

ATTACHMENT A



# Marketing Plan 2019-2020



May 1, 2019

Omnitrans  
1700 W. Fifth St.  
San Bernardino, CA  
92411

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### 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 attract and retain 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 2018 to 2017, Omnitrans system ridership declined by 4.1%. Through March of the current fiscal year, Omnitrans system-wide ridership is down 4.8%. Other transit agencies in California are experiencing similar declines. The primary causes of this trend include higher car ownership, lower fuel costs, increasing online options for school, shopping and work, and the rise of alternatives such as Uber and Lyft. Ridership in Fiscal Year 2019-2020 is projected to decline 4.6%, primarily due to a fare increase proposed to take effect in September 2019.

On a positive note, overall sbX ridership is up 0.7% since Saturday service was implemented in January 2019. More importantly, Saturday ridership on the sbX corridor, which includes underlying local Route 2, has grown 37.3% year to date compared to last year. This service enhancement was supported by a multi-media advertising and promotion campaign.

Revenue from pre-paid fares was up 13.5% in 2018 compared to 2017 while advertising revenue was up 51.2%. Public awareness of Omnitrans remains high at 92%, and public opinion is 88% positive, according to the 2018 Inland Empire Annual Survey. Results of a 2018 online fixed route rider survey indicated that customer satisfaction is 83% 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.

In Fiscal Year 2019-2020, Omnitrans marketing will focus on 8 key initiatives:

1. Targeted marketing of new/realigned routes, high-frequency service and express routes
2. Expanded Hispanic and Spanish-language marketing efforts
3. Increased digital and social media advertising
4. Partner with app developers to deliver trip planning, payment, and arrival prediction functionality through a single mobile app
5. Implement website refresh to enhance user experience
6. Offer customer service chat capabilities through website
7. Develop and launch agency-wide customer service excellence program
8. Promote MicroTransit pilot programs

## MARKETING PLAN 2019-2020

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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 178 buses, 106 cutaway vehicles, and approximately 730 direct employees and 230 contracted employees.

**Fixed Route:** As of May 2019, 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 36,000 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, and 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. Additionally, the Special Transportation Services Department offers alternatives for seniors and persons with disabilities including volunteer driver and ride-hail service discount programs.

### Service Area

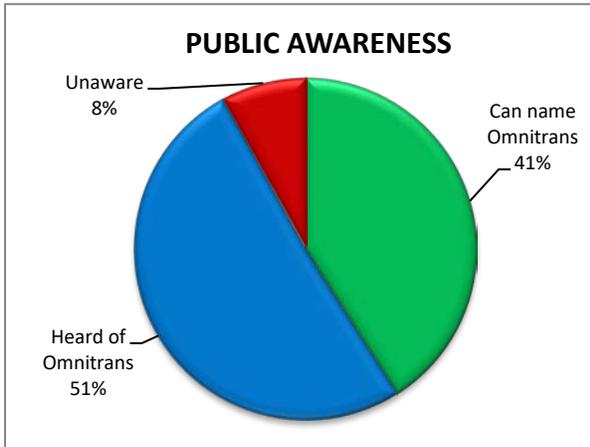
**Geography:** Omnitrans operates in an area of approximately 450 square miles known as the San Bernardino Valley. This includes 15 cities: Chino, Chino Hills, Colton, Fontana, Grand Terrace, Highland, Loma Linda, Montclair, Ontario, Rancho Cucamonga, Redlands, Rialto, San Bernardino, Upland, Yucaipa,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

**Population:** According to the most recent U. S. Census data (July 2017), San Bernardino County has an estimated 2,157,404 residents, up 6.0% 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 middle and western portions of the service area.

**Employment:** Local unemployment rates remain low. The San Bernardino County rate was 3.8% in December 2018, down from 4.0% in December 2017 and well below the 13.5% high water mark seen in 2010. Similarly, the December 2018 rate for California was 4.1%, and the national average was 3.9%. 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 2030.

