

**EXECUTIVE DIRECTOR'S REPORT**

November 2019

***Operator Rishi Nand Honored by Hart Middle School***

LAVTA bus operator Rishi Nand was recently recognized with the “Change-Maker of the Month” award for October by the students and staff at Thomas Hart Middle School in Pleasanton. Nand was honored for his positive, helpful attitude. Congratulations Rishi!



***2019 Stuff-A-Bus Food Drive***

This year’s Stuff-a-Bus Food Drive is set for Saturday, November 16 from 9am-3pm at the Lucky store at 6155 West Las Positas Boulevard in Pleasanton. Once again, LAVTA will be splitting the donations between Open Heart Kitchen and Tri-Valley Haven. Mel McKay with radio station KKIQ will be broadcasting live from the location from 10am-2pm if you would like to stop by.

***Network Integration Tri-Valley Hub Study Kickoff***

The kickoff meeting for the Tri-Valley Hub Study was held at LAVTA’s office on Tuesday October 29. Present were LAVTA staff, our AECOM consulting team and CalTrans. The items covered at the meeting included: project goals; project communication channels; schedules; deliverables; and Technical Advisory Committee (TAC) meetings. The first TAC meeting is scheduled for Tuesday November 19 with representatives from approximately a dozen agencies invited. We also anticipate the kickoff of the Short Range/Long Range Transit Plan work to take place in the next few weeks. Nelson\Nygaard is the consulting team performing that study. The work plan for the SRTP/LRTP includes the opportunity for input from the LAVTA Board of Directors as well as the general public.

***AdWheel Grand Award Presented in NYC***

On October 15, Alameda County Supervisor Scott Haggerty accepted our AdWheel Grand Award for Best Marketing and Communications Initiative to Highlight Transit Needs and Funding at the APTA TRANSform Conference in New York City. The award was in recognition of our efforts in partnership with Las Positas College to encourage student transit ridership and to pass a Student Mobility Fee Initiative to create a secure funding source for the continuation of the student transit pass



program. You can see the award presentation at the 9:00 minute mark of this video:  
<http://vzaar.com/videos/20923592>

### ***Marketing Plan***

Attached to the Executive Director's Report is an 18-month Marketing Plan developed jointly by our staff and staff from our Advertising Agency Celtis. The FY2020-FY2021 Marketing Plan includes multiple marketing initiatives that primarily focus on the goal of increasing ridership. The initiatives include the following:

- Rapid Routes 10R and 30R
- Las Positas College Students
- Student Transit Pass Program participants
- Dublin and Pleasanton middle and high school students
- Continue Wheels rebranding effort
- Community Outreach

### ***Individualized Marketing Project Consultant Interviews***

On Wednesday, October 30, we interviewed three consulting firms that responded to our Request for Proposals for Individualized Marketing Services. The three firms were Steer, Alta Planning and Design, and Creative Digital Agency. Staff will bring a recommendation forward for the December Board meeting cycle. The individualized marketing project is grant funded.

### ***Update on Shared Autonomous Vehicle (SAV) Program***

During the month of October, a meeting was held with our contractor Transdev and the City of Dublin to update the site assessment for the SAV program. Over the next 30 days we will be working with the City of Dublin to install SAV station signs, route markers, and notification of testing signs for the public. Staff has been notified by NHSTA that the LAVTA SAV program has been approved and anticipates a confirmation letter by NHSTA with details the first week of November.

### ***GoSanRamon***

County Connection approached LAVTA to administer a small pilot program with TNCs in San Ramon from November 1, 2019 to January 31, 2020. The program will serve a senior resident development and have two destinations; Dublin/Pleasanton BART station and the San Ramon Transit Center in Bishop Ranch. County Connection will provide marketing for the program.

### ***Dublin Parking Garage***

At their October 9 meeting, the California Transportation Commission allocated LAVTA's \$20 million Transit and Intercity Rail Capital Program (TIRCP) funding for design and construction of the Dublin Transit Center parking garage. LAVTA and Alameda County GSA are now finalizing the funding agreement that will govern the County's use of TIRCP funding for the project in accordance with Caltrans requirements.

