



STAFF REPORT

MEETING DATE:	June 25, 2019
SUBJECT:	Approve Sunday Transit Service Area and Budget
AGENDA ITEM:	10
STAFF CONTACT:	Sean Tiedgen, AICP, Senior Transportation Planner

SUMMARY:

The ShastaConnect Sunday On-Demand Transit Service is a two-year pilot project that will provide free “on-demand” transit services on Sundays. The service is anticipated to start September 8, 2019. An updated service area and fiscal year (FY) 2019/20 budget need approval by the board of directors.

STAFF RECOMMENDATION:

It is recommended that the board of directors:

1. Approve the Sunday On-Demand Transit Service Area (see Attachment A); and
2. Approve the proposed Sunday On-Demand Transit FY 2019/20 budget of \$238,565.

DISCUSSION:

The board of directors approved the ShastaConnect Sunday On-Demand Transit Business Plan on February 26, 2019. Since then SRTA staff have been working on implementing the project in partnership with Dignity Health Connected Living (DHCL). A start date of September 8, 2019, is anticipated for the new service. To move forward, two key items need approval by the board of directors: 1) Final initial service area boundary; and 2) Sunday On-Demand Transit FY 2019/20 budget.

Sunday On-Demand Transit Service Area – A service area boundary is necessary to inform potential riders where the new on-demand transit service will operate on Sundays and for the supporting software to manage ride requests. Staff reviewed the proposed service area in the business plan and revised it based on a review of previous community survey input, input from DHCL staff, and existing ridership data. The updated service area (Attachment A) has been increased to 33 square miles and is located almost exclusively within the city of Redding city limits. It includes a mix of residential neighborhoods and commonly-requested destinations, including job centers, places of worship, shopping/retail/food services, and recreational venues.

This initial service area can be managed by the five vehicles that will be put into service and will remain unchanged for the first four to six months of operations. During the initial months of operations, staff will review ridership data and any service requests to areas outside the service boundary to determine if any modifications to the service area can be reasonably accommodated. Any service area modifications, including operating budget impacts, will be presented to the board of directors for review and approval before being implemented.

Sunday On-Demand Transit FY 2019/20 Budget – SRTA staff collaborated with DHCL and SRTA's consultants to determine a final proposed FY 2019/20 project budget of \$238,565 for the first year of operations. The proposed budget (see Attachment B) identifies both revenues and expenses for administration (\$13,580), software (\$23,710), DHCL operations (\$132,966) (see detailed DHCL budget on Agenda Item 11), website development (\$25,809), marketing (\$39,500), and production (\$3,000).

The marketing budget is based on recommendations from the marketing strategy developed by consultant Circa Now (see Attachment C). Marketing efforts focus on significant marketing upfront, through radio ads, digital advertising, posters, and flyers, to spread the word about the new service.

Staff informed the board of directors in February 2019 that Caltrans and California Air Resources Board staff, who manage the Low Carbon Transit Operations Program (LCTOP), indicated that website development and marketing materials may be an ineligible use of LCTOP funds. LCTOP administrators maintain this position despite staff's efforts to present evidence otherwise. To move forward, SRTA will recoup website development and marketing costs through SRTA's local funds, consistent with how SRTA recoups costs for services and supplies that cannot be funded directly by federal and state grants.

ALTERNATIVES:

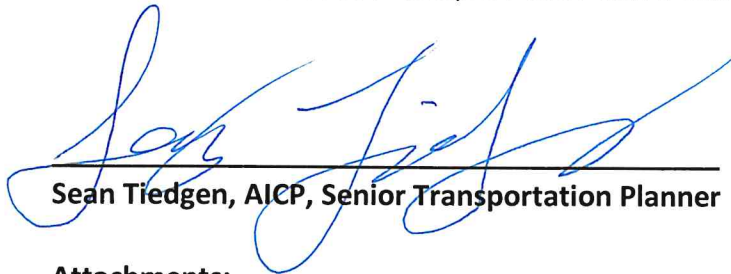
The board of directors may suggest modifications to the service area. The board of directors may adopt a board-modified budget and direct staff as to the modifications to be incorporated.

OTHER AGENCY INVOLVEMENT:

A project update was provided to the Fiscal Committee on June 5, 2019, regarding the service area and budget. An update was provided to the Technical Advisory Committee (TAC) to receive input regarding the updated Sunday On-Demand Transit service area.