## Public Awareness

Overall awareness of Omnitrans among the general public surveyed in the 2018 Inland Empire Annual Survey was 92%. This is slightly higher than the 90% average awareness rating attained



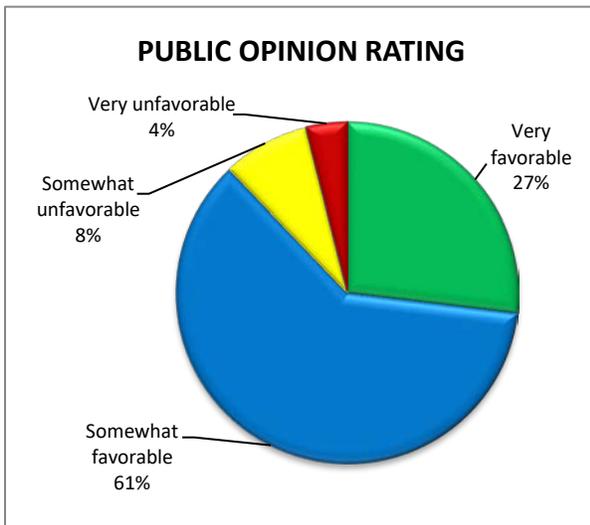
over the past five years. When asked if they could name their local public transit service, 41% answered “Omnitrans.” Those who could not name Omnitrans outright were then asked if they had heard of Omnitrans. With this prompting, 51% answered affirmatively while only 8% indicated no awareness of Omnitrans. 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

Along with achieving high awareness, the vast majority of the public views Omnitrans in a positive light. The 2018 Inland Empire Annual Survey showed that 88% of people rated the Agency



favorably even if they did not use our services. Of the 12% who responded unfavorably, the top reason they gave for this perception was that bus schedules were inconvenient. Survey participants also were asked if their opinion of Omnitrans had changed in the past year. While most (79%) said their perception of Omnitrans had not changed, 19% said their perception improved while only 2% said their perception declined.

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

requested were 1) neighborhood routes, 2) more frequent bus service. Top amenities enhancements selected were 1) free Wi-Fi and 2) nicer bus stops.

## MARKET TRENDS

### Customer Satisfaction

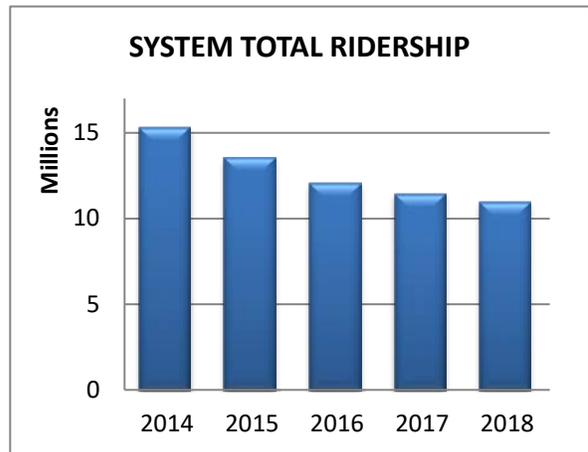
Omnitrans earns high marks from customers. In a 2018 online rider survey, 83% of fixed route riders gave Omnitrans a positive rating, as the chart below illustrates. In this annual survey conducted by the American Bus Benchmarking Group, Omnitrans earned the fifth highest customer satisfaction rating among 15 peer agencies of similar size from across the nation. Besides capturing an overall rating, the survey delves into nine areas impacting customer satisfaction. Compared to the previous year, Omnitrans saw a significant 4.6 percentage point increase in “It is convenient to pay the bus fare / buy tickets or passes,” which reflects well on the implementation of mobile fares in August 2017. The Agency’s lowest satisfaction score was for “I feel safe and secure waiting for my bus,” at only 51.5% positive. In response, Omnitrans has added solar lights at 100 bus stops and will conduct a clearinghouse study during 2019 to learn best practices from peers.



2017 was the last time Access customers were surveyed. At that time, 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 prior, 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

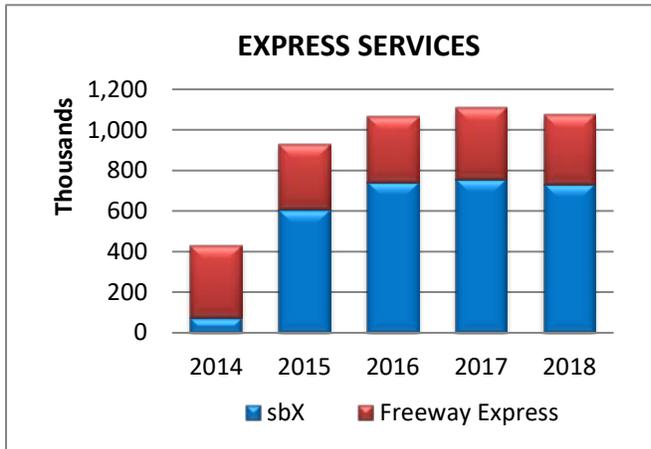
In calendar year 2018, ridership on all Omnitrans services totaled 10,975,410 trips, which is a 4.1% decrease from the prior year, continuing a downward trend that began in 2013. The rate of decline has slowed from double digit percentage decreases seen in 2015 and 2016. The primary causes of the decline include higher car ownership, low fuel costs, increased teleworking and online education and the rise of alternatives such as Uber and Lyft. Most transit agencies in California have experienced a similar trend: 20 peer agencies had an average decline of -3.1% from 2017 to 2018. The chart at right displays the Omnitrans five-year trend for system ridership.