### ***Pleasanton BRT Enhancements***

Staff is anticipating delivery of the final plan set and specifications by the end of October, incorporating a final round of review from Hacienda Business Park and other details. Once the project's design and specifications are finalized, staff will begin procurement of equipment

needed and advertise the construction phase of the project. Pending equipment delivery timelines, construction is likely to begin late winter/early spring 2020.

***Transit Signal Priority Upgrade and Expansion***

Intersection equipment has been received from GTT. Final plans and specifications for the field installations have been delivered by Kimley-Horn and are ready for advertisement. GTT and LAVTA staff will hold a project kickoff meeting in November, and delivery of on-board and back-office components may occur by year's end. Coordination with local jurisdictions as the construction phase ramps up is ongoing.

Attachments:

1. FY 2020 – FY 2021 Marketing Plan
2. Board Statistics September 2019
3. FY20 Upcoming Items

# **FY2020-FY2021 LAVTA Marketing Plan**

**November 2019**

**Prepared by:**

**Livermore Amador Valley Transit Authority**

**Celtis Ventures, Inc.**

## **Background**

In August 2016, LAVTA implemented a major service redesign and resource reallocation effort. The changes included the elimination of unproductive routes that operated in low-density areas, a reduction in duplicative services, and directing additional resources into corridors serving the two Dublin/Pleasanton BART stations.

Two Rapid bus routes, the 10R and 30R, provide weekday service every 15 minutes serving the two Tri-Valley BART stations and other key destinations along the routes. Together, the two Rapid routes account for more than 55 percent of LAVTA's annual ridership.

During the 2018-19 academic year, minor service adjustments were made to a number of routes serving middle and high schools in Dublin and Pleasanton. The changes were made to improve service capacity, reliability and safety and played major role in the 13.4 percent increase in ridership on those services. In total, the routes account for over 16 percent of system wide ridership.

In November 2017, Las Positas College students voted to implement a Student Mobility Fee to provide a sustainable funding source for an unlimited access transit pass program for students. Ridership during the 2018-19 school year was 46.1 percent higher than during the 2016-17 year. Las Positas students comprise approximately 7 percent of LAVTA's annual ridership.

The Student Transit Pass Program pilot at four Livermore schools, funded by the Alameda County Transportation Commission (ACTC), saw greatly increased utilization during the past year. Effective this school year, the grant funded program has been expanded to all middle and high schools in the Livermore Valley Joint Unified School District and to low income students attending Pleasanton Unified School District middle and high schools. Next year, the low income component of the program will expand to the Dublin Unified School District.

The Go Dublin program was implemented in 2017 to coincide with the elimination of low productivity fixed route service in Dublin. The program pays half the fare (up to \$5) for rideshare trips that start and end in Dublin on UBER and Lyft. An expansion of the program to Pleasanton and Dublin is planned for the coming year.

The rebranding of the Wheels bus fleet was completed in 2017 following a decision by the LAVTA Board to retain the Wheels name. There are a number of remaining components of the rebranding effort.

## Marketing Goals and Primary Target Markets

LAVTA's primary marketing goals for the term of this marketing plan are:

- Increase annual system wide ridership by an average of 3 percent each year during FY20 and FY21
- Increase ridership on the two Rapid routes (10R and 30R) by an average of 5 percent each year during FY20 and FY21
- Increase middle and high school student ridership in Livermore, Pleasanton and Dublin by an average of 5 percent each year during FY20 and FY21
- Continue to implement the Wheels rebranding effort by designing, producing and installing new bus stop signs on all Wheels bus routes
- Successfully roll out the new Go Tri-Valley program, expanding the Go Dublin program districtwide
- Improve LAVTA's digital presence and increase followers of our social media accounts by an average of 5 percent per year.