FISCAL IMPACT:

The proposed Sunday On-Demand Transit Service budget for FY 2019/20 totals \$238,565. Funding is provided from regional LCTOP funds totaling \$170,256 and SRTA's local funds totaling \$68,309. Currently, \$231,865 in FY 2017/18 LCTOP funding has been allocated to the project. SRTA will request an allocation of SRTA's FY 2019/20 LCTOP funds toward the second year of the project.

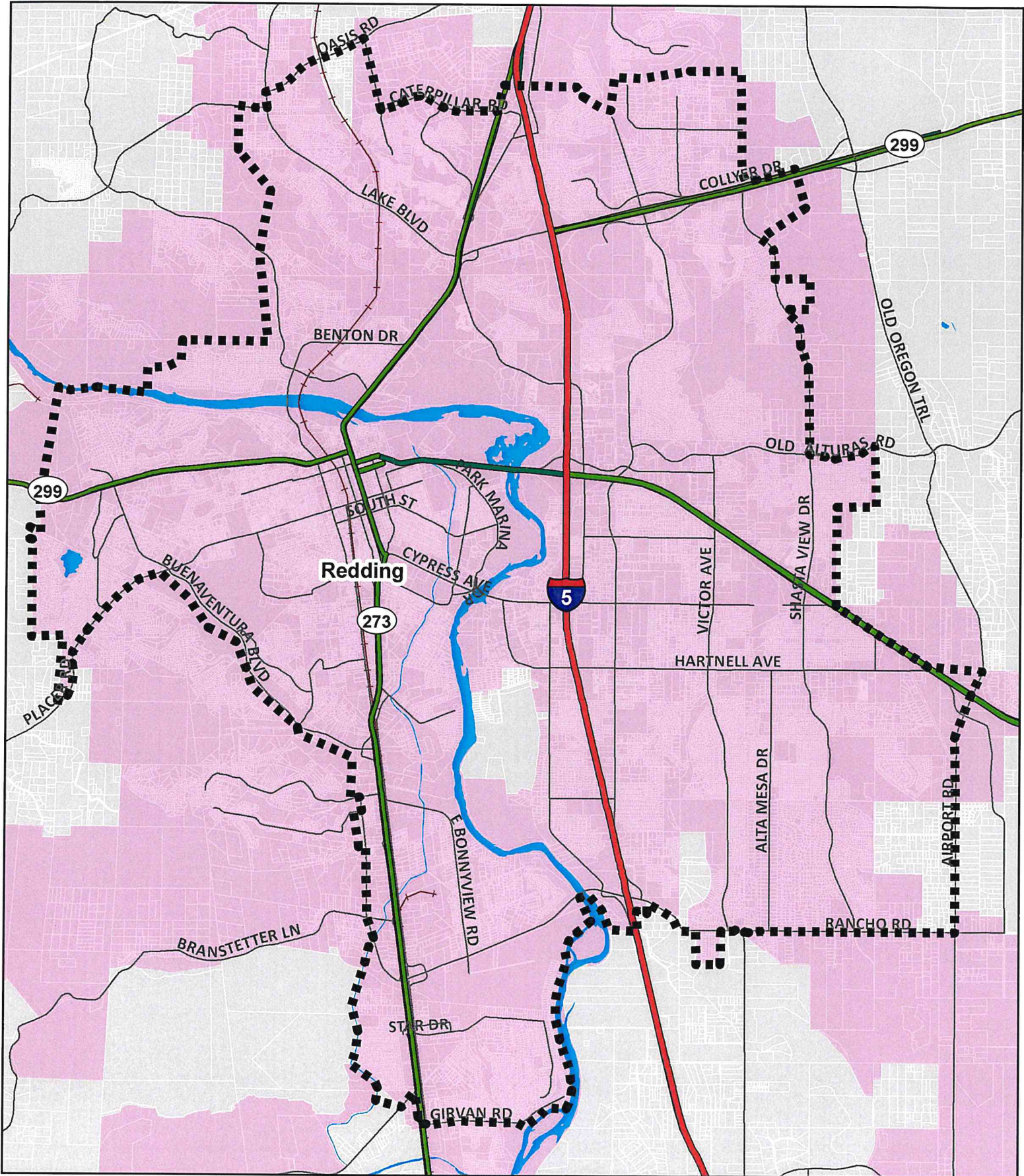


Sean Tiedgen, AICP, Senior Transportation Planner

Attachments:

