



AGENDA

Meeting

of the

PLANNING & MARKETING COMMITTEE

of the

SANTA BARBARA METROPOLITAN TRANSIT DISTRICT

A Public Agency

Tuesday, April 11, 2017

9:00 AM

John G. Britton Auditorium

550 Olive Street, Santa Barbara, CA 93101

1. CALL TO ORDER

2. ROLL CALL OF THE BOARD OF DIRECTORS

Dave Davis, Chuck McQuary, Bill Shelor

3. REPORT REGARDING POSTING OF AGENDA

4. PUBLIC COMMENT

Members of the public may address the Board on items within jurisdiction of the Board that are not scheduled for public hearing. The time allotted per speaker will be at the discretion of the Board Chair. If you wish to address the Board under this item number, please complete and deliver to the MTD Board Clerk, a "Request to Speak" form including a description of the subject you wish to address. Additional public comment will be allowed during each agenda item, including closed session items. Please fill out the Request to Speak form and indicate the agenda item number that you wish to comment on.

5. CLEAN AIR EXPRESS – JOINT PROVISION OF OPERATING & ADMINISTRATION - FEASIBILITY REVIEW - (ATTACHMENT - INFORMATIONAL)

The Committee will receive an update regarding the Clean Air Express service.

6. MEMORIAL PLAQUES ON BUS BENCHES - (ATTACHMENT - ACTION MAY BE TAKEN)

Review the proposed policy regarding memorial plaques on bus stop benches and provide direction to staff.

7. UPDATE ON MARKETING PLAN, BRANDING, AND EV ROLLOUT STRATEGY - (ATTACHMENT - ACTION ITEM)

Staff is seeking feedback and authorization to forward the draft 5-Year Marketing and Communications Plan, along with the branding proposal to the Board of Directors for approval.

8. OTHER BUSINESS AND REPORTS - (ACTION MAY BE TAKEN)

The Committee will report on other related public transit issues.

9. ADJOURNMENT

AMERICAN WITH DISABILITIES ACT: If you need special assistance to participate in this meeting, please contact the MTD Administrative Office at 963-3364 at least **48 hours in advance** of the meeting to allow time for MTD to attempt a reasonable accommodation.



MINUTES

Meeting
of the
PLANNING & MARKETING COMMITTEE
of the
SANTA BARBARA METROPOLITAN TRANSIT DISTRICT
A Public Agency
Thursday, March 9, 2017
9:00 AM
John G. Britton Auditorium
550 Olive Street, Santa Barbara, CA 93101

1. CALL TO ORDER

Chair McQuary called the meeting to order at 9:02 a.m.

2. ROLL CALL OF THE BOARD OF DIRECTORS

Chair McQuary reported that all members were present.

3. REPORT REGARDING POSTING OF AGENDA

Lilly Gomez, Interim Executive Assistant, reported that the agenda was posted on Friday, March 3, 2017 at MTD's Administrative office, mailed and emailed to those on the agenda list, and posted on MTD's website.

4. PUBLIC COMMENT

None was made.

5. MARKETING PLAN UPDATE – (INFORMATIONAL)

Marketing & Community Relations Manager, Hillary Blackerby presented an outline of the proposed 5-Year Marketing Plan. Strengthening partnerships with local employers, improving communications with our customers and enhancing the perception of MTD and its services was discussed.

6. BRANDING UPDATE – (INFORMATIONAL)

Marketing & Community Relations Manager, Hillary Blackerby presented options for the committee to consider regarding MTD branding alternatives.

7. DRAFT SERVICE PLAN FOR AUGUST 2017 - (ATTACHMENTS-ACTION MAY BE TAKEN)

Planning Manager, George Amoon presented the draft service changes, primarily focusing on improved schedule adherence to lines 6, 11, 23, 25. Additionally, minor route changes to Line 23 after 7:00p.m. and Line 16 to revert to its original routing once SBCC West campus reopens were discussed. Termination of Lines 1 and 2 morning peak 10 minute service was also considered. Director Davis approved the forwarding of the draft service plan to the full board. Director Shelor seconded the motion. The motion passed unanimously.

8. OTHER BUSINESS AND REPORTS - (ACTION MAY BE TAKEN)

No other items were discussed.

9. ADJOURNMENT

Director Davis moved to adjourn the meeting at 10:49am. Director Shelor seconded the motion. The motion passed unanimously.