The majority of ridership based marketing activities will be focused on three primary target groups:

- Residents, employers and commuters along the two Rapid routes;
- Students attending middle and high schools in Livermore, Pleasanton and Dublin
- Students at Las Positas College

## Marketing Analysis

LAVTA staff asked Celtis Ventures, Inc., LAVTA's creative, design, and media strategy services contractor, to conduct a preliminary assessment of LAVTA's visual arts, digital assets, and external media through the lens of a potential customer. Celtis provided the following findings and recommendations.

### Visual Arts

#### Analysis

- Former logos on customer materials and signage reveal that branding updates are in progress
- Different typefaces on fleet versus refreshed Wheels and Rapid logos show variety of branding history
- Design elements on fleet and brochures are fun and show movement

#### Recommendations

- Develop synchronized and updated customer materials and digital collateral.
- Identify primary colors from existing logos and use consistently across materials.
- Create a system of logos and suite of icons for end-to-end branding.

### Digital Assets

#### Analysis

- Social media account followers are low as a percentage of average daily ridership, indicating riders may not be receiving key messages from LAVTA
- Search marketing is performing well with LAVTA being displayed as a top result for keywords like "wheels bus" and "lavta"
- Website does not meet ADA standards and has 18 broken links
- Website code and structure are slowing down the user experience (UX)
- Website content is text-heavy

## LAVTA Social Media Account Summary

<i>Channel</i>	<b>Follower Count</b>	<b>Weekday Riders Reached</b>
<i>Facebook</i>	774	12%
<i>Twitter</i>	473	8%

*Figures as of May 2019*

### Recommendations

- Launch paid ad campaigns to increase ridership, reach, and engagement.
- Conform content to platform appropriate images and copy.
- Update website's code and structure to improve UX and speed.
- Conform 100% to ADA compliance, including correcting broken links (completed).

### Media

#### Analysis

- Media outlets are limited in numbers and most service regions wider than LAVTA's service area

#### Recommendations

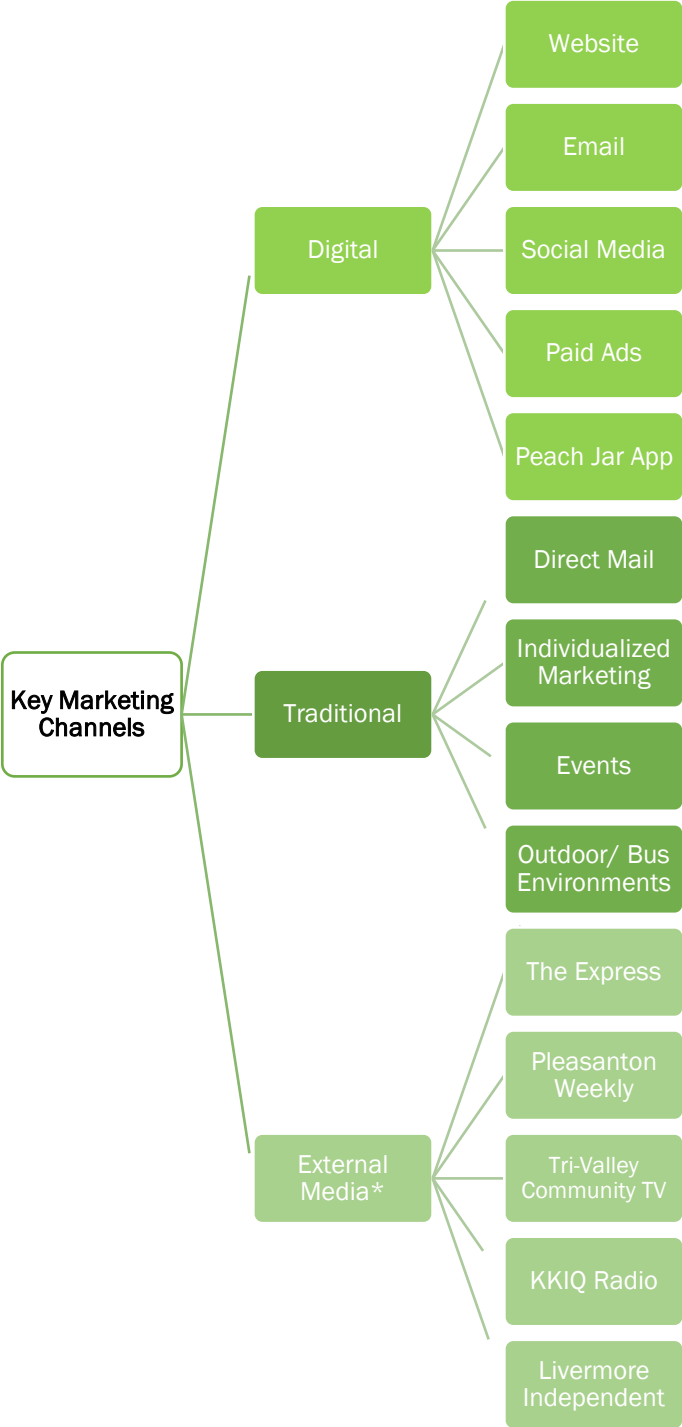
- Leverage new project success as topics for earned media
- Develop relationships with key media outlets and empower their content creators
- Critically analyze return on ad spend (ROAS) before decision making