- A: ShastaConnect Sunday On-Demand Transit Service Area
- B: ShastaConnect Sunday On-Demand Transit Proposed FY 2019/20 Budget
- C: ShastaConnect Sunday On-Demand Transit Marketing Strategy

Sunday On-Demand Transit Service Area (Proposed) - Attachment A



Attachment B

ShastaConnect Sunday On-Demand Transit FY 2019/20 Proposed Budget Revenues

Revenue (Funds Sources)	Start-up (Feb -	FY 2019/20	FY 2020/21
	June 2019)	Proposed	Projected
FY 2017/18 Low Carbon Transit Operations Program (LCTOP)*	\$ 29,710.00	\$ 170,256.00	\$ 180,315.00
SRTA's Local Funds	\$ 5,000.00	\$ 68,309.00	\$ 26,500.00
Total Revenue:	\$ 34,710.00	\$ 238,565.00	\$ 206,815.00

ShastaConnect Sunday On-Demand Transit FY 2019/20 Proposed Budget Expenses

Expenses	Start-up (Feb -	FY 2019/20	FY 2020/21
	June 2019)	Proposed	Projected
Routematch Software	\$ 23,710.00	\$ 23,710.00	\$ 2,500.00
Administration	\$ 6,000.00	\$ 13,580.00	\$ 15,000.00
DHCL Operations and Maintenance	\$ -	\$ 132,966.00	\$ 162,815.00
Website Development and maintenance	\$ 4,000.00	\$ 25,809.00	\$ 5,000.00
Marketing			
Development of Marketing Materials	\$ 1,000.00	\$ 26,000.00	\$ 4,800.00
Radio Ads	\$ -	\$ 6,000.00	\$ -
Outdoor Advertising	\$ -	\$ -	\$ 13,200.00
Digital Media	\$ -	\$ 5,000.00	\$ 1,000.00
Media Buying	\$ -	\$ 2,500.00	\$ 500.00
Production Costs	\$ -	\$ 3,000.00	\$ 2,000.00
Total Expenses:	\$ 34,710.00	\$ 238,565.00	\$ 206,815.00
Net Income(Loss):	\$ -	\$ -	\$ -

Footnote: *\$231,865 in FY 2017/18 LCTOP Funds has been allocated. Additional funds will be requested as part of FY 2020/21 LCTOP allocation.

Attachment C

Shasta Regional Transportation Agency
ShastaConnect Sunday On-Demand Transit Marketing Strategy
June 20, 2019



KEY CONTACTS

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The little agency to call when you want big agency ideas.

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SHASTACONNECT SUNDAY TRANSIT OVERVIEW

For several years the Shasta Regional Transportation Agency (SRTA) has received requests for transit services on Sundays as part of the agency's annual Unmet Transit Needs process. Currently, there are no regular transit services provided on Sundays. In 2016, the SRTA Board of Directors' directed agency staff to explore options for providing a demonstration project. Since then, SRTA has been working on a plan to provide a two-year demonstration project providing on-demand transit services on Sundays initially within the city of Redding.

On February 26, 2019, the SRTA Board of Directors approved a business plan for the Sunday On-Demand Transit Service Demonstration Project. To view the business plan or previous reports, please go to the following link: <https://www.srta.ca.gov/298/Sunday-Transit-Service>. Included in that plan was an initial set of recommendations for how SRTA should market the Sunday transit services and an estimated budget. This marketing strategy furthers that effort by developing a detailed marketing strategy for the two-year project and including detailed marketing costs to implement the strategy.

To inform the marketing strategy, Circa Now needed an understanding of how the new service will work. In summary, here is how the Sunday transit service will work:

- Riders will be required to register an account before using this service by one of three ways: 1) by creating an account online (via website); 2) through the download of the ShastaConnect mobile app; 3) or by calling a reservation agent and requesting to create an account.
- Transit services on Sundays will be available from 6:30 am to 7:15 pm.
- Riders may call or request a ride (via website or mobile app) from/to any location within the service area. Ride requests that start or end outside the service area will not be provided.
 - Immediate Same Day Trip Requests may be made online or by phone beginning 60 minutes prior to the start of service and up to 60 minutes prior to the end of the service day.
- Reservations will be allowed up to three days in advance.

