



# Marketing Plan 2018-19



May 2, 2018

Omnitrans

1700 W. Fifth St.

San Bernardino, CA 92411

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## MARKETING PLAN 2018-19

### EXECUTIVE SUMMARY

Omnitrans marketing efforts are designed to create a high level of public awareness to generate public support for and increased use of Agency services. The annual Marketing Plan outlines a strategic approach to attracting and retaining customers while maintaining overall community support through promotion of Omnitrans services and programs. The plan includes marketplace analysis, review of key performance indicators and marketing methods, evaluation of Agency strengths, weaknesses, opportunities, and threats, and definition of target markets. Key goals are set and marketing strategies are developed to achieve them, utilizing available resources.

Comparing calendar year 2017 to 2016, Omnitrans system ridership declined by 5.0% year over year. Through February of the current fiscal year, Omnitrans system-wide ridership is down 2.5%, however this is better than the projected decline of -6.9% for the year. Other transit agencies in southern California have experienced similar declines. The primary causes of this trend includes lower fuel costs, increasing online school, shopping and working options, higher car ownership, and the rise of alternatives such as Uber and Lyft.

Positive trends include increased ridership on Omnitrans express services: sbX ridership grew 2.1% and freeway express routes were up 7.1% compared to 2016. Also, Veteran fare trips grew 6.4% and Metrolink transfers increased by 7.5% from 2016 to 2017. Pass sales revenue is up 7.3%, partially driven by launching a mobile fare payment option in August 2017. Public awareness of Omnitrans remains high at 88%, and public opinion is 85% positive according to the 2017 Inland Empire Annual Survey. Results of a 2017 online fixed route rider survey indicated that customer satisfaction is 86% positive.

The typical Omnitrans passenger as surveyed in 2017 is a young, working, English-speaking Hispanic male. Most riders are employed and/or attending high school or college. Over 60% of rider households earn less than \$20,000 annually. Millennials make up about half of the customer base with 48% under age 30. Senior citizens (60 and older) account for 10%. Omnitrans passengers are heavily reliant on transit as over half do not have a driver's license and only 18% have a car readily available to them. A permanent disability affects 19% of riders.

Key objectives for Fiscal Year 2018-2019 are to retain existing and attract new riders and increase revenue, while maintaining high customer satisfaction, public awareness and public opinion. To achieve these goals, various marketing strategies will be employed. Efforts to rebuild ridership include promotion of Omnitrans' family of services to core and niche market segments, with a focus on sbX service expansion, freeway express service, multi-modal connections, and student programs. To maintain high customer satisfaction we will utilize multi-channel customer communications, engage in community outreach, and offer enhanced passenger amenities. To retain positive public opinion ratings Omnitrans will employ effective public relations practices, positive media relations, and foster relationships with community partners and stakeholders. Omnitrans will increase revenue primarily through promotion of prepaid fares with a focus on expanding mobile fare sales. Grant funding opportunities will be sought out to support enhancing amenities and expanding service.

In an effort to maintain low administrative costs for the Agency, expenses for public relations, advertising, promotion, outreach, and printing will remain at prior year budget levels.

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## MARKET ANALYSIS

### Service Overview

Omnitrans was established in 1976 to provide a unified and comprehensive public transit system for the San Bernardino Valley. Omnitrans provides a family of services including both fixed route and demand response transportation. All services combined are supported by approximately 176 buses, 106 cutaway vehicles, 684 direct employees and 230 contracted employees.

**Fixed Route:** As of May 2018, Omnitrans provides transit service on 35 routes, including one bus rapid transit (BRT) line, three freeway express routes, 26 local bus routes and five community circulator routes. Combined, these provide approximately 37,000 passenger trips on weekdays. Routes cover the San Bernardino Valley and provide connections to other regional transit providers: Metrolink, Riverside Transit Agency, Foothill Transit, Victor Valley Transit Authority, Mountain Transit, Pass Transit.

**Demand Response:** Access is a lift-equipped, curb-to-curb, shared-ride service mandated by the Americans with Disabilities Act (ADA). It is available for pre-qualified persons with disabilities throughout the Omnitrans service area. Service is offered seven days a week by advance reservation. Access provides approximately 1,400 passengers trips on a typical weekday.

### Service Area

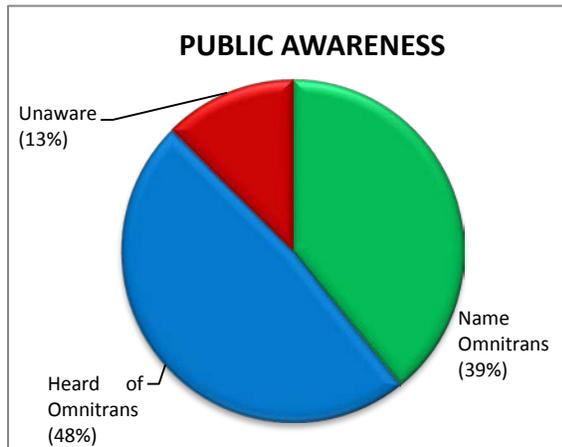
**Geography:** Omnitrans operates in an area of approximately 450 square miles known as the San Bernardino Valley. This includes 15 cities: Chino, Chino Hills, Colton, Fontana, Grand Terrace, Highland, Loma Linda, Montclair, Ontario, Rancho Cucamonga, Redlands, Rialto, San Bernardino, Upland, Yucaipa, and some unincorporated areas of San Bernardino County. Omnitrans also travels to Pomona and Riverside to connect with neighboring transit agencies.