# Marketing Plan – Key Channels

## Marketing Channels

Marketing initiatives will optimize the following channels.



\*See *External Media Summary* on the next page.

## External Media Channels

Celtis analyzed key factors of the external media outlets, all which will be considered when evaluating media buying and optimization plans of each marketing initiative.

<i>Media Source*</i>	Description	Why It's Important	Reach	Advertising Options
<u><i>The Express</i></u>	Award-winning student-run newspaper of Las Positas College	College students are a core ridership group, especially Rapid routes.	<b>8,651 LPC students</b>	Digital
<u><i>Pleasanton Weekly</i></u>	Weekly community newspaper	Local print and digital news source	<b>71,726 residents</b> potentially <i>core areas: 94566, 94588</i>	Digital/ Print
<u><i>Tri-Valley Community TV</i></u>	Government and public education TV channel, known as "TV 30"	The local television channel for public information	<b>300,000+ households</b> in the Tri-Valley	PSA/ Digital Sponsorships
<u><i>KKIQ 101.7 Radio</i></u>	Hometown adult contemporary radio station	The local radio station, local traffic reports and a current LAVTA partner	<b>220,000 listeners</b> weekly in the Tri-Valley and beyond	Broadcast/ Digital/ Mobile
<u><i>The Independent</i></u>	Weekly community newspaper and monthly magazine	Local print and digital news source since 1963	<b>25,000 households</b> in the Tri-Valley and Sunol	Digital/ Print

\*Media sources link to advertisement information pages.

## **Marketing Initiatives**

This section forms the core of the Marketing Plan. It defines in more detail the activities proposed for each of the goals and target markets identified in the previous sections.

### Rapid Routes

The primary Rapid route target markets will include residents transferring to BART, residents commuting to other locations along the route, and students along both Rapid routes. Messaging themes will include: 15 minute weekday headways; coordinated schedules with BART trains; convenience of front door service and lack of parking at BART stations; and other key destinations besides BART.

#### Tactics

1. Use targeted digital marketing in key locations along the route
2. Implement a second phase of the SmartTrips program along Route 10R in Pleasanton and Route 30R in Dublin, and coordinate those efforts with other outreach activities to maximize impact
3. Outreach to major employers along each Rapid route, including the opportunity for employers to choose information packets for employees or, for larger employers, a transit fair
4. Outreach to select events along the routes to include having a Rapid bus on display for potential riders to learn riding basics in a relaxed environment
5. Peak hour radio spots, including sponsorship of traffic reports
6. Updated webpage for commuters detailing benefits of Rapids for BART riders
7. Onboard and online surveys will be conducted as part of the Short Range Transit Plan and will provide information regarding the factors that influence the decision to ride

### Las Positas College

The primary Las Positas College target will be students who can utilize the Rapid Route 30R for direct travel to and from campus, students transferring from ACE and BART, as well as Las Positas faculty and staff. Messaging themes will include: 15 minute weekday headways; coordinated schedules with BART trains; discounted fare media on ACE; and students ride free with their student ID.