SHASTACONNECT SUNDAY TRANSIT S.W.O.T. ANALYSIS

To ensure our marketing strategy acknowledges all influences on the success or failure of the Sunday Transit pilot program, we conducted a SWOT analysis to help us focus on our strengths, minimize threats, and take the greatest possible advantage of opportunities available to us.

Strengths

- There is strong interest among current transit riders for Sunday service.
- Similar pilot programs in other markets (Citrus Heights, West Sacramento, Arlington, VA, etc.) have been successful. These programs charge fees (not free), so we assume ShastaConnect will get more traction.
- Local business managers will welcome this service as a way to get employees to work who are currently having difficulty with Sunday transportation (hotels, etc.).
- Local churches will welcome this service as a way to get congregants to Sunday services.
- Environmentalists will appreciate this as a way to reduce carbon emissions.
- Uber and Lyft are creating huge waves – bringing on-demand to public transit could latch on to that momentum and capture new riders.

Weaknesses

- There are no known **free** on-demand public transportation services, so ridership and demand levels are uncertain.
- Service is once a week and limited to a certain geographic area. Some residents may not be able to use it as frequently as desired.
- Riders will be required to register before using this service online, by downloading the app, or by telephone. This will be an initial hurdle for any new user, especially those who don't have easy access to the internet or a smartphone.
- Negative perceptions about transit safety in general, which relates to the "type" of riders who take public transit (lower income, homeless, etc.).
- Potential for negative perceptions about convenience – lack of service, etc.

Opportunities

- Capturing free riders through Sunday Service could yield ridership for other transit services
- Gain valuable experience in learning from the implementation of new on-demand technologies
- Grow relationships with educational partners, as these contracts represent an important source of ridership and revenue. Capture the school crowd (Bethel, YMCA, Shasta College, High Schools) through the engagement of school administration.
- Grow relationships with specific business industries (e.g. hotels, retail, food) to help with employee retention and generate business traffic with shoppers.

Threats

- There's a high degree of uncertainty in assumed ridership and productivity. It is not known how an on-demand service with an app will work in Redding.
- Must avoid turning off new riders with long wait times, excessive ride times, or outright service denials.
- Ridership will need to grow for this service to continue if grant funding disappears.

SHASTACONNECT SUNDAY TRANSIT GOALS & OBJECTIVES

The following primary goals/objectives were identified for the project:

- 1) Improve transportation services in the region by connecting people to the places they want to go to
- 2) Test new transit service models to see if there's a more viable model for the public for potential roll-out in other locations
- 3) Meet an unmet transportation need

Additional secondary goals/objectives were identified:

- Reduce emissions related to transportation by getting more people to carpool/rideshare
- Destigmatize transit (offset negative perceptions about safety and convenience)
- Make it "cool" to ride transit
- Gain valuable experience in learning from the implementation of new on-demand technologies

Ridership Goals:

In order to establish ridership goals, here's a look at how similar programs are faring.

Citrus Heights, CA

- Population: 89,000
- 2 buses average 64 riders a day, with peak days approaching 100
- Riders pay the regular transit fee, \$2.75 for a single ride, \$1.35 for seniors

Arlington, VA:

- Population: 170,000
- After 1 year, 13 vans garnered 85,000 rides
- Rides cost \$3 per person per trip
- This service is NOT curb to curb. Riders are directed to a location within walking distance of their starting point

West Sacramento, CA

- Population 50,000
- After 21 weeks, 7 shared vans averaged 300 rides per day (50% higher than expected)
- New Via riders were offered their first two Via rides for free the regular transit fee, after which the Via Pass was available for 4 rides a day for \$10/week (This will increase to \$15 for regular fare riders, or \$7.50 for Senior and Disabled Discount holders)

None of the above programs are the same as the ShastaConnect Sunday Transit service – they differ in number of available riders (population), number of vans/buses, and the fact that the rides are not free. However, they do give us broad parameters of what we can expect on the high- and low-end for number of trips.

Ridership Goals

We developed the following rough model to estimate the potential number of rides per month. This is meant to help us find a path to our total ridership goals and is based on what we see other programs accomplishing in other markets referred to above. It does not account for ridership fluctuation due to holidays, seasons, weather, etc. Rather, it creates loose parameters for what we hope to experience once the program launches.

