

Marketing and Communications Committee

May 14, 2025 | 3:00 pm – 4:00 pm



Onsite:

Greater Portland Transit District
114 Valley Street, Conference Room A | Portland, ME 04102

Remote:

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/89729117883?pwd=rsrLsh0xLbGsQhayEcramTEBB52yjQ.1>

Passcode: 463008 | Webinar ID: 897 2911 7883

Phone: (646) 558-8656 | Telephone participants: *9 to raise hand, *6 to unmute

MEETING AGENDA

AGENDA ITEM	PRESENTER	ACTION or INFORMATION
1. Call Meeting to Order (3:00)	Chrissy Adamowicz, Committee Chair	N/A
2. Public Comment (3:00-3:05) The Marketing and Communications Committee welcomes public comment. For items NOT listed on this agenda, the chair will recognize speakers at this point on the agenda. For items on the agenda, the chair will recognize public comment following the staff presentation. There is a 3-minute time limit per speaker.	Chrissy Adamowicz, Committee Chair	Information
3. April Meeting Minutes Approval (3:05-3:10) Review and approve minutes from the April 9, 2025 Marketing and Communications Committee meeting.	Chrissy Adamowicz, Committee Chair	ACTION
4. Staff Updates (3:05-3:20) Staff will provide general updates on several topics related to marketing and communications.	Mike Tremblay, Director of Transit Development	Information

5. Finalize Committee Goals for Strategic Plan The committee will discuss, and take action to finalize, the committee's goals for inclusion in Metro's Strategic Plan.	Mike Tremblay, Director of Transit Development	ACTION
6. Metro's Advertising Policy Staff will introduce Metro's advertising policy, with background with regard to the types of advertising that is allowed and prohibited. The Executive Committee reviewed this item in September 2024, and referred it for further committee review.	Mike Tremblay, Director of Transit Development	Information
7. Communication Plan Review Staff will provide an overview of Metro's most recent Communications Plan for discussion.	Mike Tremblay, Director of Transit Development	Information
8. Future Agenda Items (3:55-4:00) Committee members may request future agenda items. <ul style="list-style-type: none"> • Review Metro's Communication Plan • Community Outreach Update • Goal Setting/Workplan Development (Strategic Plan) 	Chrissy Adamowicz, Committee Chair	Information
9. Upcoming Meetings (4:00) <ul style="list-style-type: none"> • Finance Committee – June 4, 2025 at 4:00 pm • Market/Coms Committee – August 13, 2025 at 3:00 pm • Plan/Ops Committee – May 21, 2025 at 10:30 am • Advocacy Committee – May 21, 2025 at 4:30 pm • Executive Committee – May 27, 2025 at 3:30 pm 	Chrissy Adamowicz, Committee Chair	Information
10. Adjournment (4:00)	Chrissy Adamowicz, Committee Chair	ACTION

As of November 9, 2022 Greater Portland Metro is holding meetings of the Board of Directors (and its committees) in hybrid format, both in person at Metro's offices and via webinar. The remote portions of all meetings are conducted in accordance with the requirements of [METRO's Remote Participation Policy](#) (adopted August 25, 2022) as well as LD 1772, PL 2022 Ch. 666, and 1 MRSA Chapter 13, Subchapter 1.



Greater Portland Metro Executive Committee

Wednesday, April 9, 2025

DRAFT Meeting Minutes

Member:	Municipality:	Role:	Status:
Christine Adamowicz	Brunswick	Chair	Present
Steven Riley	South Portland	Vice Chair	Present
Bill Rixon	Freeport	Committee Member	Present
Michael Shaughnessy	Westbrook	Committee Member	Present
John Thompson	Westbrook	Non-voting Attendee	Present
Lou Simms	Gorham	Non-voting Attendee	Present

Staff Present	Identified Members of the Public
Glenn Fenton, Executive Director Mike Tremblay, Director of Transit Development	

- I. The meeting was called to order by: Christine Adamowicz at: 3:03 pm.**
- II. Public Comment**
No members of the public were present for this item.
- III. Meeting Minutes**
The draft meeting minutes from the March 2025 committee meeting were provided in the agenda packet. Bill Rixon motioned to approve the meeting minutes as written, seconded by Steven Riley. The motion passed unanimously.
- IV. Staff Update**
Staff provided an informational update on ongoing marketing initiatives.
- V. MATI Program**
Staff provided an overview of the ongoing Cumberland County Public Health effort to secure Mobility, Access, and Transportation Insecurity funding to demonstrate the efficacy of a low-income pass program.
- VI. Pass Programs**
Staff provided an overview of the pass programs administered by Metro, including some possibilities for future partnerships.

VII. Future Agenda Items

- Committee Goal Setting
- Review Metro's Communication Plan
- MATI program
- Advertising Policy

VIII. Upcoming Meetings:

- Finance Committee – May 6, 2025 at 4:00pm (rescheduled to June 4)
- Marketing and Communications Committee – May 14, 2025 at 3:00pm
- Planning and Operations Committee – May 20, 2025 at 10:30am
- Advocacy Committee – May 20, 2025 at 4:30pm
- Executive Committee – May 28, 2025 at 3:30pm

IX. Adjournment:

Bill motioned to adjourn at 3:51pm. The motion was seconded by Steven Riley, and the meeting was adjourned.

MARKETING & COMMUNICATIONS COMMITTEE

AGENDA ITEM 5

DATE

May 14, 2025

SUBJECT

Committee Goal Setting

PURPOSE

Review draft committee goals.

BACKGROUND/ANALYSIS

Metro's Mission, Vision and Values statements were approved in 2023. The next step in updating Metro's Strategic Plan is to add goals that support the Mission, Vision and Values. Each of Metro's committees has been tasked with identifying key goals related to the committee's charge to be incorporated into the strategic plan.

During the Marketing and Communications Committee's March meeting there was discussion around several initiatives and concepts related to the Marketing and Communications Committee's mission. Staff have worked to refine these concepts into three initial goals for the committee. Each goal has suggested "measures of success" that offer a way for the Committee to determine if progress is being made on each goal.

Capitalize on and improve Metro's public image and brand

Measures of success:

- Earned media
- Third-party inquiries for Metro service (Back Cove Fest, etc)
- Campaigns highlighting completed improvements to service/infrastructure
- Survey results relating to satisfaction with Metro (lagging indicator)

Provide outstanding public communications

Measures of success:

- Number of campaigns related to upcoming changes (leading indicator)
- Survey results relating to customer communication (lagging indicator)

Provide excellent customer service

Measures of success:

- Number of complaints per 100k boardings
- Number of positive feedback interactions
- Survey results relates to customer service

FISCAL IMPACT

None.

RECOMMENDATION

Committee provide input and recommend goals approval to Metro's full Board of Directors during the June full board meeting.

CONTACT

Mike Tremblay
Director of Transit Development
207-517-3023
mtremblay@gpmetro.org

ATTACHMENTS

Attachment A: March 12, 2025 Meeting Minutes



STRATEGIC PLAN

OUR VISION (2023)

Be the mobility option of choice that connects people to each other and all the places that make for a full life;

OUR MISSION (2023)

Provide a public transportation experience that is frequent, fast, safe, and simple.
Serve as a foundation for regional prosperity, growing communities, and a healthy environment.

CORE VALUES (2023)

- **Safety** – our highest priority is the safety of our riders, employees, and the public.
- **Service** – we serve our riders and communities; we support our employees; we act in the public interest.
- **Simplicity** – we do the hard work to make transit easy for all.
- **Sustainability** – We commit to responsible and equitable practices today to ensure a sustainable and better future.
- **Innovation** – with imagination and determination we never stop building a better public transportation experience for riders.

STRATEGIC PRIORITIES (2016)

Priority 1 – Maintain what we have

Protect today's service through a well-equipped and developed staff and properly maintained and managed physical assets.

Priority 2 – Increase service levels in Metro's core service area

Improve frequency and hours of operation where ridership demand reasonably warrants within the current service area.

Priority 3 – Improve the Customer Experience

Introduce enhancements that improve the customer experience including (for example) an electronic fare collection system, smart cards, mobile payment, automatic on-board voice announcements, on-board Wi-Fi, and upgraded bus shelters/transit centers.

Priority 4 – Expand the Metro Service Area

Based on demonstrated ridership demand, add service to areas within the Metro service area that lack transit service or introduce service to jurisdictions outside the current Metro service area.

MAJOR GOALS AND OBJECTIVES (2016)

Provide High Quality Operations

1. Develop and implement performance and asset management systems. **Partially complete**

Achieve Long-term Financial Sustainability

1. Complete fare policy review and implement Board approved fare adjustments and policies. **Complete**
2. Continue to seek new funding sources and diversify sources of revenue **Ongoing**
3. Implement concrete methods and benchmarks as part of an ongoing effort to contain costs. **Partially complete**

Strengthen Metro's Organizational Capacity

1. Continue to develop and support staff professional development, provide the resources to be successful and ensure sustainable work-loads. **Ongoing**
2. Develop and implement plans to extend Metro's capacity through effective partnerships with member communities, partner agencies, and private/non-profit sector organizations. **Ongoing**
3. Develop capacity to assist communities in prioritizing transit supportive policies through the community planning and property development processes. **Ongoing**

Improve Transit Network Performance

1. Develop and submit a transit agency consolidation plan to the City of South Portland. **Complete**
2. Continue to advance and support regional strategies to make the transportation network more seamless for passengers. **Ongoing**

Build Ridership

1. Optimize bus routes and service levels based on smart transit planning principles balanced with local needs. **Complete**
2. Seek funding and local commitments for improvements to route frequencies, span of service and expansions where it makes sense. **Ongoing**
3. Procure and install an electronic fare payment/collection system. **Complete**
4. Advance transit pass program initiative with University of Southern Maine. **Complete**
5. Develop plans and secure funding to improve bus stops and overall transit accessibility. **Ongoing**
6. Invest in creative branding and marketing approaches to raise awareness and excitement around expansion service, real-time bus arrival technology deployment and transit service generally. **Complete**



Greater Portland Metro Executive Committee

Wednesday, March 26, 2025

DRAFT Meeting Minutes

Member:	Municipality:	Role:	Status:
Christine Adamowicz	Brunswick	Chair	Present
Julie Dubovsky	Yarmouth	Vice Chair	Present
Steven Riley	South Portland	Committee Member	Present
Michael Shaughnessy	Westbrook	Committee Member	Present
John Thompson	Westbrook	Non-voting Attendee	Present

Staff Present	Identified Members of the Public
Glenn Fenton, Executive Director Mike Tremblay, Director of Transit Development Denise Beck, Marketing Manager	

- I. The meeting was called to order by: Christine Adamowicz at: 3:02 pm.**
- II. Public Comment.**
No members of the public were present for this item.
- III. Title VI Program Update**
Mike Tremblay presented updates on Metro's Title VI program, due for submission to FTA by April 1. No discussion or questions were posed by the Committee.
- IV. Marketing Overview**
Mike Tremblay and Denise Beck provided an overview of Metro's marketing activities and budget. The committee asked clarifying questions and offered some suggestions for additional activities, including additional learn-to-ride events and outreach events, such as with Girl Scouts of America.
- V. Committee Goal Setting**
The Committee discussed goals for 2025, and identified the following items for the Committee and staff to focus on:
 - Marketing for recreation and active transportation users
 - Identify incentives to existing ridership to ride more
 - Tie in Metro's brand to quality of life benefits
 - Capitalize on Metro's strengths, including clean, comfortable, and safe transportation, and quality of service
 - Defeating stigma that often surrounds public transit

- Measuring success from campaigns
 - Tracking distributed tokens
- Number and diversity of outreach events

VI. Suggested Committee Items

The Committee discussed possible future agenda items, including:

- Sustainability campaigns
- Student artwork in buses
- Bus wraps
- Call for Artists
- Tie-ins with Advocacy Committee, including a joint meeting

VII. Future Agenda Items

- Review Metro's Communication Plan
- Community Outreach Updates
- Goal Setting/Workplan Development

VIII. Upcoming Meetings:

- Finance Committee – April 2, 2025 at 4:00pm
- Marketing and Communications Committee – April 9, 2025 at 3:00pm
- Planning and Operations Committee – April 16, 2025 at 10:30am
- Advocacy Committee – April 16, 2025 at 4:30pm
- Executive Committee – April 23, 2025 at 3:30pm

IX. Adjournment:

Michael Shaughnessy motioned to adjourn; Steven Riley seconded. Meeting was adjourned at 4:41pm.

MARKETING & COMMUNICATIONS COMMITTEE

AGENDA ITEM 6

DATE

May 14, 2025

SUBJECT

Agency Advertising Policy and Practices

PURPOSE

Review and discuss our advertising revenue, advertising policy, and internal practices that affect advertising revenue

BACKGROUND/ANALYSIS

Advertising Policy

In 2020, the Metro Board of Directors updated its advertising policy (*Attachment A*). The primary goal of these updates was to provide the Board of Directors with more discretion over the subject matter of certain advertising that may be political in nature. The new policy, as a default, restricts advertising by nonprofit entities unless they have a specific call to action or are done in partnership with Metro as a mutually beneficial campaign, and other specific circumstances. In practice, this has mostly suppressed all nonprofit advertising, including certain universities, healthcare providers, and credit unions. The policy was revisited by the Executive Committee in June 2021, where the policy was affirmed as written but expanded upon to strictly limit Metro's endorsement to those organizations/advertising campaigns that Metro's Board specifically wants to support, and which aligns with Metro's mission and goals.

According to our advertisement placement agency (ATA Outdoor), national, for-profit advertisers have largely begun focusing on the largest US advertising markets. Ad placements for such advertisers have become more sporadic, with shorter contract terms resulting in more periods of vacancy, and more hesitancy to purchase larger, more revenue-producing ad displays. According to ATA, nonprofit healthcare facilities, universities, and credit unions tend to be local, and thus prefer to advertise locally and with more of a commitment than for-profit advertisers. These advertisers have largely shifted to other nearby markets, and/or have reduced their footprint in outdoor marketing entirely. ATA states that revising our advertising policy, which is the most strict of all their clients, could lead to some higher value, longer-term contracts, though it may take some time for some (formerly regular) advertisers to come back to Metro.

Availability of Ad Space

Finally, Metro has reduced our capacity for advertising overall since the current advertising policy was adopted in 2020. Metro has introduced subfleets (electric buses and BREEZ buses) that have been omitted from the list of vehicles available for advertising. Husky Line buses have been exempt from advertising except on the back of buses. Metro also keeps two to four full-

size buses with standard branding clean from advertising for marketing photos and occasional opportunities that may need to be acted on quickly.

Meanwhile, Metro has nine bus shelters that have been removed from consideration for advertising in order to be reserved for public art, and others that are unavailable due to being on private property or in a municipality that has not opted into allowing advertising in shelters (Falmouth). Metro has added some shelters in recent years, though these have tended to be outside the urban core where advertisers find the most value in advertising.

