

Year 1 Review  
Year 2 Marketing Plan

Redding Area Bus Authority

July 19, 2010

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## Summary

The RABA board approved a Marketing Plan in 2009 with the objective of increasing ridership by 8% in the 2009-2010 fiscal year. The Plan included many initiatives designed to increase ridership by improving the appeal and ease of use of the service, and creating multiple opportunities for the community to try the service free or at a reduced rate.

While there have been increases in monthly paid ridership in nine of the past eleven months the 8% objective was not met. Through April 2010 the increase in ridership is less than 1%.

In the past twelve months significant improvements were made in the ease of service understanding and the availability of service information. The foundation is set for improved service appeal as the new logo and paint scheme are seen on the new buses and old ones re-painted. We created many opportunities for the public to try the service free. We engaged the community (businesses, schools, colleges, social services) and gained their support and active participation, including businesses paying for free ride days, schools including us in their activities, colleges providing us access to their students, and social service agencies partnering with our initiatives.

We believe our strategies for the first year were on target and have successfully laid the foundation for future gains in ridership. We are reaching out to more and more non-riders and expect our efforts will ultimately generate increased change in consumer behavior (increased ridership).

The ridership objective for Year 2 is a 6.5% increase or an average of 3,375 more boardings each month. Year 2 marketing will obviously benefit from the investments made in Year 1, as well as:

- No fare increase scheduled for 2010-2011. This is an obvious benefit as any fare increase would have deterred ridership growth.
- Three new 40-foot buses are scheduled to arrive early in the fiscal year. These will replace worn out equipment and further enhance the image and appeal of the fleet.
- Route 4 being extended to Bethel (anticipated to be approved at the August Board meeting). This will significantly improve transit access for tens of thousands of people attending the school and the activities at the school.
- Altering Route 11 to better serve SRMC (anticipated to be approved at the August Board meeting). The change will mean SRMC employees will have a bus stop much closer to where they work.

Our key strategies for achieving the objective are:

- Less reliance will be placed on free ride days as compared to 2010 Plan, and more emphasis on providing incentives that have broader community appeal.
- Continue to grow 2010 programs that proved successful in ridership generation such as Helping Hearts, Kool April Nites shuttle, college marketing.
- Continue to utilize event marketing to personally introduce residents to the service.
- Continue to develop school-based programs including a new field trip program.
- Continue to seek and develop marketing programs at employment sites.
- Ensure social service agency representatives know about RABA services and pricing.

- Ensure user information materials are regularly updated to remain accurate.

The marketing program includes 12 specific initiatives to achieve the ridership objective including three totally new for 2011.

#### Ride and Win Promotion

- Incentive contest where people who ride can win valuable prizes. Intent is to boost ridership immediately. Targets people with similar demographic profile to current riders.

#### College Marketing

- Generating awareness and interest in riding the bus to school or, for those living on campus, riding to shopping, recreation and volunteering. Established in 2009-10, programs at Shasta College, Simpson University and Bethel Ministry include participation in school activities and special offers to induce riding.

#### School Marketing

- Generating awareness and riding interest among middle and high school students. Initial focus has been on after-school programs where our work in 2009-10 showed the greatest need. Work with individual schools and school administrations.
- New for 2010-11 will be a field trip program where teachers can use regular service to take a class to a local attraction.

#### Veterans Day Salute

- Program intended to help veterans in need of transportation assistance. Sponsors (employers and individuals) donate money that is used to buy RABA tickets. Ticket distribution to individual veterans by groups working with them.

#### Helping Hearts Promotion

- Program intended to help people in need of transportation assistance. Sponsors (employers and individuals) donate money that is used to buy RABA tickets. Ticket distribution to individuals by social service agencies providing a range of employment and medical services.
- A total of \$2,500 was raised and used to purchase RABA tickets in 2009-10.

#### Free Ride Days

- Three free ride days are scheduled in 2010-11. A different group sponsors each event. Two of the free ride days are annual events, Kool April Nites and Project Homeless Connect.
- The third free ride day is scheduled for December. A sponsor will be secured to pay for the lost farebox revenue.

#### Community Event Marketing

- RABA participates in a large number of community events. These are opportunities to talk with prospective customers face-to-face and provide them an opportunity to view the inside of one of the new buses.

#### Employer Marketing

- In 2009-10 a program at SRMC was initiated and several opportunities with other employers explored.
- We will continue to work with SRMC on the promotion of their program to their employees, publicity for the Route 11 change and

seek other employers willing to implement a program for their employees.

#### Earned Media

- A significant amount of media coverage was generated in 2009-10 in the print and electronic media including articles in Redding Connects. We will continue to seek opportunities for generating positive coverage of RABA news.

#### Social Service Agency Event

- Organize an event where people who work at social service agencies can learn more about RABA services and pricing.

#### Customer Information Updates

- Accurate information on routes and schedules available to the public in printed or electronic formats is vital to promote ridership.
- This work includes updating materials for the proposed improvements to Routes 4 and 11.
- Point-of-sale displays at fare media retailers.

#### Marketing Representative

- The Marketing Representative is responsible for implementing the marketing program including securing commitments from schools/colleges and coordinating program implementation, securing sponsors, selling to employers, coordinating events, generating earned media, identifying new program opportunities, distribution of printed materials to sales outlets and more.

In addition, the ease of travel planning on the website will be improved, and a benchmark survey is scheduled to measure community opinion. The results will be compared to information collected in 2009.

The total budget for Year 2 is \$99,985. Seventy-nine percent (79%) is programmed for ridership development activity, 4% for customer information improvements, 7% for program development, 8% for evaluation and 2% for administration.

## Introduction

RABA began a marketing program in spring 2009 with the initiation of a series of activities designed to increase ridership and revenue on RABA's fixed-route service. The program followed a board-adopted Marketing Plan detailing a large number of actions designed to improve the appeal and ease of use of the service, and provide several opportunities for the community to try the service free or at a reduced rate. A public opinion survey, along with ridership and revenue projections from the Short Range Transit Plan, provided the metrics to evaluate the program, along with supporting evidence from program participation, community partnerships and public comment.

This synopsis presents results from the first year of the activities detailed in the Year 1 Marketing Plan. It includes the progress that has been made, comments, and the results to date. A second public opinion survey is scheduled for fall 2010, and will provide additional metrics measuring changes in community attitudes, opinions, and riding consideration, compared to the baseline statistics from the survey conducted in 2009. The survey was originally scheduled for spring 2010 to coincide with the completion of the first year of the program, but was moved by six months to align the results for fiscal year 2011-12 budget preparation.

The second part of the document is the Marketing Plan for the second year, detailing the goals, strategies and programs for the second year based on the board-approved budget for marketing activities. This Plan was prepared based on the accomplishments of the first year, and revisions to Year 1 strategies that proved ineffective in this market. For consistency and reference the Plan utilizes the same format from the first year.

Our goal for the first year was to achieve an 8% increase in ridership from fiscal year 2008 to fiscal year 2009. We set forth four objectives, defined multiple strategies, and specified numerous programs to reach the goal. The 8% goal was not met, nor can we say we were close, as shown by the negligible ridership gain in 2010 from 2009 (based on year to date from April ridership report). But, there was some positive evidence from the market.

- In the last eleven months there have been increases in monthly paid ridership on fixed route service in nine of the months (monthly total compared to the same month in the prior year). These increases have ranged from 1% to 9%. The total gain was 6,445 riders or 1.1%.

### Monthly Paid Ridership, Percent Gain/Loss

Month	Paid Ridership	Gain/Loss	Percent Gain/Loss
April	51,006	+294	+1%
March	56,715	+2,233	+4%
February	50,352	+2,285	+5%
January	46,940	-7,750	-14%
December	50,008	+2,395	+6%
November	47,613	+439	+1%
October	56,861	-2,281	-4%
September	57,057	+2,984	+6%
August	53,843	+681	+1%
July	49,353	+1,104	+2%
June	51,358	+4,061	+9%

- When compared to other similar size transit agencies around the state, our negligible gain in ridership looks much more positive. Among thirteen transit agencies we identified, ten had losses in ridership in 2009 and eight had losses in the first quarter of 2010.

#### Ridership from Other California Transit Agencies

	2009	2010 1 <sup>ST</sup> Quarter
Eastern CC	-10.5%	-9.7%
Golden Empire	-.03%	-2.6%
UniTrans	+3.8%	+5.3%
Fairfield	-7.6%	-8.1%
Fresno	-2.7%	-0.9%
Livermore	-16.9%	-18.1%
Modesto	-10.9%	na
Gold Coast	-1.5%	+4.2%
Santa Barbara	-3.6%	-2.5%
Stockton	-10.2%	na
Sunline	+0.3%	+4.2%
Visalia	-2.5%	+1.3%
Yolo	+0.5%	-5.5%

As we critically examine the past twelve months, significant improvements were made in the ease of understanding how the services operated and in the availability of service information. We successfully implemented even more programs than originally anticipated in the Plan. We set the foundation for improved public perception of service appeal and service value to the community, and we created many opportunities for the public to try the service free. We engaged the community (businesses, schools, colleges, social services) and gained their support and active participation, including businesses paying for free ride days, schools including us in their activities, colleges providing us access to their students, and social service agencies partnering with our initiatives.

We believe our strategies for the first year were on target and have successfully laid the foundation for future gains in ridership as the service has become easier to understand and more appealing to ride. We are reaching out to more and more non-riders and expect our efforts will ultimately generate changes in consumer behavior (increased ridership). We are also fortunate there was no increase in fare in 2010 and none is scheduled for 2011. Prospective riders are very aware of the relationship between price and value, so any increase in fare would be viewed relative to their views of improvements in service and convenience.

As we engaged the community and implemented the first year marketing program, we learned a few things as well. Clearly the economy had a negative impact on ridership as people travel less when they have less money to spend or less work. However, there is more to attaining the ridership goal than a weak or strong economy.

- Key ridership targets are work and school commuters. They travel frequently and typically become regular riders month after month once they begin using the service. The payback in marketing investment is high. As we began marketing to schools and employers, we were quickly reminded that RABA's hourly service on all routes was a major impediment to generating ridership among commuters (workers, students). With hourly service on every route, the likelihood of getting a good match between a start time and a bus arrival time is small. Both workers

and students have to be on-time to work or school, and typically leave at the same time each day. They do not want, nor expect, to have to arrive at work/school well before the stated start time, or wait for the bus for very long once they leave work/school. When we compared bus arrival times to specific employer/school locations and start/end times, we often found the wait time to be 30-40 minutes, either coming or going.

We did, however, find some success and need. One place was travel for after-school (middle and high school) programs. These programs have leave times that are more flexible and, therefore, more likely to match up to a bus schedule. Transportation is an important factor in the ability of the after school program to attract kids, so RABA can fulfill an important need for them. We established one program at Sequoia Middle School and expect to implement programs in the fall at two high schools.

A second opportunity was at Shasta Regional Medical Center (SRMC). Located in downtown, transit access is better than employers located on one route or where a transfer is involved (increases travel time as compared to direct routes). SRMC's need was precipitated by a loss of employee parking as result of a construction project. A program was established in May that included SRMC purchasing RABA tickets for employees, and we intend to continue to work with SRMC to promote riding through the year.