Month	Monthly Trips	Total Trips
1	185	185
2	300	485
3	400	885
4	430	1,315
5	500	1,815
6	600	2,415
7	700	3,115
8	800	3,915
9	900	4,815
10	1000	5,815
11	1100	6,915
12	1200	8,115
13	1300	9,415
14	1400	10,815
15	1400	12,215
16	1400	13,615
17	1400	15,015
18	1400	16,415
19	1400	17,815
20	1400	19,215
21	1400	20,615
22	1400	22,015
23	1400	23,415
24	1400	24,815
Total	24,815	24,815

How will we accomplish these goals?

- Launch an integrated PR and Marketing Campaign to generate awareness and educate our potential riders on how the new service works – where it goes, how a reservation is made, the specifics of use and the fact that it is free for a limited time
- Create an easy-to-use website, app, and phone system that ushers riders through the process in a minimal amount of time, with a minimal number of steps
- Ensure a positive on-vehicle experience/ride (minimal wait, on-time, friendly driver, clean, etc.)
- Build a branded, positive transportation experience that inspires word of mouth marketing (our riders sharing their experience and advocating our service to others)

To reach success, we turn riders into advocates who will then spread the word about ShastaConnect Sunday Transit. The funnel below illustrates the path to creating advocates. First, we must create awareness through advertising, PR, and word of mouth. Next, we must inspire the potential rider to learn more, either through the website, app, or by asking questions of others who know (word of mouth). That web, phone, or app experience must be easy and positive enough to inspire registration and a successful scheduling of a first ride. On that ride, they must have a good experience. Ideally, that ride will result not only in the passenger riding again, but in spreading the word to others. We will further promote that advocacy by creating a memorable on-vehicle experience with viral qualities (i.e., drivers who make them laugh, marketing takeaways they want to share with friends).



SHASTACONNECT SUNDAY TRANSIT TARGET MARKET & AUDIENCE PERSONAS

Who is our target market? How do they think and feel?

We've created the following personas to help us understand who our regional audience is and what matters to them based on current info we have about existing RABA and CTSA riders and testimonials from users of micro transit in other cities. We have extrapolated using what we know and understand about these audiences, creating a mix of both actual and fictional personas.

PERSONA 1

Existing transit riders who don't currently have on-demand, curb-to-curb service available.



Stephen Schmidt (28) is a stay at home parent who doesn't own a car and relies on public transit for transportation. Every part of his life is contingent on how and when he can get a ride. Being a single parent is tough enough as it is, and not having a car makes it even tougher. When he takes RABA, he has to carry or push his daughter in a stroller, also carrying his diaper bag and his own personal effects to the bus stop, wait outdoors for a bus, and then walk to his destination on the other end. Picking up groceries adds to an already heavy load on the way back, sometimes with a hungry baby who needs a diaper change. Getting to the bus on time is a headache, and missing the bus means more wait time for him and his daughter. He's currently not working, as he hasn't been able to find affordable childcare that he can get his daughter to without a car. Curb-to-curb on-demand service will be a huge help to him, even if it's only on Sunday. He'll be able to more easily bring his daughter to a friend or relative's for babysitting, and then hop back on to go to a job interview and eventually, a job. No walking with a heavy load, no waiting outside in inclement weather with a small child, no missed buses. While on-demand is only on Sunday, it's luxurious compared to other services. He'll take it whenever possible.

PERSONA 2

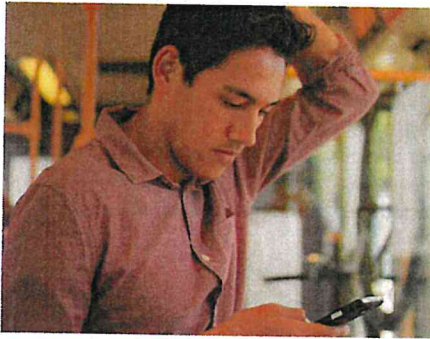
Elderly people (60+ years of age) who are finding driving to be more and more cumbersome, lost their insurance, no longer have a license, don't have a car, etc.