PLANNING & MARKETING COMMITTEE REPORT

MEETING DATE: APRIL 11, 2017

AGENDA ITEM #: 5

TYPE: INFORMATIONAL

PREPARED BY: GENERAL MANAGER

Signature

REVIEWED BY: GENERAL MANAGER

GM Signature

SUBJECT: Clean Air Express – Joint Provision of Operating & Administration - Feasibility Review

DISCUSSION:

Staff has participated in informal conversations with Santa Barbara County Association of Governments (SBCAG) staff regarding the possibility of MTD operating the Clear Air Express (CAE) service. SBCAG staff presented potential operating and administrative alternatives for the CAE service to SBCAG's North County Subregional Planning Committee (Committee) on April 5.

The Committee approved SBCAG staff's recommended alternative to conduct more comprehensive conversations with MTD and County of Santa Barbara on collaboratively operating and administering the program. As a result, MTD staff has agreed to working with SBCAG, the County and North County transit operators to determine the feasibility of the proposed alternative.

Attached is SBCAG's staff report to the Committee that outlines the alternatives presented. Additionally, I've attached a copy of a letter that MTD sent to SBCAG executive director, Margie Kirn, expressing our support to explore the collaborative approach that would result in MTD operating the service, while the County would maintain the vehicles.

ATTACHMENT:

- SBCAG Staff Report – Clean Air Express Planning Update
- MTD Letter to SBCAG Executive Director, April 3, 2017

NCSPC STAFF REPORT

SUBJECT: Clean Air Express Planning Update

MEETING DATE: April 5, 2017

AGENDA ITEM: 5

STAFF CONTACT: Scott Spaulding

RECOMMENDATION:

Receive update on alternatives for operating the Clean Air Express following the end of the current contract in December 2017 and provide direction to staff regarding a preferred operating and governing structure.

DISCUSSION:

Following the adoption of the North County Transit Plan update in September 2016, staff began meeting with Lompoc and Santa Maria staff regarding options for operating the Clean Air Express service beginning in January 2018 following the end of the current MOU with Lompoc in December. As a result of these discussions, two options have been evaluated for cost effectiveness and are candidates for further evaluation regarding operational feasibility and governance structure.

SBCAG began operating and managing the Clean Air Express in 2001 after assuming responsibility for administering the service from the Air Pollution Control District. The Clean Air Express serves residents of North County who work in Goleta and Santa Barbara and currently serves Lompoc with seven round trips, Santa Maria with five round trips, and the Santa Ynez Valley with one round trip. An externally funded pilot program connecting the Santa Ynez Valley and Santa Barbara currently operates two round trips on Saturdays. Currently, the Measure A North County Interregional Transit Program is the sole funding source for the Clean Air Express. In an effort to reduce the potential funding shortfall facing the service over the life of Measure A, the City of Santa Maria has committed \$2.8 million to the program, which together with Measure A matching funds will be used to purchase five replacement coaches over the next 12-18 months.

Since November 2012, the Clean Air Express has been operated by a private operator under a contract with the City of Lompoc and the overall service managed by SBCAG under an MOU with Lompoc that expires on December 31, 2017. City of Lompoc staff has recommended maintaining the regional service as a single entity rather than breaking it into two or three distinct services by geographic origin (Lompoc, Santa Maria, Solvang). They have also requested that this service be provided through another mechanism other than the City of Lompoc's private operator contract.

The City of Santa Maria has provided a cost estimate to SBCAG that would include all aspects of service operation, including fueling, maintenance, operations, customer service, and policy oversight. Santa Maria operates local transit service through a private contractor and has offered to provide the Clean Air Express at a rate of \$169 per revenue vehicle hour.

A second alternative that staff has developed would have Santa Barbara MTD operate the vehicles under an agreement with SBCAG and have vehicle maintenance and repair services provided by Santa Barbara County. This hybrid approach, very similar to how the City of Lompoc manages local transit service, is estimated to result in an effective rate of approximately \$120 per revenue vehicle hour. Under this scenario, SBCAG would continue to manage the overall service and would once again act as the direct administrator, a role it played from 2001-2010. MTD has provided long distance bus service to SBCAG under three different agreements (Clean Air Express, Valley Express, and Coastal Express Limited), and in all cases the service was provided efficiently and operated cost effectively. The county has the capacity, facilities, and technical capability to maintain the vehicles as a result of their experience maintaining several identical coaches used by the sheriff's department.