- We placed a high priority on updating the overall image of the bus fleet. The buses are seen by more of the public than any amount of paid advertising, and they convey a sense of improvement, safety, and cleanliness, as well as pride. The impact of the one new bus and the bright new paint scheme cannot be overstated. The new bus attracted significant interest in every setting, including schools, colleges, employers, and community events. People wanted to see the inside and were impressed with the overall appearance. The new bus was something they could see themselves riding, a totally different impression than for the older buses.

Unfortunately we had only one new bus in 2009-10 and no older buses were repainted until June 2010 (even an old bus painted in a new color is considered to be new to many people). With only one new bus, we could not maximize the impact of the new image, nor of the other improvements that were made (web, maps, youth pass).

With only one new bus, the fleet continued looking old and tired. Most people will not consider a service, even if they have a real need, if the service appears less than appealing. They will avoid it if they can, or not allow their child to ride.

- The lack of marketing for a large number of years had an impact. We were starting new with every entity, with the possible exception of Shasta College. Establishing relationships requires some time for people to understand the need (to work with us) and develop a degree of interest and trust, especially since we were often asking them to make a commitment that involved more work on their part. Also important, it is a difficult ask to implement a major program with a partner when there is no history of success (from their perspective). We started with small steps (asks) and as we built trust and a successful track record we asked for more. For example, at Simpson University we began with an ask involving our participation at new student orientation. We subsequently gained approval to post information in dorms and deliver RABA information to all students residing

on campus. At Bethel Ministry we first asked to change information on their website which was not complimentary to riding RABA. We moved to a position where the administration is supporting a route extension to campus and a promise of marketing RABA to students and families much more positively and aggressively.

- The poor economy clearly had an impact. The unemployment rate in the region is well over 10%, impacting the numbers of people traveling to work and the travel habits of other members of the household. In a recession, people travel less, whether for shopping, personal business or recreation. One might expect that when people have less money, the appeal of riding the bus might be higher as the bus is less expensive than traveling by car. However, if people still have their car, the cost advantage of riding the bus is lessened. The cost of a bus ride to and from work or shopping is \$3 or about the price of a gallon of gas. When you factor in free and ample parking in the area, there is not enough of a difference to generate a switch.

There remains a significant need for the service as many of the characteristics of the Redding area line up with traditional indicators of demand for transit service. Close to 3,000 households in Redding, representing 8% of the total, have no vehicle and an additional 12,300 households have only one vehicle. Close to one-in-four families (23%) have annual incomes under \$25,000, and 16% of the families are classified as living in poverty. Fifteen percent of the population is age 65 or older, and 22% of the population is under 18 years of age. Even with this quantity of need, the quality of the service including convenience and appeal will be the key factor in generating increased ridership.

#### **Budget**

The total budget for Year 2 is \$99,985. Seventy-nine percent (79%) is programmed for ridership development activity, 4% for customer information improvements, 7% for program development, 8% for evaluation and 2% for administration.

By comparison, the Year 1 budget was \$249,940 with 56% spent on ridership development, 22% for improvements to customer information materials and image, 16% on marketing plan development, 4% on evaluation and 2% on administration.

## Year 1 Marketing Program Assessment

This section details what was accomplished and the results of those efforts since the marketing program began in April 2009. The format of this section is the same as that used for the 2009-10 Marketing Plan, so the reader can easily compare what was proposed and what was accomplished.

The 2009-10 Marketing Plan specified four objectives for meeting the goal of an 8% increase in ridership and revenue. These objectives were:

Objective 1: Execute a ridership development program providing multiple incentives and special appeals to increase ridership by 8%, or an average of 200 boarding riders a day by June 2010.

Objective 2: Enhance service appeal by updating RABA's image by September 2009.

Objective 3: Improve public understanding of the service being operated by June 2009.

Objective 4: Increase transit advertising revenue by \$35,000 by June 2010.

The following pages detail the progress and results toward accomplishing each of the objectives.

**Objective 1: Execute a ridership development program providing multiple incentives and special appeals to increase ridership by 8%, or an average of 200 boarding riders a day by June 2010**

**Marketing Programs**

1. Monthly Youth Pass
2. Free Ride Days
3. New Moves Program
4. Bring-A-Friend/Rider Appreciation Day
5. Community Event Marketing
6. College Marketing
7. Employer Sales Program
8. Marketing Representative
9. Middle and High School Marketing (added during the year)
10. Community Promotions (added during the year)

**Measurement**

- 8% increase in fixed-route revenue to \$590,987
- average of 50 youth passes sold each month
- securing sponsors for two free ride day events, and Bring-A-Friend promotion
- progress toward reaching agreement with Shasta College on U-Pass type program
- execute five events at area employers
- increase of 10% in public awareness of key consumer benefits of RABA as measured by Benchmark Survey

## Monthly Youth Pass

### Purpose

- generate ridership from youth

### Target Market

- youth age 17 and under

### Description

- develop a monthly youth pass which would provide unlimited rides in a calendar month
- program will include promotional elements and distribution outlets; some outlets could be in schools and, if the commission structure is approved, can be a fund raiser for a school organization

### Deliverables

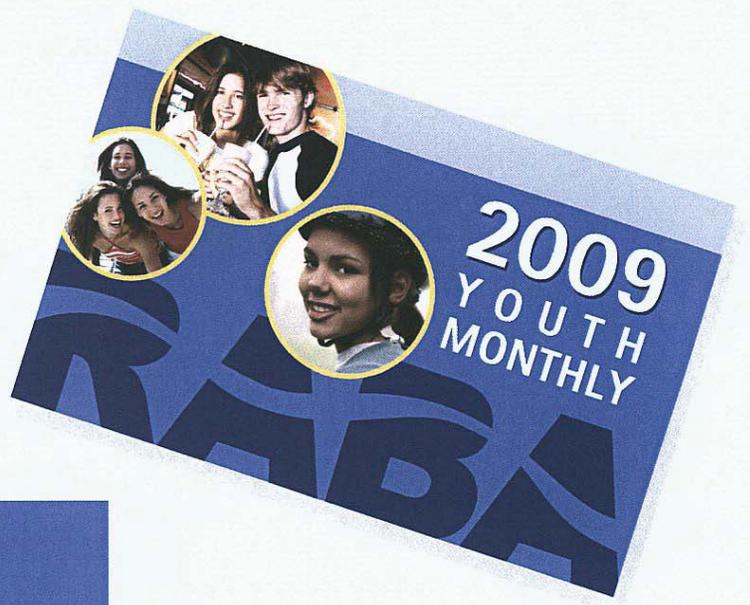
- youth pass program including pass promotion, pass distribution, pass production

### *Delivered*

- *An all-you-can-ride monthly pass for youth was developed and launched in July 2009. The pass was priced at \$29 with no additions for crossing a fare zone.*
- *The pass was introduced to the public via an advertising campaign featuring radio, billboards, shelter ads, transit advertising.*
- *The pass was promoted on the RABA website, at community events and at schools.*
- *Coordinated with introduction of the pass, RABA began offering VISA/MasterCard as a payment option. This would allow parents to purchase passes over the phone with a credit card.*

### *Results*

- *We estimated selling an average of 50 youth passes a month.*
- *The April Systems Report showed monthly pass sales at 1% less for year to date, but no information for youth pass sales was provided.*



# cheaper.

Our new monthly Youth Pass  
lets those 6-17 ride  
all month long for only \$29.  
That's a 50% discount  
over paying cash!

**RABA**

[www.RABAride.com](http://www.RABAride.com)



## go more, spend less!

Pick up one of our new Youth Passes and ride all month long for only \$29. To the movies, the mall, pizza with friends or school, RABA's an easy way to get there. And, when you don't have to spend your money on gas, or your time looking for a ride, you have more of both for hanging out and having fun.

Pick up your pass at the Downtown Transit Center, or call RABA Customer Service at 530-241-2877.

**RABA**

[www.RABAride.com](http://www.RABAride.com)

# cheaper.

Our new monthly  
Youth Pass lets those  
6-17 ride all month long  
for only \$29.  
That's a 50% discount  
over paying cash!

**RABA**

[www.RABAride.com](http://www.RABAride.com)



## Ride Free Day(s)

### Purpose

- increase trial among new riders
- motivate ridership by infrequent or former riders
- improve image

### Target Markets

- seniors
- youth
- shoppers

### Description

- organize, execute promotion with sponsor where a target group rides free for one or more days
- sponsor pays for cash revenue lost for free day, as well as other promotional consideration negotiated between sponsor and RABA

### Deliverables

- executed promotion

### *Delivered*

- *We developed and executed a total of seven free ride days, six of the seven with a corporate sponsor paying for the free ride day.*
- *We secured sponsorships from McDonald's (2), Wendy's, and Sierra Oaks Senior Living Center. In addition, there were free ride days as part of Kool April Nites, the Project Homeless Connect event, and as part of our introductory advertising campaign.*
- *Each free ride day included activities to generate earned media, including on-air interviews and press releases.*
- *The free ride days sponsored by McDonald's and Wendy's included displays at area stores. The Sierra Oaks event was coordinated with activities at the center celebrating Senior Citizen month.*
- *Each event was advertised with ad bursts placed on the exterior of bus windows, interior bus cards, the ad panel at Canby Road TC, and on the website.*
- *One free ride day was developed as part of the "Faster. Easier. Cheaper." advertising campaign which included a radio station sponsor and the collection of school supplies for needy children.*
- *The Kool April Nites free ride day included a free ride day on regular service and the special shuttle to the event. A newspaper ad promoting the shuttle and the system free day was included as part of the promotion. A total of 2,311 people rode the shuttle on the free day.*

### *Results*

- *Each of the free ride days was very successful in generating ridership and interest in riding. Data for each of the days showed increases in ridership on that day.*
- *RABA received benefit from their association with a corporate partner and, by extension, the value of that brand.*
- *Free ride days enhanced RABA's relationship and image with riders and non-riders, and sent a positive message of community involvement.*
- *Each of the sponsors was very pleased with the response they received and the execution of the event.*
- *Several sponsors are willing to sponsor another free ride day in the future or support RABA's community efforts in another fashion.*

# SENIORS RIDE FREE!

(62 and older)

## FRIDAY, OCT. 16

sponsored by



# PROJECT HOMELESS CONNECT

## EVERYONE RIDES FREE!

(on all regular RABA routes)

sponsored by



## WEDNESDAY MAY 19

# 17 AND UNDER RIDE FREE!

## FRIDAY, OCT. 30

sponsored by



# SENIORS RIDE FREE!

(62 and older)

sponsored by



Assisted Living and  
Memory Care

Lic: 453000890 B 453001080

## WEDNESDAY NOV. 18

# EVERYONE RIDES FREE!

(on all regular RABA routes)

sponsored by



It's waaaay better than fast food.<sup>™</sup>  
It's Wendy's.<sup>®</sup>

## TUESDAY DEC. 15

# FREE RIDE DAY!

sponsored by

**KQMS**  
news talk 1400

**KSHA**  
104.3 fm  
Soft Rock Favorites I

## SATURDAY AUG. 22

# EVERYONE RIDES FREE ON RABA!

(on all regular RABA routes)

## TUESDAY, DEC. 15

sponsored by



It's waaaay better than fast food.<sup>™</sup>  
It's Wendy's.<sup>®</sup>

**RABA**  
www.RABAride.com

## FREE RIDE DAY

Saturday,  
August 22

sponsored by:



Come see our new low-floor,  
easy-to-board bus!  
Mt. Shasta Mall  
10:00 a.m. - 3:00 p.m.

We will also be collecting new  
school supplies to help area  
students in need. Let's help  
these kids get their school year  
off to a great start!