## Tactics

1. Renew the Memorandum of Understanding (MOU) with Las Positas College to continue the student transit pass program for another two year period
2. Continue on campus outreach activities on a regular basis to engage students, answer questions and encourage ridership, especially at the start of each semester
3. As part of MOU, establish in-kind marketing activities to be carried out by Las Positas College including email blasts, on campus signage, website information and links, and other campus activities

### ACTC Student Transit Pass Program (STPP) Students

All Livermore middle and high schools are participating in the Alameda County Transportation Committee's (ACTC) STPP program during the current academic year, including returning participants East Avenue Middle School, Livermore High School, Christensen Middle School and Del Valle Continuation High School. Also newly eligible this year are Pleasanton Unified School District students who qualify for the district's free and reduced meals program. Messaging themes will include: convenience of service in proximity to the schools; real time transit apps; use of Wheels and Rapid service for trips other than to and from school; and independence.

## Tactics

1. Coordinate outreach efforts with ACTC and consultant staff administering the program as well as faculty and staff at each of the schools
2. Encourage use of the student pass for non-school related trips, including after school sports and activities, recreational and shopping trips
3. Engage students through interactive social media activities

### Other Middle and High School Students

LAVTA provides school service to middle and high schools in Pleasanton and Dublin. Minor service adjustments made to a number of these routes last year improved service capacity, reliability and safety. Ridership increased by over 13 percent last year and the trend has continued this year.

## Tactics

1. Continue to cultivate relationships with school administrators and make service adjustments to meet changing needs and/or other service related issues
2. Encourage students to obtain free Youth Clipper Cards in order to qualify for discounted student fare of \$1.60
3. Actively participate during student registration process at middle and high schools to provide information and answer questions
4. Use Peach Jar app to target specific schools and/or school districts with specific messaging
5. Engage students through interactive social media activities

## Go Tri-Valley

The Go Dublin program was implemented in early 2017. The pilot project enabled LAVTA to provide service into areas where traditional fixed route bus service was not productive, and provide mobility to more people at a lower cost. In the next year, the program will be expanded to all areas of the district and will be renamed Go Tri-Valley. Messaging themes will include: difficulty in parking at BART stations; the availability of the 50 percent discount; and the convenience of using this service with existing rideshare apps by simply entering a coupon code or preregistering.

## Tactics

1. Targeted digital marketing
2. Tabling at BART stations
3. Direct outreach by Uber and Lyft to their customers

## New Wheels buses, fleet design and logo

After considerable deliberation, the LAVTA Board decided to maintain the Wheels name, but to introduce an updated vehicle design and logo. The new look of the Wheels fleet design, the introduction of 20 new buses and service delivery improvements provided a unique opportunity to refresh the brand. The new Wheels logo has been incorporated on collateral material, our support vehicle fleet, shelter inserts, and all digital media. During the coming year, additional logo transition efforts will be undertaken.

## Tactics

1. Design and begin installation of new Wheels bus stop signs
2. Identify other opportunities to retire previous Wheels logo displays

## **Community Outreach**

LAVTA will participate in selected public outreach events during FY20 and FY21 to promote goodwill for the agency and to provide an opportunity to engage with the public in general about Wheels and Rapid bus services.