A third alternative would be for SBCAG to release a Request for Proposals for turnkey operation of the service, identical to how the service was previously managed by SBCAG. Staff believes it unlikely that a private operator would be able to operate the service at a profit at a rate that would be less than \$120/hour, including fuel, particularly in light of the fact that a contractor would have to secure a maintenance facility. Staff has met with the sole South County-based charter bus operator and the firm indicated it did not have the capacity to maintain the Clean Air Express's seventeen vehicle fleet.

The table below summarizes the three options staff has developed and evaluated.

Clean Air Express Operating Cost Alternatives

	<u>SMAT</u>	<u>County/MTD</u>	<u>SBCAG</u>
Hourly Rate	\$141.00	\$120.00	TBD
Annual Cost	\$1,304,250	\$1,110,000	TBD
Fuel	\$260,000	Included	\$260,000
Annual Operating Cost	\$1,564,250	\$1,110,000	TBD
Total Cost per Hour	\$169.11	\$120.00	TBD
22 Year Cost	\$34,413,500	\$24,420,000	TBD
<hr/>			
Advertising (22yrs)		\$1,100,000	TBD
FTA 5307 Funding (22yrs)	<i>not eligible</i>	\$2,800,000	<i>eligible if direct FTA recipient</i>
Total 22 Year Operating Cost	\$34,413,500	\$20,520,000	TBD
<i>Policy Board</i>	<i>Santa Maria</i>	<i>SBCAG</i>	<i>SBCAG</i>

Given the significant annual and lifetime cost advantages of partnering with SBMTD and Santa Barbara County to manage and operate the Clean Air Express, staff recommends the Committee direct staff to develop an operating plan based on County/MTD operating structure

and return to the Committee no later than August with the agreements necessary to begin operations on January 2, 2018.

Long Term Funding

Although a Clean Air Express operating structure with SBMTD operating the vehicles and the County maintaining the vehicles is projected to result in \$10-14 million in savings over the remaining 22 years of the Measure A program, there will continue to be a projected program deficit over that time period of approximately \$5-8 million. To develop a long term funding plan to address this shortfall without service reductions, staff plans to convene a working group comprised of Lompoc, Santa Maria, the County, and SBCAG to identify additional funding sources for the service. This working group would begin meeting once agreements have been approved to allow service to continue without interruption in January 2018.

While long term projections involving fare revenue, fuel prices, and transit funding availability are tenuous, the Clean Air Express would be well served with an established and approved structure in place to support the service.

COMMITTEE REVIEW: None

ATTACHMENTS: None



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April 3, 2017

Marjie Kirn
Executive Director
Santa Barbara County Association of Governments
260 North San Antonio Road, Suite B
Santa Barbara, CA 93110

Re: North County Subregional Planning Committee Staff Report – Clean Air Express Planning Update

Dear Ms. Kirn,

SBCAG staff has approached the Santa Barbara Metropolitan Transit District (District) to ascertain its interest in exploring alternatives for operating the Clean Air Express. We are appreciative of SBCAG and North County officials' interest in working collaboratively with the District to provide efficient and seamless public transit to Santa Barbara County residents.

The District has provided your staff with a "ballpark" hourly cost estimate to further discussions related to the "hybrid" approach outlined by your staff in its report to the North County Subregional Planning Committee (NCSPC). District staff is supportive of working with SBCAG, the County and North County officials to explore the potential for a "hybrid" solution to operating the Clean Air Express.

Due to the preliminary nature of the conversations to date, the District's Board of Directors have not been included in a meaningful way. If the NCSPC expresses its interest in taking the next step, to assess the feasibility of the "hybrid" approach, a joint presentation by SBCAG and District staff to the District Board of Directors is recommended.

I feel it necessary to point out that matters such as administration and governance (i.e., policy board) have not been settled. It is our hope that these issues can be worked out to everyone's satisfaction during the feasibility discussions between the interested parties to the project.

Furthermore, we feel that reference to future FTA 5307 funding is premature and should not be considered at this time. It is our understanding that your staff report references additional federal funding that may arise from the assumption that the Santa Barbara Urbanized Area may exceed 200,000 in population after the completion of the 2020 decennial census. We feel there is far too much uncertainty with federal transit funding to make assumptions regarding what local FTA grantees (Santa Maria, Lompoc and the District) would support many years from now. In the case of the South Coast, the District is the FTA grantee and all 5307 funding is currently allocated to its operations.