**Population:** The San Bernardino Valley is gaining population, but at a slower pace than a decade ago. According to the most recent U. S. Census data (July 2016), San Bernardino County had an estimated 2,140,096 residents, up 5.2% from 2010. In comparison, the Omnitrans service area is home to approximately 1.5 million people. Continued population growth is projected over the next 10 to 15 years, particularly in the western portion of the service area.

**Employment:** Ten years after the Great Recession, unemployment rates have dropped to pre-recession levels. The San Bernardino County rate was 3.9% in December 2017, down from 5.0% in December 2016 and well below the 13.5% high water mark seen in 2010. In comparison, the December 2017 rate for California was 4.2%, and the national average was 4.1%. Job growth in the San Bernardino Valley is expected to outpace Los Angeles and Orange Counties in the long term. Southern California Association of Governments forecasts that Ontario and San Bernardino will be among the top ten job markets in the region by 2025.

## Public Awareness

Overall awareness of Omnitrans among the general public surveyed in the 2017 Inland Empire



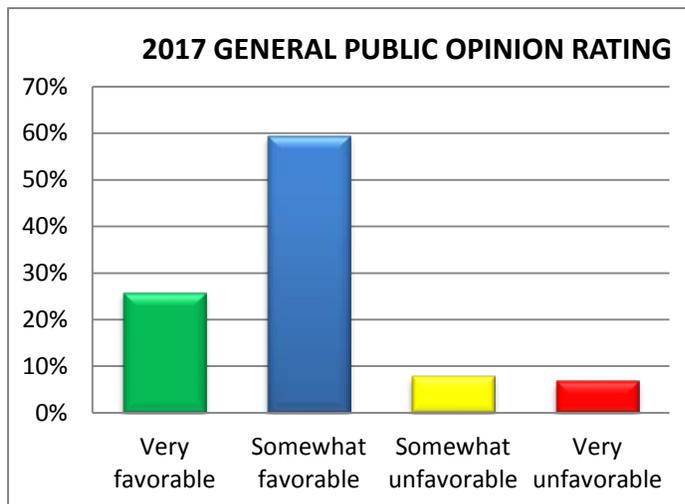
Annual Survey was 88%, down from 92% in the prior year’s survey. When asked if they could name their local public transit service, 39% answered “Omnitrans.” Those who could not name Omnitrans outright were then asked if they had heard of Omnitrans. With this prompting, 48% answered affirmatively while 13% indicated no awareness of Omnitrans. See graph at left.

This high awareness level is an indication that Omnitrans is successful at promoting and building the Agency brand through effective marketing efforts. Strong public awareness is desirable

because it influences people to seek out Omnitrans services when the need arises and to support funding initiatives for Omnitrans projects.

## Public Opinion

Beyond overall awareness, the vast majority of the public views Omnitrans in a positive light. The 2017 Inland Empire Annual Survey showed that 85% of people rated the Agency favorably even if they did not use our services. Of the 15% who responded unfavorably, the top reason



they gave for this perception was that travel time by bus took too long. Survey participants also were asked if their opinion of Omnitrans had changed in the past year. While most (76%) said their perception of Omnitrans had not changed, 18% said their perception improved while only 6% said their perception declined.

When asked if they would consider riding the bus in the San Bernardino Valley, one-third indicated interest. Those were then asked which service and amenity improvements would entice

them to ride. The top service improvements requested were 1) more frequent bus service, 2) neighborhood routes, and 3) express service. Top amenities enhancements were 1) nicer bus stops, 2) free Wi-Fi, and 3) ability to pay by phone. The overall top choice was more frequent service at 37%.

## MARKET TRENDS

### Customer Satisfaction

Omnitrans earns high marks from customers. In a 2017 onboard rider survey, 85% of fixed route riders gave Omnitrans a positive rating, as the chart below illustrates. This was higher than an 81% positive rating from a similar survey done in 2011. Additionally, 85% gave sbX service a positive rating. In terms of safety at bus stops, 82% of riders provided a good or better rating.

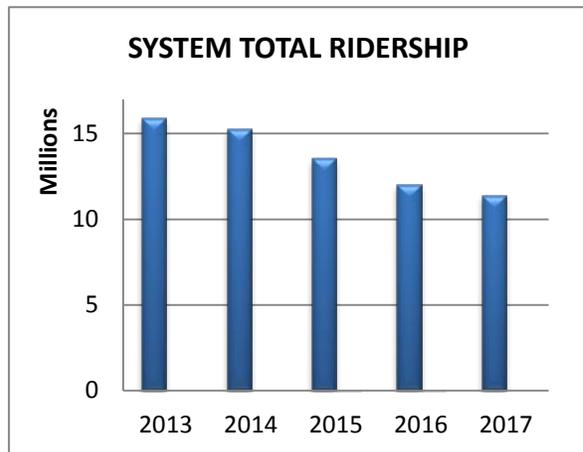


Results of an annual online customer poll of revealed similar results, at 86% positive. In this survey conducted by the American Bus Benchmarking Group, Omnitrans earned the highest customer satisfaction rating among 18 peer agencies of similar size from across the nation.