**RABA**  
www.RABAride.com

# 2,000 classic cars.

## Not one parking space.

### No problem! Take the free RABA shuttle to Kool April Nites!

- park downtown and go to the Transit Center on Yuba Street
- shuttle runs 6:50am-5:30pm on Saturday, April 17
- service every 15-20 minutes
- direct from the Downtown Transit Center to the Convention Center



**RABA**

[www.RABAride.com](http://www.RABAride.com)

Saturday  
April 17  
ride all RABA  
local routes  
**FREE!**

## New Moves Program

### Purpose

- increase non-rider knowledge of RABA service (routings and schedules)
- increase investigation/trial of RABA service near new residence

### Target Markets

- people who have recently moved
- renters

### Description

- using a mailing list obtained from utility records (or another source) mail transit information and promotional offer to people who have recently moved

### Deliverables

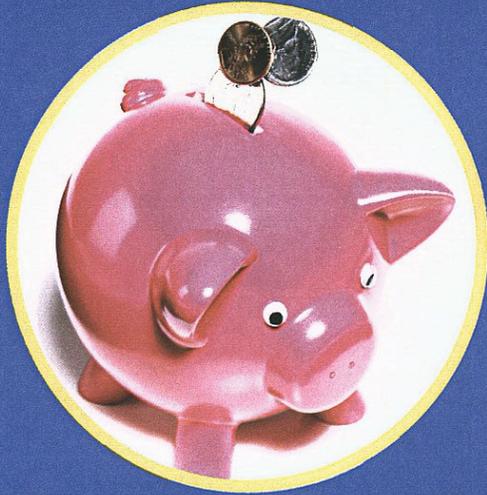
- mailing list and monthly mailings

### Delivered

- *A direct mail campaign was undertaken and directed toward people with household incomes of \$30,000 or less and who reside in an apartment. This group was selected because it was significantly larger than the group of people who moved.*
- *An oversized post card was sent to these households with a special free ride offer.*

### Results

- *As of May 1, the mailer generated a 2% response rate (people using the coupon divided by the number of households that received the mailer).*
- *A 2% response is a positive response for direct mail programs for transit services.*



# On the go? Save some dough!

Need to get to work or school but can't afford another car? A RABA local monthly pass is less than \$50 for unlimited rides, or only \$29 if you're under 18!

Money's tight. Real tight. Gas, insurance, car payments add up fast. The more you drive, the more you spend.

Riding RABA can help. A RABA monthly pass is a great value, allowing unlimited rides during a calendar month at one low price. Plus, you can share the pass as long as it's not on the same trip.

Visit our website for route and schedule information, or give us a call and we'll help you plan your trip.

When you look at the cost of driving, riding with us makes a lot of cents!

**To save you even more, your first trip on RABA is free. Just use the coupons below!**

**RABA**

www.RABAride.com  
241-2877

**FREE RIDE**

Coupon good for one free ride on any RABA local route. Present coupon to driver upon boarding. Offer expires 5/01/10

**FREE RIDE**

Coupon good for one free ride on any RABA local route. Present coupon to driver upon boarding. Offer expires 5/01/10

## Bring-A-Friend/Rider Appreciation Event

### Purpose

- increase ridership via retention and seeking new riders

### Target Market

- current riders

### Description

- event to show current riders RABA appreciates their business
- leverage the appreciation event as means to generate new riders by allowing one rider to bring a friend who rides free with them for that trip/day
- promoted via interior bus cards, banners/posters at transit facilities
- event is one day
- sponsorship will be sought to make up for revenue
- to receive the free ride benefit, riders must have Bring-A-Friend card; availability of that card provides sponsorship opportunity; although, to gain maximum promotional benefit, wide distribution of the card is required

### Deliverables

- executed event

### *Delivered*

- *A Bring-A-Friend Day was developed and executed in April 2010.*
- *We secured Scott Valley Bank as corporate sponsor who paid for the revenue lost as result of the Bring-A-Friend offer.*
- *The bank selected Earth Day for the event and provided free reusable tote bags to RABA customers who brought a coupon to the bank. The coupon was only available on the bus.*
- *The event was publicized by promotional ad bursts on bus windows, inside the bus, display at the bank, coupons handed out by drivers, and earned media (news coverage).*

### *Results*

- *The bank was very pleased with the response and the execution.*

# BRING A FRIEND DAY!

sponsored by



THURSDAY  
APR. 22

# BRING A FRIEND DAY!

When you pay regular RABA fare, your friend rides free!

THURSDAY, APR. 22

sponsored by



Ask the driver for a coupon  
good for a free reusable  
shopping bag!

## Community Event Marketing

### Purpose

- increase ridership
- establish relationships with community groups to identify marketing opportunities

### Target Markets

- general community
- community groups that offer ridership opportunities

### Description

- participate in community events to meet prospective riders face-to-face
- meet with community groups, advocates to identify mutually beneficial areas of interest

### Deliverables

- participation at community events
- identification of marketing opportunities for increasing ridership in near term or in subsequent years of the Plan

### *Delivered*

- *RABA participated in the following community events:*
  - *City of Redding Energy Fair – van shuttle service from event to parking lot, new bus tours, display with Ride Guides and green information available.*
  - *Shasta District Fair – daily raffle, display with Ride Guides and other handouts available.*
  - *Reduce Your Use of Fossil Fuels Demo Day – partnered with Turtle Bay, new bus tours, display with Ride Guides and other handouts available.*
  - *Redding Air Show – new bus tours, Ride Guides available.*
  - *Redding’s Christmas Parade – new bus decorated and in parade.*
  - *Whole Earth and Watershed Festival – community invited to learn how to live a healthier lifestyle, save money and energy, and protect natural resources. New bus for tours and Ride Guides available.*
  - *3-on-3 Basketball Tournament Sponsor –daily raffle and ride guides available.*
  - *Shasta District Fair - daily raffle, new bus tours, display with Ride Guides and other handouts available, and community interaction.*
- *We partnered with the Good News Rescue Mission’s Christmas in July event and Kids Unlimited. A Stuff the Bus promotion was developed and executed featuring the newly painted RABA bus. At all four Kids Unlimited July performances people were encouraged to collect nonperishable food from show ticket purchasers and community. Hundreds of pounds of food was collected and placed in the new bus.*
- *A new, contemporary display was developed and created which matches the contemporary look of the new bus.*

- *Advertising specialty items were purchased with a RABA logo to provide instant awareness and constant exposure of the brand.*

#### *Results*

- *During each event, touring the new bus and obtaining a new Ride Guide was very popular. Many who toured the bus were impressed, asked questions and now considered riding RABA. Free bus passes were distributed to individuals with high interest.*
- *The face-to-face interaction and experiencing (seeing, touching, smelling) the new bus continues to build good relationships in the community. It creates an open dialog to hear personal stories from current riders, and plants a positive picture in the minds of prospective riders.*

## College Marketing

### Purpose

- increase ridership among college students, staff

### Target Market

- students, staff and faculty at Shasta College, other area colleges/technical schools with direct access to RABA service

### Description

- plan and execute program at Shasta College including promotional and informational activities. Program includes participation at orientation, advertising (e.g. school web, posters, banners, e-mail blasts), event attendance, introductory free ride offer, new employee orientation, availability of Ride Guide, fare sales outlet
- seek interest in U-Pass type program, or similar type of fare media sponsorship program

### Deliverables

- executed Shasta College program including promotional, informational elements
- identification of interest by other schools in RABA college marketing program

### *Delivered*

- *Marketing programs were developed at Shasta College, Simpson University, and Bethel. Each was customized to the specific needs of the school with marketing materials also customized for each school.*
- *At Shasta College, the program included special offers for international students remaining at the college over the holidays, a special promotion with the football team, participation in new student events, a 4' by 8' sign placed on an ATM near the school's main parking lot, posters placed in all the buildings, and schedule information placed at several locations in the school.*
- *At Simpson University, a first-ever program was initiated. The program included special offers for freshman living on-campus and commuting students, participation in new student activities, on-campus advertising, flyers showing the routing and schedules for the bus stop closest to the school, participation at a parent event, posters placed around campus, and information on the school website.*
- *At Bethel Ministry, a first-ever program was initiated. The program included a free ride offer, flyers showing routing/schedules to Bethel facilities, and improved web information and link. In addition, information was distributed to families hosting a student, people attending conferences/seminars, and students doing service-related work.*

*Results*

- *Bethel agreed to have Route 4 extended to campus, providing the school with a direct link to the Canby Road TC, and the opportunity for future ridership. Fall orientation activities have already been scheduled.*
- *Shasta College has indicated they will now consider a U-Pass program, a change linked to the positive response on RABA's increased marketing at the campus. Shasta has been very supportive of increasing RABA presence on campus.*
- *Both the Bethel and Simpson free ride offers generated sizable participation.*

# to Bethel and beyond, hop aboard!



Need an easy way to get around? RABA can get you where you need to be, from Bethel School of Supernatural Ministry to downtown, to dinner, or the mall. Check our website for complete route and schedule information.

**RABA**  
www.RABARide.com

**Route 7**

**LEGEND**

- Route 7
- Burney Express
- Bus Stops
- Transfer Center
- Points of Interest

**WEEKDAY SCHEDULE**  
Saturday service in bold

From Mason Ave Transfer Center	Arrive Shasta College	From Shasta College	Arrive Mason Ave Transfer Center
7:00am	7:20	7:20am	7:45
8:00	8:20	7:50	8:15
8:30	8:50	8:20	8:45
9:00	9:20	8:50	9:15
9:30	9:50	9:20	9:45
<b>10:00</b>	<b>10:20</b>	9:50	10:15
10:30	10:50	<b>10:20</b>	<b>10:45</b>
11:00	11:20	10:50	11:15
12:00pm	12:20	<b>12:20pm</b>	<b>12:45</b>
1:00	1:20	1:20	1:45
1:30	1:50	1:50	2:15
2:00	2:20	<b>2:20</b>	<b>2:45</b>
2:30	2:50	2:50	3:15
3:00	3:20	3:20	3:45
4:00	4:20	4:20	4:45
5:00	5:20	5:20	5:45
6:00	6:20	6:20	6:45
7:00	7:20	7:20	7:45

**From Downtown Redding Transit Center to Shasta College:**

- Route 7 departs at 7:00am and arrives at Shasta College at 7:50am. This is the only time Route 7 departs the Downtown Transit Center. All other times follow route as shown.
- Burney Express departs at 10:35am and 5:45pm, arrives at Shasta College at 10:45am and 5:55pm.

**From Shasta College:**

- Burney Express departs campus at 7:15am and 1:35pm, arriving downtown Redding at 7:25am and 1:25pm.

# OFF campus ON the 7

Need an easy way to get back and forth to campus? Hop aboard RABA's Route 7 for a quick trip to the mall, a bite to eat, or easy connections to everything in Redding.

Go to our website for route and schedule information, or pick up your Ride Guide in the lobby of the Owen Student Services Center.

**RABA**  
www.RABARide.com

# OFF campus ON the 7

Need an easy way to get back and forth to campus? Hop aboard RABA's Route 7 for a quick trip to the mall, a bite to eat, or easy connections to everything in Redding.

Here's a Ride Guide with all our routes and schedules, and two FREE rides so you can check it out for yourself. You'll see, it's a great way to get there!