As has been the case historically, MTD is willing to work with local agencies to further the mutual goal of providing quality public transit services to our communities.

Sincerely,

Jerry Estrada
General Manager

cc: North County Subregional Planning Committee
Santa Barbara Metropolitan Transit District Board of Directors



PLANNING & MARKETING COMMITTEE REPORT

MEETING DATE: APRIL 11, 2017

AGENDA ITEM #: 6

TYPE: ACTION ITEM

PREPARED BY: STEVE MAAS

Signature

REVIEWED BY: GENERAL MANAGER

GM Signature

SUBJECT: Memorial Plaques on Bus Benches

RECOMMENDATION:

Review the proposed policy regarding memorial plaques on bus stop benches and provide direction to staff.

DISCUSSION:

Staff has prepared a draft policy regarding memorial plaques on bus stop benches for consideration by the Planning and Marketing Committee. One bench, in Montecito, currently has a small plaque stating, "Sponsored by the Montecito Community Foundation 2016." The Foundation is providing MTD with funding for additional new benches and would like to have plaques on these also.

Staff examined memorial plaque policies from several cities. California city policies studied included Berkeley, Davis, Foster City, Santa Barbara, and Santa Clara. Staff also examined policies from Nantucket, MA, Hartford, CT, and Windsor, Canada. These were generally park department policies, and included more amenities than simply benches. The policies ranged from short and to the point, to policies that were several pages long. The proposed policy (attached) incorporates reworded clauses adapted from several of these policies. Staff believes that the proposed policy meets the needs of MTD for such a policy.

ATTACHMENT:

- Proposed bus bench memorial plaque policy.



DRAFT

Santa Barbara Metropolitan Transit District Memorial Bench Plaque Policy

The Santa Barbara Metropolitan Transit District (MTD) memorial bench plaque policy provides the opportunity for members of the community and organizations to be recognized for the generous donation of a bus stop bench that serves to enhance the appearance and utility of MTD's transit service. In order to allow for a coordinated and consistent program for recognizing such contributions, MTD has established the following guidelines and procedures. These guidelines and procedures have been developed based on research of best practices of similar agencies.

1. This policy is designed to enable residents to support MTD through the contribution of a bus stop bench. Contributions may be acknowledged by a plaque if desired. The plaque is symbolic of the donation and does not entitle the donor to ownership of the bench.
2. Complete funding for the donation must be processed before the commencement of any work. The donation amount includes the cost of the bench and plaque (inclusive of tax and shipping), and the cost of installation. The donor is also responsible for engraving the plaque.
3. MTD will select the bench and plaque.
4. Donors may request a specific bench location, but MTD will make the final location determination.
5. MTD retains the right to relocate a donated bus bench and plaque. If a bench must be relocated, MTD will attempt to contact the donor to discuss alternative locations. MTD will make the final relocation determination.
6. The text on the plaque shall read "Sponsored by [*name of donor or organization*]." The year of donation may be added if desired. The text is subject to approval by MTD.
7. Only bus bench donations are covered by this policy. A donor requesting any other donation, dedication, or memorial must apply to MTD.



PLANNING & MARKETING COMMITTEE REPORT

MEETING DATE: APRIL 11, 2017

AGENDA ITEM #: 7

TYPE: ACTION

PREPARED BY: HILLARY BLACKERBY

Signature

REVIEWED BY: GENERAL MANAGER

GM Signature

SUBJECT: Update on Marketing Plan, Branding, and EV Rollout Strategy

RECOMMENDATION:

That the Committee provide feedback and authorize staff to forward the draft 5-Year Marketing and Communications Plan and branding proposal to the Board of Directors for approval.

DISCUSSION:

Staff is proposing a 5-Year Marketing and Communications Plan (MCP) to support the District's efforts to increase ridership and in implementing the 2016-2021 Strategic Plan. The MCP endeavors to support these efforts by identifying objectives, target markets, and specific strategies and tactics for enhancing the system's image and ridership. It also provides a strategic approach to marketing MTD's various services.

On a parallel track with the development and execution of an MCP, staff has undertaken work to evolve Santa Barbara MTD's brand. The brand encompasses logo, buses, facilities, bus stop signs, schedule guides, letterhead and other printed materials. Staff has worked with Celtis Ventures, Inc. to develop a fresh and vibrant new look for MTD.