## MARKETING PLAN 2019-2020

**Fixed Route:** Fixed route bus service generated 10.6 million boardings in 2018, down 4.0% from the prior year. Looking at ridership by fare category, nearly half of riders (48.5%) were full fare customers while 31.7% 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 12.4% of ridership. The remainder was attributed to free rides, transfers and miscellaneous categories.

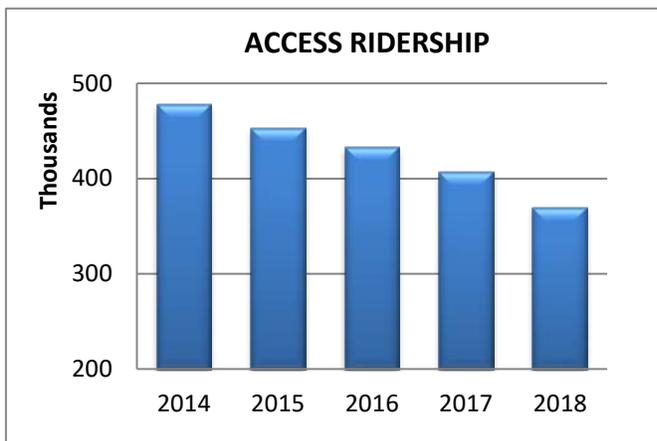
On a positive note, Omnitrans transfers to and from Metrolink commuter rail service increased by 15.1% year over year. Although a small part of total ridership at 64,164 annual boardings, this increase is likely related to the extension of Metrolink service to the San Bernardino Transit Center in January 2018. Omnitrans also offers connections to Metrolink at nine other stations.



**Express Services:** After several years of growth, boardings on Omnitrans’ express services declined in 2018, as the graph at left illustrates. Ridership on the sbX BRT line dropped by 3.4% in 2018, carrying 732,199 passengers. Boardings on Freeway Express Routes 208, 215, and 290 combined carried 342,396 passengers, a decrease of 2.4% year over year. On a positive note, overall sbX

ridership is up 0.7% in Fiscal Year 2018-19 through March 2019. This is due to the introduction of sbX Saturday service implemented in January 2019. More importantly, Saturday ridership on the sbX corridor, which includes underlying local Route 2, has grown 37.3% year to date compared to last year.

**Access:** Ridership on the ADA-mandated Access service was 369,722 in 2018, a drop of 9.0% vs. 2017. Omnitrans has successfully managed to reduce Access use through various initiatives.

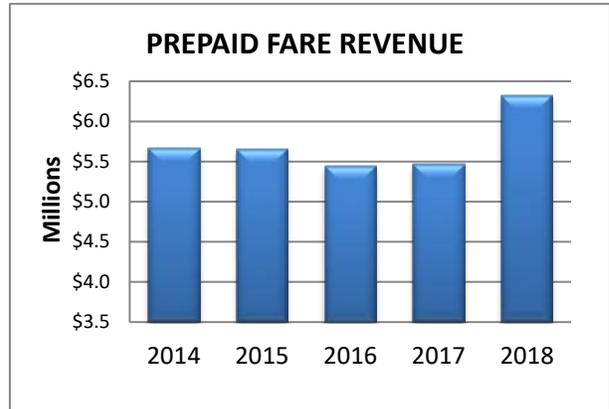


These include an in-person eligibility interview process, fixed-route travel training and alternative transportation programs such as taxi and Lyft subsidies and volunteer driver programs. Combined, these efforts have reduced demand for Access, Omnitrans’ most expensive service per passenger trip. The five-year Access ridership trend is shown at left.