In a 2017 survey of Access customers, 75% gave the service an overall satisfaction rating of excellent or good, 15% said service was fair, and only 9% had a negative opinion. When asked to compare Access service to two years ago, 30% said service had improved while 19% said it was worse. Feedback on the new in-person assessment process implemented in 2015 was impressive, with customer ratings of 76% excellent and 22% good.

### Ridership

In calendar year 2017, ridership on all Omnitrans services totaled 11,436,432 trips, which is a 5.0% decrease from the prior year, continuing a downward trend that began in 2013. The rate of decline has slowed from double digit percentage decreases seen in the two prior years, however. In the first two months of 2018, Omnitrans posted ridership gains over the prior year. The primary causes of the decline include lower fuel costs, increased teleworking and online education, higher car ownership and the rise of alternatives such as Uber and Lyft. Transit agencies across California have experienced a similar trend; 23 peer agencies in the state had an average decline of 8.5% from 2015 to 2016. The chart at right displays the Omnitrans trend from 2013-2017.

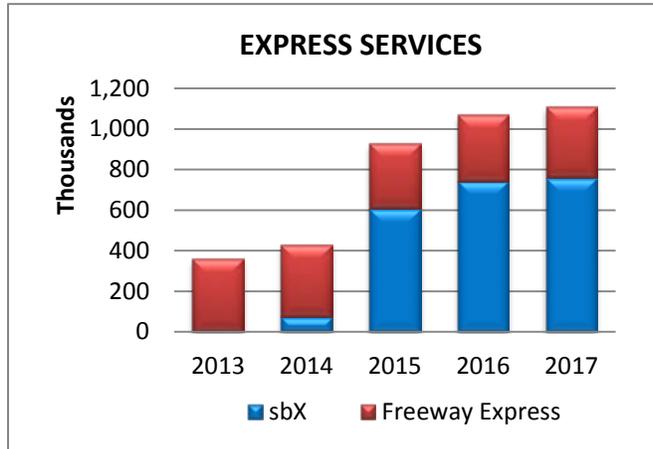


## MARKETING PLAN 2018-19

**Fixed Route:** Fixed route bus service generated 11.0 million boardings in 2017, down 5.0% from the prior year. Looking at ridership by fare category, nearly half of riders (47.6%) were full fare customers while nearly a third (32.1%) paid the discounted “half” fare for seniors age 62 and up, persons with a disability, or military veterans. Students in the GoSmart program and youth 18 and under accounted for 12.8% of ridership. The remainder was attributed to free rides, transfers and miscellaneous categories.

Omnitrans implemented a discounted fare category for U.S. military veterans in January 2015. Ridership in this category has grown in each year since, including a jump of 6.4% in 2017. Another growth category for Omnitrans was customers using a Metrolink transfer which increased 7.5% in 2017 compared to the

prior year.

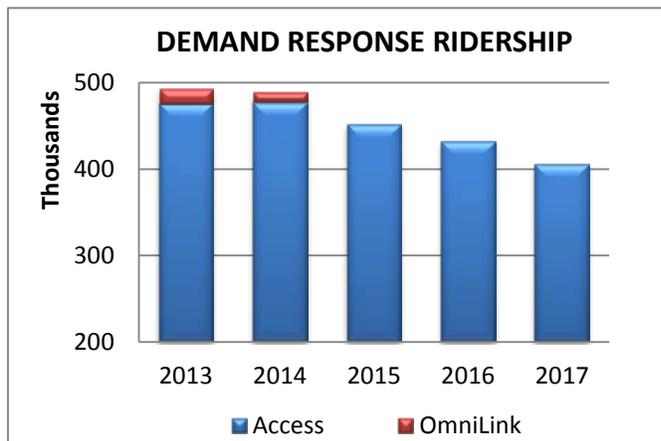


**Express Services:** While overall fixed route ridership has declined, activity on the sbX bus rapid transit line and freeway express routes continued to rise in 2017, as the graph at left illustrates. sbX green line ridership increased by 2.1%, carrying 757,870 passengers. Freeway express ridership on Routes 215, 290 and 208 combined increased 7.1% year over year. This was led by growth on Route 290, a

freeway express route that travels the I-10 freeway between Montclair and San Bernardino. Success with freeway express service led to further expansion in May 2017 with Route 208. This route travels the I-10 freeway connecting Yucaipa and Redlands to the San Bernardino Transit Center.

**Demand Response:** Ridership on Access service in calendar year 2017 was 406,474, a drop of 4.3% vs. 2016. Omnitrans has

successfully managed to reduce Access ridership due in part to a new eligibility process featuring in-person interviews implemented in September 2015. This generated a cost reduction in Omnitrans’ most expensive per passenger service. The five-year demand response ridership trend is shown at left.



