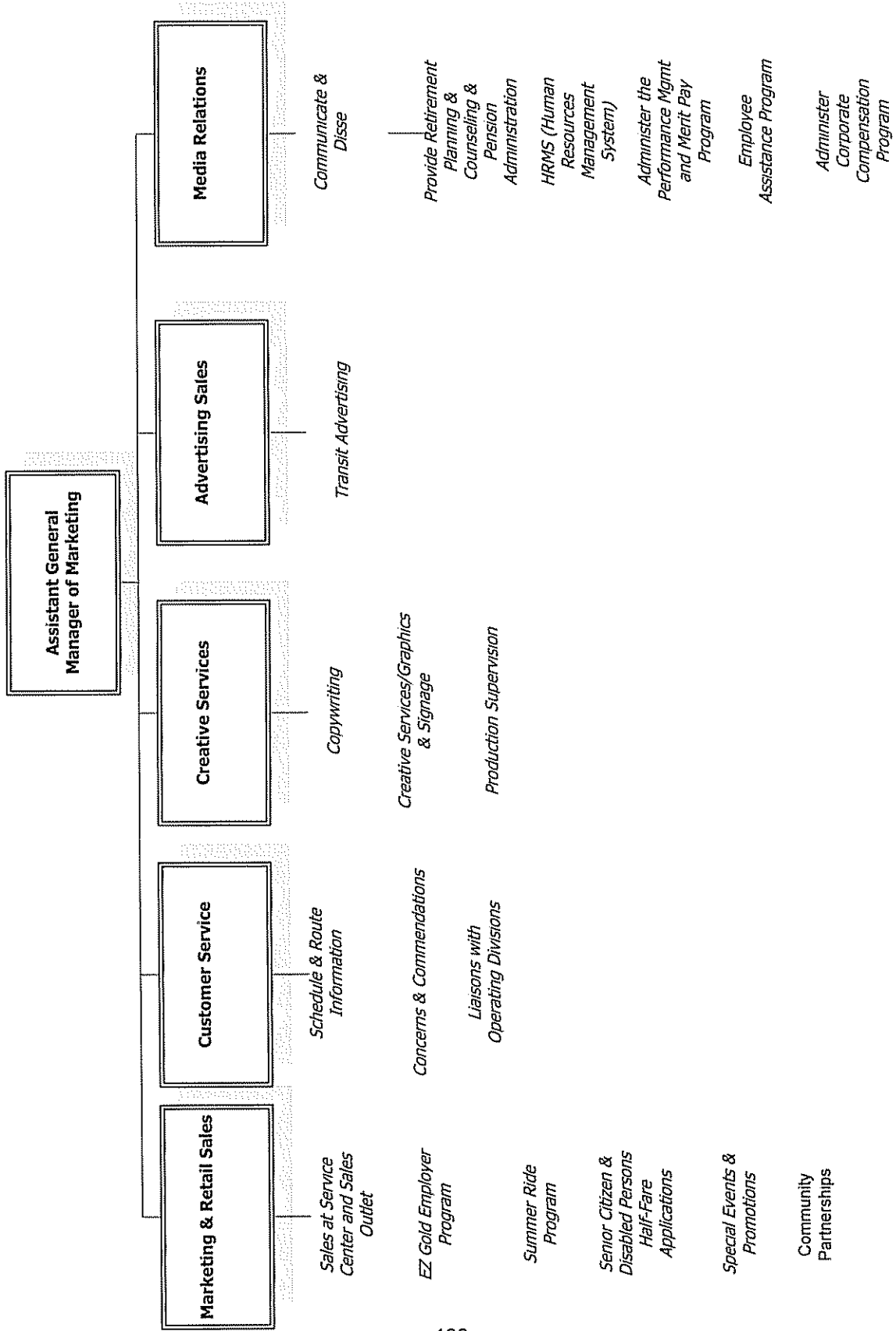
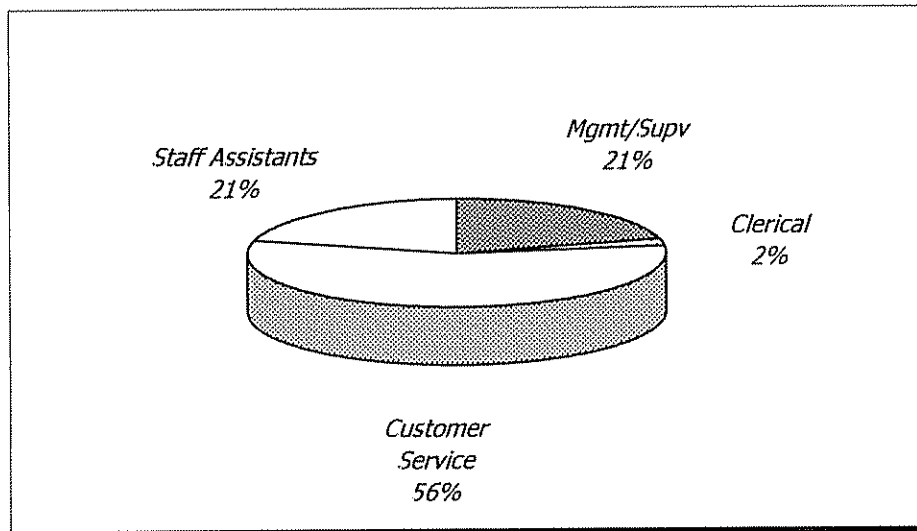