Staff recommends that the Committee provide feedback and forward the draft Marketing and Communications Plan to the Board of Directors for review and approval. In addition, staff recommends Committee approval and forwarding of the proposed re-branding to the Board of Directors for adoption.

As an informational item, staff will present a strategy for the introduction of the new BYD Electric Shuttle fleet to the community.

ATTACHMENTS:

- Draft 5-Year Marketing and Communications Plan

Marketing and Communications Plan



DRAFT

SANTA BARBARA
MTD

Introduction

The SBMTD Board of Directors adopted a Five-Year Strategic Plan (2016-2021) that addressed the following initiatives:

- On-Time Performance
- Facility Improvements
- Long-Term Service Planning
- Customer Satisfaction
- Balance Fare Structure
- Financial Stability
- Workforce Recruitment
- Future Fuel Path

MTD staff drafted a Marketing and Communications Plan to support these efforts and help deliver on their promise. This plan identifies objectives, target markets and specific strategies for enhancing the system's image and ridership and provides a strategic approach to marketing MTD's various public transit services.

Near-Term Highlights

Marketing and Community Relations has identified major marketing initiatives that will take place in the short-term, over the next several months:

- Introducing a new real-time information system to customers, including smartphone app, SMS, and website
- Initiating an MTD brand refresh to improve awareness, support, and ridership
- Updating the MTD website
- Renovating MTD Transit Center (with refreshed MTD brand)
- Updating the MTD Schedule Guide look

These marketing initiatives will be the first areas of focus for MTD marketing and communications.

SWOT Analysis

STRENGTHS

- Exceptional, long-standing public transportation system
- Strong community and business support
- Financially stable
- Operates in a vibrant, desirable community

WEAKNESSES

- Aging brand
- Difficulty in hiring new bus operators
- MTD may lack public awareness
- Declining ridership

OPPORTUNITIES

- Partnerships with local educational institutions
- New buses on order
- Update to transit center on the way
- MTD operates in a vibrant and supportive community
- MTD has a brand refresh in the works design to help improve awareness and perception and attract new riders

THREATS

- Difficult competitive environment
- Changing demographic, consumer and commute patterns
- Changing commute patterns
- Declining farebox revenues

Core Marketing Goals

Based on the Strategic Plan, Marketing has identified the following core goals:

- Improving MTD performance
- Improving MTD facilities
- Marketing new and improved services
- Improving customer satisfaction
- Evaluating fare structure
- Supporting financial stability
- Helping to recruit and retain an engaged workforce
- Support and promote MTD alternative fuel efforts

These core goals contain multiple marketing objectives, audiences, strategies and tactics all designed to help MTD deliver on its promises.

Key Marketing Strategies

To accomplish key MTD objectives, Marketing has identified the following key strategies:

- Refresh of MTD brand (logo, vehicles, stops, facilities and signs)
- Obtain updated research to gain market intelligence
- Leverage real-time information for improved rider experience
- Redesign the SBMTD website
- Enhanced engagement with MTD customers and constituents
- Strengthen partnerships with educational institutions
- Expand use of social and digital media
- Advertise locally to attract prospective riders
- Market best (most frequent) service
- Aggressively target local employers
- Partner with other sustainable transportation organizations and advocates

Target Market Strategies

Potential Customers

- A. Target daily commuters (area employers and employees)
- B. Promote best (most frequent) services
- C. Strengthen/refresh the MTD public brand
- D. Market services digitally and drive people to the newly designed MTD website and trip-planner

Current Customers

- A. Keep current customers well informed about new products and services
- B. Provide information in real time (when possible)
- C. Build a sense of ownership of the MTD system
- D. Engage through social media

Visitors

- A. Strengthen the MTD public brand on the street and online
- B. Promote the shuttle services
- C. Emphasize the Day Pass as a convenient option
- D. Promote Transit Transfer program with Amtrak
- E. Partner with local tourism and visitor bureaus to communicate MTD services

K-12 Students

- A. Outreach through participating schools
- B. Focus on 'how to ride' and safety information

Target Market Strategies

Seniors & People with Disabilities

- A. Outreach directly to senior groups and centers
- B. Partner with organizations that serve the disabled community
- C. Emphasize mobility and freedom
- D. Point out lower fare (for 62+ seniors and people with disabilities)
- E. Promote shuttles and standard service as a convenient alternative