Note: In September 2014, OmniLink general public dial-a-ride service in Chino Hills and Yucaipa ended. This came

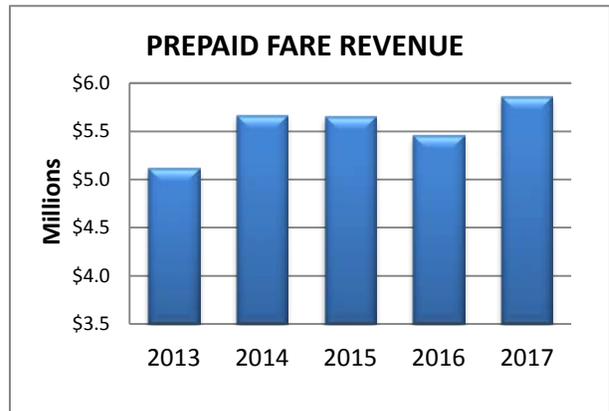
following years of steady ridership declines and after OmniGo community shuttle routes were implemented in 2010 to more efficiently serve these primarily low-density residential communities.

## MARKETING PLAN 2018-19

### Revenue

**Pass Sales:** Revenue from pass sales grew by 7.3% in 2017 compared to 2016. This was primarily driven by increased revenue from online sales, the introduction of mobile fares and rate increases in the GoSmart program. Total pre-paid fare revenue surpassed \$5.8 million from all sources including retail outlets, the San Bernardino Transit Center, online store, mobile fares, GoSmart, and ticket vending machines.

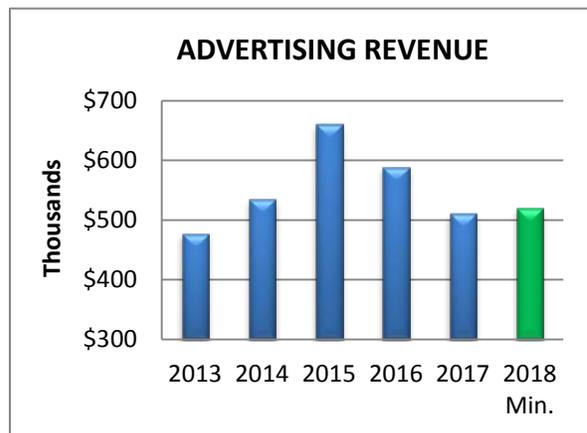
Use of prepaid fare media minimizes on board cash payments which require more boarding time and thus add to travel time. Additionally, cash generates administrative costs related to money processing and transport. In 2017, cash transactions on board accounted for only 29.1% of all trips, down slightly from 29.5% in 2016.



**Mobile Fares:** Omnitrans began offering mobile fares via the Token Transit app in mid-August 2017. In just over four months, this pay-by-phone option generated \$180,623 in revenue. By December 2017, mobile fares were attributed to 5.6% of all boardings. A survey of mobile fare customers showed that 60% of users previously paid with cash on board. Most indicated they switched to mobile fares for the convenience of no longer needing to carry cash. More than 9 in 10 expressed satisfaction with the mobile fare app. The pay-by-phone option has been utilized by all customer categories. Use by age is similar to Omnitrans' overall rider demographics.

**GoSmart:** This is a negotiated rate program paid by student fees and/or administrative contributions by partner schools or employers. Students and employees use photo IDs for fare payment. Partners in 2017 were California State University San Bernardino, Chaffey College, Crafton Hills College, San Bernardino Valley College, Art Institute of California—Inland Empire, Loma Linda University Health Systems, San Bernardino County Superintendent of Schools, ASA Charter School and Destination Diploma. Combined, these programs generated \$836,704 in 2017. Following successful student referendums at Chaffey, Crafton Hills and San Bernardino Valley Colleges in spring 2017, Omnitrans implemented rate increases for the three community colleges beginning in August 2017.

**Advertising:** Marketing manages contracts for advertising on Agency assets, including ads on buses and at bus shelters and stations. System advertising is an important revenue stream for the Agency and provides opportunities for self-promotion at low or no cost. Advertising revenue totaled \$510,067 in 2017, down 13% from 2016. The five-year trend is shown at right. Also shown is the guaranteed minimum amount for 2018, which is the result of negotiations on a new multi-year contract effective in 2018.



### MARKETING METHODS

Omnitrans utilizes a variety of methods to inform and engage with customers and the general public to promote the Agency brand and services. This includes advertising, participation in community outreach events, partnerships, media relations, customer communications and use of online and social media channels.

**Advertising:** Omnitrans typically implements about five major advertising campaigns each year using a variety of media tactics including radio, newspaper, digital/online, movie theater ads, cable television, direct mail/door hangers, and outdoor advertising. Major campaigns implemented in 2017 focused on sbX, freeway express routes, summer youth fare, mobile fares and improved service to Ontario International Airport.

**Outreach:** In 2017, Omnitrans participated in 83 community outreach events, which equaled 2016. An estimated 20,000 people were reached. Event types range from senior citizen resource fairs, to community festivals, to travel training, to back-to-school events. As part of the 2019-25 Short Range Transit Plan development, staff engaged with customers to get input on service improvements at transit centers and public hearings to generate over 1,100 comments.

**Partnerships:** The Agency has fostered numerous community partnerships which help increase brand awareness and position Omnitrans as a valued community resource. This includes sponsorship with local minor league baseball, soccer, and hockey teams. Other key partnerships in 2017: National Orange Show Citrus Fair, Ontario International Airport, Caltrans bike-to-work event, Inland Empire Biking Alliance, GoSmart colleges, Art Institute and San Bernardino County Arts Commission on SBTC sidewalk chalk art contest and the Amazon tripper service.