TABLE 3.7a

Port Authority of Allegheny County
MARKETING & CUSTOMER SERVICE DIVISION
Personnel by Function & Department

Fiscal Year 2007 Budget



Personnel Summary (No. of Employees)

	<u>FY 2005</u> <u>Actual</u>	<u>FY 2006</u> <u>Actual</u>	<u>FY 2007</u> <u>Budget</u>
Exec & General - Mktng	2	2	2
Creative Services	7	5	5
Customer Services	22	25	26
Advertising Sales	10	2	3
Marketing & Retail Sales	0	9	9
Media Relations	4	3	3
Total Personnel	<u>45</u>	<u>46</u>	<u>48</u>

TABLE 3.7b*Port Authority of Allegheny County***MARKETING & CUSTOMER SERVICES DIVISION***Expense by Department***Expense Summary (Total Expense)**

	FY 2005 Actual	FY 2006 Forecast	FY2007 Budget	% Change from 2006
	\$	\$	\$	%
Exec. & General - Mktg. & Cust.	107,000	109,000	152,000	39.4%
Creative Services	962,000	830,000	783,000	-5.7%
Customer Services	906,000	967,000	1,103,000	14.1%
Advertising Sales	462,000	15,000	464,000	
Marketing & Retail Sales		760,000	452,000	
Media Realties	176,000	153,000	148,000	100.0%
Total Expense	<u>2,613,000</u>	<u>2,834,000</u>	<u>3,102,000</u>	<u>9.5%</u>

*Expense by Category***Expense Summary (Total Expense)**

	FY 2005 Actual	FY 2006 Forecast	FY2007 Budget	% Change from 2006
	\$	\$	\$	%
Salaries & Wages	1,808,000	1,949,000	2,139,000	9.7%
Benefits	2,000	3,000	2,000	
Purchased Services	9,000	266,000	268,000	0.8%
Materials & Supplies	6,000	48,000	69,000	43.8%
Utilities	38,000	39,000	48,000	23.1%
Other Expenses	774,000	546,000	578,000	5.9%
Transfers & Capitalizations	(24,000)	(17,000)	(2,000)	0.0%
Total Expense	<u>2,613,000</u>	<u>2,834,000</u>	<u>3,102,000</u>	<u>9.5%</u>

Port Authority of Allegheny County

MARKETING & COMMUNICATIONS DIVISION

Divisional Expense Highlights:

- Due to mounting budgetary concerns, since FY 2003 the Marketing and Communications budget line item has been steadily cut, resulting in a 50% reduction in this line item. As such, expenditures on advertising, promotional events, employee activities, etc. have been significantly reduced.
- To improve customer communications, an additional customer service representative and an additional customer service supervisor were hired for the Customer Service Department. These new hires enabled the department to extend its hours of operation, opening one hour earlier in the morning, increase the volume of answered calls, reduce customer waiting time and provide more supervisory coverage on evenings, weekends and holidays.
- The Media Relations Department was added to the division in November 2005.
- The Advertising Sales Department was short-staffed (by two of three staff members) for most of the fiscal year. Even so, the department only barely missed (by \$39,118) its goal of \$1 million in advertising revenues. The department is now fully staffed and is focused on meeting its FY 2007 advertising revenue goal of \$1.2 million.
- Marketing & Communications Division did its part in helping to address Port Authority's budget deficit by working hard to cut expenses, which resulted in ending Fiscal Year 2006 with a favorable variance.

FY 2006 Highlights:

- Designed a new and improved Port Authority website under the direction of the Website Committee. Although the new site will not be live until FY 2007, it will greatly enhance the timeliness, usefulness and ease of use of the website.
- Developed a communication plan for the Authority. The development of this plan involved the formation of a cross functional communication team. Current internal and external information dissemination and collection efforts with employees and Port Authority's customers were analyzed. Strategies were developed and implemented that have improved internal and external communications.
- Expanded Rider Rewards program, which offers instant discounts and exclusive

offers at more than 400 participating businesses to Port Authority monthly or weekly pass holders. Promoted the program heavily on the website in order to reduce printing costs.