- Stuff-a-Bus Food Drive – annual food drive to benefit Open Heart Kitchen and Tri-Valley Haven – November
- Stuff-a-Bus Toy Drive – sponsored by radio station KKIQ to benefit Toys for Tots - December
- Livermore and Pleasanton Holiday Parades – vehicles entered in both parades – December
- Dublin St Patrick’s Day Parade & Festival – enter vehicle in parade; staff a booth at festival – March
- Pleasanton Earth Day Celebration – staff booth at event - April
- Bike to Work Day – co-sponsor an energizer station with city of Livermore; provide promotional item for BTWD participants – May
- Art Shelter Program – continue successful program and introduce new art shelter at the end of the academic year – May/June
- Livermore Rodeo Parade – Rideo vehicle in parade – June
- Alameda County Fair – Rideo bus display - June/July

## Budget

Except as noted below, the following line items were included in the approved FY20 LAVTA Budget in support of the above activities. A similar budget request is anticipated for FY21

### Professional Services

- Individualized marketing (grant funded) \$100,000
- On-call graphic design, creative \$100,000
- Translation \$ 2,000

### Other Outside Services

- Printing \$ 60,000

### Advertising

- Digital/electronic \$ 60,000
- Direct marketing \$ 50,000
- Print \$ 10,000

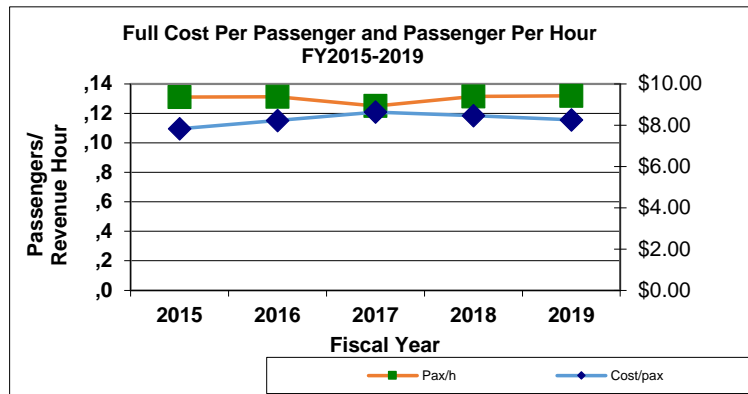
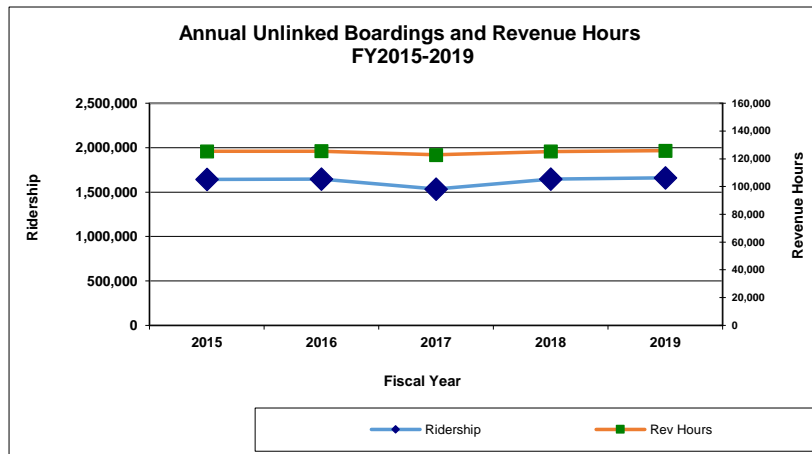
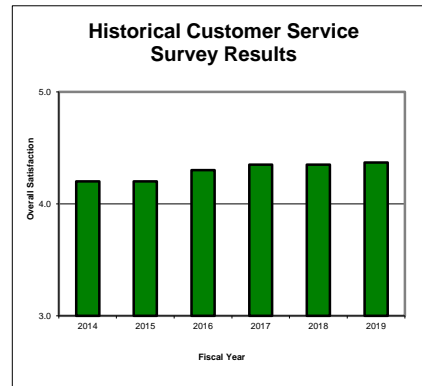
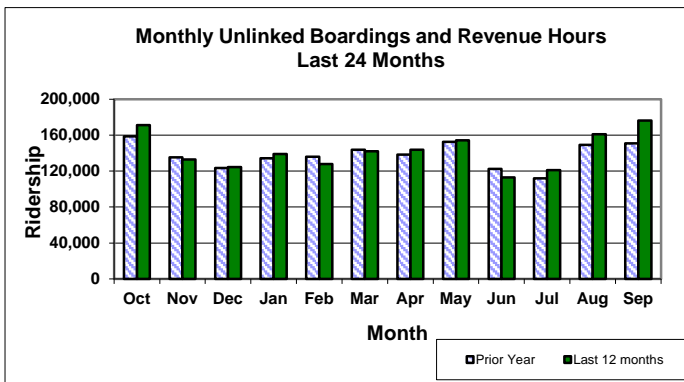
### Miscellaneous