**Media Relations:** In an effort to generate positive publicity for the Agency, 18 news releases went out in 2017. Omnitrans received over 114 mentions in local and trade media in 2017 with overwhelmingly positive coverage at 74%. Top stories revolved around future Arrow rail service, new Director of Rail, mobile fares, service to ONT airport, chalk art contest at SBTC, new CNG fueling station, new Deputy General Manager, and Metrolink's connection at SBTC.

**Customer Communications:** The Bus Book, published three times per year, provides complete route maps and schedules, fare information, and how-to-ride tips. They are distributed on board, and at various public locations. Both print and electronic newsletters are produced for customers and the larger community. Important customer messages also are communicated through posters and flyers posted on board and at shelters and stations.

**Online/Social Media:** Omnitrans maintains a strong online presence with a mobile responsive website ([www.omnitrans.org](http://www.omnitrans.org)), a mobile app, an online store and a robust social media presence. In 2017 the number of followers for each social media platform increased over the prior year: Facebook +10%, Twitter +12%, Instagram +47%. Blog views totaled 77,752 and YouTube views totaled 12,125. The website averaged 41,758 visitors per month. The mobile app has been downloaded nearly 70,000 times to date. Online store sales totaled \$471,378, up 3.4% from 2016.

## MARKETING PLAN 2018-19

### SWOT ANALYSIS

In preparing the Marketing Plan, we consider our strengths, weaknesses, opportunities and threats (SWOT) as shown below. Strengths and weaknesses are largely characteristics of the organization while opportunities and threats are due primarily to external influences.

	POSITIVE	NEGATIVE
<b>INTERNAL</b>	<p><b>STRENGTHS</b></p> <p><b>Service quality</b></p> <ul style="list-style-type: none"> <li>• High customer satisfaction</li> <li>• High on-time performance</li> </ul> <p><b>System features</b></p> <ul style="list-style-type: none"> <li>• Family of services (BRT, freeway, local, shuttle, Access, STS programs)</li> <li>• Fleet: Wheelchair accessible, bike racks, clean fuel, WiFi on express/sbX, USB ports</li> <li>• Stop amenities: Transit centers, shelters/benches/lighting, park &amp; ride lots</li> </ul> <p><b>Economical service</b></p> <ul style="list-style-type: none"> <li>• Multi-day passes, GoSmart program</li> <li>• Discounts for Veteran, Youth, Senior, Disabled, Medicare categories</li> <li>• Mobile fare option</li> </ul> <p><b>Customer communication</b></p> <ul style="list-style-type: none"> <li>• Multilingual (LEP)</li> <li>• Schedules, newsletters, on board audio</li> <li>• Community outreach, travel training</li> <li>• Website, mobile app, social media</li> <li>• NexTrip real time arrival info</li> <li>• Call center, SBTC customer service</li> </ul> <p><b>New service</b></p> <ul style="list-style-type: none"> <li>• sbX expansion to Saturdays</li> </ul>	<p><b>WEAKNESSES</b></p> <p><b>Constrained budget and service levels</b></p> <ul style="list-style-type: none"> <li>• Flat funding allocation</li> <li>• No overall service level increases</li> <li>• Limited span, especially on weekends</li> <li>• Productivity vs. coverage demands</li> </ul> <p><b>Travel time</b></p> <ul style="list-style-type: none"> <li>• Slower than auto travel</li> <li>• Service frequency mostly 30 – 60 min.</li> </ul> <p><b>Declining ridership</b></p> <ul style="list-style-type: none"> <li>• Regional and national trend continues</li> <li>• Falling fare box revenue</li> </ul> <p><b>Public agency environment</b></p> <ul style="list-style-type: none"> <li>• Lack of flexibility, slow reaction time</li> <li>• Funding mechanisms</li> <li>• Procurement cycles</li> </ul>
<b>EXTERNAL</b>	<p><b>OPPORTUNITIES</b></p> <p><b>Service area development</b></p> <ul style="list-style-type: none"> <li>• Multimodal, TOD interest at Cities, SBTC</li> <li>• Growing population, urbanization, congestion</li> <li>• Active transportation projects</li> <li>• Improving local economy, employment</li> </ul> <p><b>Community Partnerships</b></p> <ul style="list-style-type: none"> <li>• Students/youth, GoSmart</li> <li>• Veterans, senior and disabled</li> <li>• Employers (Amazon, etc.)</li> <li>• Spanish/Hispanic</li> </ul> <p><b>Multimodal planning/future modes</b></p> <ul style="list-style-type: none"> <li>• Recent new regional connections at SBTC</li> <li>• Future Arrow Rail</li> <li>• West Valley Connector</li> <li>• Microtransit, last mile partnerships</li> </ul> <p><b>New revenue/funding opportunities</b></p> <ul style="list-style-type: none"> <li>• Potential grants: Article 3, Cap and Trade</li> <li>• New advertising contract</li> </ul>	<p><b>THREATS</b></p> <p><b>Car culture</b></p> <ul style="list-style-type: none"> <li>• High auto ownership</li> <li>• Free parking</li> <li>• Low market share for transit</li> <li>• Few “choice” riders</li> <li>• Stable gasoline prices</li> </ul> <p><b>Changing Demographics</b></p> <ul style="list-style-type: none"> <li>• Declining immigration rate</li> <li>• Low unemployment</li> <li>• Job losses in core areas, growth in outlying areas</li> <li>• Online work, school, shopping</li> </ul> <p><b>Lack of transit-friendly infrastructure</b></p> <ul style="list-style-type: none"> <li>• Gaps in pedestrian access/bicycle infrastructure</li> <li>• Suburban sprawl</li> </ul> <p><b>Perception of safety/security</b></p> <ul style="list-style-type: none"> <li>• Waiting at bus stops</li> <li>• Graffiti and vandalism</li> <li>• Homeless population impacts</li> </ul>

## TARGET MARKETS

Identification of target markets is key to the success of any marketing plan. Only when target markets are clearly defined, can effective messages and media tactics be developed.