## MARKETING PLAN 2019-2020

### Revenue

**Pass Sales:** Total pre-paid fare revenue surpassed \$6.3 million in 2018 from all sources including retail outlets, the San Bernardino Transit Center, online store, mobile fares, GoSmart programs, and ticket vending machines. Revenue from these sources grew by 13.5% in 2018 compared to 2017. This was primarily driven by purchases made by Inland Empire Health Plan, rate increases in the GoSmart program and the introduction of mobile fares.

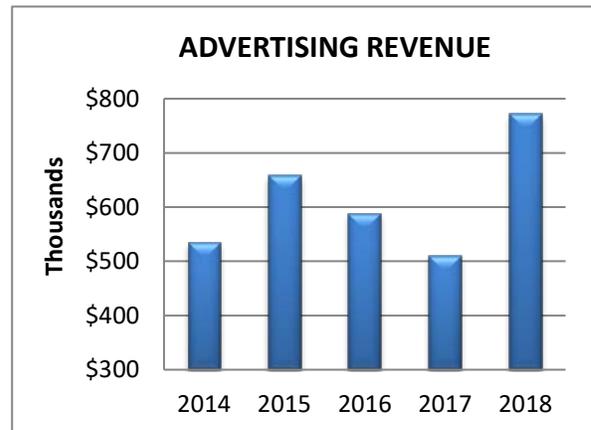


Use of prepaid fare media minimizes use of cash payments which require more boarding time and thus increase travel time. Additionally, cash generates administrative costs related to money processing and transport. In 2018, cash transactions on board accounted for only 28.7% of all trips, down slightly from 29.1% in 2017.

**Mobile Fares:** Omnitrans began offering mobile fares via the Token Transit app in August 2017. Since launch, this pay-by-phone option has generated over \$1 million in fare revenue. By February 2019, mobile fares were used for 6.1% of all boardings, up from 4.9% a year earlier. A 2017 survey of mobile fare customers showed that 60% of users previously paid with cash on board. Most said 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 mirrors Omnitrans' overall rider demographics.

**GoSmart:** This is a negotiated rate program paid by student fees and/or administrative contributions by partner schools or organizations. Students, employees or members use a photo ID cards with magnetic stripes encoded with identification data for fare payment. Partners in 2018 were California State University San Bernardino, Chaffey College, Crafton Hills College, San Bernardino Valley College, Art Institute of California—Inland Empire, and San Bernardino County Superintendent of Schools. Combined, these programs generated \$1,008,453 in 2018.

**Advertising:** The Marketing Department manages contracts for advertising on Agency assets, including ads on buses, bus shelters and at 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 \$771,370 in 2018, up 51.2% from 2017. The five-year trend is shown at right. The significant gains in 2018 are due to a new more favorable multi-year contract as well as the vendor's sales success in a thriving economy.



## MARKETING TOOLS

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 2018 focused on the sbX-Metrolink connection at SBTC, freeway express service, mobile fares and mobile apps, summer youth fare, and service to Ontario International Airport.

**Outreach:** In 2018, Omnitrans reached an estimated 25,000 people through 70 community outreach events. This is up from an estimated 20,000 people reached in 2017 at 83 events. Typical types of events include senior citizen resource fairs, community festivals, corporate benefits fairs, travel training, and back-to-school events.

**Partnerships:** The Agency has fostered numerous community partnerships which help increase brand awareness and position Omnitrans as a valued community resource. This includes sponsorships with local college and minor league baseball, basketball, soccer, and hockey teams. Other key partnerships in 2018: Auto Club Speedway, National Orange Show Citrus Fair, Ontario International Airport, American Cancer Society, Inland Empire Biking Alliance, GoSmart colleges, Amazon tripper service, and San Bernardino County Arts Commission and San Bernardino County Arts Connection's involvement in the SBTC sidewalk chalk art contest.

**Media Relations:** In an effort to generate positive publicity for the Agency, 11 news releases went out in 2018. Omnitrans received over 85 mentions in local and trade media in 2018 with overwhelmingly positive coverage at 78%. Top stories revolved around Summer Youth Fare, chalk art contest at SBTC, January 2018 ridership gains, mobile fare discounts, and new Directors of Maintenance, Operations and Human Resources.

**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 community stakeholders. 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 2018 the number of followers for each social media platform increased over the prior year: Facebook +3%, Twitter +5%, Instagram +19%. Blog views totaled 73,897 and YouTube views totaled 15,903. The website averaged 40,861 visitors per month. The mobile app has been downloaded nearly 82,000 times to date.