- Wheels Rebranding \$ 30,000
- Promotional Items \$ 10,000
- Art shelter program \$ 5,000
- Minor website improvements \$ 10,000
- Major website refresh (FY21 budget) \$100,000

## Monthly Summary Statistics for Wheels September 2019

### FIXED ROUTE

	September 2019			% change from one year ago		
Total Ridership FY 2019 To Date	458,647			11.3%		
Total Ridership For Month	176,180			16.6%		
Fully Allocated Cost per Passenger	\$6.51			-10.5%		
	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday
Average Daily Ridership	8,007	1,748	1,509	13.6%	-0.3%	8.5%
Passengers Per Hour	17.9	11.0	9.7	11.8%	-2.2%	8.5%
	September 2019			% change from last month		
On Time Performance	84.5%			1.8%		





# Monthly Summary Statistics for Wheels

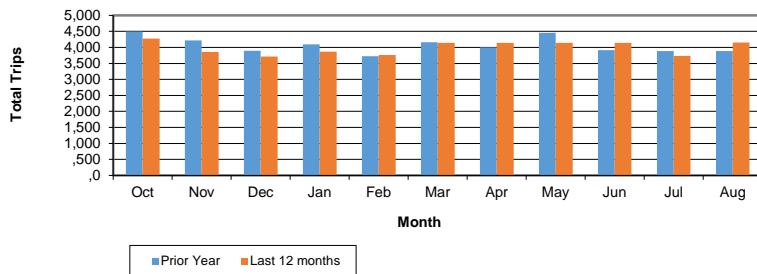
September 2019

## PARATRANSIT

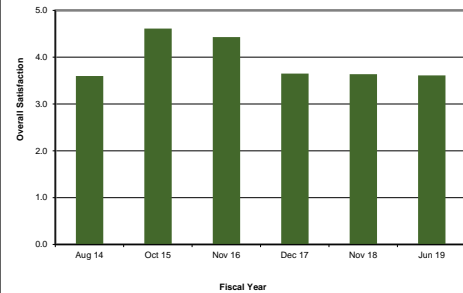
General Statistics	September 2019	% Change from last year	Year to Date
Total Monthly Passengers	3,920	7.1%	11,947
Average Passengers Per Hour	1.32	10.0%	4
On Time Performance	87.0%	-8.6%	3
Cost per Trip	\$36.22	9.2%	105
Number of Paratransit Assessments	29	20.8%	72
Calls Answered in <1 Minute	83.76%	8.8%	3

Missed Services Summary	September 2019	Year to Date
1st Sanction - Phone Call	0	3
2nd Sanction - Written Letter	0	0
3rd Sanction - 15 Day Suspension	0	0
4th Sanction - 30 Day Suspension	0	0
5th Sanction - 60 Day Suspension	0	0
6th Sanction - 90 Day Suspension	0	0

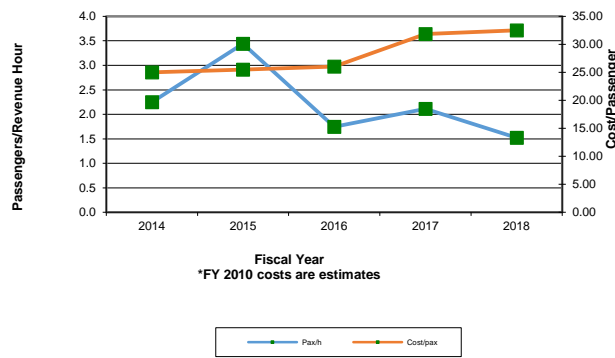
Paratransit Monthly Unlinked Boardings, Last 24 Months