### FIXED ROUTE

**Core Market:** Since our most likely new customers are those who closely resemble current users of the service, these characteristics also identify our core target market. According to a 2017 rider survey, the typical Omnitrans fixed route rider is:

- **Young:** 16 to 29 years of age (48%)
- **Gender Neutral:** Male (52%); Female (48%)
- **Ethnically Diverse:** Hispanic (45%); African American (24%); Caucasian (17%)
- **Low Household Income:** Under \$20K (59%); \$20K to \$35K (22%)
- **Employed:** (60%)

**Niche Markets:** Market segments below provide an opportunity for ridership growth:

- **Students:** More than one-third of current Omnitrans riders are full-time or part-time students. Students tend to be less likely to afford a car or possess a driver's license. Omnitrans focuses on students attending high schools, colleges and trade schools.
- **Spanish Speaking:** In a 2017 rider survey, 21% were Spanish speakers and one-third of those indicated they speak English less than "very well." Thus to effectively reach this market, Spanish-language materials and messages must be created.
- **Seniors:** In the 2017 rider survey, 10% of passengers were 60 years of age and older. This is one of the fastest growing segments of our population. Thus, we have the opportunity to attract more senior riders to transit.
- **Veterans:** Veterans make up approximately 5.3% of adults in the Omnitrans service area. The veteran discount fare, implemented in January 2015, increases our opportunities to partner with local Veterans organizations to promote Omnitrans services.
- **Commuters:** Commuters represent the best potential for daily transit trips. In a 2017 survey, 35% of non-riders expressed interest taking transit in the future. Omnitrans works to attract commuters through large employers and by promoting premium services such as sbX and freeway express routes which are more time competitive with the automobile. Most commuters in our service area have access to a personal automobile.

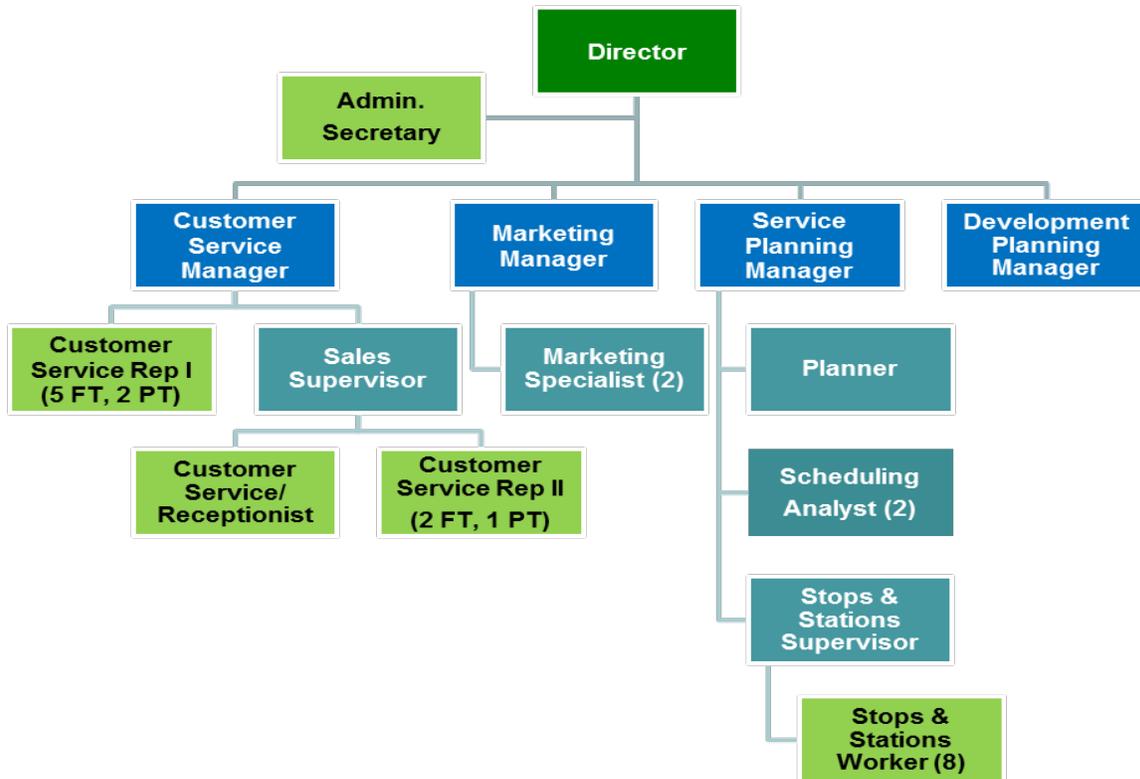
### ACCESS

Access provides transportation service mandated by the Americans with Disabilities Act (ADA) for people unable to independently use the fixed route bus service for all or some trips.