**RABA**  
www.RABARide.com

# OFF campus ON the 7

**RABA**  
www.RABARide.com

## Employer Marketing

### Purpose

- increase ridership among people going to work

### Target Markets

- commuters
- job seekers

### Description

- presentations/sales by Marketing Representative looking to gain employer's interest and participation in promoting public transit to their employees
- setting up and executing promotional/informational programs at individual employers
- presentations/sales by Marketing Representative with firms/agencies that help people find jobs, seeking their participation in having job candidates ride RABA to appointments and work

### Deliverables

- programs implemented at employers, job/employment agencies
- while the Marketing Representative would target the larger employers initially, the opportunity for increasing ridership extends to employers of any size, at least those with 5 or more employees

### *Delivered*

- *A program with SMRC began in April 2010 with SRMC agreeing to purchase 300 RABA tickets for their employees.*
- *The program started with a kick-off event on May 11, where employees were invited to see a RABA bus and VPSI vanpool, register for prizes, and receive personalized travel planning.*
- *As result of the SRMC contact the proposed Route 11 change was initiated.*
- *Meetings, presentations, and information were provided to SMART and EDD.*

### *Results*

- *Of the 375 employees who work from 8:00 AM to 5:00 PM, which is the only shift that could utilize RABA to and from work, 86 attended the kick-off event. This was successful, especially since many of the daytime staff were attending an off-site seminar.*
- *SRMC will soon be losing 170 parking spaces. This event provided SRMC an opportunity to introduce their staff to alternative transportation and provided future marketing opportunities for RABA.*
- *If the Route 11 change is approved transit access to SRMC will be enhanced. The improved access will increase the likelihood of increasing ridership.*

# introducing the 50¢ commute!

Shasta Regional Medical Center is partnering with RABA to help make your commute better. Medical Center employees can now purchase RABA single-ride tickets for only 50¢. That's a savings of \$1 per ticket! Not only do you save on commuting costs, you skip the driving and parking hassles. Tickets can be purchased at the Human Resources Office.

Check our website for complete route and schedule information.

The RABA logo consists of the word "RABA" in a bold, white, sans-serif font. The letter "A" is stylized with a horizontal bar that extends to the left and then curves back to the right, creating a unique graphic element.

[www.RABAride.com](http://www.RABAride.com)  
241-2877

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[www.RABAride.com](http://www.RABAride.com)  
241-2877

## Marketing Representative

### Purpose

- efficiently execute marketing promotions
- generate sponsors for promotions
- develop transit subsidy programs with major employers
- develop relationships with employment, job placement entities
- establish retail sales network including youth monthly pass distribution
- participate in event, college marketing

### Description

- Ilium will hire part-time person who resides in the service area to help execute marketing plan
- person will be responsible for sales and execution including generating sponsorships, setting up retail sales network, establishing relationships with employers, making sales presentations

### Deliverables

- half-time sales person for one year

### *Delivered*

- *Evelyn Peterson was hired on April 1, 2009 and works half time.*

### *Results*

- *Initiation and coordination of marketing programs at Shasta C., Simpson U. and Bethel Ministry. Relationship established with Shasta College has the college seriously considering a U pass program where students ride RABA free (or at a reduced fare) and the college is involved. Her work with Bethel generated the first interest by their administration in public bus service, and lead to their support of the extension of Route 4 to the school; and her work at Simpson included a special promotional program with freshman on and off campus, participation in orientation and on-campus publicity of RABA.*
- *Establishing a program at Sequoia Middle School involving parents, teachers, administrators and the after-school program. We were the only outside organization invited to participate in their internal events.*
- *Initiating contacts at three area high schools and meeting with school administrators and student groups to discuss program options. Initiation of a program at Enterprise HS. Gaining commitments for RABA participating at Fall 2010 student orientation activities.*
- *Establishing the program at SRMC including the special incentive program and the Transportation Day event.*
- *Getting paid sponsors for the four free ride days, and coordinating all of the communications with the sponsors including getting formal commitments, invoicing and thank-yous. Coordinating the implementation of each of the free ride days.*

- *Cultivating a sponsor, coordinating the event and sponsor communication for the Bring- A-Friend ridership promotion.*
- *Developing and implementing the Helping Hearts program and securing 25 sponsors for the program representing \$2,500 worth of RABA tickets. Organized the thank you event that brought sponsors and social service agencies together, an event that generated the contact at SRMC.*
- *Coordinating RABA participation in the Stuff the Bus event and Kool April Nites free ride day and shuttle.*
- *Prepared and distributed numerous press releases, organized live interviews by RABA staff, talked with the newspaper about several story ideas, prepared articles for Redding Connects.*
- *Starting a RABA event calendar and coordinating RABA attendance at these events.*
- *Discussions with the Redding Chamber of Commerce on employer marketing strategies, RABA's relationship with the business community and media issues.*
- *Discussions with numerous veteran organizations and the Veterans Administration to identify the transport needs of veterans and discuss their interest in the development of a RABA veterans program.*
- *Discussions with merchants/retailers on their participation in RABA ridership promotions, and meeting with employers on starting a Commute Choice program.*
- *Generating twenty new locations for the distribution of the Ride Guide, and coordinating inventory at these locations.*
- *Meeting with the library to discuss mutually beneficial cooperative ventures and the promotion of the current incentive.*

## Middle and High School Marketing

### Purpose

- increase ridership among students.

### Target Market

- schools with direct access to RABA services; students too young to get a driver's license, without transportation and/or in after school programs.

### Description

- plan and execute a program including promotional and informational activities. Program includes participation at orientation, advertising (e.g. school web, posters, banners, e-mail blasts), event attendance, introductory free ride offer, availability of Ride Guide.

### Deliverables

- executed Sequoia Middle School program.
- Redding high school program is underway.
- Shasta Lake school programs have been initiated.

### Delivered

- *Sequoia Middle School, Redding*
  - *Meetings with Principal Cass Ditzler and teachers in charge of after-school program, school newsletter, student senate and leadership.*
  - *Many students can't participate in after school program due to lack of transportation.*
  - *New bus tour and Ride Guide training for 60 after school program students, and free bus passes distributed to the students who travel from Anderson and Shasta Lake.*
  - *November school newsletter (1) 2-sided flyer insert with RABA information, map of Route 5 showing the school, their two bus stops and schedule, and announcement on upcoming youth free ride day, and (2) front of newsletter included a drawing for students to win a round trip bus pass and a movie ticket.*
  - *Same flyer to be used for principal's parent campus tours.*
  - *Morning announcement video of after school program students in front of the bus saying, "Take a Ride on the New RABA".*
  - *Provided Ride Guides and acrylic display, along with laminated Ride Guides for cafeteria line viewing.*
  - *Cass spoke at November RABA board meeting to articulate how important local transportation is to public schools.*
  - *Participated in their March 31 open house – students and their families toured the bus, received Ride Guides, and asked questions.*
  - *Scheduled to participate in 2010 fall orientation in early August.*
  - *Principal discussed ongoing RABA marketing projects for next year.*

- *Shasta High School, Redding*
  - *Meetings with Principal Milan Woollard, Lisa Fierros, teacher in charge of student government, and student council (11<sup>th</sup> and 12<sup>th</sup> graders), and student senate (9<sup>th</sup> and 10<sup>th</sup> graders) – student meetings were held on the new bus.*
  - *2-sided flyer with RABA information, map of Route 2 showing the school, their bus stops and schedule.*
  - *Provided acrylic display and Ride Guides for several campus locations.*
  - *Utilized morning announcement to publicize youth free ride day.*
  - *Scheduled to participate in their 2010 fall orientation in early August.*
  - *Scheduling meeting in the fall to discuss ongoing RABA marketing activities.*
  
- *Enterprise High School, Redding*
  - *Meetings with Vice Principal Keith Turner and Melissa Ray, student government teacher, along with student government class – meeting held on the new RABA bus.*
  - *2-sided flyer with RABA information, map of Routes 4 and 5 showing the school, their bus stops and schedule.*
  - *Provided acrylic display and Ride Guides for several campus locations.*
  - *Utilized morning announcement to publicize free ride day.*
  - *Scheduled to participate in 2010 fall orientation in early August and plans for school year.*
  - *Scheduling meeting in fall to discuss ongoing RABA marketing plan.*
  
- *Central Valley High School, Anderson*
  - *Meetings with Principal Emmett Koerperich and leadership class.*
  - *Provided acrylic display and Ride Guides for several campus locations.*
  
- *Mountain Lakes High School, Anderson*
  - *Meetings with Principal Bill Gundy and leadership class.*
  - *Provided acrylic display and Ride Guides for several campus locations.*

*Results*

- *Schools contacted have responded very positively to partnering with RABA.*
- *All schools have ride guides distributed on their campus.*
- *Sequoia Middle School is our litmus test for a successful first year school program.*
- *Many students have now learned how to read the Ride Guide and how to ride the bus.*
- *Student families have been exposed to RABA information via school newsletters.*

- *Students who toured the bus are much more comfortable with the idea of riding and feel safer riding the bus.*
- *Students are very interested in participating in their marketing plan.*

# no ride? NO problem!

Want to hang out with your friends but have no way to get there? After school activities and no ride home? Take RABA where you need to go, and all your friends can ride along!

Best of all, this little slice of independence comes cheap! With our monthly Youth Pass, anyone 6-17 can ride all month long for only \$29. That's a ride you can afford.

Go to our website for route and schedule information and pick up a Ride Guide at the front office or student services/attendance office.



**RABA**  
www.RABAride.com

## Route 5



### HOP ABOARD RABA!

RABA provides service directly to Sequoia Middle School! From school you can connect to lots of neighborhoods in Redding, Anderson and Shasta Lake at our Downtown Transit Center.

We can get you to school or home after school, and to lots of other places on Saturdays.

We continue to improve our service with new buses (more on the way), an easy-to-use website, a monthly Youth Pass and more.

Check our website for complete route and schedule information, or give our Customer Service Center a call at 241-2877 and we'll answer any questions you may have.



**RABA**  
www.RABAride.com

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**RABA**  
www.RABAride.com



## Community Promotions

### Purpose

- increase ridership
- increase access to community leadership
- involve RABA in the community

### Description

- Stuff the Bus
- Helping Hearts

### Deliverables

- successfully executed promotions

### Delivered

- *Stuff the Bus community promotion was developed and executed in July. This promotion included a partnership with Kids Unlimited and the Good News Rescue Mission's Christmas in July.*
- *In February, we created and implemented RABA's First Annual Helping Hearts.*

### Results

- *Stuff the Bus generated 1,600 pounds of food over a three-day period.*
- *A total of 25 Helping Hearts were sold, providing the dollars for the purchase of 2,500 bus tickets.*
- *Helping Hearts established positive relationships and future marketing opportunities with 19 businesses (including our SRMC contact), recognition on the bus for businesses and non-profits, and earned media for all parties.*
- *Eighteen non-profits benefited by receiving a total of 2,500 bus tickets for their clients.*

# Helping Hearts

Shasta Regional  
Medical Center

supports

Rowell Family  
Empowerment

# Helping Hearts

Dutch Bros. Coffee  
supports

Anderson Cottonwood  
Christian  
Assistance

# Helping Hearts

SST Oil  
supports

Far Northern  
Regional  
Center

## STUFF the Bus!

RABA and Kids Unlimited are partnering to support the Good News Rescue Mission's "Christmas in July"

A RABA bus will be outside the convention center at all Kids Unlimited performances on July 23, 24 and 25. We're asking the community to literally "STUFF THE BUS!" with non-perishable food items to be donated to the Mission.