- Hired additional customer service representative to address increasing volume of customer service calls and reduce caller wait time.
- Added additional Customer Service supervisor to provide more supervisory coverage for evenings, weekends and holidays.
- Customer Service responded to 1,192,368 customer information calls, received and processed 16,860 complaints, accepted 969 commendations and handled 2,905 emails sent via Port Authority's website.
- Evaluated and adjusted Customer Service work schedules, adjusting short days to cover peak hours for customer calls to achieve maximum coverage
- Continued advertising campaign in the *City Paper* entitled "Riding Bus 101," which each week provides basic information on how to ride Port Authority, about the T and busways, and how to take transit to major destinations and attractions. This ad campaign focuses on "early-adopters" and was subsequently made into a handy brochure.
- Installed additional equipment at the Downtown Service Center to better protect the safety and security of our customers and our assets.
- Simplified the hours of operation at the Downtown Service Center to better accommodate customers and maximize staffing levels.
- Opened numerous new sales outlets to increase pass sales and improve customer convenience.
- Expanded the EZ Gold program to include nearly 200 local businesses and organizations and more than 6,400 employees.
- In partnership with The Sprout Fund, introduced Art in Transit, which displayed the art of more than 30 local artists on bus cards inside Port Authority buses. Two Port Authority hybrid-electric buses displaying the artwork provided shuttle bus service for the Cultural District's Gallery Crawl.
- Continued to support advertising sales and generate additional revenue for Port Authority with production assistance and offering the services of our Creative Services Department to clients.
- Developed and produced promotional materials for major trade/cash advertising agreements with the Steelers, Pirates and Penguins.

- Issued 137 press releases to an extensive list of local media outlets, thereby promoting Authority activities and seeking to provide customers and the general public with the best possible information on Authority services and initiatives.
- Responded in timely fashion to an estimated 700-800 requests for information from local and national media members. This further solidified our working relationships with reporters at local outlets who most often gather news on the Authority. Among other media outlets responded to were the New York Times, Hartford Courant, USA Weekend, Harrisburg Patriot-News, Indianapolis Business Journal, KITS Radio in San Francisco and WBBM-TV, the CBS affiliate in Chicago.
- Wrote and published three newsletters: Fall 2005 Maglev Connexions, Winter 2006 North Shore Connexions and Spring 2006 2020 Transit Vision Study Newsletter. These newsletters were mailed to more than 16,000 subscribers.
- Coordinated or assisted with the following events: Maglev Draft Environmental Impact Statement public hearings; 20/20 Transit Vision Study public rollout; Eastern Corridor Transitional Analysis Study; National Dump The Pump Day; Spirit Of King Awards ceremony; Conference of Minority Transportation Officials' fundraiser; Citizens Bank's Katrina relief fundraiser; the Department of Environmental Protection's promotion of the Southwestern Pennsylvania Air Quality Partnership; Lite Rock FM's Toys For Tots drive; and two 100th birthday parties for former Authority employees at local senior centers.
- Expanded advertising inventory at Station Square and First Avenue Station.
- Negotiated reduction in printing service expenses.
- Developed, designed and began implementation of a new Port Authority logo.
- Developed and implemented a campaign to promote Port Authority's service and encourage ridership during the Three Rivers Arts Festival.
- Developed a multi media campaign to remind developers, public officials and the community that Port Authority is vital to the development of Downtown Pittsburgh as a residential area and that we will be there to get them around town and continue to connect people to life.
- Developed a radio campaign to encourage ridership during the gas price crisis. The catchy radio spots take a humorous approach as the "man on the bus" interviews riders on the benefits of taking public transportation.
- Helped support operations efforts to educate the public of our additional service during the All-Star game through TV spots, take one cards and special detour notices.

- Developed a new “fleet bus design” to brand the newly purchased buses as Port Authority.

FY 2007 Goals:

- Increase ridership.
- Coordinate and stage a North Shore Connector Project event.
- Promote positive news about the North Shore Connector Project; keep the public informed on the project’s progress and construction impacts and garner community support for the project.
- Develop and implement Customer Outreach Program that promotes active community dialog, develops partnerships and positions the Authority as a valuable community service and good steward of public dollars.
- Develop procedures manual for pass sales outlets.
- Develop a photo ID for senior citizens to reduce fraud.
- Expand advertising on railcar exteriors.
- Meet or exceed goal of attaining \$1.2 million in transit advertising revenues.
- Expand advertising at major T and busway stations.
- Overhaul and improve EZ Gold program (employer pass program).
- Increase revenues garnered by hiring-out creative services to perform graphic designs for clients and other outside agencies.
- Reduce abandoned Customer Service calls.
- Develop new and maintain existing community partnership relationships.
- Coordinate a successful move and transition for Port Authority’s Downtown Service Center customers and staff to its new location inside the Steel Plaza T Station.
- Survey customers on a variety of marketing programs to better satisfy their needs and determine ways to help in increasing ridership.