## MARKETING PLAN 2019-2020

### 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>Service enhancements</b></p> <ul style="list-style-type: none"> <li>• Route 12 (Fontana-CSUSB), minor changes</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>Fare increase</b></p> <ul style="list-style-type: none"> <li>• Short term impact on ridership</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> </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> <li>• Regulations and mandates</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>• Future Arrow Rail</li> <li>• Future West Valley Connector BRT</li> <li>• Microtransit pilot programs</li> </ul> <p><b>New revenue/funding opportunities</b></p> <ul style="list-style-type: none"> <li>• Discretionary grants</li> <li>• Rising advertising contract revenue</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 on-board 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 survey, 21% of riders were Spanish speakers and one-third of those indicated they speak English less than "very well." 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. Customers utilizing the veteran discount fare accounted for 1.7% of ridership in 2018. Omnitrans partners with local Veterans organizations to promote Omnitrans services.
- **Commuters:** Commuters represent the potential for generating regular transit trips to work. In a 2018 general public survey, 32.5% of non-riders indicated they would consider using the bus for some trips. Omnitrans works to attract commuters through outreach to large employers and by promoting premium services such as sbX and freeway express routes which are more time competitive with the automobile.

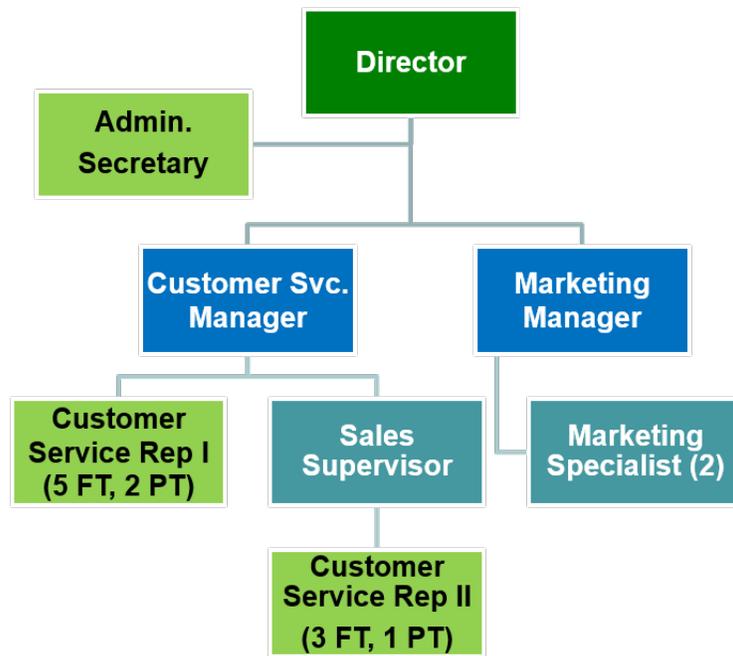
### ACCESS

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 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

Omnitrans' marketing, public relations, and customer service functions all reside within the Marketing Department. The organization chart below shows all positions in the department. The customer service section has 13 positions including 11 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. Omnitrans utilizes an advertising agency to provide advertising and design services including creative development, graphic design, media buying and webmaster responsibilities. The department director also 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 2019-20 with comparisons to the prior year and year-to-date results through March.

### 1. RETAIN EXISTING AND ATTRACT NEW RIDERS

#### System Ridership

<b>FY 2019 TARGET</b>	<b>-4.6%</b>	Note: Decline projected due to fare increase
FY 2018 Target	+1.1%	
FY 2018 Actual YTD	-4.8%	