Metro's advertising policy does not specify how Metro staff should designate our buses and shelters for advertising; except where limited by municipal law and private property agreements, Metro staff can make buses and shelters available or unavailable for advertising at its own discretion, though with guidance from the Board. As the agency's brand is now more than six years old, previous concerns about covering up our branding may no longer be as pressing. On the other hand, continued prevalence of our branding may help to reinforce the perception of our system as a municipal service, rather than a "rolling billboard".

Advertising Revenue

Metro's advertising revenue has fallen in terms of real dollars and as a percentage of Metro's overall revenue since 2019, the year before the current advertising policy was adopted. While much of this is likely due to uncertainty and market changes due to COVID-19, and changes in the marketing environment that may or may not be related to the pandemic, it is likely that some of these changes can be attributed to our advertising policy.

Year	2019	2020	2021	2022	2023	2024 (proj)
Advertising Revenue	\$288,995	\$165,793	\$194,244	\$349,816	\$243,637	\$280,000
Value in 2019 \$	\$288,995	\$163,772	\$183,267	\$305,591	\$204,421	\$227,583
% of Metro revenue	2.64%	1.36%	1.63%	2.66%	1.79%	1.94%

Note: 2022 revenue includes \$134,113 in AT&T ad sales that ATA Outdoor describes as "an anomaly".

POSSIBLE UPDATES TO ADVERTISING POLICY

Any and all changes to Metro's advertising policy would be made in consultation with Metro's legal consultant, Drummond Woodsum, and approved by the Board of Directors.

A review of advertising policies from other regional transit agencies shows that there is likely some room for adjustment in order to make our policy friendlier to apolitical non-profit advertising. Example policies are attached to this item. Such adjustments may include:

- Allowance for public service announcements from non-profits, as shown in the advertising policy (*Attachment B*) for the Massachusetts Bay Transit Authority (MBTA), including:
 - *The availability of services to prevent or treat illnesses or to promote wellness;*
 - *The availability of services to promote health and safety;*

- *The availability of education or training services;*
- *The availability of services and programs that provide support to low income citizens, children, senior citizens, or people with disabilities; (note: could also include persons with limited English proficiency under this item)*
- *Events related to arts and culture, museum exhibitions, or religious services; or*
- *Solicitation by broad-based contribution campaigns that provide funds to multiple charitable organizations active in the above-listed areas*
- Allowance for commercial advertising that includes additional categories (rent, lease, license, brand, property, and programs), as outlined in the MBTA advertising policy.
- Specific prohibition against political and public issue advertising, as outlined in the Chicago Transit Authority (CTA) advertising policy (*Attachment C*) and San Francisco Municipal Transit Agency (SFMTA) (*Attachment D*).

POSSIBLE CHANGES TO INTERNAL POLICIES RELATING TO ADVERTISING SPACE

In order to maximize the potential for additional advertising revenue, Metro staff could make one or more of the following changes to our internal policies on advertising:

- Make more traditionally branded buses available for advertising, leaving fewer “clean” buses available for marketing and for brand recognition;
- Allow advertising to be placed on one or more subfleets (Electric buses, Husky Line buses, and/or BREEZ buses), even if this obscures branding elements.
- Allow for “full wrap” advertising on traditionally branded buses and/or subfleets, which generate the highest revenue but completely obscure any branding on buses (currently only allowed on 2011 and 2014 series buses that are not painted with Metro’s branding)
- Allow placement of rectangular advertising panels on newer buses, which are popular among advertisers but would partially obscure any branding (currently only allowed on 2011 and 2014 series buses that are not painted with Metro’s branding)

Staff welcomes discussion on these possible changes to internal policy, particularly on the importance of Metro’s primary and subfleet branding vs. advertising revenue.

FISCAL IMPACT

This item is for information and discussion. Revisions to our policy and/or internal practices should result in increased potential for additional advertising revenue.

RECOMMENDATION

Staff recommends that this item be revisited by our legal consultant, with potential changes to be reviewed by Executive Committee and possibly submitted for Board approval at a later date.

CONTACT

Mike Tremblay
 Director of Transit Development
 mtremblay@gpmetro.org
 207-517-3023

ATTACHMENTS

Attachment A – Metro’s current Advertising Policy, adopted 12/2020

Attachment B – Massachusetts Bay Transit Authority Advertising Policy

Attachment C – Chicago Transit Authority Advertising Policy and Ordinance

Attachment D – San Francisco Municipal Transit Agency Advertising Policy



METRO ADVERTISING POLICY

Article I. Applicability; Purpose

This Advertising Policy applies to all advertisements proposed to be displayed in or on any METRO buses, vans, shelters, bus stops, and other transit facilities (collectively, "METRO Transit Facilities") on or after the Effective Date.

The operations of Greater Portland Transit District (METRO) are funded by a combination of federal, state, and local funds, including fare revenues. Advertising revenues are an important supplemental source of revenue that is a part of METRO's operating budget and supports its transit operations. Revenues derived from advertising also reduce the local assessments for its member municipalities. METRO's purpose in allowing paid advertising to be displayed on or in METRO Transit Facilities is to maximize such supplemental revenue to support its operations without adversely affecting its ridership numbers or quality.

The purpose of this Advertising Policy is to establish uniform, reasonable, and viewpoint-neutral standards and procedures that are consistently applied in determining the acceptability of proposed advertising on or in METRO Transit Facilities.

Article II. Nonpublic Forum; METRO as Proprietor; METRO's Speech Not Restricted

A. Nonpublic Forum; METRO as Proprietor.

METRO Transit Facilities constitute nonpublic forums that are subject to the viewpoint-neutral restrictions set forth in this Advertising Policy. Nothing contained in this Advertising Policy or its implementation by METRO, its employees, officers, or agents (including without limitation its Advertising Contractor) is intended or shall be construed to create, designate, or use METRO Transit Facilities as a public forum for expressive activities or general discourse.

By accepting advertising for display in or on METRO Transit Facilities, METRO is acting in a proprietary capacity as a provider of public transportation seeking to maximize advertising revenue to support its operations. In furtherance thereof, METRO limits the advertisements it will accept for display in or on METRO Transit Facilities in accordance with the provisions of this Advertising Policy.

B. METRO's Speech Not Restricted.

Notwithstanding the Advertising Standards in Article III, METRO has the unqualified right to display in or on METRO Transit Facilities, and to prioritize the display of, (i) informational notices concerning METRO operations, services, or promotions; (ii) cross-promotional material;¹ and (iii) any advertisement that is procured or endorsed by the METRO Board of Directors, including without limitation commercial advertising, governmental advertising, and public service announcements. For purposes of this Advertising Policy, a vote by a majority of the METRO Board

¹ "Cross-promotional material" means an advertisement that concerns a cooperative partnership in which one or more entities works together with METRO with the goal of jointly promoting their respective goods, services, events, or messages.

of Directors present and voting to approve or support an advertisement constitutes an endorsement.

Article III. Advertising Standards

- A. Permitted Advertising. METRO will accept for display on or in any METRO Transit Facilities paid or unpaid advertisement that falls within one or more of the following categories:
1. Commercial Advertising. The advertisement promotes or solicits a commercial transaction concerning the sale, distribution, or availability of goods, services, or events for an advertiser's commercial or proprietary interest.
 2. Governmental Advertising. The advertiser is the United States government, the State of Maine, or any of the member municipalities of METRO and the advertisement furthers or supports a specific governmental purpose.
 3. METRO-Endorsed Advertising. The advertisement is endorsed by the METRO Board of Directors pursuant to Article II.B.
- B. Prohibited Advertising. Notwithstanding Article III.A, METRO will not accept for display on or in any METRO Transit Facilities any advertisement that falls within one or more of the following categories, unless such advertisement is endorsed by the METRO Board of Directors pursuant to Article II.B:
1. Non-Commercial Matter. The advertisement does not promote or solicit a commercial transaction concerning the sale, distribution, or availability of goods, services, or events for an advertiser's commercial or proprietary interest.
 2. Adult Entertainment. The advertisement promotes or contains images, copy, or concepts associated with adult entertainment establishments or sexually oriented goods or services, including but not limited to adult book stores, video stores, dance clubs, telephone services, internet sites, films (including X-rated or NC-17 rated films), video games, and escort services.
 3. Alcohol, Tobacco, and Cannabis. The advertisement (i) depicts alcohol, tobacco or tobacco-related products, or cannabis or cannabis-related products; (ii) simulates drinking, smoking, vaping, or ingesting of alcohol, tobacco or tobacco-related products, or cannabis or cannabis-related products; (iii) promotes events related to alcohol, tobacco or tobacco-related products, or cannabis or cannabis-related products; or (iv) otherwise promotes the use or sale of alcohol, tobacco or tobacco-related products, or cannabis or cannabis-related products.
 4. Demeaning, Defamatory, or Disparaging Content. The advertisement contains images, copy, or concepts that demean or disparage any individual or group or is libelous.
 5. False, Misleading, or Deceptive Content. The advertisement is false, misleading, or deceptive.
 6. Firearms. The advertisement contains images, copy, or concepts of guns or firearms.
 7. Unlawful or Illegal Conduct, Goods, or Services. The advertisement contains images, copy, or concepts that promote or encourage, or appear to promote or encourage, unlawful or

illegal conduct (including without limitation infringement of copyright) or the use or possession of unlawful or illegal goods or services.

8. METRO's Endorsement. The advertisement contains images, copy, or concepts that inaccurately state or imply METRO's endorsement of the subject of the advertisement.
 9. METRO's Interests. The advertisement contains images, copy, or concepts that (i) encourage or depict unsafe behavior with respect to METRO's transit operations; (ii) are directly adverse to the commercial, administrative, or proprietary interests of METRO; or (iii) METRO reasonably foresees would incite or provoke violence or would otherwise result in harm to, disruption of, or interference with METRO's transit systems or services.
 10. Prurient Sexual Suggestiveness. The advertisement contains images, copy, or concepts that describe, depict, or simulate sexual activities, or aspects of the human anatomy in a way that the average adult, applying contemporary community standards, would find appeals to the prurient interest of minors or adults in sex.
 11. Violence. The advertisement contains images, copy, or concepts of graphic violence, including without limitation: (i) the depiction of human or animal bodies or body parts, or fetuses, in states of mutilation, dismemberment, decomposition, or disfigurement; or (ii) the depiction of weapons or other implements or devices used in the advertisement in an act of violence or harm on a person or animal.
 12. Vulgarity or Obscenity. The advertisement contains images, copy, or concepts that are obscene, vulgar, crude, sexually suggestive, indecent, profane, or scatological.
- C. Sponsorship Disclaimer. METRO reserves the right to require that any advertisement accepted for display on or in METRO Transit Facilities include a statement of sponsorship ("This message is sponsored by _____") and/or a disclaimer indicating that the advertisement is not sponsored by METRO and does not constitute an express or implied endorsement of its content, viewpoint, or the advertising sponsor.

Article IV. Review of Proposed Advertisement

For purposes of this Article IV, "Advertising Contractor" means the advertising agency or firm retained by METRO to solicit, review, and publish approved commercial advertising on METRO Transit Facility. "Contract Administrator" means the METRO General Manager or designee.

- A. Initial Review by Advertising Contractor. The Advertising Contractor will initially review each advertisement submitted for display on or in METRO Transit Facilities to determine whether the advertisement complies with the Advertising Standards in Article III. If the Advertising Contractor determines that advertisement complies with the Advertising Standards, the Advertising Contractor may display the advertisement pursuant to the separate terms of its agreement with METRO. If the Advertising Contractor determines that advertisement does not, or may not, comply with the Advertising Standards, the Advertising Contractor will promptly forward to the Contract Administrator the proposed advertisement, name of the advertiser, size and number of proposed advertisements, proposed dates and locations of displays, and the reason for the Advertising Contractor's determination that the proposed advertisement does not, or may not, comply with the Advertising Standards.

- B. Review by Contract Administrator. Upon the Contract Administrator's receipt of the advertisement and supporting information, the Contract Administrator will review the advertisement and supporting information to determine whether the advertisement complies with the Advertising Standards. In reaching this determination, the Contract Administrator may consider any materials submitted by the advertiser and may consult with the advertiser, Advertising Contractor, and METRO's general counsel. If the Contract Administrator determines that the advertisement does not comply with the Advertising Standards, the Contract Administrator will so advise the Advertising Contractor of the determination in writing, who will in turn notify the advertiser. The determination of the METRO Contract Administrator is final.
- C. Opportunity for Revision by Advertiser. If the Contract Administrator determines that the advertisement does not comply with the Advertising Standards, the Advertising Contractor may, in consultation with the Contract Administrator, discuss with the advertiser revisions to the advertisement to try to bring the advertisement into conformity with the Advertising Standards, and the advertiser may submit a revised advertisement for review.
- D. Removal of Non-Complying Advertisements. Notwithstanding the foregoing Sections A, B, and C, if the Contract Administrator determines at any time that an advertisement accepted for display by the Advertising Contractor does not comply with the Advertising Standards, the Contract Administrator will notify the advertiser in writing of the determination and direct the Advertising Contractor to remove the advertisement. Upon such instruction, the Advertising Contractor will promptly remove the advertisement, will provide the advertiser with a copy of this Advertising Policy, and may, with the Contract Administrator, discuss with the advertiser revisions to the advertisement which, if undertaken, would bring the advertisement into conformity with the Advertising Standards. The advertiser will then have the option of submitting a revised advertisement for review. If METRO and the advertiser do not reach agreement with regard to a revision of the advertisement, the METRO Contract Administrator will issue a final written notice of its decision, which will then be relayed to the advertiser. The determination of the Contract Administrator is final.

Article V. Miscellaneous

- A. Severability. If any portion of this Advertising Policy is declared invalid by a court of competent jurisdiction, such portion shall be deemed severable and shall not affect the validity of the remaining portions of this Advertising Policy, which shall continue in full force and effect.
- B. Effective Date. This Advertising Policy is effective as of December 18, 2020 in accordance with approval by the Board of Directors.

Guidelines Regulating MBTA Advertising

Adopted November 23, 2015

Amended November 20, 2017

Amended October 31, 2022

Purpose

Through these Guidelines the MBTA intends to establish uniform, viewpoint-neutral standards for the display of advertising. In setting its advertising standards, the MBTA seeks to fulfill the following goals and objectives:

- (a) maximization of revenue generated by advertising;
- (b) maximization of revenue generated by attracting, maintaining, and increasing ridership;
- (c) maintaining the safe and orderly operation of the MBTA;
- (d) maintaining a safe and welcoming environment for all MBTA passengers, including minors who travel on or come in contact with the MBTA system; and
- (e) avoiding the identification of the MBTA or the Commonwealth of Massachusetts with advertisements or the viewpoints of the advertisers.