**Target Market:** People with physical or cognitive disabilities. Omnitrans Marketing & Planning and Special Transit Services Departments work together to reach target markets. Customers are reached through local social service organizations. Omnitrans also maintains customer databases to effectively reach these target markets in order to alert them of service and policy changes.

## MARKETING RESOURCES

At Omnitrans, marketing, public relations, planning and customer service functions fall within the Marketing & Planning Department. The marketing and planning functions work together to identify customer and community transportation needs in order to develop and enhance service offerings then effectively communicate these to the public. The organization chart below shows all positions in the department. The customer service section has 13 positions including 10 that provide customer assistance in the Agency call center and San Bernardino Transit Center seven days a week. This section also manages fare media sales, reduced fare ID cards, lost and found and reception. The marketing section has three positions which are responsible for all community outreach efforts and customer communications, both printed and electronic. The planning group works to improve service for customers, with the service planning section focusing on route design and scheduling, and the development planning section focusing on improvements to bus stops and transit centers that help provide a good first impression of Omnitrans to the public. The service planning section handles public outreach related to service and fare changes and system development. The stops and stations team provides amenities like shelters, benches, lighting, and informational signage at the bus stops and works to keep the bus stops and the San Bernardino Transit Center clean and safe. Omnitrans utilizes an advertising agency to provide advertising and design services including creative development, graphic design, media buying and webmaster responsibilities. The department director oversees revenue contracts, the advertising agency and serves as the Agency’s public information officer.



## MARKETING GOALS

The primary role of Omnitrans marketing is to effectively communicate our messages to target audiences in a manner that contributes to the Omnitrans mission. Resources are focused on generating a high level of public awareness in order to attract and retain customers, achieve high customer satisfaction and maintain positive public opinion. Marketing also promotes pre-paid fare media sales and oversees advertising contracts which are important sources of revenue for the Agency. Below are four primary goals and key performance indicators for Fiscal Year 2017-18 with comparisons to Fiscal Year 2016-17 targets and year-to-date results through February.

### 1. RETAIN EXISTING AND ATTRACT NEW RIDERS

#### System Ridership

<b>FY 2019 TARGET</b>	<b>+1.1%</b>
FY 2018 Target	<b>-6.9%</b>
FY 2018 Actual YTD	-2.5%

### 2. INCREASE REVENUE

#### Bus Pass Sales Revenue

<b>FY 2019 TARGET</b>	<b>+1.0%</b>
FY 2018 Target	>0.0%
FY 2018 Actual YTD	+3.5%

#### Advertising Revenue

<b>FY 2019 TARGET</b>	<b>+2%</b>
FY 2018 Target	+10%
FY 2018 Actual YTD	-13%

### 3. MAINTAIN HIGH CUSTOMER SATISFACTION

#### Customer Satisfaction (favorable)

<b>FY 2019 TARGET</b>	<b>85%</b>
FY 2018 Target	85%
FY 2018 Actual*	86%

#### Call Center Efficiency (abandoned calls)

<b>FY 2019 TARGET</b>	<b>&lt;15%</b>
FY 2018 Target	<15%
FY 2018 Actual YTD	13%

### 4. MAINTAIN HIGH PUBLIC AWARENESS AND POSITIVE OPINION

#### Public Awareness

<b>FY 2019 TARGET</b>	<b>90%</b>
FY 2018 Target	90%
FY 2018 Actual**	88%

#### Outreach Activities

<b>FY 2019 TARGET</b>	<b>+5%</b>
FY 2018 Target	+5%
FY 2018 YTD	0%

#### Public Opinion (favorable)

<b>FY 2019 TARGET</b>	<b>80%</b>
FY 2018 Target	75%
FY 2018 Actual**	85%

#### Media Coverage (favorable)

<b>FY 2019 TARGET</b>	<b>66%</b>
FY 2018 Target	66%
FY 2018 YTD	78%

\*Customer satisfaction rating from ABBG online rider survey, conducted in 2017.

\*\*Public awareness and public opinion data from Inland Empire Annual Survey 2017.

## MARKETING STRATEGIES

Marketing strategies and the tactics planned to implement them are the heart of the Marketing Plan. Below are the key strategies Omnitrans will employ in the 2018-2019 Fiscal Year.