Area Employers

- A. Conduct direct outreach to area employers
- B. Create information kits for employers to disseminate to employees
- C. Target employers located in areas with superior service

College Students

- A. Conduct direct outreach to campuses
- B. Market pass programs
- C. Market best service
- D. Communicate reasons to ride
- E. Market destinations available to students via one direct MTD trip

Bike/Other Constituents

- A. Outreach directly to constituent groups
- B. Form/strengthen partnerships
- C. Communicate how MTD benefits their efforts

Achieving Objectives

The following provides a more detailed summary of the marketing approach MTD will take to achieve the identified objectives:

1) Improve MTD Performance

Objective A: Successfully introduce new technologies (mobile app, SMS, and website for real-time information system)

Target Audiences:

- MTD Customers
- General Public
- MTD Employees

Strategies:

- Educate audience
- Provide simple instructions with images
- Keep informational materials friendly with simple instructions and images

Tactics:

- Online information
- Take-one distribution
- Email notification; social media
- Set up various training classes
- Pocket size material
- online pre-recorded training available 24/7
- Geo-targeted digital campaign (email, social media, online) to students and employees

Achieving Objectives

Objective B: Strengthen relationships with partner agencies

Target Audiences:

- Colleges
- Universities
- Bike Coalition
- Business Improvement Districts
- Chambers

Strategies:

- Market special pass programs
- Make readily available
- Share digital information

Tactics:

- Promote via digital campaign (email, social media, online)
- Post RSS feed on MTD homepage
- Repost and Like relevant social media post
- make RSS feeds available for partner sites
- Identify cross-promotion opportunities

Achieving Objectives

Objective C: Promote new and expanded service

Target Audiences:

- MTD Customers
- General Public; Partner Agencies
- Elected Officials
- Constituents
- Community Leaders
- Elected Officials; Senior Centers
- Youth Centers
- Students (Colleges, Universities, Trade)
- Hospitals; Social Services Agencies

Strategies:

- Develop master design, look, and feel for campaign
- Promote to audiences who can easily access service
- Maintain ongoing communications to continually promote service

Tactics:

- Digital campaign (email, social media) to residents, businesses along service route
- Announce via email and social media
- Feature on home page for first month of service
- Geo-targeted social media campaign to residents, businesses along service routes
- Email campaign

Achieving Objectives

2) Improve Facilities

Objective A: Update MTD Transit Center to extend brand and encourage ridership

Target Audiences:

- MTD Customers
- New/Potential Customers

Strategies:

- Maintain consistent design, look and feel for MTD
- Design Customer-friendly signage and material
- Extend MTD brand

Tactics:

- Update signage and informational material

Objective B: Establish branded MTD facilities (bus stops and shelters)

Target Audiences:

- MTD Customers
- General Public

Strategies:

- Keep all facilities branded, consistent and provide easy to understand information

Tactics:

- Design consistent format for bus stops and display of information
- Create database of shelters to track scheduling and inventory

Achieving Objectives

Objective C: Provide real-time information at MTD Transit Center

Target Audiences:

- MTD Customers
- General Public

Strategies:

- Be consistent to build trust with customers who rely on information

Tactics:

- Install digital displays

Objective D: Improve bike facilities at Transit Center and other stops

Target Audiences:

- MTD Customers
- General Public
- Local Bike Groups

Strategies:

- Keep audiences informed of latest updates

Tactics:

- Use social media, email and partner agencies to announce facility improvements
- Create/Update facilities map as needed and post online and have available at Transit Centers
- Create videos for website on how to take a bike on the bus

Achieving Objectives

3) Market Service

Objective A: Invigorate/refresh MTD brand to improve awareness, support and attract new customers

Target Audiences:

- MTD Customers
- New/Potential Customers

Strategies:

- Develop style guide to ensure consistent use of brand
- Use fleet and facilities to extend brand awareness

Tactics:

- Update all agency online, digital and print collateral per style guide
- explore new design for MTD fleet and facilities

Objective B: Communicate long-term vision for MTD

Target Audiences:

- Partner Agencies
- Elected Officials
- Community Leaders
- General Public

Strategies:

- Turn vision into an engaging plan – tell a story

Tactics:

- Post online and announce availability via social media and email

Achieving Objectives

Objective C: Position MTD to participate in policy discussions regarding mobility

Target Audiences:

- Partner Agencies
- Elected Officials
- Community Stakeholders

Strategies:

- Encourage communication with elected officials and partner agencies

Tactics:

- Prepare yearly legislative calendars and briefings
- Keep regular communication with weekly/monthly meetings as needed
- Involve stakeholders from beginning

Achieving Objectives

Objective D: Market service to niche markets (region specific, employers, diverse communities)

Target Audiences:

- MTD Customers
- General Public
- Relevant target audiences i.e. students, seniors, employees, employers, bike groups, etc.