The RABA bus will be available for donations July 23-24 from 6:00 PM - 9:30 PM and July 25 from 1:00 PM - 8:00 PM.



When you purchase a ticket to a Kids Unlimited show and donate a non-perishable food item, you will be entered for a chance to win one of several great prizes ranging in value from \$100 to over \$2,000! Winning names will be drawn during intermission (8:00 PM) at the July 25 evening show. You do not have to be present to win.

RABA



RABA Redding Area Bus Authority  
www.RABAride.com



### First Annual Helping Hearts

This year, give a heartfelt gift to those in need.

RABA has joined with Redding-area agencies to make Valentine's Day truly special for families in our community who are in need of transportation. Organizations that help people find jobs, receive medical attention, transition to a better living situation and more, have an on-going need to move people from one place to another. Often transportation is the missing link and your gift can make the difference to a person receiving help.

A \$100 Helping Hearts gift will provide 100 RABA tickets (a 50% discount from the regular ride price of \$1.00) to an agency of your choice or we can match you with one from the list below.

Your company will be recognized for your gift with a 24" Helping Heart placed on the exterior of a RABA bus showing your name and the name of the agency receiving your gift. Your company will be recognized on the RABA website and in a media release. The Helping Heart on the RABA bus will be displayed through March 1. Your gift is tax deductible and your agency will provide you with a receipt.

Agency List  
American Career Society  
Far Northern Regional Center  
Golden Umbrella  
Good News Rescue Mission  
Legal Services of Northern California  
MLX Center  
National Alliance on Mental Illness Shasta County  
Northern Valley Catholic Social Services, Inc.  
The Salvation Army  
Shasta Community Health Center  
Shasta County Chemical People  
Shasta Family YMCA Plus One Mentors Program  
Shasta Senior Nutrition Program  
Shasta Women's Refuge  
Teen Challenge International-Redding  
Victor Youth Services  
Youth Violence Prevention Council



Contact Evelyn Peterson,  
RABA Marketing Representative, at 425-233-6211  
or via email at RABAMarketing@illium.com

## Objective 2: Enhance service appeal by updating RABA's image by September 2009

### Strategies

- update the RABA logo and graphic identity for application to service information, uniforms, corporate papers, promotional items
- create a new exterior bus graphic design that enhances the appeal of the service, and allows the addition of transit advertising display panels on both sides

### Marketing Programs

- Image Development Program including creating an updated logo and graphic identity, application to bus exterior and other system elements

### Measurement

- new paint scheme for bus exterior and bus stop signage
- 10% increase in name awareness among public to 87%
- 15% increase in riding consideration to 38%

## Image Development Program

### Purpose

- initiate development of an enhanced image so marketing activities implemented in 2009 can use the updated image and gain benefit from that new look
- develop a single message to communicate to the public that can be used on marketing materials
- initiate development of an updated image so buses purchased in 2009 can have the new graphic when they are delivered in 2010

### Description

- working on updating the RABA image is undertaken in Year 1, so materials such as the Ride Guide can be prepared with the new look. Also, at some time in 2009, it is anticipated new buses will be ordered and adopting an updated image to these vehicles will save money since the painting is part of the cost of the bus
- this will be an incremental adoption of an updated image, with the basic graphic identity developed in 2009, and then applied as items come up for re-printing or replacement
- an updated image will aid in our work to gain sponsorships of promotions, and generate increased ad sales revenues
- the work on the message is to generate a set of words or phrase that communicates to the public the most basic reasoning for using the service

### Deliverables

- new RABA logo
- new image concept, including conceptual design for bus exterior (exact application to a specific bus model is not included)
- graphic identity/style for adoption to promotional, informational materials in Marketing Plan
- positioning statement for use with RABA logo

### Delivered

- *A new brand was created and implemented.*
- *The new brand was specified and implemented for fixed-route buses and demand response vans, along with Ride Guides, maps and schedules, promotional materials, advertising, eye-level displays, point of sale materials, flyers, and route maps.*
- *The new bus delivered in 2010 incorporated the new logo and graphic design, as will the three new buses scheduled for delivery in July. In addition, three older buses were re-painted with the new look and 12 new demand response vans were delivered with the new graphic.*

### Results

- *The new look for RABA has been essential to the marketing program's success in gaining the business community's sponsorships and involvement, approval by schools and colleges in the marketing of transit to their students, creating*

*partnerships with community organizations, and in generating positive media coverage.*

- *The re-branding has given the service a fresh, new look, and we would expect the forthcoming Benchmark Survey to show an increased likelihood by non-riders to consider riding the service.*

# RABA



### Objective 3: Improve public understanding of the service being operated by June 2009

#### Strategies

- improve the RABA Ride Guide by changing the format of schedule/departure time information
- improve formats of route maps and schedule information on RABA's website
- once service information is improved, distribute to homes and businesses located along RABA's routes, and publicize availability
- promote RABA website on all system materials
- increase the number of places RABA Ride Guide is available to the public

#### Marketing Programs

- Customer Information Improvement (re-design of Ride Guide and website)
- Rider Information Campaign
- increased distribution of fare media and Ride Guide

#### Measurement

- improved design of Ride Guide and route maps/schedules on web completed
- 10 new Ride Guide/Fare Sales locations
- 15% increase in service knowledge among public to 43%

## Customer Information Improvement

### Purpose

- improve prospective riders' understanding of the service being offered
- increase prospective riders' ability to self-plan trips
- clearly communicate to riders, prospective riders service being operated

### Description

- revise presentation of schedule and map information on Ride Guide to formats easier to understand
- upgrade image of Ride Guide with new RABA logo, image
- upgrade website per specifications (below) and design new route maps for web, clearly indicating service being operated, stops, and additional activity centers
- apply new formats to eye level, poster displays at stops/shelter locations

### Deliverables

- new Ride Guide artwork
- revised/updated website including new route maps
- formats for eye-level displays

### Delivered

- *A new Ride Guide was developed and printed, and updated during the year.*
- *A new website was created and launched.*
- *New easy-to-read route maps were created, including showing each stop along the route.*
- *A new eye-level display format was created and developed for several locations.*
- *The Google travel planning feature was added to the RABA website allowing people, for the first time, to get detailed travel planning information electronically by simply providing an origin and destination address or place.*

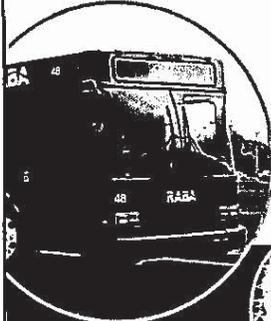
### Results

- *The new materials and website have made it easier for people unfamiliar with the service to learn how to ride.*
- *The improvement on the website was dramatic, and now information is available 24 hours a day, 7 days a week.*
- *The addition of the Google travel planner provides exact route and schedule information without calling RABA, and is available 24/7.*

# RABA

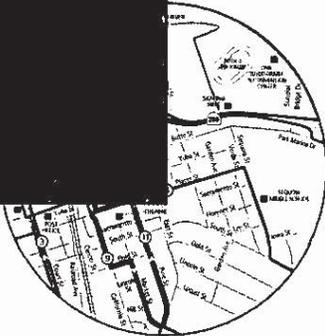
## Ride Guide

effective November, 2009



# RABA

## Guide

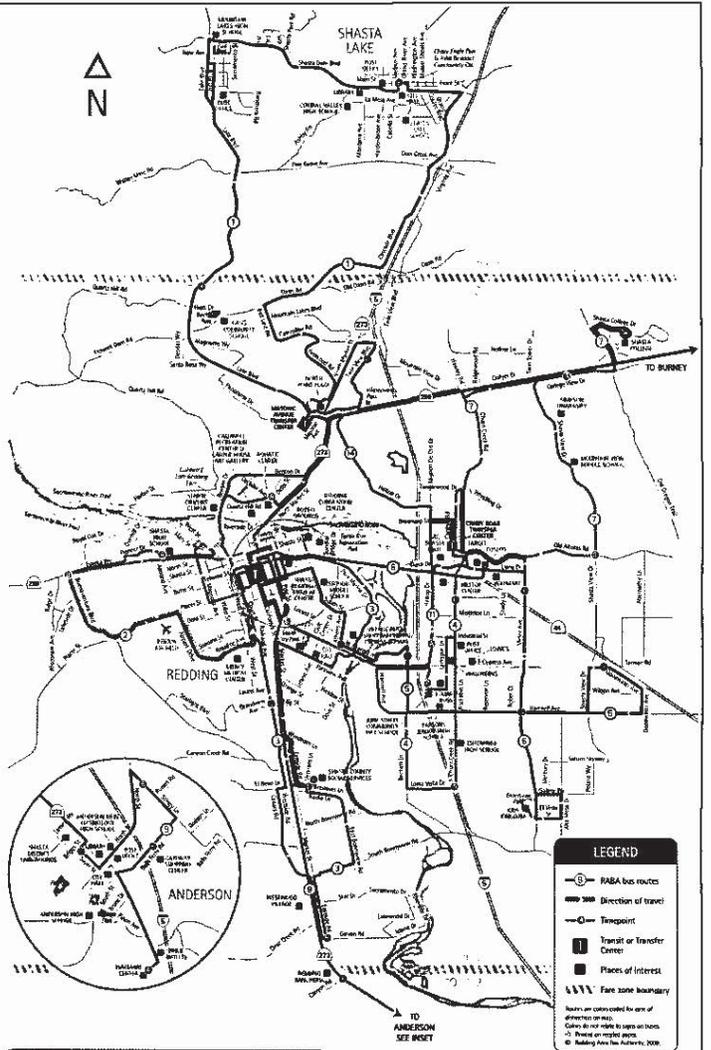


Have a question?  
Visit our website at [www.RABARide.com](http://www.RABARide.com) or call  
Customer Service at 241-2877.

### WEEKDAY SCHEDULES

Saturday service begins 3 hours later and ends at the time indicated. No Sunday service.