The MBTA reserves the right, from time to time, to suspend, modify or revoke the application of any or all of these Guidelines as it deems necessary to comply with legal mandates, to accommodate its primary transportation function and to fulfill the goals and objectives referred to herein. All the provisions of these Guidelines shall be deemed severable.

Advertising Program and Administration

- (a) These guidelines shall apply to advertising on or in all MBTA equipment and facilities (including but not limited to land, terminals, stations, garages, yards, shops, structures, rolling stock, vehicles, fences, equipment, electronic and hard copy media, websites, and other personal property) unless otherwise expressly provided by contract regarding a premise covered by an alcoholic beverages license.
- (b) The MBTA shall, from time to time, select an “Advertising Contractor” who shall be responsible for the daily administration of the MBTA’s advertising program in a manner consistent with these Guidelines and the terms of its agreement with the MBTA. The advertising program shall include, but not be limited to, promotion, solicitation, sales, accounting, billing, collections, and posting of advertising displays on or in all MBTA equipment and facilities.
- (c) The Advertising Contractor shall provide, or shall subcontract for, all employees and equipment necessary to perform the work and provide the services required by the MBTA.

- (d) The MBTA shall designate an employee as its “Contract Administrator” to be the primary contact for the Advertising Contractor. Questions regarding the terms, provisions and requirements of these Guidelines shall be addressed initially to the Contract Administrator.

MBTA Operations and Promotions

The MBTA has the unqualified right to display, on or in its equipment and facilities, advertisements and notices that pertain to MBTA operations and promotions, consistent with the provisions of its agreement with the Advertising Contractor.

Disclaimer

The MBTA reserves the right, in all circumstances, to require that an advertisement on or in its equipment and facilities include a disclaimer indicating that it is not sponsored by, and does not necessarily reflect the views of, the MBTA.

Advertising Standards

- (a) The MBTA intends that its equipment and facilities constitute a nonpublic forum that are subject to the viewpoint-neutral restrictions set forth below, which are designed to ensure that advertising on MBTA property serves the purposes set forth above. Certain forms of paid and unpaid advertising will not be permitted for placement or display on or in MBTA equipment and facilities. By adopting this policy, the MBTA does not agree or consent to any implication that any property owned by the MBTA is any type of public forum.
- (b) The MBTA may display advertisements that fall under one or more of the following categories:
 - (i) Commercial advertising. Advertising with the purpose of soliciting or promoting the sale, rent, lease, license, distribution, brand, or availability of goods, property, services, programs, or events for the advertiser’s commercial or proprietary interests.
 - (ii) Governmental advertising. Advertising sponsored by a federal, state, or local governmental entity that advances a specific governmental purpose.
 - (iii) Public Service Announcements from Non-Profits. Advertising sponsored by a nonprofit organization that is exempt from taxation under Section 501(c)(3) of the Internal Revenue Code that is directed to the general public or a significant segment of the general public and the sole expressed purpose of which relates directly to:

(A) the availability of services to prevent or treat illnesses or to promote wellness;

(B) the availability of services to promote health and safety;

(C) the availability of education or training services;

(D) the availability of services and programs that provide support to low income citizens, children, senior citizens, or people with disabilities;

(E) events relating to arts and culture, museum exhibitions, or religious services; or

(F) solicitation by broad-based contribution campaigns that provide funds to multiple charitable organizations active in the above-listed areas.

(c) Notwithstanding section (b) above, the MBTA shall not display or maintain any advertisement that falls within one or more of the following categories:

(i) Incitement or “Fighting Words”. The advertisement contains material, or directs viewers to material, that the MBTA reasonably foresees would imminently incite or provoke violence or other immediate breach of peace, and so harm, disrupt, or interfere with safe, efficient, and orderly transit operations.

(ii) Demeaning or Disparaging. The advertisement contains material that demeans or disparages an individual or group of individuals. For purposes of determining whether an advertisement contains such material, the MBTA will determine whether a reasonably prudent person, knowledgeable of the MBTA’s ridership and using prevailing community standards, would believe that the advertisement contains material that ridicules or mocks, is abusive or hostile to, or debases the dignity or stature of, an individual or group of individuals.

(iii) Tobacco, Cannabis, and Smoking or Smoking-Simulation Products. The advertisement promotes the sale or use of, or depicts: (1) tobacco or tobacco-related products; (2) products that simulate smoking or are modeled on tobacco products, including but not limited to cigarettes, cigars, smokeless (e.g. chewing) tobacco and electronic cigarettes, or vaping devices; or (3) cannabis, cannabis accessories or cannabis products.¹

¹ The terms “Cannabis,” “Cannabis Accessories,” and “Cannabis Products” are defined at 935

- (iv) Profanity. The advertisement contains or implies profane language.
- (v) Firearms. The advertisement either (a) advertises a firearm or a brand of firearms, (b) contains an image of a firearm in the foreground of the main visual, or (c) contains image(s) of firearm(s) that occupy 15% or more of the overall advertisement.
- (vi) Violence. The advertisement contains an image or description of graphic violence, including but not limited to (1) the depiction of human or animal bodies, body parts or fetuses, in states of mutilation, dismemberment, decomposition or disfigurement, and (2) the depiction of weapons or other implements or devices used in the advertisement in an act or acts of violence or harm on a person or animal.
- (vii) Unlawful Goods or Services. The advertisement, or any material referenced or contained in it, promotes or encourages, or appears to promote or encourage, the use or possession of unlawful or illegal goods or services.
- (viii) Unlawful Conduct. The advertisement, or any material referenced or contained in it, promotes or encourages, or appears to promote or encourage, unlawful or illegal behavior or activities.
- (ix) Obscenity or Nudity. The advertisement contains obscene material or images of nudity. For purposes of these Guidelines, the terms “obscene” and “nudity” shall have the meanings contained in Massachusetts General Laws ch. 272, §31.²
- (x) Prurient sexual suggestiveness. The advertisement contains material that describes, depicts, or represents, explicitly or by euphemism, sexual activities or aspects of the human anatomy in a way that the average adult, applying contemporary community standards, would find appeals to the prurient interest of minors or adults in sex. For

C.M.R. 500.002. For guidance on proposed advertisements concerning hemp and hemp-derived products, the Authority may consult the Department of Agricultural Resources’ Policy Statement Regarding the Sale of Hemp-Derived Products in the Commonwealth, available at <https://www.mass.gov/doc/mdar-policy-statement-sale-of-hemp-derived-products/download>.

² Mass. Gen. Laws ch. 272, §31, defines “obscene” as follows: “matter is obscene if taken as a whole it (1) appeals to the prurient interest of the average person applying the contemporary standards of the county where the offense was committed; (2) depicts or describes sexual conduct in a patently offensive way; and (3) lacks serious literary, artistic, political, or scientific value” Mass. Gen. Laws. ch. 272, §31, defines “nudity” as follows: “uncovered or less than opaquely covered human genitals, pubic areas, the human female breast below a point immediately above the top of the areola, or the covered male genitals in a discernibly turgid state. For purposes of this definition, a female breast is considered uncovered if the nipple or areola only are covered.”

purposes of these Guidelines, the term “minor” shall have the meaning contained in Massachusetts General Laws ch. 272, §31.³

- (xi) Political Campaign Speech. The advertisement contains political campaign speech. For purposes of these Guidelines, the term “political campaign speech” is speech that (1) refers to a specific ballot question, initiative petition, or referendum, (2) promotes or opposes a political party for local, state, or federal election, or (3) promotes or opposes a candidate or group of candidates for local, state, or federal election. For purposes of these Guidelines, the term “candidate” shall include any person actively campaigning for office, any person who has filed their candidacy or declared their intent to run for office.
- (xii) Endorsement. The advertisement, or any material contained in it, implies or declares an endorsement by the MBTA or the Commonwealth of any service, product, or point of view, without prior written authorization of the MBTA (through its General Manager) or the Commonwealth (through the Secretary of Transportation).
- (xiii) False, Misleading, or Deceptive. The advertisement, or any material contained in it, is false, misleading, or deceptive.
- (xiv) Libel and Intellectual Property Infringement. The advertisement contains material that is libelous, infringes on any copyright, trademark, or other intellectual property rights, or is likely to subject the advertiser or the MBTA to litigation.
- (xv) “Adult”-oriented goods or services. The advertisement promotes or encourages, or appears to promote or encourage, a transaction related to, or uses brand names, trademarks, slogans, or other materials that are identifiable with: films rated “X” or “NC-17,” video games rated M or AO, adult book stores, adult book, video, or entertainment stores or websites, nude dance clubs and other adult entertainment establishments, adult telephone or video/chat services, and escort services.
- (xvi) The advertisement directs viewers to websites, telephone numbers, or other media sources that contain materials, images, or information that would violate the foregoing Advertising Standards if the materials, images, or information were contained in the advertisement itself.

(d) Limited Display of Alcohol-Related Advertisements:

³ Mass. Gen. Laws ch. 272, §3 I, defines “minor” as “a person under eighteen years of age.

The MBTA may display advertisements that advertise an alcohol product or a brand of alcohol products in the following limited circumstances only:

- (i) The advertisement appears in an MBTA rail station, bus shelter, or billboard, provided, however, that no alcohol advertisements shall be affixed in rail stations where weekday average Student Pass usage exceeds 10% of station ridership, as determined by the MBTA in its sole estimation;
- (ii) Up to fifteen (15) exterior full-body or Ultra Super King train wraps may be displayed across the MBTA subway system (Red, Green, Blue, and Orange lines) at any one time, with a maximum of 4 per line;
- (iii) The advertisement complies with the Outdoor Advertising Association of America's Code of Industry Principles as they concern alcohol advertisements.

The MBTA Advertising Manager may delay implementation of any part of this section.

ORDINANCE NO. 013-63

AN ORDINANCE REPEALING ORDINANCE
NO. 012-30 RELATED TO ADVERTISING
ON THE CHICAGO TRANSIT AUTHORITY
PROPERTY, ADOPTING A
NEW ADVERTISING POLICY AND
GUIDELINES

WHEREAS, The Chicago Transit Authority's ("Authority") primary purpose is to provide safe and efficient public transportation services for persons using its buses, trains, and other facilities; and

WHEREAS, The Chicago Transit Board has determined to permit certain forms of commercial, public service, and other advertising in or upon the Authority's buses, rail cars, stations, facilities and other designated property; and

WHEREAS, The Chicago Transit Board has determined that discharging the Authority's primary purpose of safe and efficient public transportation, while permitting certain advertising in or upon its vehicles and facilities to raise revenues, is best achieved by uniform, viewpoint-neutral standards for the display of advertising that do not interfere with the Authority's obligations to maintain passenger safety, minimize disruption to public transportation services, ensure peace and order on the public transportation system, protect passengers from fraudulent activities, and protect the health, safety and welfare of passengers; and

WHEREAS, On March 14, 2012, the Authority adopted Ordinance No. 012-30, revising and restating the Authority's Advertising Guidelines and permitting certain alcoholic beverage advertising on Authority property; and

WHEREAS, In the interest of clarity, to ensure that the rules for accepting and displaying advertising are consistently enforced and to maintain and enhance the Authority's reputation and public image, revisions were made to the Authority's advertising guidelines; and

WHEREAS, The proposed Advertising Policy clearly states that the sole purpose of transit advertising on Authority property is to raise revenue for the benefit of the Authority; and

WHEREAS, Staff recommends that Ordinance No. 012-30 be repealed in its entirety and that the Advertising Policy and Amended and Restated Advertising Guidelines for advertising on the Authority's buses, rail cars, stations, facilities and other property be adopted; and

ORDINANCE NO. 013-63
(Continued) -2

WHEREAS, Staff further recommends that CTA's property designated for advertising change from a designated public forum to a non-public forum; now, therefore:

BE IT ORDAINED BY THE CHICAGO TRANSIT BOARD
OF THE CHICAGO TRANSIT AUTHORITY:

SECTION 1. The Chicago Transit Board hereby repeals Ordinance No. 012-30 in its entirety and, in lieu thereof, adopts the Amended and Restated Advertising Policy and Guidelines, attached as Exhibit A hereto, as the Authority's Policy and Guidelines regarding advertising on its buses, rail cars, stations, facilities and other designated property.

SECTION 2. The Advertising Policy and Guidelines shall apply to all requests to post an advertisement in or upon the Authority's vehicles, stations, facilities and other designated property.

SECTION 3. If any part of this ordinance is declared invalid or void, the remainder of the ordinance shall remain in full force and effect.

SECTION 4. This ordinance shall be in full force and effect from and after its passage.

APPROVED:

PASSED:

Chairman

Assistant Secretary

May 8, 2013

May 8, 2013

ORDINANCE NO. 013-63
EXHIBIT A

GUIDELINES GOVERNING ALL ADVERTISING IN OR UPON CHICAGO TRANSIT
AUTHORITY FACILITIES AND VEHICLES

I. PURPOSE:

A. This Transit Advertising Policy (“Advertising Policy”) applies to the posting of all new advertisements on transit facilities and transit vehicles on or after the effective date of Ordinance No. 013-63.

1. Chicago Transit Authority System. The Chicago Transit Authority (“CTA”) operates the second largest public transportation system in the nation, providing bus and rail service to the City of Chicago and 35 surrounding suburbs. The CTA’s trains and buses provide nearly 1.7 million rides on an average weekday on eight rail lines and 128 bus routes.
2. Advertising as Revenue Source. The CTA transit operations are funded by a combination of federal, state and local funds, including grants and taxes, as well as fare box revenue. Advertising revenues are an important additional source of revenue that supports transit operations. The CTA’s fundamental purpose in accepting transit advertising is to generate revenue to augment the CTA’s operating budget.
3. Primary Purpose of CTA’s Transit System. The primary purpose of the CTA’s transit system is to provide safe and efficient public transportation within its service area. Consistent with this purpose, the CTA places great importance on maintaining secure, safe, comfortable and convenient transit facilities and transit vehicles in order to, among other things consistent with the provision of effective and reliable public transportation, retain existing riders and attract new users of public transit services. To generate additional revenue while also accomplishing the primary objectives of transit operations, the CTA will accept advertising on its transit facilities and vehicles only if such advertising complies with this Advertising Policy.
4. Non-Public Forum Status. It is the express intention of this Advertising Policy and Ordinance No. 013-63, to convert the CTA’s property allocated for advertising from a designated public forum into a non-public forum.¹ Going forward, the CTA’s acceptance of transit advertising will not provide or create a general public forum for expressive activities. In keeping with its proprietary function as a provider of public transportation, the CTA does not intend its acceptance of transit advertising to permit its transit facilities or transit vehicles to be used as open public forums for

¹ The CTA acknowledges the findings made in *Entertainment Software Association v. Chicago Transit Authority*, 696 F. Supp.2d 934 (N.D. Ill. 2010) and *Planned Parenthood Ass’n/Chicago Area v. Chicago Transit Authority*, 767 F.2d 1225 (7th Cir. 1985) where the CTA’s advertising property was found to be a designated public forum.

public discourse and debate. Rather, the CTA's fundamental purpose and intent is to accept advertising as an additional means of generating revenue to support its transit operations. In furtherance of that discreet and limited objective, the CTA will retain strict control over the nature of the advertisements accepted for posting on or in its transit facilities and transit vehicles and will maintain its advertising space as a non-public forum.