Strategies:

- Design branded campaigns as service is made available or opportunities arise (i.e. start of school year)

Tactics:

- Geo-targeted digital campaigns (email, social media, online)
- Transit Center signage
- On-Board postings; Bus exterior ads

Achieving Objectives

Objective E: Promote existing and new service to area attractions and popular destinations

Target Audiences:

- MTD Customers
- Visitors
- Destination Customers

Strategies:

- Design fun and appealing campaign that features destinations

Tactics:

- Develop cross-promotions
- create webpage with IA map of service to destinations

Achieving Objectives

4) Improve Customer Satisfaction

Objective A: Rebuild the MTD website to integrate new technologies (mobile app, real-time arrival, mobile friendly interface)

Target Audiences:

- MTD Customers
- Potential Customers
- Partner Agencies

Strategies:

- Design easy to use site with modern, engaging graphics

Tactics:

- Streamline design and prioritize information on home page for easy navigation

Objective B: Expand social media and digital communications

Target Audiences:

- MTD Customers; Potential Customers

Strategies:

- Engage an increasing number of followers on social media

Tactics:

- Launch social media campaigns that are demographic and geographically targeted to attract followers

Achieving Objectives

Objective C: Improve the passenger experience and customer satisfaction (i.e. bus stops, customer facilities, bike connectivity, smart card program)

Target Audiences:

- MTD Customers
- General Public

Strategies:

- Maintain consistency with brand style guide
- Facilitate use of system

Tactics:

- Enhance employee customer service training and practices
- Streamline customer communication signage and collateral
- Develop smart card that allows for reloading of passes online

Achieving Objectives

Objective D: Promote employee transit incentive programs

Target Audiences:

- Employers/Employees
- ETCs

Strategies:

- Employer/Commuter specific collateral that clearly identifies benefits

Tactics:

- Design specific campaign and launch via email, social media, online
- Create informational pamphlet for ETCs/Employers
- Provide presentations
- Develop a webpage with information

Objective E: Educate about safety and security on the system

Target Audiences:

- MTD Customers

Strategies:

- Keep all materials brief and customer-friendly

Tactics:

- Launch social media campaigns that are demographic and geographically targeted to attract followers

Achieving Objectives

5) Optimize Fare Structure

Objective A: Increase farebox revenues

Target Audiences:

- MTD Customers; Potential new customers; employers; commuters

Strategies:

- Market best service to attract new customers
- Target employers with ridership programs

Tactics:

- Digital announcements (email, social media, webpage)
- Signage and collateral at transit center
- Onboard posting

Objective B: Increase ancillary revenues (advertising & partnerships)

Target Audiences:

- Local businesses and establishments

Strategies:

- Design rate sheet with attractive pricing

Tactics:

- Promote buses as moving billboards

Achieving Objectives

Objective C: Market special pass programs and evaluate to optimize revenue

Target Audiences:

- Students
- Seniors
- Employees
- MTD Customers
- Potential Customers

Strategies:

- Provide clear customer information

Tactics:

- Use social media to target specific audiences
- Create webpage to organize various pass information online

Achieving Objectives

Objective D: Review MTD fare structure

Target Audiences:

- Executive staff
- MTD Board of Directors
- Customers
- General Public

Strategies:

- Evaluate use vs. revenue
- Explore other industry practices
- Explore new desirable fare programs/offerings
- Gain public input

Tactics:

- Analyze fares and revenues
- Analyze use of service
- Conduct public outreach

Achieving Objectives

6) Support Financial Stability

Objective A: Explore new revenue streams

Target Audiences:

- MTD partner organizations
- Internal MTD departments

Strategies:

- System and facility exploration for revenue opportunities
- Explore other industry practice

Tactics:

- External advertising
- Special pass/fare programs
- Advertising, etc.