### 2. INCREASE REVENUE

#### Bus Pass Sales Revenue

<b>FY 2020 TARGET</b>	<b>+7%</b>
FY 2019 Target	+1%
FY 2019 Actual YTD	+22%

#### Advertising Revenue

<b>FY 2020 TARGET</b>	<b>+5%</b>
FY 2019 Target	+2%
FY 2019 Actual YTD	+33%

### 3. MAINTAIN HIGH CUSTOMER SATISFACTION

#### Customer Satisfaction (favorable)

<b>FY 2020 TARGET</b>	<b>85%</b>
FY 2019 Target	85%
FY 2019 Actual*	83%

#### Call Center Efficiency (abandoned calls)

<b>FY 2020 TARGET</b>	<b>&lt;15%</b>
FY 2019 Target	<15%
FY 2019 Actual YTD	14%

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

#### Public Awareness

<b>FY 2020 TARGET</b>	<b>90%</b>
FY 2019 Target	90%
FY 2019 Actual**	92%

#### Outreach (events)

<b>FY 2020 TARGET</b>	<b>+5%</b>
FY 2019 Target	+5%
FY 2019 YTD	+25%

#### Public Opinion (favorable)

<b>FY 2020 TARGET</b>	<b>85%</b>
FY 2019 Target	80%
FY 2019 Actual**	88%

#### Media Coverage (favorable)

<b>FY 2020 TARGET</b>	<b>70%</b>
FY 2019 Target	66%
FY 2019 YTD	75%

\*Customer satisfaction rating from ABBG online rider survey, conducted in 2018.

\*\*Public awareness and public opinion data from Inland Empire Annual Survey 2018.

## MARKETING STRATEGIES

Marketing strategies and related tactics planned to achieve our goals are the heart of the Marketing Plan. In 2019-2020, Omnitrans Marketing will focus on 8 key strategies.

### KEY INITIATIVES FOR FY 2019-2020

1. Targeted marketing of new/realigned routes, high-frequency service and express routes
2. Expanded Hispanic and Spanish-language marketing efforts
3. Increased digital and social media advertising
4. Partner with app developers to deliver trip planning, payment, and arrival prediction functionality through a single mobile app
5. Implement website refresh to enhance user experience
6. Offer customer service chat capabilities through website
7. Develop and launch agency-wide Customer Service Excellence program
8. Promote MicroTransit pilot programs

Additionally, Omnitrans Marketing will continue the many ongoing efforts listed below under the primary goal supported.

### GOAL 1: ATTRACT AND RETAIN RIDERS

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

- Extend summer youth fare single ride discount (June, July, August)
- Promote GoSmart programs at partner schools
- Offer free ride opportunities and travel training to high school students

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

- Develop/maintain partnerships with local Amazon and similar warehouse job sites.
- Partner with Inland Empire Commuter Services to reach large employers
- Create incentives for employers to promote transit use

#### **Strategy: Increase awareness of multimodal connections**

- Promote regional connections at San Bernardino Transit Center, including Metrolink
- Advertise frequent bus service to Ontario International Airport
- Partner with SBCTA on communications and outreach related to future Arrow rail service

#### **Strategy: Promote OmniGo services**

- Outreach to senior facilities and schools in OmniGo service areas
- Participate in community events

#### **Strategy: Market to veterans, 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
- Outreach to facilities and organizations serving veterans, seniors and people with disabilities.
- Provide and promote free rides for veterans on Veterans Day

## GOAL 2: INCREASE REVENUE

### Strategy: Promote prepaid fares

- Increase use of mobile fares through marketing efforts including free ride offers
- Increase revenue from GoSmart programs through rate increases and new partnerships
- Promote pass sales at San Bernardino Transit Center including sales for other transit agencies

### Strategy: Increase advertising revenue

- Manage advertising revenue contracts to ensure vendors maximize sales potential

## GOAL 3: MAINTAIN HIGH CUSTOMER SATISFACTION

### Strategy: Provide effective customer communications

- Refresh bus schedule book design to improve readability
- Utilize social media and e-marketing to inform and engage customers
- Maintain call center efficiency to maximize calls answered
- Utilize on board communications to inform and educate customers
- Provide vital communications for Limited English Proficiency (LEP) populations

### Strategy: Implement customer education campaigns

- Utilize recurring campaign to promote system safety and security
- Provide how-to information for mobile fares, bike racks, Nextbus system, etc.
- Create messages and materials to promote positive customer behavior

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

- Provide customer service excellence training to all employees
- Continue employee bus ride program to increase understanding of customer experience
- Improve employee recognition programs to reward positive customer service behavior
- Implement customer appreciation activities

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

### Strategy: Community outreach and partnerships

- Hold public events at San Bernardino Transit Center
- Participation in and sponsorship of community events
- Continue partnerships with local minor league sports teams

### Strategy: Effective public relations practices

- Deliver positive messages to target groups including media, stakeholders and general public
- Generate positive news coverage for the Agency

### 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 Veterans Affairs, cities, chambers, school districts, etc.
- Promote transit through participation in national or regional events such as Earth Day, Get On Board Day, Bike Month, Rideshare Week, etc.