5. Policy Advances Revenue Objective. In the CTA's experience, certain types of advertisements interfere with the program's primary purpose of generating revenue to benefit the transit system. This Advertising Policy advances the advertising program's revenue-generating objective by prohibiting advertisements that could detract from that goal by creating substantial controversy, interfering with and diverting resources from transit operations, and/or posing significant risks of harm, inconvenience, or annoyance to transit passengers, operators and vehicles. Such advertisements create an environment that is not conducive to achieving revenue for the benefit of the transit system or to preserving and enhancing the security, safety, comfort and convenience of its operations. The viewpoint neutral restrictions in this Advertising Policy foster the maintenance of a professional advertising environment that maximizes advertising revenue.

This policy is intended to provide clear guidance as to the types of advertisements that will allow the CTA to generate revenue and enhance transit operations by:

- Increasing and maximizing revenue;
- Preventing the appearance of favoritism by the CTA;
- Preventing the risk of imposing views on a captive audience;
- Maintaining a position of neutrality on controversial issues;
- Preserving the marketing potential of the advertising space by avoiding content that the community could view as offensive, inappropriate or harmful to the public generally or to minors in particular;
- Maximizing ridership;
- Avoiding claims of discrimination and maintaining a non-discriminatory environment for riders;
- Preventing any harm or abuse that may result from running controversial or offensive advertisements; and
- Reducing the diversion of resources from transit operations that are caused by controversial or offensive advertisements.

6. Application of Policy. This Advertising Policy applies to the posting of all new advertisements on transit facilities and transit vehicles on or after the effective date of Ordinance No. 013-63. Any advertisements which would be prohibited under this Advertising Policy, but which were or will be posted pursuant to the terms of a fully executed advertising contract prior to the effective date of this Advertising Policy, will be allowed to be posted or to remain posted for the duration of that contract. The CTA's transit facilities and transit vehicles are a non-public forum and, as such, the CTA will accept only that advertising that falls within the categories of

acceptable advertising specified in this viewpoint neutral policy and that satisfies all other access requirements and restrictions provided herein. This Advertising Policy does not apply to CTA owned property in the possession of another party pursuant to a lease, license or concession agreement.

II. ADVERTISING POLICY:

A. Permitted Advertising Content – The following classes of advertising are authorized on transit facilities and transit vehicles if the advertising does not include any material that qualifies as Prohibited Advertising under this Advertising Policy:

1. Commercial and Promotional Advertising. Commercial and Promotional Advertising promotes or solicits the sale, rental, distribution or availability of goods, services, food, entertainment, events, programs, transactions, donations, products or property (real or personal) for commercial or noncommercial purposes or more generally promotes an entity that engages in such activities.
2. Governmental Advertising. Governmental entities, meaning public entities specifically created by government action, may purchase advertising space for messages that advance specific government purposes.
3. Public Service Announcements. The CTA recognizes that its advertising program and its overall public transportation mission are promoted by allowing for public service announcements. Such announcements engender goodwill with the public because the transit system is seen as a caring and active participant in the community.

A Public Service Announcement must satisfy the following criteria:

- a. The sponsor of a Public Service Announcement must be a government entity or a nonprofit corporation that is exempt from taxation under Section 501(c)(3) of the Internal Revenue Code.
 - b. The Public Service Announcement must be directed to the general public or a significant segment of the public and relate to:
 - Prevention or treatment of illnesses;
 - Promotion of safety or personal well-being;
 - Education or training;
 - Provision of children and family services;
 - Solicitation by broad-based contribution campaigns which provide funds to multiple charitable organizations; or
 - Provision of services and programs that provide support to low income citizens, senior citizens, and people with disabilities.
4. Advertisements for Alcohol. Advertising for alcohol products and by alcohol beverage companies shall be subject to the following restrictions:
 - a. No advertisements will be permitted on CTA buses;
 - b. No advertisements will be permitted within or on rail stations where ridership by reduced fare student riders (excluding U-Pass riders) exceeds 7.5%, as determined by the CTA;

- c. The placement of alcohol advertisements will be confined to a geographic area defined by Montrose on the North, Roosevelt on the South, Ashland on the West and Lake Michigan on the East, plus the station at Sox/35th Red Line and 35th/Bronzeville/IIT Green Line;
- d. No more than 15 exterior rail car pairs may have alcohol advertisements posted on the transit system at any one time;
- e. In addition, no more than 9.99% of the total advertising space available on the transit system will have alcohol advertising posted on it at any one time; and
- f. Advertising related to the sale of alcoholic beverages shall contain a statement, occupying at least 3% of the area of the advertisement, that indicates the legal drinking age in Illinois and warns of the dangers of alcohol consumption during pregnancy, or in connection with the operation of heavy machinery, or while driving.

B. Prohibited Advertising Content. Advertising is prohibited on transit facilities and transit vehicles if it includes any of the following content:

- 1. Political. Advertisements promoting or opposing a political party, or promoting or opposing the election of any candidate or group of candidates for federal, state, judicial or local government offices are prohibited. In addition, advertisements that are political in nature or contain political messages, including advertisements involving political or judicial figures and/or advertisements involving an issue that is political in nature in that it directly or indirectly implicates the action, inaction, prospective action or policies of a governmental entity are prohibited.
- 2. Public Issue. Advertisements expressing or advocating an opinion, position or viewpoint on matters of public debate about economic, political, religious or social issues are prohibited.
- 3. Prohibited Products, Services or Activities. Any advertising that promotes or depicts the sale, rental, or use of, or participation in, the following products, services or activities; or that uses brand names, trademarks, slogans or other material that are identifiable with such products, services or activities:
 - a. Tobacco: Tobacco products, tobacco-related products, and products that simulate smoking or are modeled on the tobacco products, including but not limited to cigarettes, cigars, and smokeless (e.g., chewing) tobacco, and electronic cigarettes;
 - b. Adult/Mature Rated Films, Television or Video Games: Adult films rated "X" or "NC-17", television rated "MA" or video games rated "A" or "M";
 - c. Adult Entertainment Facilities: Adult book stores, adult video stores, nude dance clubs and other adult entertainment establishments;
 - d. Other Adult Services: Adult telephone services, adult internet sites and escort services;
 - e. Nudity, Sexual and/or Excretory Subject Matter: Advertising depicting nudity, sexual conduct or sexual excitement is not permitted. The terms "nudity,"

“sexual conduct,” and “sexual excitement” have the same meanings herein as in 720 ILCS 5/11-21(a) (2011) and as such law may be amended, modified or supplemented. Works of art are excluded;

- f. False or Misleading: Any material that is or that the sponsor reasonably should have known is false, fraudulent, misleading, deceptive or would constitute a tort of defamation or invasion of privacy;
- g. Copyright, Trademark or Otherwise Unlawful: Advertising that contains any material that is an infringement of copyright, trademark or service mark, or is otherwise unlawful or illegal;
- h. Illegal Activity: Advertising that promotes any activity or product that is illegal under federal, state or local law;
- i. Profanity and Violence: Advertising that contains any profane language, or portrays images or descriptions of graphic violence, including dead, mutilated or disfigured human beings or animals, the act of killing, mutilating or disfiguring human beings or animals, or intentional infliction of pain or violent action towards or upon a person or animal, or that depicts weapons or devices that appear to be aimed or pointed at the viewer or observer in a menacing manner;
- j. Firearms: Advertising that promotes or solicits the sale, rental, distribution or availability of firearms or firearms-related products;
- k. Disparaging: Advertising that is intended to be (or reasonably could be interpreted as being) disparaging, disreputable, or disrespectful to persons, groups, businesses or organizations, including advertising that portrays individuals as inferior, evil or contemptible;
- l. Adverse to CTA: Advertising, or any material contained in it, that is directly adverse to the commercial or administrative interests of the CTA, or that tends to disparage the quality of service provided by the CTA, or that tends to disparage public transportation generally;
- m. CTA Graphics and References: Advertising that contains CTA graphics, logos, representations without the express written consent of the CTA;
- n. Insulting, Degrading or Offensive: Any material directed at a person or group that is so insulting, degrading or offensive as to be reasonably foreseeable that it will incite or produce lawless action in the form of retaliation, vandalism or other breach of public safety, peace and order;
- o. Harmful or Disruptive to Transit System: Any material that is so objectionable under contemporary community standards as to be reasonably foreseeable that it will result in harm to, disruption of or interference with the transportation system; and
- p. Unsafe Transit Behavior: Any advertisement that encourages or depicts unsafe behavior with respect to transit-related activities, such as non-use of normal safety precautions in awaiting, boarding, riding upon or debarking from transit vehicles.

C. Additional Requirements.

- 1. Sponsor Attribution and Contact Information. Any advertising in which the identity of the sponsor is not readily and unambiguously identifiable must include the

following phrase to identify the sponsor in clearly visible letters (no smaller than 72 point type for exteriors and 24 point type for interiors): Advertisement paid for by _____.

2. "Teaser ads" that do not identify the sponsor will, however, be allowed so long as a similar number of follow up advertisements are posted within eight weeks of the initial teaser ads that do identify the sponsor of those initial ads.

III. PROCEDURES:

- A. All proposed transit advertising must be submitted to the CTA vendor responsible for marketing the CTA's advertising space and for contracting with advertisers on behalf of the CTA (the "Advertising Vendor") for initial compliance review. The Advertising Vendor will perform a preliminary evaluation of the submission to assess its compliance with this policy. If the Advertising Vendor determines that a proposed advertisement does not comply with this Advertising Policy or is unable to make a compliance determination, it will forward the submission to the CTA's Business Development Department for further evaluation. The Advertising Vendor may at any time discuss with the entity proposing the advertisement one or more revisions to an advertisement, which, if undertaken, would bring the advertisement into conformity with this Advertising Policy. The Advertising Vendor will immediately remove any advertisement that the CTA's Business Development Manager directs it to remove.
- B. In the event the Advertising Vendor determines that a proposed advertisement does not comply with this Advertising Policy or is unable to make a compliance determination, the Business Development Department will review the proposed advertisement for compliance with the guidelines set forth in this policy and will direct the Advertising Vendor as to whether the proposed advertisement will be accepted. In the discretion of the Business Development Department, any proposed transit advertising may be submitted to the Director, Revenue, for review.
- C. The Director, Revenue, shall conduct a final review of the proposed advertising at the request of the Business Development Department. The decision of the Director, Revenue, to approve or reject any proposed advertising shall be final.
- D. The Business Development Department or the Director, Revenue, may consult with the CTA's legal counsel at any time during the review process.
- E. The Business Development Manager and the Director, Revenue are responsible for the implementation of this Advertising Policy.

SFMTA Advertising Policy
Effective November 22, 2017

I. Purpose

The San Francisco Municipal Transportation Agency (SFMTA) operates the seventh largest public transit system in the country and exercises authority under the San Francisco Charter to manage the use by all modes of the City's transportation network. The SFMTA authorizes advertising on and in SFMTA facilities and property (including, but not limited to, buses, light rail vehicles, trolley cars, stations, parking garages, street furniture, cable cars, historic railcars and fare media) and under SFMTA contracts (hereafter "on SFMTA property") for the purpose of generating significant revenue to support SFMTA operations. Advertising shall not interfere with the SFMTA's delivery of transit or other services to the public or with the SFMTA's performance of its many other duties in maintaining the City's transportation network. Advertising on SFMTA property shall be consistent with the Agency's Strategic goals to:

- a. Create a safer transportation experience for everyone.
- b. Make transit, walking, bicycling, taxi, ride-sharing and car-sharing the preferred means of travel.
- c. Improve the environment and quality of life in San Francisco.
- d. Create a workplace that delivers outstanding service.

In keeping with its proprietary function as a provider of public transportation, the SFMTA does not intend by accepting advertising to convert its property into an open public forum for public discourse, debate or expressive activity. Rather, the SFMTA's fundamental purpose is to provide transportation services, and the SFMTA accepts advertising as a means of generating revenue to support its operations. In furtherance of this discrete and limited objective, the SFMTA retains control over the nature of advertisements accepted for posting on SFMTA property and maintains its advertising space as a limited public forum. As set forth in Section II, this Policy prohibits advertisements that could detract from the SFMTA's goal of generating revenue or interfere with the safe and convenient delivery of SFMTA services to the public. Through this Policy, the SFMTA intends to establish uniform, viewpoint-neutral standards for the display of advertising on SFMTA property.

II. Advertising Standards

A. Permitted Advertising Content

The following classes of advertising are authorized on SFMTA property if the advertising does not include any material that qualifies as Prohibited Advertising, as described in subsection (B) below:

- a. Commercial and Promotional Advertising. Advertisements that promote or solicit the sale, rental, distribution or availability of goods, services, food,

entertainment, events, programs, transactions, donations, products or property (real or personal) for commercial or noncommercial purposes or more generally promotes an entity that engages in such activities.

b. Governmental Advertising. Notices or messages from government entities, meaning public entities specifically created by government action, that advance specific government purposes.

c. Public Service Announcements. Announcements which are sponsored by either a government entity or a nonprofit corporation that is exempt from taxation under Section 501(c)(3) of the Internal Revenue Code and which are directed to the general public or a significant segment of the public and relate to:

- Prevention or treatment of illnesses;
- Promotion of safety or personal well-being;
- Education or training;
- Art or culture;
- Provision of children and family services;
- Solicitation by broad-based contribution campaigns which provide funds to multiple charitable organizations; or
- Provision of services and programs that provide support to low income citizens, senior citizens and people with disabilities.

B. Prohibited Advertising Content

Advertising is prohibited on SFMTA property if it includes any content that falls under one or more of the following categories:

1. Political and Public Issue. Any material that (i) promotes or opposes a political party, promotes or opposes any state or local ballot measure or the election of any candidate or group of candidates for federal, state, judicial or local government offices, (ii) is political in nature or contains political messages, including advertisements involving political or judicial figures and/or advertisements involving an issue that is political in nature in that it directly or indirectly implicates the action, inaction, prospective action or policies or a governmental entity, or (iii) expresses or advocates an opinion, position or viewpoint on a matter of public debate about economic, political, religious or social issues.

2. False or Misleading. Any material that is or the sponsor reasonably should have known is false, fraudulent, misleading, deceptive, or would constitute a tort of defamation or invasion of privacy.

3. Copyright, Trademark or Otherwise Unlawful Infringement. Any material that infringes on any copyright, trade or service mark, title or slogan.