Route	Leaves	Arrives
ROUTE 1	leaves Masonic Ave Transfer Center 12125 Lake 6:00am	arrives Masonic Ave Transfer Center 7:00
	leaves Masonic Ave Transfer Center 6:15	arrives Masonic Ave Transfer Center 7:15
Then every hour until last bus at:		
leaves Masonic Ave Transfer Center 7:00pm	arrives Masonic Ave Transfer Center 8:00	
COUNTERCLOCKWISE ROUTE		
ROUTE 2	leaves Downtown Transit Center 6:30am	arrives Downtown Transit Center 7:30
	leaves Downtown Transit Center 6:45	arrives Downtown Transit Center 7:45
Then every hour until last bus at:		
leaves Downtown Transit Center 6:30pm	arrives Downtown Transit Center 7:30	
CLOCKWISE ROUTE		
ROUTE 3	leaves Downtown Transit Center 6:30am	arrives Downtown Transit Center 7:30
	leaves Downtown Transit Center 6:45	arrives Downtown Transit Center 7:45
Then every hour until last bus at:		
leaves Downtown Transit Center 6:30pm	arrives Downtown Transit Center 7:30	
ROUTE 4	leaves Canby Rd Transfer Center 6:00am	arrives Canby Rd Transfer Center 7:00
	leaves Canby Rd Transfer Center 6:15	arrives Canby Rd Transfer Center 7:15
Then every hour until last bus at:		
leaves Canby Rd Transfer Center 6:00pm	arrives Canby Rd Transfer Center 7:00	
ROUTE 5	leaves Downtown Transit Center 6:30am	arrives Downtown Transit Center 7:30
	leaves Downtown Transit Center 6:45	arrives Downtown Transit Center 7:45
Then every hour until last bus at:		
leaves Downtown Transit Center 6:30pm	arrives Downtown Transit Center 7:30	
ROUTE 6	leaves Downtown Transit Center 6:00am	arrives Downtown Transit Center 7:00
	leaves Downtown Transit Center 6:45	arrives Downtown Transit Center 7:45
Then every hour until last bus at:		
leaves Downtown Transit Center 6:00pm	arrives Downtown Transit Center 7:00	



Route	Leaves	Arrives
ROUTE 7	leaves Masonic Ave Transfer Center 7:00am	arrives Masonic Ave Transfer Center 8:00
	leaves Masonic Ave Transfer Center 7:15	arrives Masonic Ave Transfer Center 8:15
Every 30 mins. between 7:30-10:30 and 1:30-2:30, then hourly until last bus at:		
leaves Masonic Ave Transfer Center 7:00pm	arrives Masonic Ave Transfer Center 8:00	
Route 7 operates hourly on Saturdays.		
ROUTE 8	leaves Anderson Transfer Center 6:30am	arrives Anderson Transfer Center 7:30
	leaves Anderson Transfer Center 6:45	arrives Anderson Transfer Center 7:45
Then every two hours until last bus at:		
leaves Anderson Transfer Center 6:30pm	arrives Anderson Transfer Center 7:30	
ROUTE 9	leaves Downtown Transit Center 6:00am	arrives Downtown Transit Center 7:00
	leaves Downtown Transit Center 6:45	arrives Downtown Transit Center 7:45
Then every two hours until last bus at:		
leaves Downtown Transit Center 6:00pm	arrives Downtown Transit Center 7:00	

Route	Leaves	Arrives
ROUTE 11	leaves Downtown Transit Center 6:30am	arrives Downtown Transit Center 7:30
	leaves Downtown Transit Center 6:45	arrives Downtown Transit Center 7:45
Then every hour until last bus at:		
leaves Downtown Transit Center 6:30pm	arrives Downtown Transit Center 7:30	
ROUTE 14	leaves Downtown Transit Center 6:30am	arrives Downtown Transit Center 7:30
	leaves Downtown Transit Center 6:45	arrives Downtown Transit Center 7:45
Then every hour until last bus at:		
leaves Downtown Transit Center 6:30pm	arrives Downtown Transit Center 7:30	

BURNIE EXPRESS			
Leaves Burnie	Arrives Burnie	Leaves Burnie	Arrives Burnie
6:00am	7:25am	10:25am	12:20 noon
12:50 noon	1:25pm	5:45pm	7:10pm

## Rider Information Campaign

### Purpose

- increase non-rider knowledge of RABA service (routings and schedules)
- receive transit information in the household for use when need arises

### Target Markets

- people residing near transit routes/households near RABA service
- seniors
- workers/commuters
- social service, job placement agencies

### Description

- using new Ride Guide artwork, prepare tabloid for insertion into Record Searchlight
- mail tabloid with letter and free ride coupon to households near routes
- print extra tabloid copies for distribution to community centers, senior housing, employment/job centers

### Deliverables

- 4-page tabloid for insertion in Record Searchlight
- packet with letter, tabloid, free ride coupon, envelope
- distribution for mailing and for community centers, etc.

### *Delivered*

- *A campaign was created and executed in fall 2009.*
- *The campaign created featured the words “Easier. Faster. Cheaper.” and was used to introduce the new website, the new bus, and the new youth pass.*
- *The campaign included billboards, shelter ads, exterior bus window bursts, newspaper inserts, and press releases.*

### *Results*

- *The campaign was vital to our efforts to educate the public that RABA was improving, even with no increases in service.*
- *The campaign was the first visual signal to the public that improvements were being made. We would expect to see changes in public opinion in the upcoming Benchmark survey as a result.*

# take a ride on the new RABA.

A new and improved  
Ride Guide,  
a brand new bus  
(more on the way!),  
and a great new  
website.

**RABA**

[www.RABAride.com](http://www.RABAride.com)

# easier.

Our new website and  
Ride Guide make it easy  
to plan your trip!

Take a ride on  
the new RABA.

**RABA**

[www.RABAride.com](http://www.RABAride.com)

# cheaper.

Our new monthly Youth Pass  
lets those 6-17 ride  
all month long for only \$29.  
That's a 50% discount  
over paying cash!

**RABA**

[www.RABAride.com](http://www.RABAride.com)

# faster.

Our new low-floor bus  
(more on the way!)  
makes boarding faster  
and easier!

Take a ride on  
the new RABA.

**RABA**

[www.RABAride.com](http://www.RABAride.com)

## Fare Sales, Ride Guide Distribution Network

### Purpose

- establish a wider distribution of RABA information and fare media sales to increase convenience and service awareness
- increase availability of RABA information (Ride Guide) to attract interest by non-riders
- establish relationships with retailers who may become promotional sponsors
- increase use of pre-paid fare media

### Description

- set-up network of locations where RABA sells fare media and has displays of Ride Guides
- extends monthly pass sales to more locations; sets-up distribution of youth pass
- new point-of-sale material would be prepared

### Deliverables

- enhanced retail sales network for RABA fare media and Ride Guide distribution
- new point-of-sale materials including plastic counter holder for Ride Guide, window sticker, window poster
- interior bus card with list of retailers

### Delivered

- *New counter displays were purchased and placed in all existing distribution points.*
- *Over 20 new distribution points were acquired.*
- *RABA began accepting VISA and MasterCard for fare sales at the downtown transit center and over the phone.*
- *A window poster and door sticker were created.*

### Results

- *Increased availability of RABA information.*
- *Increased visibility of RABA information.*
- *Improved convenience of fare payment.*

#### Objective 4: Increase transit advertising revenue by \$35,000 by June 2010

##### Strategies

- utilize new exterior bus design to allow transit advertising on both sides of the bus, as well as vinyl wraps for the back end
- increase the number of shelter locations with advertising capability

##### Marketing Programs

- Transit Advertising Coordination

##### Measurement

- \$35,000 annual increase in advertising revenue

## Transit Advertising/Shelter Coordination

### Purpose

- increase revenues from transit advertising on buses and shelters

### Description

- coordinate and assist contractor with implementation and expansion of transit ad shelter program

### Deliverables

- successful implementation of the program

### *Delivered*

- *The current contracts and revenues generated were examined and recommendations made to combine the transit and shelter advertising sales under one company, to increase the number of shelters with advertising and increase exterior bus advertising to the street and curb sides of the bus, and open up the availability to national ads.*
- *A procurement specification was prepared and delivered to the client.*

### *Results*

- *Will be determined once the procurement has been completed and the sales contractor has worked a year.*

## Year 2 Marketing Plan

The first year of RABA marketing activities focused on a range of needs encompassing increasing ridership, improvements to quality and availability of transit information, increases in overall appeal, establishing relationships with schools, colleges, business community and employers, and generating increased revenue from transit advertising. A great deal was accomplished in the first year. Going into Year 2 the service is in a better position to increase ridership.

Year 2 marketing will obviously benefit from the investments made in Year 1, investments in appeal, ease of use and relationships. Efforts to increase ridership will also benefit from:

- No fare increase scheduled for 2010-2011. This is an obvious benefit as any fare increase would have deterred ridership growth, and as improvements are noticed the value of the service should become evident to more people.
- Three new 40-foot buses are scheduled to arrive early in the fiscal year. These will replace worn out equipment and further enhance the image and appeal of the fleet as people will begin to see more new buses in service and less old ones.
- Route 4 being extended to Bethel (anticipated to be approved at the August Board meeting). This will significantly improve transit access for thousands of people attending the school and the activities at the school. Many of these people have limited access to a car and given our positive relationship with the school we would expect many more riders going to or coming from the Bethel location.
- Altering Route 11 to better serve SRMC (anticipated to be approved at the August Board meeting). The change will mean SRMC employees will have a bus stop much closer to where they work. Hopefully the improved access will increase ridership among the employees at the medical center who can purchase a RABA ticket at a special rate.

## Year 2 Goal

The 2010-2011 Plan was developed to achieve the forecasted ridership objective from the updated 7-Year Ridership and Revenue Forecast presented and approved by the board in May 2010.

## Year 2 Goal

1. Achieve a 6.5% increase in ridership as shown in the revised 7-Year Forecast.
  - Ridership is based on monthly boarding passengers (paid) on fixed-route local service.
  - An increase of 6.5% represents an average of 3,375 more boardings every month. Since most people use the bus going to a place and returning, the number of additional people that must be encouraged to ride translates to 1,688.
  - If a typical new rider uses the service an average of ten times a month (and does so for an average of 6 months), a total of 336 new people must be convinced to become regular riders.
  - The second part of the calculation is making up for rider turnover, the riders that leave the system from one year to another. An annual turnover rate of 20% is typical. And, new people begin riding because in the course of a year their circumstances change or they move to Redding and they need to use the bus to get around.

- The expectation is for the 20% turnover to be replaced by people who 'naturally' migrate to the service, but there is no guarantee this rate will be 20%, more or less. One of the reasons for improving service convenience, appeal and ease of use and for marketing the service is to maximize the potential of the 'natural migration'.

## Year 2 Objectives

1. Implement a ridership development program to achieve a 6.5% increase in ridership.
2. Implement improvements to the RABA website to increase the ease of travel planning for prospective riders.
3. Execute a benchmark survey, a community poll of service-area residents, measuring changes in attitudes, riding consideration and opinions of RABA service.

## Target Markets

The target markets are the groups the marketing activities will be directed toward in order to achieve the ridership and revenue goal.

1. Women
  - Residing in households with incomes of \$25,000 or less.
  - Households with two or more eligible drivers and one vehicle.
2. People Using Social Services
  - Residents who access social services including job placement and medical services.
  - Veterans who access social services.
3. College Students
  - Shasta College commuters and international students.
  - Simpson University freshmen residing on campus.
  - Bethel Ministry students in home-stays and people attending multi-week conferences/training.
4. High School and Middle School Students
  - After-school programs.
  - Riding to visit friends on Saturday, volunteer work, riding during summer.

## Messages

We will continue to stress ease of use and value for the dollar as represented in the advertising by the creative message "Faster. Easier. Cheaper."

A secondary theme will be "continued improvement of the service", with references to new buses, improvements to the website, improvements to Routes 4 and 11, and any other items that surface during the year.

## Strategies

This section presents the three objectives and the specific means for achieving each one.

**Objective 1. Implement a ridership development program to achieve a 6.5% increase in ridership.**

### Strategies

- Less reliance will be placed on free ride days as compared to 2010 Plan, and more emphasis on providing incentives that have broader community appeal.
- Continue to grow 2010 programs that proved successful in ridership generation such as Helping Hearts, Kool April Nites shuttle, college marketing.
- Continue to utilize event marketing to personally introduce residents to the service.
- Continue to develop school-based programs including a new field trip program.
- Continue to seek and develop marketing programs at employment sites.
- Ensure social service agency representatives know about RABA services and pricing.
- Ensure user information materials are regularly updated to remain accurate.

**Objective 2. Implement improvements to the RABA website to increase the ease of travel planning by prospective riders.**

### Strategies

- Reformat the home page to move travel planning to a more prominent position, and enhance overall look of the home page.
- Make maps on website interactive with zoom/pan feature.