### GOAL 1: RETAIN AND ATTRACT NEW RIDERS

#### Strategy: Promote express service

- Market new Saturday service on sbX Green Line service
- Continue to promote freeway express Routes 208, 215, 290
- Work with SBCTA on communications and outreach related to Arrow rail service

#### Strategy: Promote local route service changes and multimodal connections

- Generate awareness of changes to Routes 83 and 86 to better serve key destinations
- Promote regional connections including Metrolink at San Bernardino Transit Center
- Continue to market high frequency service to Ontario International Airport

#### Strategy: Promote OmniGo services

- Advertise service within communities served
- Partner with senior facilities and schools
- Participate in community events

#### Strategy: Market to high school and college students

- Implement marketing campaign for discounted single ride summer youth fare
- Maintain awareness of GoSmart program at partner schools
- Market to students through free trial and travel training programs
- Promote discounted youth bus pass options

#### Strategy: Market to Hispanic and Spanish-speaking market segment

- Utilize Hispanic-focused and Spanish-language advertising campaign materials
- Provide Spanish translation in printed schedules, brochures and website
- Participate in Hispanic-focused community events

#### Strategy: Market to senior citizens and persons with disabilities

- Work closely with Special Transit Services department to provide travel training and promote mobility options for senior citizens, and persons with disabilities
- Conduct outreach through senior centers/groups, and social service organizations

#### Strategy: Market to military Veterans

- Conduct outreach through Veteran facilities and organizations
- Develop promotions specifically for Veteran market and discounted fare

#### Strategy: Market to commuters through corporate outreach programs

- Develop/maintain partnerships with local Amazon facility and similar warehouse job sites.
- Utilize e-marketing and events targeting large employers
- Pitch GoSmart or pass subsidy as an option for large employers
- Develop specialized promotions directed at commuter market including travel training
- Create incentives for employers to promote transit use

## MARKETING PLAN 2018-19

### **Strategy: Utilize marketing research to guide decisions**

- Participate in annual American Bus Benchmarking Group customer service survey
- Participate in Inland Empire Annual Survey to gauge awareness and public opinion
- Conduct intercept or online customer surveys on selected topics

### **Strategy: Analyze ridership and pass sales data**

- Evaluate overall ridership trends and by customer segment
- Track sales and usage of bus passes to determine trends and opportunities

## **GOAL 2: INCREASE REVENUE**

### **Strategy: Promote prepaid fares**

- Increase use of mobile fares through distributors and discount on purchase of 10 single rides and free ride offers to new mobile customers
- Promote pass sales at San Bernardino Transit Center including sales for other transit agencies
- Promote online store, ticket vending machine, and retail outlet bus pass sales
- Educate customers on fare media values through marketing materials

### **Strategy: Increase advertising revenue**

- Manage new advertising revenue contract to ensure vendor maximizes sales potential

### **Strategy: Leverage San Bernardino Transit Center**

- Explore development opportunities on Omnitrans-owned property at San Bernardino Transit Center at E Street and Rialto Avenue in San Bernardino in partnership with City efforts

### **Strategy: Seek grant funding opportunities**

- Partner with other agencies to pursue available grant funding opportunities to expand transit service and amenities for passengers

## **GOAL 3: MAINTAIN HIGH CUSTOMER SATISFACTION**

### **Strategy: Improve customer communications**

- Maintain mobile-friendly Agency website, [www.omnitrans.org](http://www.omnitrans.org), and mobile app
- Expand and enhance social media, and e-marketing communications
- Maintain call center efficiency to maximize calls answered
- Utilize on board audio announcements to inform and educate customers
- Provide vital communications for Limited English Proficiency (LEP) populations
- Utilize bus book, brochures, newsletters, posters and bus cards to inform customers

## MARKETING PLAN 2018-19

### **Strategy: Enhance passenger amenities**

- Ensure cleanliness and safety of bus stops, sbX stations, and San Bernardino Transit Center
- Implement Adopt-a-Stop pilot program to supplement staff efforts
- Maintain current passenger information at stops, shelters and transit centers
- Install premium bus shelters with real time arrival information at key locations
- Upgrade bus stop amenities with new benches, trash cans, and solar lighting
- Leverage available grant funds and partnerships with other agencies to improve sidewalk access and accessible pathways to bus stops throughout service area.
- Expand bicycle carrying capacity on buses with acquisition of 3-position bike racks

### **Strategy: Implement customer education campaigns**

- Utilize recurring campaign to promote system safety and security
- Provide how-to materials on system features such as mobile fares, bike racks, Wi-Fi, wheelchair securements, NexTrip bus arrival information system
- Create messages and materials to promote positive customer behavior

### **Strategy: Promote a culture of customer service excellence at Omnitrans**

- Continue employee recognition programs for positive customer service behavior
- Promote employee bus ride program to increase understanding of customer experience
- Provide internal customer service training through videos, articles, and presentations
- Implement customer appreciation activities
- Utilize internal workgroups to influence enhanced customer experience

## **GOAL 4: MAINTAIN HIGH PUBLIC AWARENESS, POSITIVE OPINION**

### **Strategy: Expand community outreach and partnerships**

- Hold public events at San Bernardino Transit Center to promote multimodal connections
- Expand participation in and sponsorship of community events
- Continue partnerships with local minor league sports teams
- Utilize travel training bus and video in outreach to target groups
- Utilize Agency mascot and vintage bus at community events

### **Strategy: Effective public relations practices**

- Deliver key messages to target groups including stakeholders and general public
- Produce positive news releases and related coverage each month
- Respond to media inquiries in a timely and professional manner
- Provide media communication training for key staff

### **Strategy: Positive communications and partnerships with community stakeholders**

- Continue e-newsletters to inform community leaders and decision makers
- Enhance partnerships with key organizations such as VetLink, American Lung Association, Veterans Affairs, cities, chambers, school districts, etc.
- Presentations at city councils, local service and business organizations, etc. as requested
- Promote transit through participation in national or regional events such as Earth Day, Bike to Work Week, Rideshare Week, etc.