4. Obscenity or Pornographic. Any material that is obscene or pornographic.
5. Defamation or Lawless Action. Any material that is clearly defamatory or advocates imminent lawlessness or violent action.
6. Alcohol, Tobacco, or Firearms. Any material that constitutes commercial advertising of alcohol, tobacco or firearms.
7. Profanity and Violence. Advertisement that contains any profane language, or portrays images or descriptions of graphic violence, including dead, mutilated or disfigured human beings or animals, the act of killing, mutilating or disfiguring human beings or animals, or intentional infliction of pain or violent action towards or upon a person or animal, or that depicts weapons or devices that appear to be aimed or pointed at the viewer or observer in a menacing manner.
8. Insulting, Degrading, Disparaging, Demeaning or Offensive. Any material directed at a person or group that is intended to be (or reasonably could be interpreted as being) (i) insulting, degrading, disparaging, demeaning or offensive so as to be reasonably foreseeable that it will incite or produce lawless action in the form of retaliation, vandalism or other breach of public safety, peace and order, or (ii) disparaging or disrespectful to persons, groups, governments, businesses or organizations, including advertisements that portray individuals as inferior, evil or contemptible.
9. Harmful or Disruptive to Transit System. Any material that is reasonably likely to cause harm to, disruption of or interference with the transportation system.
10. Unsafe Transit Behavior. Any advertisement that encourages or depicts unsafe behavior with respect to transit-related activities, such as non-use of normal safety precautions in awaiting, boarding, riding upon or disembarking from transit vehicles.
11. Adverse to SFMTA. Advertising, or any material contained in it, that is directly adverse to the commercial or administrative interests of the SFMTA, or that tends to disparage the quality of service provided by the SFMTA, or that tends to disparage public transportation generally.
12. SFMTA Graphics and References. Advertising that contains SFMTA graphics, logos or representations without the express written consent of the SFMTA.
13. Cannabis. Any material that constitutes commercial advertising of cannabis, cannabis products, cannabis businesses, or cannabis services.

III. Advertising Administration

SFMTA advertising contractors shall be responsible for the daily administration of the SFMTA's advertising in a manner consistent with this Policy and with the terms and conditions of their agreements with the SFMTA.

SFMTA advertising contractors shall post the following language with every advertisement, in a size and location approved by the SFMTA: "The views expressed in this advertisement do not necessarily reflect the views of the San Francisco Municipal Transportation Agency."

This Policy shall be effective upon adoption but shall not be enforced to impair the obligations of any contract in effect at the time of its approval. It shall be incorporated into any new contract for advertising on SFMTA property. SFMTA contracts granting advertising rights shall include this Policy as an attachment and require the following:

- a. Any advertising contractor must comply with the advertising standards set forth in this Policy, as they may be amended from time to time.
- b. Any advertising contractor must display only those advertisements that are in compliance with the Policy.
- c. Any pilot programs or experimental advertisements must be approved by the SFMTA in advance.



MARKETING & COMMUNICATIONS COMMITTEE

AGENDA ITEM 7

DATE

May 14, 2025

SUBJECT

Agency Communications Plan

PURPOSE

Review Metro's Communications Plan and discuss what elements should be included or removed in a future update.

BACKGROUND/ANALYSIS

Metro's Communications Plan was developed in 2019, with minor updates in 2024. The communications plan is an internal document that focuses on vital, time-sensitive communications related to service disruptions due to weather, detours, or other disruptions, and includes standard procedures for each. The plan also includes a crisis communications plan, for rare, unforeseen events that significantly affect Metro or its staff. There are numerous items that should be updated to reflect new staff and standard practice at Metro. Staff will also consider big-picture updates as recommended by the Marketing and Communications Committee.

FISCAL IMPACT

None.

RECOMMENDATION

Committee to provide input and recommendations to Metro staff at or after the May 2025 committee meeting.

CONTACT

Mike Tremblay
Director of Transit Development
207-517-3023
mtremblay@gpmetro.org

ATTACHMENTS

Attachment A: 2024 Agency Communications Plan



2024

Communications Plan Service Disruptions

metro



207.774.0351

gpmetro.org

RE: Communications: Service Disruptions

DATE: November 29, 2018

Service Disruptions due to WEATHER

Winter Weather - Service Disruptions

Policies:

Service Disruptions Due to Poor Weather Conditions

METRO rarely suspends service; although, during winter weather conditions, service can be slow and buses may run late. METRO staff will work together to communicate service changes internally and externally.

Discontinued Service Due to Poor Weather Conditions

If the decision is made to discontinue service, the announcement is made at least two hours in advance of any service suspension and communicated to our riders, stakeholders, and local media. The General Manager makes the decision based on input from Operations staff and National Weather Service forecasts. The criteria for making the decision to shut down service are listed below:

1. Snow amounts over 12"
2. Sustained winds – 35 or over
3. Visibility – 1/4 mile
4. Storm duration – at least five hours
5. Storm timing
6. Information from local and state government about actual or potential shutdowns.
7. Information from Maine Mall, JetPort, etc. about actual or potential shutdowns.

Communications:

Detours and Delays due to weather conditions:

When possible, and based on forecasts and severity of storm, Metro staff will monitor weather forecasts, route detours, and other information impacting service and post updates on social media and the website. This same information should be communicated to drivers and Customer Service staff.

Planning and Communications:

WHAT		
A large storm is forecast for service area. (This is likely a winter storm, but would also work for hurricanes, flooding, etc.)	Operations/Marketing meet to discuss service plan based on forecast, time of day/night stormy weather is predicted, etc.	Typically, most large storms are predicted in advance. Specific details and updates impact decisions.

- Contact: Local Media* Social Media	Denise Beck (backup – Lauren)	*Service Suspension only: Send press release, update closings for Newscenter Maine and WGME.
- Contact: Board of Directors	Greg Jordan (backup: Denise Beck/Lauren)	Service updates to board as appropriate

SAMPLE PRESS RELEASE



For Immediate Release: DATE TBD

Contact: Denise Beck /gpmetro.org
office - 207-517-3027

Due to Forecasted Blizzard Conditions **METRO will Suspend Service at xxx**

(Portland, ME) – METRO will shut down service at xxx on xxx. Administrative offices at 114 Valley Street are closed. The METRO Pulse at Elm Street will close at xxx,

Winds are forecast to be at blizzard conditions with snow accumulations anticipated to be between 8-15 inches. We feel it's necessary to suspend service to protect the safety of the public and employees as well as encourage residents to remain at home.

METRO is planning to resume service **xxxx**.

Service updates will be posted on METRO's website – GPMETRO.ORG, Facebook, and Twitter. METRO riders are also encouraged to register at METRO's website for alerts and through the SMTTRACKER.COM for major detours.

With annual ridership of nearly 2 million, METRO is the largest public transit agency in Maine. Greater Portland METRO provides bus service between Brunswick, Falmouth, Freeport, Gorham, South Portland, Westbrook, and Yarmouth.

METRO provides safe, frequent, efficient, reliable, and affordable transportation throughout the Greater Portland Region.

- # # # -



How to update Closings

1 To reach the StormTeam 13 Closing Hotline, dial 797-3256

2 You will be prompted to enter your ID Code

Your ID code can be found on the letter included with these instructions. You can write it in the space below for reference.

3 You will be prompted to enter your password

Your password can be found on the letter included with these instructions. You can write it in the space below for reference.

4 You will be prompted to enter your closing status

Enter a code from the list below. To clear your status, enter 0 followed by the # key.

- | | |
|-------------------------------------|--|
| 0 Clear Closing Status | 23 No PM Kindergarten |
| 1 Closed | 24 No Adult Education |
| 2 1 Hour Delay | 25 No After School Activities |
| 3 2 Hour Delay | 26 No Evening Classes |
| 4 1 Hour Delay - No AM Kindergarten | 27 Postponed |
| 5 2 Hour Delay - No AM Kindergarten | 28 Rescheduled |
| 6 Canceled | 31 Parking Ban |
| 7 Early Dismissal | 36 No AM Classes |
| 8 Closing at 10:00 am | 37 No PM Classes |
| 9 Closing at 10:30 am | 38 No Trash Pickup |
| 10 Closing at 11:00 am | 48 Services Canceled |
| 11 Closing at 11:05 am | 49 Evening Services Canceled |
| 12 Closing at 11:30 am | 50 Sunday Services Canceled |
| 13 Closing at Noon | 51 Religious Ed. Classes Canceled |
| 14 Closing at 12:30 pm | 53 Sunday School Canceled |
| 15 Closing at 12:45 pm | 54 Hebrew Education Canceled |
| 16 Closing at 1:00 pm | 55 Choir Practice Canceled |
| 17 Closing at 1:15 pm | 56 Church Supper Canceled |
| 18 Closing at 1:30 pm | 57 Church Meeting Canceled |
| 19 Closing at 2:00 pm | 58 Services & Religious Education Canceled |
| 20 Closing at 3:00 pm | 59 No CCD Classes |
| 21 Closing at 4:00 pm | |
| 22 Closing at 5:00 pm | |

5 Wait until you hear a confirmation that your status has changed

Once you hear the confirmation, you may hang up. If you have problems, call 797-9099.

Metro (Greater Portland Transit District)

ID Code:

Password:



GENERAL CLOSING SYSTEM INSTRUCTIONS

ORGANIZATION NAME:

METRO

ID #

5 1 3 4

PW #

1 8 2 0

PHONE METHOD

Call **828-6612** or **800-746-3651** and follow the prompts. You will be asked to enter your organization's ID number, password number and the appropriate Primary Status code.

* If you need to post information that is different from the primary status codes listed – you may use the **Online Method** below.

ONLINE METHOD

Go to <http://schoolclosings.wcsh6.com>

Enter your ID and Password numbers. Choose a Primary Status code from the drop down list or enter your custom text message in the Alternate Status box.

PRIMARY STATUS CODES

- | | |
|------------------------------|--|
| 100. Closed | 119. Practice canceled tonight |
| 101. Closed at Noon | 120. Performance canceled today |
| 102. Closed at 1PM | 121. Performance canceled tonight |
| 103. Closed at 2PM | 122. Morning classes canceled |
| 104. Closed at 3PM | 123. Afternoon classes canceled |
| 105. Closed at 4PM | 124. Evening Classes canceled |
| 106. Closed at 5PM | 125. All classes canceled |
| 107. Closed at 6PM | 126. Morning meeting canceled |
| 108. Open at 7AM | 127. Noon Meeting canceled |
| 109. Open at 8AM | 128. Afternoon Meeting canceled |
| 110. Open at 9AM | 129. Evening Meeting canceled |
| 111. Open at 10AM | 130. Support Group meeting canceled |
| 112. Open at 11AM | 131. All locations closed |
| 113. Open at Noon | 132. All programs and activities canceled |
| 114. Bingo canceled today | 133. No Meals on Wheels. Use storm packs. |
| 115. Bingo canceled tonight | 134. Dining Center closed |
| 116. League canceled today | 135. No Transportation |
| 117. League canceled tonight | 136. No Transportation except for Dialysis |
| 118. Practice canceled today | 137. No Trash Pickup today |

IMPORTANT NOTE: Closings will be purged from the system overnight so multiple day closings will need to be entered each day.

RE: Communications: Service Disruptions

FR: Denise Beck, Director of Marketing

DATE: November 29, 2018

Communications: Service Disruptions due to DETOURS

Service Disruptions – Detours & Delays

Communications:

Detour known in advance:

METRO routes are occasionally detoured for special events and major construction projects. Typically, staff is aware of these detours ahead of time and in many cases the street closings are annual occurrences (parades, races, etc.). For reoccurring detours, the staff will update previous route detours and signage. Detour information should be communicated to staff and the public least one day prior to the delay (more if possible).

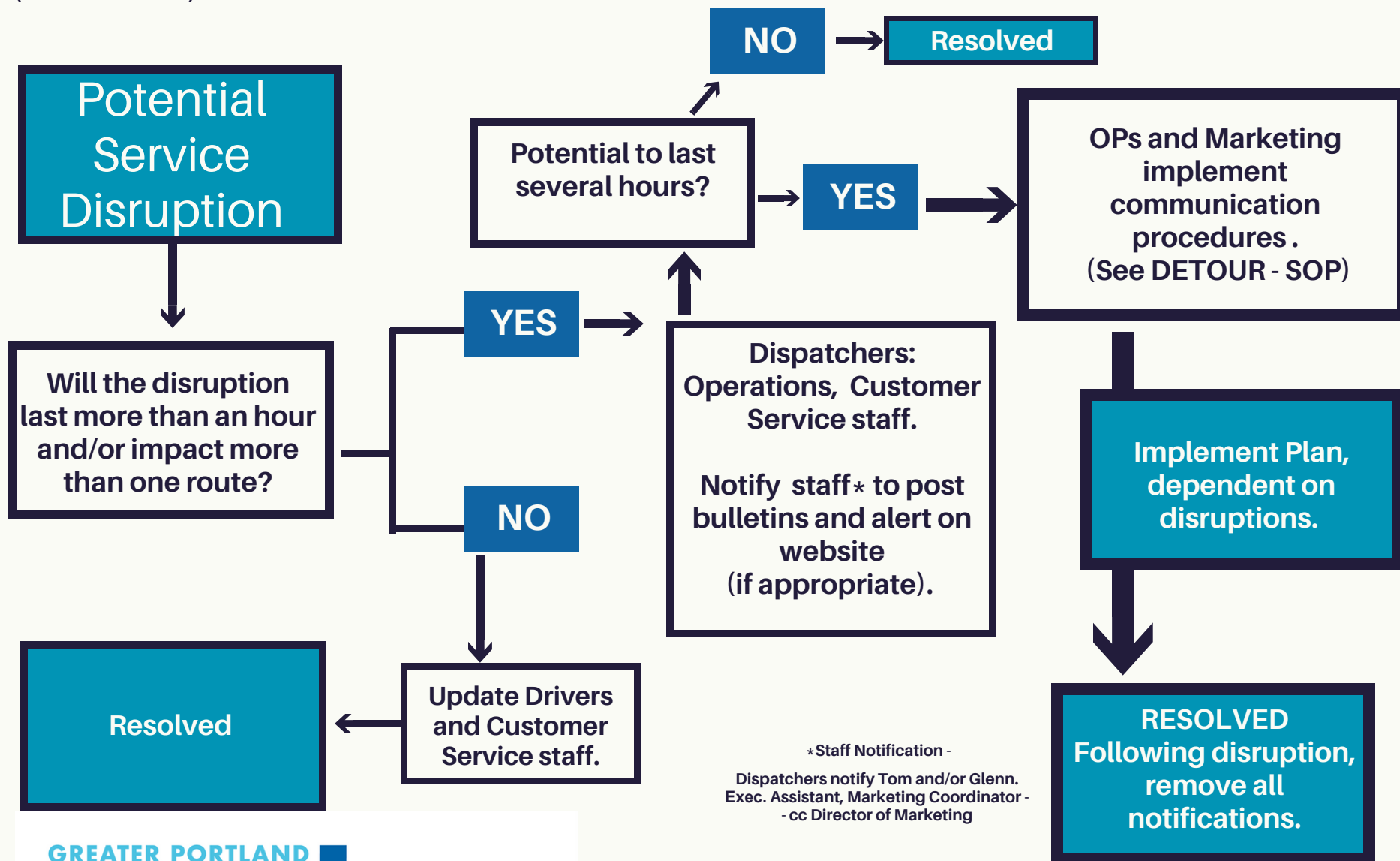
Unplanned detour(s):

Unexpected detours – emergency road closures, accidents, protests, etc. – should be communicated based on the length of the delay, resources available, and several other contributing factors.*

- Minor detours likely to last less than a few hours:
Short delays that do not last more than a few hours should be communicated to drivers and Customer Service staff through the dispatcher.
- Major detours, likely to last several hours or longer and/or impacting one or more routes, are forwarded to Marketing/Admin to communicate to the public during business hours.
- Major detours that occur on nights, weekends, and holidays should be communicated from dispatcher to drivers (who should in turn communicate info to their passengers) and Customer Service staff (when available). Sign templates are available for dispatchers to post at stops when necessary.