**Objective 3. Execute a benchmark survey, a community poll of service area residents, measuring changes in attitudes, riding consideration and opinions of RABA service.**

### Strategies

- Conduct a community poll using the same methods and questionnaire of the 2008 Benchmark Survey.
- Schedule work for fall 2010 to provide adequate time for findings to be incorporated into the 2012 RABA budget and forecasts.

## Marketing Programs

The format of this section is the same as used in the Year 1 Plan. The format re-states the objective and strategies, identifies the marketing programs to be implemented and the metrics to measure the attainment of the objective. The budget represents the total of all dollars allocated to the achievement of the objective.

On the subsequent pages the presentation of each program is provided. These present each program purpose, details, measurement and any related comments or specification.

**Objective 1. Implement a ridership development program to achieve a 6.5% increase in ridership.**

### Strategies

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- Continue to seek and develop marketing programs at employment sites.
- Ensure social service agency representatives know about RABA services and pricing.
- Ensure user information materials are regularly updated to remain accurate.

### Marketing Programs

#### 1.1 Ride and Win Promotion

- Incentive contest where people who ride can win valuable prizes. Intent is to boost ridership immediately. Targets people with similar demographic profile to current riders.

#### 1.2 College Marketing

- Generating awareness and interest in riding the bus to school or, for those living on campus, riding to shopping, recreation and volunteering. Programs at Shasta College, Simpson University and Bethel Ministry established in 2009-10 include participation in school activities and special offers to induce riding.

#### 1.3 School Marketing

- Generating awareness and riding interest among middle and high school students. Initial focus has been on after school programs where our work in 2009-10 showed the greatest need. Work with individual schools and school administrations.
- New for 2010-11 will be a field trip program where teachers can use regular service to take a class to a local attraction.

#### 1.4 Veterans Day Salute

- Program intended to help veterans in need of transportation assistance. Sponsors (employers and individuals) donate money to buy RABA tickets. Ticket distribution to individual veterans by groups working with them.

#### 1.5 Helping Hearts Promotion

- Program intended to help people in need of transportation assistance. Sponsors (employers and individuals) donate money to

buy RABA tickets. Ticket distribution to individuals by social service agencies providing a range of employment and medical services.

- A total of \$2,500 was raised and spent on RABA tickets in 2009-10.
- 1.6 Free Ride Days
- Three free ride days are scheduled in 2010-11. A different group sponsors each event. Two of the free ride days are annual events, Kool April Nites and Project Homeless Connect.
  - The third free ride day is scheduled for December. A sponsor will be secured to pay for the lost farebox revenue.
- 1.7 Community Event Marketing
- RABA participates in a large number of community events. These are opportunities to talk with prospective customers face-to-face and provide them an opportunity to view the inside of one of the new buses.
- 1.8 Employer Marketing
- In 2009-10 a program at SRMC was initiated and several other opportunities with other employers explored.
  - We will continue to work with SRMC on the promotion of their program to their employees, publicity for the Route 11 change and seek other employers willing to implement a program for their employees.
- 1.9 Earned Media
- A significant amount of media coverage was generated in 2009-10 in the print and electronic media including articles in Redding Connects. We will continue to seek opportunities for generating positive coverage of RABA news.
- 1.10 Social Service Agency Event
- Organize an event where people who work at social service agencies can learn more about RABA services and pricing.
- 1.11 Customer Information Updates
- Accurate information on routes and schedules available to the public in printed or electronic formats is vital to promote ridership.
  - This work includes updating materials for the proposed improvements to Routes 4 and 11.
  - Point of sale displays at fare media retailers.
- 1.12 Marketing Representative
- The Marketing Representative is responsible for implementing the marketing program including securing commitments from schools/colleges and coordinating program implementation, securing sponsors, selling to employers, coordinating events, generating earned media, identifying new program opportunities, distribution of printed materials to sales outlets and more.

A more detailed description of each of the programs follows the Measurement and Budget sections.

#### Measurement

The key measurement statistic is ridership as measured by boarding rider counts on local fixed route buses. A number of other indicators of marketing program performance are also shown.

- Increase ridership to an average of 3,375 boarding riders a month for FY 2010-11
- Secure 25 sponsors for Veterans Day Promotion.
- Generate 30 sponsors for Helping Hearts campaign.
- Secure 10 sponsors for the Ride and Win promotion and grand prize.
- Execute promotional programs at Shasta College, Simpson University and Bethel Ministry.
- Implement marketing programs at three high schools and two middle schools.
- Implement a school field trip program.
- Secure sponsor for December free ride day.
- Execute five events at area employers.
- Generate positive media coverage of RABA activities.
- Calculate number of web hits (if counting software available).

**Budget**

- \$68,265 exclusive of program development time (\$14,400).
- The specific program budget is shown in the description of the programs.

**Program Descriptions**

Details for each of the twelve marketing programs is presented next.

**1.1 Ride and Win Promotion**

**Purpose**

- Generate ridership among people who have considered riding RABA.

**Description**

- A Ride and Win promotion is modeled after the successful Listen and Win format used by radio stations to generate ratings.
- Prizes are donated from sponsoring businesses that want to be part of the publicity generated by the promotion.
- Prizes are selected for their value to the public and include smaller prizes such as gift cards or free dinners and a grand prize of larger value (e.g. shopping spree at the mall).
- People enter to win by riding the bus and receive an entry coupon. The coupon is filled out and placed in a box on the bus.
- Drawings are weekly during the promotion which is scheduled for six weeks.
- An advertising program supports the promotion.

**Target Markets**

- Prospective riders.
- Current riders.

**Deliverables**

- Ride and Win promotion.

**Budget**

- \$11,000

#### Schedule

- July, August 2010

#### Comment

- The list of people who enter the contest can be used in future marketing programs as it represents both current riders and people who have some interest in riding.

### 1.2 College Marketing

#### Purpose

- Generate ridership among college students.

#### Description

- We established positive relationships with each institution in 2010 and each was unique based on a variety of considerations. The options for marketing RABA to college students is defined by the opportunities presented by each school's policies, willingness to participate and their time availability to coordinate on-campus activities.
- In 2010 we initiated programs at each of the three schools, all of them located on Route 7. Each of the programs was customized to the unique opportunities presented at the school, and the approach for this year will be the same.
- We expect Route 4 will be extended to Bethel in August, and this will provide significantly improved service to the campus, and a special one-time opportunity to promote the service.
- In 2010 we had success gaining ridership among Simpson freshmen who live on campus. We will be asking the administration to allow us to send a free trial offer to this group.
- Shasta College has indicated they are interested in establishing a U-Pass program. This would allow any student to ride RABA free or at a special rate with the college directly paying RABA a negotiated amount for the benefit. If the U-Pass benefit is approved we will increase marketing activities at the school based on discussions with the Shasta administration.
- Since each of these schools is located on Route 7 and Route 7 goes to the Shasta Mall area, we may explore a retailer such as Starbucks, Barnes & Noble Books or Macy's to provide gift cards to use in rider promotion activities.

#### Target Markets

- Shasta College, Simpson University and Bethel Ministry students
- Bethel Ministry conference attendees

#### Deliverables

- Programs being implemented at each of the three schools.

#### Budget

- \$3,750
- If the U Pass at Shasta College becomes a reality we will reallocate resources from other budget line items to fund increased marketing activities at the school.

#### Schedule

- Many college activities are focused on the arrival of students in August, although there are other opportunities that are presented during the year. For example, at Shasta College there are international students who remain on campus during the holiday break and RABA is a means for them to travel off campus to shop, go to the movies, see friends.
- Some part of college marketing is focused on the beginning of the second semester. As some new students arrive and the beginning of any semester, it is an opportunity to promote the bus as travel habits may have changed with the new class schedule.

### 1.3 School Marketing/School Field Trip Program

#### Purpose

- Generate ridership among high school and middle school students.

#### Description

- We established a very positive relationship with Sequoia Middle School and intend to continue to partner with them on any number of activities. They were very appreciative of our efforts and welcomed us to a number of their events where parents, teachers and students attended.
- We also began relationships with two high schools (Shasta and Enterprise) and will meet with them prior to school in the fall. We are invited to orientation and look for other opportunities to become a partner in school activities. The opportunities may include a school-based contest, involvement with sports or a class project.
- We will also look to add one or more middle or high schools to the program.
- New for 2010-11 is the development and promotion of a school field trip program. This would be a group of students and teacher(s) using regular route service to travel to an area attraction. We will identify the area attractions with good access by bus and develop a set of procedures for organizing a field trip and securing tickets in advance. A brochure will be prepared for distribution to teachers/schools.

#### Target Markets

- Schools located on, or within a block or two of, a RABA route
- After-school programs which offer the most promise for generating riders during the weekday as they are more flexible when a student may leave.
- Teachers organizing field trips.

#### Deliverables

- Programs implemented at two middle and three high schools.

#### Budget

- \$5,200

#### Schedule

- On-going.
- School trip program developed in the Fall.

#### Comment

- The school program is focused on developing activities at a specific school. Activities such as competitions with other schools, regional contests/competitions or related activities are not anticipated as they require a significant amount of coordination time and budget resources than are available in 2011.

### 1.4 Veterans Day Salute

#### Purpose

- Generate ridership among veterans.
- Generate revenue from businesses or individuals who want to support veterans local travel needs.
- Gain greater involvement by business community in a RABA-sponsored activity.
- Show value of RABA to the community, beyond the obvious.
- Generates contacts useful for employer marketing.

#### Description

- The greater Redding community (individuals and businesses) is very supportive of military and veteran activities.
- A large number of veterans use RABA and are poor. A free ride sponsored by a business or individual would help them, and generate ridership on RABA.
- Based on the Helping Hearts model we would ask businesses and individuals to donate \$100 to fund free rides for veterans on all Wednesdays in November (Veterans Day is the 11<sup>th</sup>).
- People who donate would receive a flag decal on the bus exterior for the month of November, and will be invited to an event where sponsors and veterans can meet and thank each other for their support.

#### Target Markets

- Veterans who are interested in riding RABA.
- Veterans who need to get to social services, employment, or medical appointments.
- Businesses that support veterans.
- General community.

#### Deliverables

- Generating 20 businesses and/or individuals who will give money to support free travel by veterans on RABA.

#### Budget

- \$6,900

#### Schedule

- November

#### Comment

- Based on the response to the event a second phase will be considered that asks businesses to sponsor free rides for veterans for a month or a year.

## 1.5 Helping Hearts Campaign

### Purpose

- Generate ridership and revenue.
- Gain greater involvement by business community in a RABA-sponsored activity.
- Show the community value of RABA, beyond the obvious.
- Generates contacts useful for employer marketing.

### Description

- Helping Hearts asks businesses and individuals to donate money dedicated to the purchase of RABA tickets that is distributed by a non-profit agency of the donor's choice. The promotion is centered on Valentine's Day and a theme of giving from the heart.
- In 2010 twenty-five hearts were sold, representing \$2,500 in RABA tickets. For 2011 the goal is at least 30 hearts.
- Each person who participates receives a heart decal posted on the bus exterior, identifying the donor and agency to receive the tickets. An appreciation event at the conclusion of the promotion brought people together and provided an opportunity for the organizations to thank the sponsors.

### Target Markets

- Social service agency clients.
- Businesses.
- General community.

### Deliverables

- Securing sponsors for at least 30 Helping Hearts.

### Budget

- \$3,100

### Schedule

- February 2011

## 1.6 Free Ride Days

### Purpose

- Free ride days are an effective tool for encouraging ridership among prospective riders. They are a free trial offer with a sponsor paying for any lost revenue.
- They also show RABA's appreciation to regular, cash-paying riders.