Historical Customer Service Survey Results



Paratransit Full Cost Per Passenger and Average Passengers Per Hour FY2014-2018



## Monthly Summary Statistics for Wheels

**September 2019**

<b>SAFETY</b>								
ACCIDENT DATA	September 2019				Fiscal Year to Date			
	Fixed Route		Paratransit		Fixed Route		Paratransit	
<b>Total</b>	1		0		3		0	
Preventable	0		0		2		0	
Non-Preventable	1		0		1		0	
<b>Physical Damage</b>								
Major	0		0		0		0	
Minor	1		0		3		0	
<b>Bodily Injury</b>								
Yes	0		0		0		0	
No	1		0		3		0	
<b>MONTHLY CLAIMS ACTIVITY</b>								
<b>MONTHLY CLAIMS ACTIVITY</b>		<b>Totals</b>						
<b>Amount Paid</b>								
This Month	\$1,356.44							
To Date This Fiscal Year	\$9,980.34							
<b>Budget</b>								
							\$100,000.00	
<b>% Expended</b>								
							10%	
<b>CUSTOMER SERVICE - ADMINISTRATION</b>								
CATEGORY	Number of Requests							
	September 2019	Year To Date						
Praise	0	5						
Bus Stop	0	1						
Incident	0	0						
Trip Planning	1	1						
Fares/Tickets/Passes	0	1						
Route/Schedule Planning	3	7						
Marketing/Website	0	0						
ADA	1	1						
<b>TOTAL</b>	5	13						
<b>CUSTOMER SERVICE - OPERATIONS</b>								
CATEGORY	FIXED ROUTE				PARATRANSIT			
	VALID	NOT VALID	UNABLE TO VALIDATE	VALID YEAR TO DATE	VALID	NOT VALID	UNABLE TO VALIDATE	VALID YEAR TO DATE
Praise	0	0	0	6	0	0	0	0
Safety	1	1	3	9	1	0	0	2
Driver/Dispatch Courtesy	1	0	0	4	1	0	0	3
Early	3	0	0	9	0	0	0	0
Late	1	1	0	3	1	0	1	4
No Show	1	0	0	2	0	0	0	0
Incident	0	1	0	2	0	0	0	1
Driver/Dispatch Training	0	0	0	1	0	0	2	1
Maintenance	0	0	0	0	0	0	0	0
Bypass	2	4	0	8	0	0	0	0
<b>TOTAL</b>	<b>9</b>	<b>7</b>	<b>3</b>	<b>44</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>11</b>
<b>Valid Complaints</b>								
Per 10,000 riders	0.51							
Per 1,000 riders	0.77							

## LAVTA COMMITTEE ITEMS - November 2019 - March 2020

### Finance & Administration Committee

#### November

	Action	Info
Minutes	X	
Treasurers Report	X	
Personnel Policy	X	

#### December

	Action	Info
Minutes	X	
Treasurers Report	X	
Legislative Program	X	

\*Typically December committee meetings are cancelled

#### January

	Action	Info
Minutes	X	
Treasurers Report	X	

#### February

	Action	Info
Minutes	X	
Treasurers Report	X	

#### March

	Action	Info
Minutes	X	
Treasurers Report	X	

# LAVTA COMMITTEE ITEMS - November 2019 - March 2020

## Projects & Services Committee

### November

	Action	Info
Minutes	X	
Quarterly Operations Report		X
Transit Signal Priority GPS Upgrade (Construction)	X	
SAV Updates		X

### December

	Action	Info
Minutes	X	
*Typically December committee meetings are cancelled		
SAV Updates		X

### January

	Action	Info
Minutes	X	
DAR Customer Satisfaction Survey		X
SAV Updates		X

### February

	Action	Info
Minutes	X	
Quarterly Operations Report		X
SAV Updates		X

### March

	Action	Info
Minutes	X	
Alameda County Fair Service	X	
SAV Updates		X