Please note: Marketing/Ops are working together to train dispatchers and other staff to post website alerts for route delays, road closures, and other emergencies. Staff is also planning to provide “real time” delay info to Google Maps.

Service Disruption -- Detours, other
(Office Hours)



Standard Operation Procedures: Communications:

Detours – Construction, Special Events (Races, Parades, Festivals), etc.

(updated November 29, 2018)

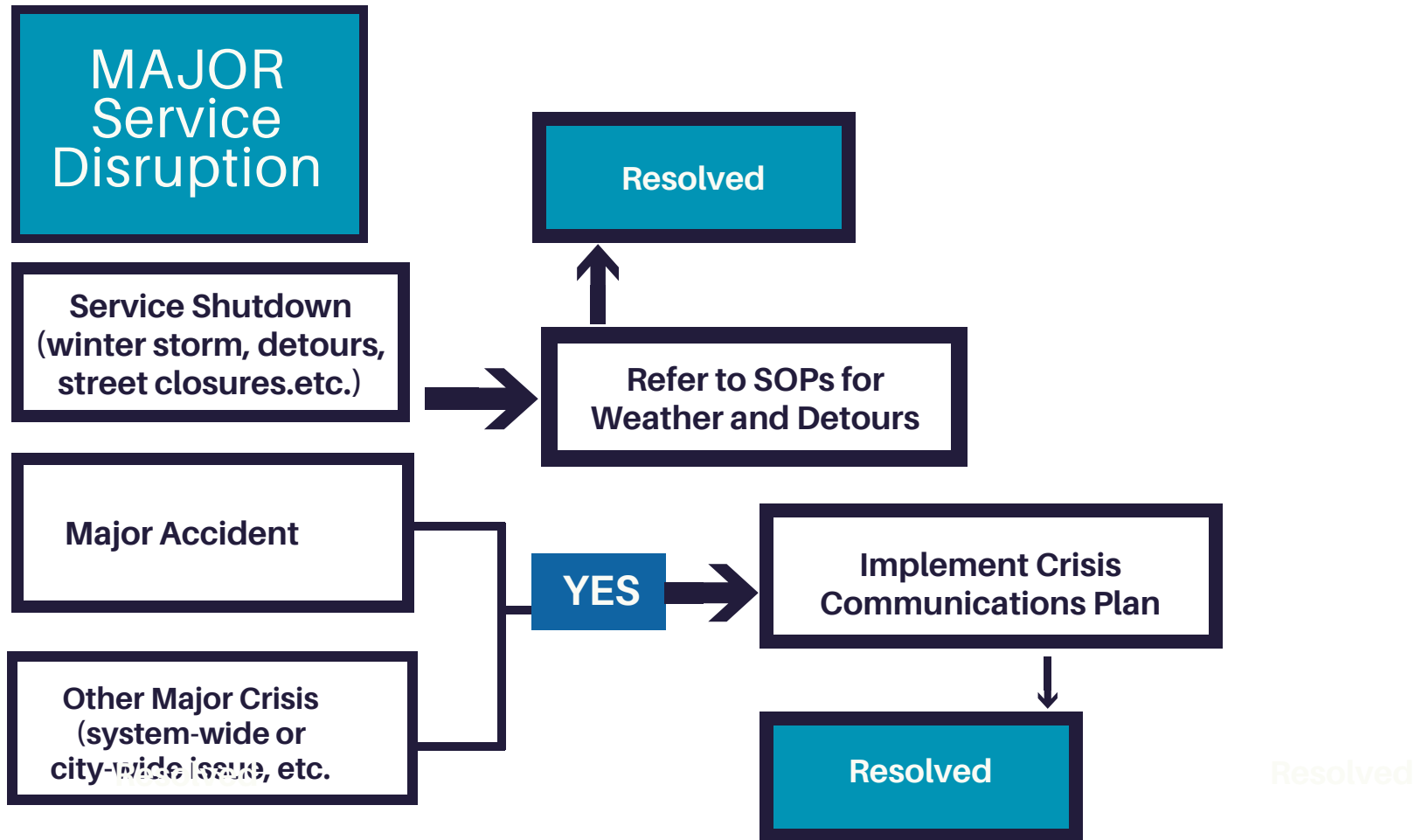
WHAT	WHO	DETAILS
Major DETOUR planned - due to construction project or for special event (race, parade, etc.) that will impact METRO service for more than one hour	Operations: Updates previous communications or creates new bulletins/instructions for route detours. Forwards to Internal staff.	Typically, most major detours are communicated in advance and/or have impacted METRO service previously.
Communicate updates to Operations, Marketing, Customer Service as warranted (see flowchart)	Dispatcher: Updates drivers & Customer Service staff; Operations updates Marketing with specific detour info (if impacting service for more than an hour)	Contact Marketing with updates as appropriate. See – SOP: DETOURS
External Communications: - Website - Social Media	Marketing/Admin: Lauren (admin) posts alerts on website; Denise B. posts alerts on social media.* (*Backup changes - tbd.)	Include specific info per route as available, updates on service as appropriate.
-Signage	Marketing/Admin: Operations, Dispatch requests appropriate signage as needed. Lauren (1) Denise A. (2) Denise B. (3)	Marketing/Admin updates signage as requested. On weekends, Dispatch has access to signs/files to update.
- SMTTracker	Tom R. and/or Dispatch as app. or assigned (see instructions).	Tracker for system-wide impacts or major disruptions.
- Contact: Local Media* Social Media	Denise Beck (backup – Lauren)	Local media contacted only in case of ongoing detour that impacts route or routes(s) for more than several days.
- Contact: Board of Directors	Greg Jordan (backup: Denise Beck/Lauren)	Service updates to board as appropriate

Bus Stop Temporarily Discontinued

This bus stop is
temporarily closed.

Please use nearest bus stop
to access service.

Major Service Disruption





CRISIS COMMUNICATIONS PLAN

**December 2018
(DRAFT #2)**

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MISSION STATEMENT

METRO provides safe, frequent, efficient, reliable, and affordable transportation throughout the Greater Portland Region.

CORE VALUES

- We are committed to SAFETY
- We are connected to our CUSTOMERS
- We act with INTEGRITY
- We pursue SUSTAINABILITY

METRO's top priority is always the safety of its customers, employees, and the surrounding community. In the case of an emergency or crisis it is the responsibility of METRO to provide the community, media and stakeholders with timely and accurate information.

PURPOSE

The purpose of the Crisis Communications Plan is to outline the necessary steps and best practices to follow in the case of a company crisis in order to effectively communicate with internal and external stakeholders, including the media. It is designed to equip and prepare METRO employees to uphold the organization's mission and core values should there be a crisis. This plan is not intended to answer all questions, but does provide a framework to develop for each specific crisis.

OBJECTIVES

- Prepare METRO administration to accurately evaluate crisis and determine the best course of action for the specific crisis based on severity of the event.
- Help admin staff form the appropriate crisis management and crisis communication team, and distinguish between the two separate teams.
- Equip teams with steps and best practices to be used to uphold the mission and values of METRO with both internal and external stakeholders.
- Manage the messages and distribution of those messages to the public and media.
- Create a unified message that can be shared with all internal staff so each employee understands their role in the crisis and can take appropriate action.

THREATS TO THE ORGANIZATION

Type of Incident	Definition	Examples
Human Safety	Threat to employees, passengers, board members, stakeholders or METRO assets (buses with people on board, etc.)	<ul style="list-style-type: none"> • Bomb threat, Intruder • Passenger / Customer threats • Major accidents/incidents --multiple injuries / fatalities • Special instances: Mental Health, Substance Abuse, etc.
Environmental/Natural	Threat to organization caused by outside event that could cause significant service disruption, damage to the building, assets or surrounding community.	<ul style="list-style-type: none"> • Weather event -blizzard, ice/snow emergency floods, hurricane • Fire • Disease • Infestation
Financial/Management	A threat to organization caused by event involving organizational leadership.	<ul style="list-style-type: none"> • Robbery/theft/fraud • Leadership misconduct • Bankruptcy • Inaccurate financial reporting • Other...
Hazardous Materials Incident	A threat to public health, welfare caused by an event from hazardous materials.	<ul style="list-style-type: none"> • Chemical Spill • Fire • Gas Leak • Waste Incidents

CRISIS MANAGEMENT TEAM

The crisis management team is responsible for responding to and managing the crisis itself.

*See addenda (page 16) for contact information.

CRISIS MANAGEMENT TEAM	
General Manager	
Chief Transportation Officer <ul style="list-style-type: none"> • Assistant Transportation Manager • Director of Maintenance 	
Director of Marketing and Community Relations	
Director of Human Resources	
Director of Finance	
ADDITIONAL CONTACTS and RESOURCES as needed:	
METRO Board President (additional members as appropriate)	
Legal Representation	
City/Town Officials (as appropriate)	
FTA (as appropriate)	
Additional resources as appropriate/dependent on situation/involvement	

CRISIS COMMUNICATION TEAM

The crisis communication team is responsible for disseminating information to internal and external stakeholders during a crisis, including the media. The GM and PIO are responsible for dividing up tasks among team members as the crisis develops. See addenda for contact information.

CRISIS COMMUNICATION TEAM
General Manager
PIO
Chief Operations Officer
Board President/Member as appropriate:

**If the crisis is specific to one area, the expert in that area would be required to join the Crisis Communication Team.*

STAKEHOLDERS

PRIMARY STAKEHOLDERS
Board of Directors
METRO Administration
Employees
METRO Riders

SECONDARY STAKEHOLDERS
Local residents
Partner Transit Agencies
Community Officials
FTA (as appropriate)

CRISIS COMMUNICATION TIMELINE

15 minutes following crisis

- ☐ Inform all staff members of the situation via email
- ☐ Post incident on website
- ☐ Send incident notification via social media; Twitter and Facebook
- ☐ Ensure updates will be made as information develops
- ☐ Connect personally with stakeholders

1 to 2 hours following crisis

- ☐ Inform all staff members of update
- ☐ Post update on website, social media platforms
- ☐ Explain what investigation is going on
- ☐ Explain what public should be doing when information is released
- ☐ Confirm known injuries and deaths (if applicable)
- ☐ Consult with legal team (if applicable)

24 hours following crisis

- ☐ Send press release with updates of current situation in crisis
- ☐ Share new information as confirmed
- ☐ Apologize and express empathy when appropriate
- ☐ Explain what is being done to ensure this doesn't happen again
- ☐ Continue to support those that have been affected

Post-Crisis statement and management

- ☐ Briefly recap crisis
- ☐ Apologize where appropriate
- ☐ Explain that the crisis is not a normal occurrence
- ☐ Explain what is being done to repair crisis
- ☐ Explain what is being done to ensure it doesn't happen again

MESSAGING DOCUMENT OUTLINES

*See addenda (page 12-13) for examples of this messaging.

Incident Notification Outline

1. One sentence explaining what happened
2. One sentence explaining what we're currently doing to alleviate issue
3. One sentence explaining what the public needs to do
4. Statement saying updates will be provided as available

Emergency Update Outline

1. One sentence explaining crisis
2. What is currently being done to resolve the crisis
3. If there is any danger to the public
4. Steps needed to be taken by the public
5. Who to contact with information regarding the incident
6. If the crisis is not well known, define the crisis

Press Release Outline

1. What happened
2. What is currently happening
3. How the incident occurred and the history of the incident
4. What we're doing about the situation
5. What we're doing to ensure the situation doesn't occur again
6. Any continuous danger to the public
7. Anything the public would need to do
8. Contact information

SOCIAL MEDIA MANAGEMENT

Social media is a valuable tool to help connect with our external audiences both on an everyday basis and in the case of a crisis. Keep in mind the following social media platforms when communicating with external audiences during a crisis.

Twitter

- Managed by METRO's Director of Marketing
- In case of crisis, use this account to notify and connect with the public and stakeholders

Blog – **METRO does not currently have a BLOG; but, plans to implement**

- Will be managed by the METRO Director of Marketing with guest posts
- In case of crisis, use this account to provide transparency to connect with the public and stakeholders.

Instagram

- Managed by the METRO Director of Marketing
- Do not comment on any crisis on this account

Facebook

- Managed by the METRO Director of Marketing
- In the event of crisis, larger news releases should be shared on the Facebook page.

➤ **METRO Website (managed by Director of Marketing/Admin Assistant):**

--updated to send text alerts; include ALL relevant information as appropriate.

➤ **Transit Tracker Alerts:**

--updated to include service updates as appropriate.

MESSAGING BEST PRACTICES

The following are general guidelines for effectively using traditional and social media to communicate in the event of a crisis. Only the designated spokesperson or general manager should release information to the media. All other employees should refer the media to the designated spokesperson if they are approached.

Traditional Media

Traditional media has the ability to frame a crisis, and stakeholders generally adopt that frame. Therefore, it is vital to be aware of the information communicated through traditional media and utilize these sources if necessary.

Digital & Social Media

If a crisis occurs, it is important to respond **quickly**, **accurately**, and **directly** so that our digital media accounts are seen as a credible source of information that stakeholders can count on. Generate short, concise posts for all social media outlets. The posts should contain a short statement about the status of the crisis and provide a link to more information if necessary. Keep all social media outlets consistent with each other and update them as needed.

Always

Empathize with those affected

Be transparent and honest

Provide updates as information is confirmed

Seek information from experts in the field. Ensure channels for two-way communication

Never

Say “no comment”

Falsify information

Promise too much

Ignore requests from individuals or the media

ADDENDA

METRO WEBSITE & SOCIAL MEDIA -- INFORMATION AND DETAILS

(*NOTE: Password information access: GM, Marketing Director, Admin, HR)

METRO website: gpmetro.org / Password: (see info*)

- The METRO website should always have updated information. In the event of a crisis, if it is easier / faster to provide updates using social media, the website should direct users to the most appropriate platform to connect with stakeholders.