### Description

- Organize and execute three Free Ride days including one in December. Two of the three free ride days are annual events with sponsors already scheduled (Kool April Nites and Project Homeless Connect).

- The December free ride day would have a holiday theme. A sponsor will be secured to pay for cash revenue loss for that day in exchange for promotional considerations.
- The free ride days will follow successful sponsorship format established in 2010.

#### Target Markets

- Prospective riders, people who have considered riding the bus, and need an incentive to try it.
- Former riders who may be interested in riding RABA again.
- People attending Kool April Nites or Project Homeless Connect events.

#### Deliverables

- Three free ride day promotional events.
- Sponsor for holiday free ride day.

#### Budget

- \$3,225

#### Schedule

- Free ride day in December.
- Kool April Nites in April.
- Project Homeless Connect in May.

### 1.7 Community Event Marketing

#### Purpose

- Meet citizens face-to-face in an environment conducive to introducing the benefits of bus riding, and show RABA is involved in the community and supports community events.
- Provides opportunity for people to tour a RABA bus and see for themselves that it is clean and comfortable, reducing fear of the unknown.
- Provides opportunity for people to receive travel planning information.
- Generates contacts useful for employer marketing.

#### Description

- Coordinate RABA participation in community events focusing on events with sizable attendance.
- Organization and participation of the Stuff the Bus event in partnership with Kids Unlimited and the Good News Rescue Mission.
- Events include RABA participation in the Christmas Parade and the Rodeo Parade.

#### Target Markets

- Prospective riders.
- General community.

#### Deliverables

- Participation at community events.

#### Budget

- \$2,000
- Budget includes attendance fees, flyers.
- Budgeted monies for giveaways are part of a budget category other than marketing.

#### Schedule

- Monthly event calendar is prepared and coordinated by Marketing Representative.

### 1.8 Employer Marketing

#### Purpose

- Generate increased ridership among people going to work.

#### Description

- In 2010, the SRMC employer program was implemented. The program was initiated as a result of a contact made at the Helping Hearts appreciation event. We were not successful gaining access to decision makers when we approached them directly (at their offices).
- Employers in downtown Redding are the most likely candidates as downtown is where RABA service is the best. The Marketing Representative will make sales calls to downtown employers as well as seek other opportunities of a less direct nature to generate interest and commitment.
- The SRMC program will also be a focus as an on-going program needs promotional attention during the year or it will potentially lapse.

#### Target Markets

- Employers located where RABA service is most convenient, downtown Redding.

#### Deliverables

- Programs implemented at employers, job/placement agencies.
- Continued development of program at SRMC.

#### Budget

- \$900

#### Schedule

- On-going.

### 1.9 Earned Media

#### Purpose

- Generate increased visibility for RABA.
- Generate increased understanding of RABA services, value to the community.

#### Description

- Gain positive attention for RABA by generating media coverage via press releases, radio/TV interviews, responses to editorials, etc.

- Create stories for publications such as Redding Connects, other local publications
- Seek coverage of significant RABA activities by national trade press.
- Participate in events undertaken by others that offer positive exposure for RABA. One example is the Stuff the Bus program undertaken in 2010 with the Mission and Kids Unlimited.

#### Target Markets

- General public.
- National trade press (read by elected representatives).

#### Deliverables

- Positive news coverage in print, radio and TV.
- Participation in community activities.
- Articles in Redding Connects, other local coverage.

#### Budget

- No direct costs.

#### Schedule

- On-going.

### 1.10 Social Service Agency Event

#### Purpose

- Ensure representatives at social service agencies, in particular those who work with RABA riders, know the services RABA has to offer and the pricing.

#### Description

- Organize an event where social service agency representatives are invited to hear about RABA services.

#### Target Markets

- Social service agency representatives.

#### Deliverables

- Event with social service agency representatives.

#### Budget

- \$500

#### Schedule

- Spring 2011

### 1.11 Customer Information Updates

#### Purpose

- Ensure RABA route and schedule is accurate for people seeking how to ride.

#### Description

- User information materials will be updated as RABA service changes, new policies are approved and other related service information is changed.
- Routes 4 and 11 are proposed for change in 2011; the completion of the bridge may also involve a change in running times.
- Program includes ensuring information is available at retailers that sell RABA fare media.

#### Target Markets

- Prospective riders.
- Current riders.

#### Deliverables

- Updated Ride Guide for printing.
- Updated individual route maps, timetables, eye-level displays, information on RABA website.
- Point-of-sale information at fare media outlets.

#### Budget

- \$4,650

#### Schedule

- As required.

### 1.12 Marketing Representative

#### Purpose

- Implement all phases of the RABA marketing program.
- Efficiently execute marketing promotions targeting general community as well as at colleges, employers, schools.
- Generate sponsors for promotions including for Helping Hearts, holiday free ride day and Veterans Salute.
- Prepare and distribute media information on RABA promotions, services and significant events.
- Develop and foster marketing relationships with schools, colleges, social service agencies and employers.
- Develop transit subsidy programs with major employers.
- Identify new marketing opportunities to boost ridership and revenue.
- Maintain retail sales network including monthly youth pass distribution.
- Participate in event marketing.

#### Description

- Half-time person will reside in the service area and be responsible for executing the Marketing Plan.
- Person will be responsible for sales and execution including generating sponsorships, setting up retail sales network, establishing relationships with employers, and making sales presentations.

#### Deliverables

- Half-time sales person for one year.

Timing

- On-going.

Budget

- \$27,040

**Objective 2. Implement improvements to RABA website to increase the ease of travel planning by prospective riders.**

**Strategies**

- Reformat the home page to move travel planning to a more prominent position, and enhance overall look of the home page.
- Increase usefulness of maps on website interactive by adding zoom/pan feature.

**Program Elements**

**2.1 Website Enhancement**

- Improvements and updating the RABA website, with specific emphasis on improving user's ability to plan their trips. Improvements will include integration of the Google trip planner and ability to zoom and scan route maps.

**Measurement**

- Upgrades to website involving home page and interactive maps.

**Budget**

- \$4,200

## Program Description

Details of the website enhancement program is presented next.

### 2.1. Website Enhancement Program

#### Purpose

- The RABA website is the most important and most used tool for prospective and current riders to gain information on the service. It is also the most important resource for people seeking information on RABA such as Board decisions, financial information, system statistics and programs.
- The RABA website was improved in 2010 as part of a systematic upgrade to all user information. Due to budget limitations, a number of improvements were not made at that time.
- Also, in the past year, the Google travel planning feature has been added to the site and it needs to be more effectively incorporated.
- On an annual basis site coding should be reviewed to maintain site integrity.

#### Description

- Change maps on the site so they are interactive; providing the ability to zoom and pan the map. This will increase ease of use and service understanding.
- Revising the homepage will make travel planning a more prominent feature.
- Change will provide annual maintenance to system coding.
- Change will add a media center where press releases are filed and available to the public.

#### Deliverables

- Interactive maps (zoom/pan) feature.
- Revised, enhanced homepage.

#### Budget

- \$4,200

#### Schedule

- July, August 2010

**Objective 3. Execute a benchmark survey, a community poll of service area residents, measuring changes in attitudes, riding consideration and opinions of RABA service.**

Strategies

- Conduct a community poll using the same methods and questionnaire of the 2008 Benchmark Survey.
- Schedule work for fall 2010 to provide adequate time for findings to be incorporated into the 2012 RABA budget and forecasts.

Program Elements

3.1 Benchmark Survey

- Community opinion poll to measure attitudes, opinions, and willingness to consider RABA. Results will be compared to Baseline Survey conducted two years ago.

Measurement

- Completion of the survey.
- Preparation of a memo on the results.
- Reporting results to Board.

Budget

- \$8,300

## Program Description

Details for the Benchmark survey are presented next.

### 3.1. Benchmark Survey

#### Purpose

- During the development of the RABA marketing program a public opinion survey was completed among service area residents. This survey provided key information for preparation of the first marketing plan, and was also developed as an evaluation tool.
- The benchmark survey will use the same methods and questionnaire as the first survey. By doing so we will be able to accurately assess changes in consumer behavior and opinions since the first survey in 2009.
- This information provides the means to evaluate the impact of the marketing program beyond ridership statistics.

#### Description

- Develop and conduct survey that benchmarks consumer data collected in 2009, analyze findings for changes in opinions, attitudes and behavior, and report results to RABA management and board.

#### Project Specification

- 100 interviews among residents of service area, 18 years of age or older.
- Random selection of interviewees; random-digit dialing.
- Memo with comparisons to 2008 results and comments.
- PowerPoint presentation to Board of Directors.

#### Deliverables

- Benchmark questionnaire.
- Data file.
- Memo of results.
- PowerPoint presentation.

#### Budget

- \$8,300

#### Schedule

- October, November 2010

## Promotional Calendar

<u>Calendar</u>	<u>Program</u>
July	Ride and Win Web Improvements Stuff the Bus New buses arrive
August	Ride and Win College Marketing Route 4 and 11 Changes
September	College Marketing (on-going) School Marketing (on-going) Employer Marketing (on-going)
October	Benchmark Survey
November	Veterans Day Salute
December	Holiday Free Ride Day
January	College Marketing
February	Helping Hearts Campaign
March	Social Service Agency Event New bridge opening; service change/adjustments
April	Kool April Nites Free Ride Day and Shuttle
May	Project Homeless Connect Free Ride Day and Shuttle
June	County Fair event

**Budget**

The total budget for Year 2 is \$99,985 (see spreadsheet on next page). Seventy-nine percent (79%) is programmed for ridership development activity, 4% for customer information improvements, 7% for program development, 8% for evaluation and 2% for administration.

By comparison, the Year 1 budget was \$249,940 with 56% spent on ridership development, 22% for improvements to customer information materials and image, 16% on marketing plan development, 4% on evaluation and 2% on administration.

# Budget Estimate

Client : RABA

Project: RABA Marketing

## Scope of Work

see proposal

Direct Labor		Task 1 Program Development		Task 2 Marketing Implementation		Task 3 Evaluation	
Position	Rate	Hours	\$	Hours	\$	Hours	\$
Project Management	\$160	12	\$1,920		\$0	0	\$0
Project Development/Implementat	\$150	96	\$14,400		\$0	0	\$0
Creative Director	\$100	0	\$0	180	\$18,000	0	\$0
Research Director	\$150	0	\$0	0	\$0	22	\$3,300
Marketing Representative	\$26	0	\$0	1040	\$27,040	0	\$0
Webmaster	\$100	0	\$0	44	\$4,400	0	\$0
<b>Total Direct Labor</b>			<b>\$16,320</b>		<b>\$49,440</b>		<b>\$3,300</b>
<b>Direct Costs</b>							
Data Collection						100	\$2,500
Sample/tabulations							\$1,750
Flyers/Posters					\$7,800		
Media					\$13,150		
Event/Marketing Implementation							
Travel/Local Mileage			\$2,400				\$750
Color Outputs					\$275		
Freight, misc			\$500		\$1,500		
Event Fees					300		
<b>Total Direct Cost</b>			<b>\$ 2,900</b>		<b>\$ 23,025</b>		<b>\$ 5,000</b>
<b>Total Task Cost</b>			<b>\$19,220</b>		<b>\$72,465</b>		<b>\$8,300</b>
<b>Total Project</b>	<b>\$99,985</b>						