Objective B: Work to foster and strengthen partnerships with local employers

Target Audiences:

- Employers, Employer Transportation Coordinators

Strategies:

- Ongoing communications
- Leverage events
- Target local large employers

Tactics:

- Send monthly emails; Create yearly calendar of topics

Achieving Objectives

Objective C: Communicate the MTD vision

Target Audiences:

- MTD Employees
- MTD partner agencies;
- MTD constituents

Strategies:

- Keep message consistent, relevant and simple

Tactics:

- Internal campaign to educate employees on MTD vision
- Posters
- Emails

Achieving Objectives

7) Recruit and Sustain Workforce

Objective A: Educate potential employees about careers with MTD

Target Audiences:

- Potential Employees

Strategies:

- Make information easily accessible
- Position MTD as a “career” opportunity

Tactics:

- Participate in and develop recruitment materials for job fairs, etc.
- Use fleet as promotional tool
- Create relationships with colleges and universities
- Create collateral highlighting benefits;
- Foster and strengthen partnerships with local employers

Achieving Objectives

Objective B: Enhance employee communications

Target Audiences:

- MTD employees
- Future MTD employees

Strategies:

- Keep MTD employees continually informed
- Make information easily available
- Empower employees through two-way communications

Tactics:

- Disseminate quarterly employee newsletter (post online & email)
- Educate employees about professional & leadership development opportunities
- Remind employees about health & wellness programs

Objective C: Keep MTD employees (represented and non-represented) informed

Target Audiences:

- MTD Employees

Strategies:

- Two-way communications
- Make information fun, relevant and interesting

Tactics:

- Update employee information sources regularly and consistently

Achieving Objectives

8) Support Electric/Alternative Fuel Efforts

Objective A: Promote benefits of electric and alternative fuel buses

Target Audiences:

- MTD Customers;
- General Public
- Partner organizations

Strategies:

- Emphasis on green benefits and cost savings
- Make MTD customers into heroes

Tactics:

- Use social media to post daily or weekly benefits
- On board posting of benefits
- When space permits use external bus ads

Achieving Objectives

Objective B: Promote MTD renewable energy programs

Target Audiences:

- MTD Customers
- General Public

Strategies:

- Educate public about programs
- Credit customers with success

Tactics:

- Create webpage for programs
- promote via social media

Achieving Objectives

Objective C: Promote MTD ridership as a green alternative to driving

Target Audiences:

- Potential Customers
- General Public
- Employees
- Employers
- Universities

Strategies:

- Leverage environmental cause
- Use events to help promote
- Provide facts about impacts

Tactics:

- Launch digital campaign (email, social media, online)
- push relevant campaigns from partner agencies
- External bus ads
- Partner with local schools, colleges, large employers
- Promote Bike Week and/or Dump the Pump Day, etc.

Five-Year Plan

MTD has mapped out a tentative plan to address the short and long-term marketing goals of the agency:

YEAR ONE

- A. Partner with UCSB and other educational institutions
- B. Position MTD to improve bus operator recruitment
- C. Introduce AVL/Real-time technologies
- D. Initiate redesign of MTD website
- E. Conduct research to identify opportunities for improvements and growth
- F. Partner with bike community and other constituents
- G. Initiate MTD brand refresh
- H. Refurbish/rebrand Transit Center

YEAR TWO

- A. Launch new website
- B. Introduce new MTD bus fleet
- C. Begin to update bus stops and facility signs
- D. Conduct direct outreach to area employers
- E. Market heavily to local universities/colleges
- F. Improve awareness of MTD
- G. Strengthen two-way communications with MTD employees

Five-Year Plan

YEAR THREE

- A. Complete MTD brand refresh
- B. Complete update of bus stop signs and fleet look
- C. Launch campaigns with partner agencies to target visitors
- D. Initiate senior marketing program
- E. Conduct a customer satisfaction study
- F. Focus heavily on ridership campaigns
- G. Improve perception of MTD services

YEAR FOUR

- A. Continue ridership efforts
- B. Market best services
- C. Review MTD fare structure
- D. Implement safety and courtesy communications program
- E. Strengthen relationships with area employers
- F. Target commuters for ridership growth
- G. Build support among communities

YEAR FIVE

- A. Continue MTD's proactive marketing and communications efforts
- B. Position MTD for sustained ridership and revenue growth