Twitter: Handle: @METROgpt / Password: (see info*)

- In the event of a crisis, use this platform as a main social media page to connect with stakeholders and the public. Other platforms should connect to the Twitter page. This allows for one main page for up-to-date information.

Blog: (NOTE: METRO does not currently have a blog; but plans to implement in 2019)

- In the event of a crisis, publish the first large press release on the blog/website. Following the crisis, write and publish a more personal, transparent post about the issue, how it was solved and what the organization is doing to ensure it doesn't happen again.

Instagram: Username: [metrogreaterportlandtransit](#) / Password: (see info)

- Do not use this account to comment on a crisis.

Facebook:

Username: METRO (GreaterPortlandTransitDistrict)

URL: [facebook.com/METROBUSGreaterPortland/](https://www.facebook.com/METROBUSGreaterPortland/).

Password: (see info)

- Share post with appropriate groups – such as METRO BREEZ, City and Community pages as relevant/appropriate, etc.

Linkedin: <https://www.linkedin.com/company/greater-portland-metro/>

ADDENDA (Continued)**ORGANIZATIONAL CONTACT LIST****Crisis Communication Team**

General Manager	O - 207-517-3025	gjordan@gpmetro.org
Greg Jordan	C - 207-632-7388	
PIO / Marketing	O - 207-517-3027	dbeck@gpmetro.org
Denise Beck	C - 207-233-0487	
Chief Transportation Officer	O – 207-517-3029	gfenton@gpmetro.org
Glenn Fenton	C -	
METRO Board President	O -	
Belinda Ray	C -	

Crisis Management Team

Director of Facilities/Maintenance	O – 207-517-3038	jjacques@gpmetro.org
John Jacques	C -	
Director of Finance	O-	jesanborn@gpmetro.org
Ellen Sanborn	C-	
Director of Human Resources	O-	jogden@gpmetro.org
Jennifer Ogden	C-	
DISPATCH	O-	
Assistant Transportation Manager/Safety	O-	tridget@gpmetro.org
Tom Ridge	C-	
Legal Representative (s)	O-	
	C-	
FTA Contacts:		

General Contact List

METRO Customer Service	207-774-0351
Admin Assistant (Lauren)	207-517-3020

METRO Board Members:

Belinda Ray, Presdient		
Hope Cahan, Vice President		
Paul Bradbury, Treasurer		
John Thompson, Secretary		
Ed Suslovic		
Jeff Levine		
Pious Ali		
Jim Violette		
Merrill Barter		
Mike Foley		

Media List:

Press Herald

Forecaster

Maine Public

WMTW

WCSH

WGME

STAKEHOLDER CONTACT LIST**Primary**

City of Portland – Contact (s)

City of Westbrook – Contact (s)

Town of Falmouth – Contact (s)

Town of Yarmouth – Contact (s)

Town of Freeport – Contact (s)

Town of Brunswick – Contact (s)

Town of Gorham – Contact (s)

USM -

Portland Public Schools -

Secondary Stakeholders

Civic Plus: Create an Alert or Newsflash

(hint: an Alert or Newsflash cannot be accessed after it has expired)

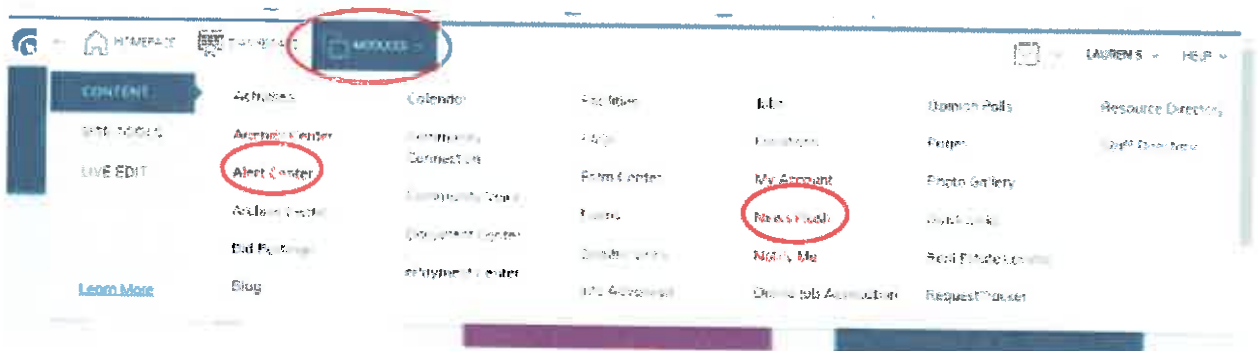
Log in at

<https://account.civicplus.com/identity/CivicPlusLogin?signin=8853f33a63126582c4824e73d2c8bf52>

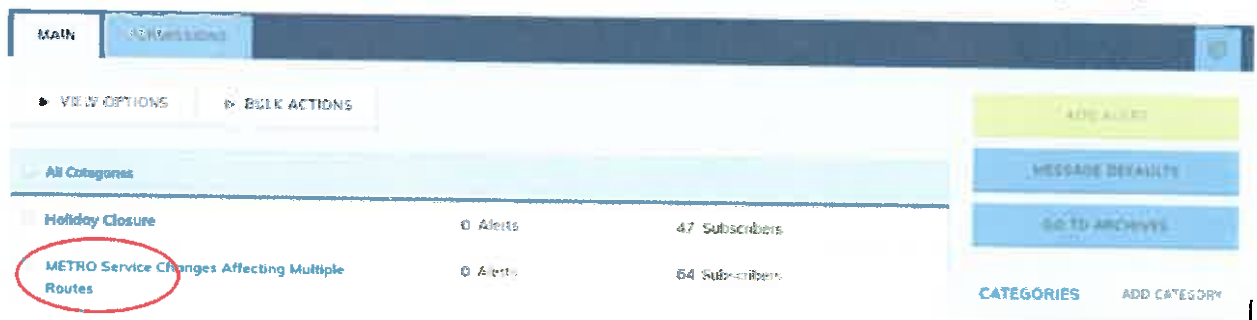
Live edit does not need to be on.

Click on **Modules** (top)

Click on **Alert Center** or **Newsflash** (if an item is to be posted in Newsflash and as an Alert, do Newsflash first as it will be the most comprehensive piece; alerts typically have less detail and you can include a link to the Newsflash article.)



Choose section to add alert by clicking on it. "Here I have chosen Metro Service Affecting Multiple Routes"



When you get to the next screen, choose the yellow "ADD ALERT"



This is basically what you will see. Scroll down to fill in all relevant sections.

SAVE CHANGES

SAVE AND PUBLISH

PULL TO REFRESH

BACK

Title

You have 100 characters left

Brief Description

You have 200 characters left

Full Description (optional)

Alert Bar

- ☒ None
- ☐ All Pages
- ☐ Home Page Only

Alert Bar Text

Emergency Alert

name that appears on the Alert Bar. Leaving "Emergency Alert" will override the alert bar text, only custom text will override alert bar text. You have 5 characters left

Hide Additional Details

Upload Image(s) (Optional)

ADD PHOTO(S)

"Read on..." Text

Read On...

Link(s) (Optional)

Web Address	Display Text

☒ Open in new window

Alert Starts (Optional)

Alert starts

at

Ex: 8:00 AM

Alert ends

at

Title (100 character limit)

Brief Description

Full Description (optional)

Alert Bar – automatically defaults to NONE.

If you want a **red alert button** to show on the web site, click “All Pages” and then change the wording for the Alert Bar Text (minimal characters – such as Severe Weather Affects METRO Routes, or Severe Weather Causes METRO Delays, or METRO Bus Service Suspended, et.)

Image: can be uploaded if it is already saved into the Photo Gallery module. (open a new web tab and go to the sign in site for Civic Plus and it will allow you to go to the Photo Gallery module and upload new photos – I did this for Veteran’s Day)

Text telling people to read beyond the initial alert defaults to Read on, but can be changed.

Web Link: can be added if you want, such as construction by the City, or a parade, that there is more detail about on their web page. Paste in the link and make the Display Text fitting – Parade Details or something.

Alert Starts

Click on the calendar and choose the correct date. For the time you can put in the current time for immediate posting, or a later time if preparing for an event in the future. Time goes in 00:00 AM/PM.

Alert Ends

Same as above then choose a time for the posting to come down. If a parade is to end at 11:15, set it to then. If construction is to be for a certain period, set it to then. Sometimes construction gets delayed so if you get word of that, you can go back in if the alert is still active and change the end date and time.

***Tip:** If this alert will be added to more than one category, copy and paste the text from the alert you are creating as you go and put it in a Word document for easier posting to other categories (can just copy and paste section by section).

Completing the Alert

If this alert is going to fall under any other category or be used for a Newsflash, this is the time to double check your work, and then copy and paste text, section by section, into a Word document for easy retrieval to use on other alerts. If a Newsflash is going to be done, starting with that, which will have full details for everyone affected, detours, etc., do the Newsflash first, and use that as a link where you add the link.

Scroll back up to the top and click on **SAVE and PUBLISH**. Click YES on the rss feed and the next page shows the screen you will be brought to.

If it is an update to an existing alert, you can just click **SAVE**.

This is what you will see – it is how the alert gets out to people who have signed up under Notify Me.

The screenshot shows the 'Alert Center' interface. At the top right is a close button 'X'. Below the title, a message states: 'You have the option to notify subscribers to this category that you have published a new Post. Add any additional comments'. The 'Subject:' field contains 'New Alert bla for gpmetro.org'. To the right, the 'Send:' section has two radio buttons: 'On Start Date' and 'Immediately', with the latter selected. Below these are three buttons: 'SEND', 'DON'T SEND', and 'CANCEL'. The 'Comments:' section is a large text area. Below it, a character count shows '1000 Characters Remaining'. The 'Mobile Text/Push Message:' field contains 'bla' and has a character count of '157 Characters Remaining'. At the bottom, there is a checked checkbox labeled 'Include link to item'.

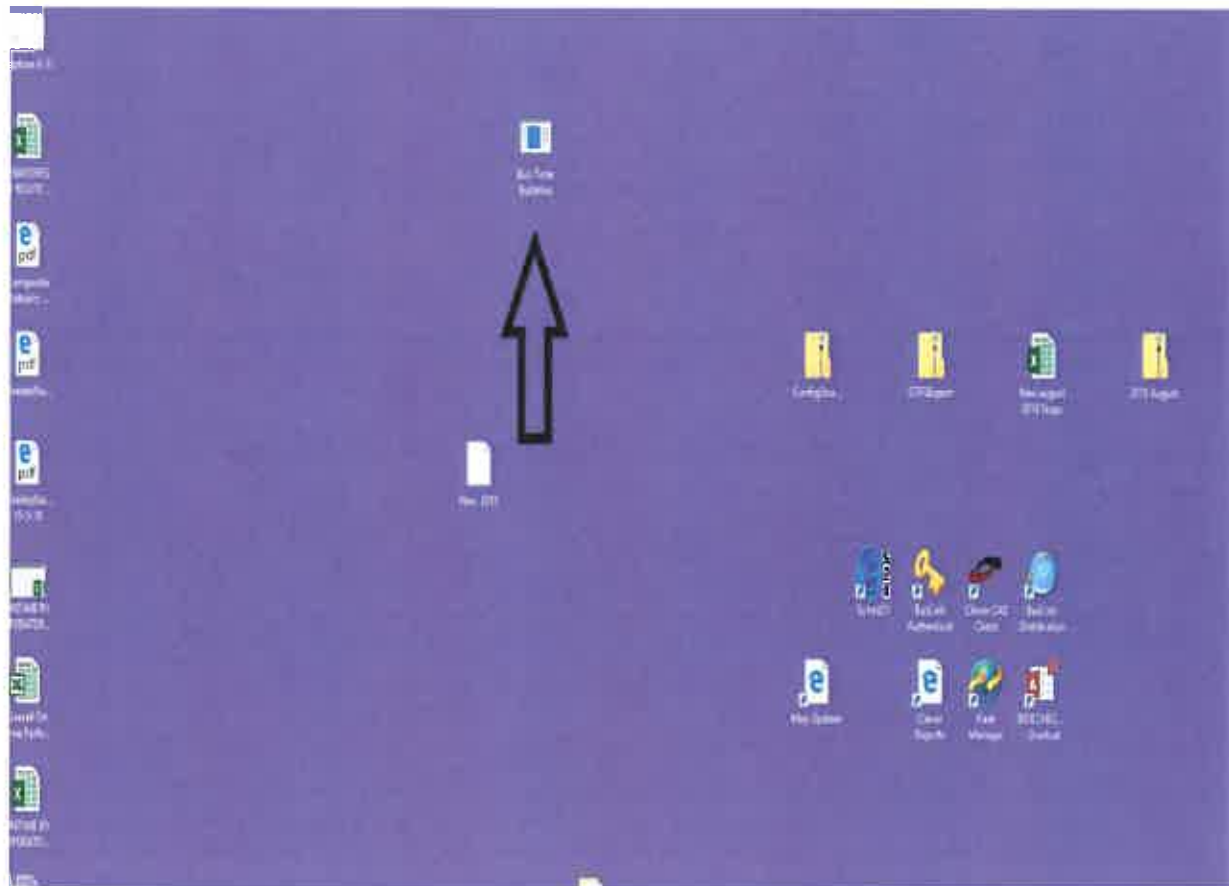
Fix the **Subject** line – get rid of duplicate words and re-word if you can do so more succinctly. Remove the “for gpmetro.org”

Often, what is put in the Subject line will automatically gravitate to the Mobile Text/Push Message, or some of the wording from the Alert posting. I try to squeeze as much into the Mobile Text/Push Message as possible even though it has limited characters. Abbreviate dates, times, remove St. or Rd., etc. A link to the actual alert or newsflash, whatever this is attached to, will automatically be included in the text people receive.

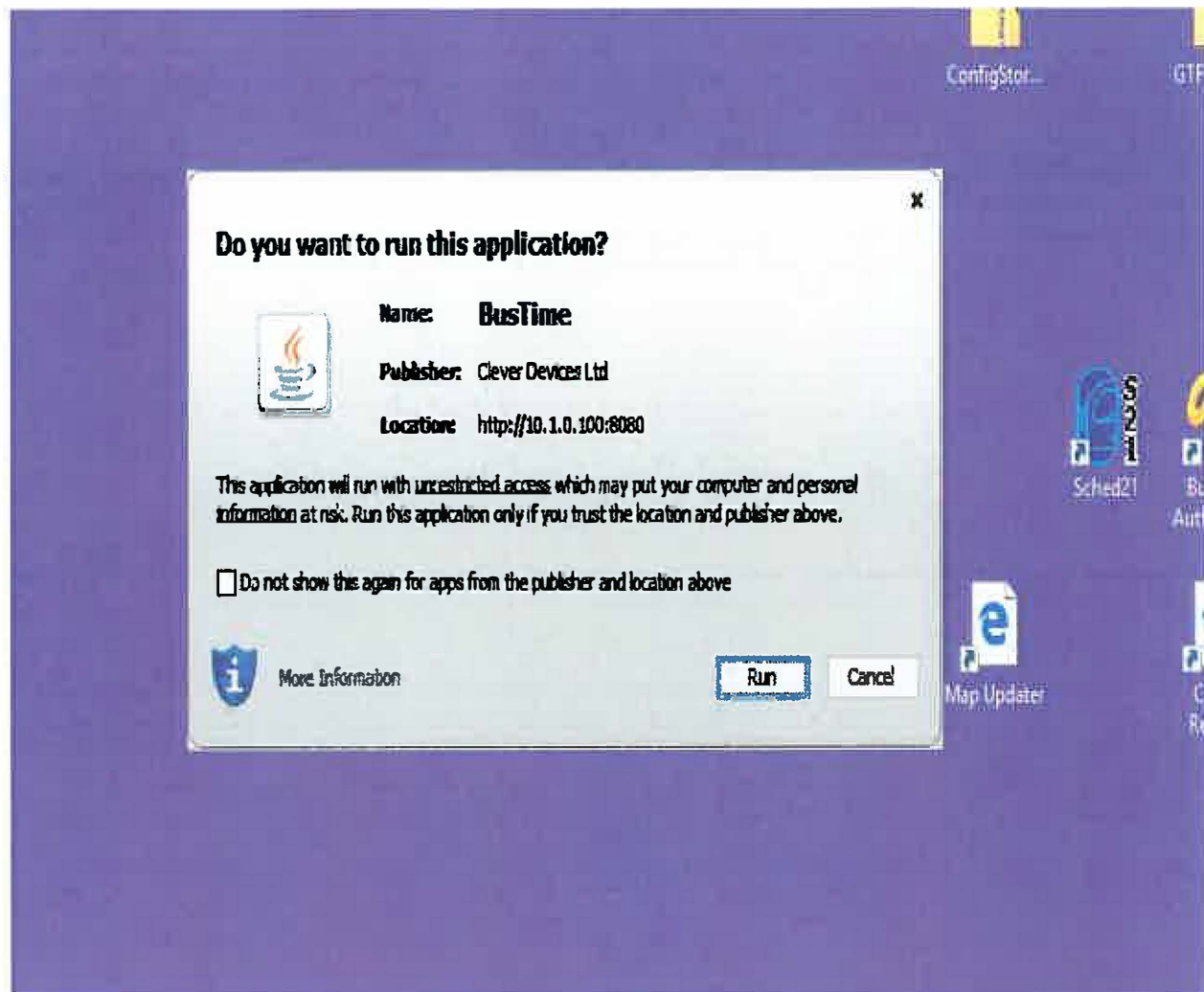
Choose to send on Start Date or Immediately (I typically do Immediately since we are very last minute). You can also choose not to send it at all, especially if you have just updated an existing item, but not significantly enough that people need to receive a second message. Also, occasionally, you can set up an alert or a newsflash to go out via text at a time closer to the event time. In that case, a third option will show up for “x number of days before event.” (I did this with 2019 holiday reminders so people will get the reminder 7 days before the holiday). If you go to the calendar and click on holidays, then a particular one, you will see the information that will go out a week before that date).

Standard Operating Procedure For Posting Bulletins on Bus Time

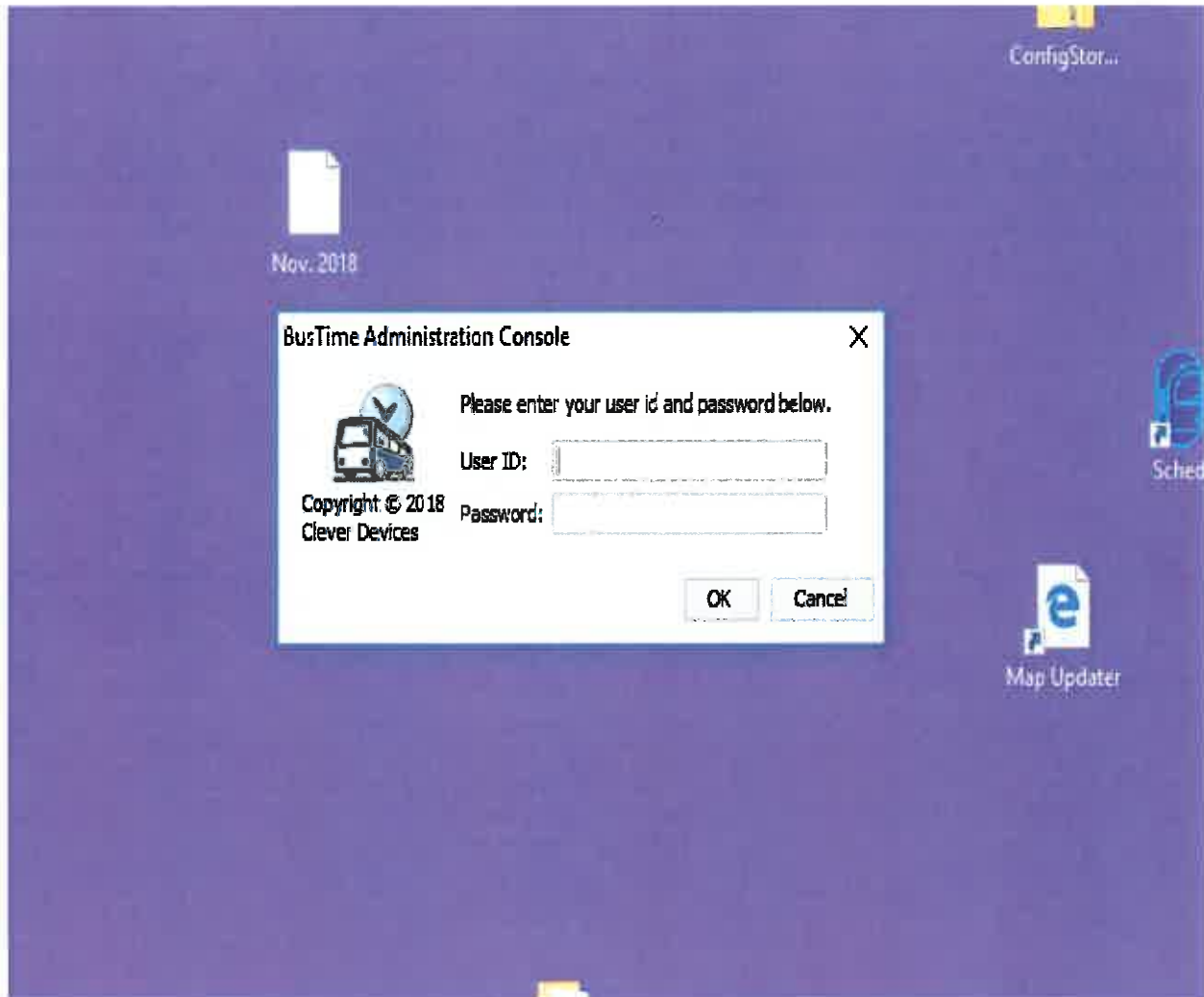
Bus Time bulletins must be scheduled on the Clever Devices computer located in the Assistant Transportation Manager's office. After booting the computer, the password "tridge1963" will gain the user access to the desktop then double-click on the icon shown below.



Click "Run" to access the user/password screen.



The screen below will appear. Enter “tridge” as the user and “tridge1963” as the password.



Click "view" from the options in the upper left portion of the screen, then select "Service Bulletin Management" from the drop-down menu. The following screen will appear. Click on the icon lit in the upper left (shown below).

BusTime Administration
File View Configuration Help

Service Bulletin Management

Page 1 of 1

Name

Enabled	Name	Subject	Detail	Start Date	End Date
	Bedford Street Opening	Bedford Street Opening	The Husky and Line 4 buse...	08/31/2018	09/01/2018
	Breez Yarmouth Detour	Breez Yarmouth Detour	The Breez bus will not serv...	03/16/2018	03/17/2018
	Congress Street Detours 9...	METRO DETOURS SAT. 9/...	On Saturday, September ...	09/21/2018	09/22/2018
	Metro Closing at 10:00 am...	Metro Closing at 1000 am ...	Due to the snowstorm, Me...	03/13/2018	03/13/2018
	Metro Congress St Detour ...	Metro Congress St Detour ...	Congress St. will be closed...	03/23/2018	03/24/2018
	Metro Congress St Detour ...	Metro Congress St Detour ...	Congress St will be closed ...	05/04/2018	05/04/2018
	Metro Not Operating on At...	Metro Not Operating on At...	Metro buses will not opera...	03/14/2018	03/14/2018
	Metro Route Changes	Metro Route Changes	between Riverton, Westbr...	08/23/2018	08/27/2018
	Metro Route Changes Effe...	Metro Route Changes Aug...	Please visit Metro's websit...	08/23/2018	08/27/2018
	Metro is Operating Service...	Metro is Operating Svc 3-8...	Metro will operate regular ...	03/08/2018	03/08/2018
	Woodforde Corner Detour	Woodforde Corner Detour	Line 2 Metro buses will det...	09/07/2018	09/09/2018
	Yarmouth Detour	Yarmouth Detour	The Yarmouth Town Hall st...	09/07/2018	09/08/2018

The screen below will appear. Fill in:

- Title of the bulletin
- Priority (will affect the color of the text on web page).
- Click “add” and type the bulletin text.
- Click “add” to select the route, direction, and stops to notify.
- Enter the bulletin start/end date and time.
- Click “OK” to schedule the bulletin.

Page 1 of 1

Subject	Detail	Start Date	End Date
Bedford Street Opening	The Husky and Line 4 bus...	06/31/2018	05/01/2018
Breez Yarmouth Detour	The Breez		
METRO DETOURS SAT. 9/...	On Saturd		
Metro Closing at 1030 am ...	Due to th		
Metro Congress St Detour ...	Congress		
Metro Congress St Detour ...	Congress		
Metro Not Operating on AL...	Metro bus		
Metro Route Changes	between		
Metro Route Changes Aug...	Please vs		
Metro is Operating Svc 3-8...	Metro will		
Woodforde Corner Detour	Line 2 Me		
Yarmouth Detour	The Yarm		

Service Bulletin - Add

Add a new service bulletin.

Name:

Priority: Low ☒ Enabled ☒

Cause*

Effect*

Bulletin

Longways

Subject

Add

Edit

Remove

Affected Service(s)

Routes

Direction

Stop

Add

Remove

Schedule

Start: 10/18/2018

12:00 AM

☐ Set Start/End Time

End:

Advanced

Advanced Schedule: None

*Cause and Effect are required fields for GTFS-RT

OK

Cancel

Electronic Communications

METRO Website | Social Media

INFORMATION AND DETAILS

METRO website: gpmetro.org

The METRO website is the primary tool to communicate information to METRO riders and stakeholders. A rebranded, responsive, user-friendly website was launched in July 2018.

Social Media Platforms:



Username: METRO (GreaterPortlandTransitDistrict)

Content: METRO news, service updates, info related to METRO service and region; communicates transit news/photos of interest to METRO audiences, links to surveys.

Purpose: Reinforces business and brand. Engages audience through photos, news, interesting content targeted to riders and stakeholders. Provides opportunity to engage via comments/PM messages. Easy, affordable tool to share info / advertise.

Strategies: METRO's primary FB platform – Maintain frequent postings; promote new METRO branding; schedule posts when possible; access more photos; increase interesting/fun articles and facts; engage audience through activities, contests, testimonials to promote interactive experiences and sharing. Provide opportunity for additional support through internships and additional admins.



Handle: @METROgpt

Content: News, service updates, photos and short messages to engage with public.

Purpose: Most effective for timely, short communication. (**NOTE:** In the event of a crisis, Twitter would be the most effective/appropriate resource for timely information.)

Strategies: Increase postings to promote events and news; engage community postings through retweets and hashtag opportunities. Provide opportunity for additional support through internships and additional admins.



Username: metrogreaterportlandtransit

Content: Interesting/fun photos; hashtags to other pages and information; geotags

Purpose: Photos/images are an effective tool to be creative/communicate/advertise.

Strategies: Increase postings; add hashtags and locations tags when possible.



Username: xxxxx

Content/Purpose: Great potential to provide “how to” and “fun” videos to showcase METRO service, riders and employees.

Strategies: Increase content to include “how to” videos for: riding the bus, reading the schedule, traveling, etc. Provide opportunity for additional support of page (internships, admin).

FUTURE Electronic Communications include: Website BLOG.

Employee Phone #'s

Nov. 2018

<u>EMP #</u>	<u>Front Office</u>	<u>Home Phone #</u>	<u>Cell Phone #</u>
139	Beck, Denise	207-799-4025	207-233-0487
263	Brooks, Shelly	-	207-423-5052
232	Campbell, Brian	-	207-699-9994
224	Fenton, Glenn	207-536-9181	203-300-8887
113	Jacques, John	-	207-807-8139
221	Jordan, Greg	-	207-632-7388
290	Ogden, Jennifer	-	207-835-9936
75	Ridge, Thomas	-	207-310-1889
272	Rowe, Tina	-	207-233-7624
258	Sanborn, Ellen	207-650-7834	207-650-7834
287	Shaw, Lauren	-	207-689-4595

<u>EMP #</u>	<u>Pulse</u>	<u>Home Phone #</u>	<u>Cell Phone #</u>
231	Anania, Denise	-	207-266-5198
77	Sjoberg, Duane	207-854-9510	207-632-2562
233	Walker, Danielle	207-222-0329	207-482-9705

<u>EMP #</u>	<u>DISPATCH</u>	<u>Home Phone #</u>	<u>Cell Phone #</u>
137	Leo, Catherine	-	207-332-2913
246	Libby, Randy	-	270-889-4598
180	Page, Seth	-	603-834-4281

<u>EMP #</u>	<u>MAINTENANCE</u>	<u>Home Phone #</u>	<u>Cell Phone #</u>
202	Doak, Robert	207-252-8792	207-252-8792
167	Fisher, Seth	-	207-400-6693
215	Frye, Richard	-	207-653-7058
265	Guriel, Edouard	207-807-1792	207-807-1792
239	Hasanovic, Haris	207-773-0216	-
99	Joslin, Michael	-	207-653-6575
95	Lund, Vinnie	-	207-807-1623
199	McClary, Stephen	207-926-5804	207-272-9037
165	Moran, Michael	-	207-329-1664
177	Morse, James	-	207-329-8487
157	Palmer, Kenneth	-	207-229-4384
228	Tikvesa, Esad	207-400-0094	-



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Vice President

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METRO Executive Committee:
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at Dec 21, 2016 Board Meeting.
(Revised – Dec. 27, 2018)

Portland

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