Viola Marks is 86 and no longer drives. She's completely reliant on public transportation or the kindness of others to get where she needs to go. To complicate matters, she uses a walker. ShastaConnect Sunday Transit will allow her to get to the store, church, or lunch without having to get herself to a bus stop and wait for a bus or be required to make a reservation at least a day in advance. Her walker makes many other forms of transit difficult, but ShastaConnect uses handicap accessible vehicles, and the service will pick her up and drop her off at her front door. Last Sunday, she faced a dilemma common in the daily lives of those without cars: she needed groceries but didn't want to wait for the bus. "I just needed to run to the store for one darn thing. Having somebody pick me up and bring me back right after I bought that one thing would be a godsend." When told of ShastaConnect, she said, "This is the best thing they could ever do for me. I can hardly ever get to church on Sunday. Now maybe they'll take me there and be waiting for me when church is over."

PERSONA 3

Individuals who own a car and have a driver's license but have a reason for needing public transit temporarily and may be converted to regular users. **Example reason for riding:** Car is in the shop; traveling to high traffic event with minimal parking, or not enough cars in the household.



Angelo Morano 21, is preparing to take the driver's test so he can stop relying on his friends and public transportation for rides. ShastaConnect will allow him to more easily get from point A to point B on Sundays. He works at a restaurant, and his workdays shift from week to week. He often works on Sundays and having curb to curb on-demand service would make his life a whole lot easier. The Sundays he doesn't work, he'd use ShastaConnect for errands and social outings. While driving his own car is the ultimate goal, it'd be pretty awesome to be able to play games on his phone or catch a quick nap while he rides.



Rae Koch is a 20-year-old city college student whose car was impounded in May. She's been relying on a mix of friends, family, Uber and public transportation to get around, and she says, "It really sucks." When told about ShastaConnect, she said, "That would be amazing. I can't see using anything else on Sundays."



Sara and John Campbell love going to the Farmer's Market on Sundays with their two little ones. Parking is always difficult at the market, especially since their children are beyond stroller age but have a hard time walking long distances. They love the idea of ShastaConnect providing them with curb to curb service from their home to the market and back. If there truly is no wait-time, it could be easier than parking, and they wouldn't have to get into a hot car at the end of the day. It's nice to know their city has a public transportation option that's safe and convenient for their family.

PERSONA 4

Teenagers, including middle school, high school, and college students, age 13+, who don't have a driver's license or own their own vehicle.

Example reason for riding: getting to their job or friend's house (no school on Sunday)



Taylor Leroy (age 14) isn't old enough to drive, but he has plenty of places he likes to go. Most of his friends don't drive yet either so they pretty much rely on their parents and public transportation. He lives with his mom, who works on Sundays, leaving him the bus system as the only way of getting around. The bus schedule is pretty limited on Sundays with longer waits. Plus, he lives over 1/2 mile from the bus stop, and there's no direct route to the skate park. With ShastaConnect, he can get to the movies, the mall, or the skate park, whenever he wants, for free. It's no fun being stuck home alone, and ShastaConnect brings a lot of independence.



Kayla Velasquez (age 17) has a driver's license but no car. She can usually get a ride to her job during the week, but Sundays are hard because her parents spend most of the day at church and running errands. Having to rely on them for drop off and pick up means she ends up spending a lot of time waiting around. Sometimes they even make her late for work! ShastaConnect would allow her to get to her job on her own terms, and maybe make a stop on the way home, without involving her parents.

PERSONA 5

Mobility Impaired individuals / CTSA riders who use demand response service during the week and will now have Sunday service.

Example reason for riding: grocery shopping



Susan is visually impaired and relies on public transit as her only means of transportation. She uses CTSA services to get her where she needs to go Monday – Friday, but she currently has no way to get around on Sundays. She’s heard of ShastaConnect Sunday transit and is delighted that she finally won’t be stuck and unable to go anywhere on any given Sunday.

OTHER AUDIENCES:

- Gatekeepers, such as social service agencies, churches, colleges and employers, who can provide access to potential target customers with a need for Sunday transportation
- Redding area news media that can provide visibility for the new Sunday service among the Redding/Shasta County population
- Social media users of SRTA, RABA, and DHCL social media platforms
- Environmentally-conscious riders

MESSAGES

Circa Now has developed the following potential messages to reach Sunday transit audiences (at least one per audience) to be used in advertising and/or social media. One of the messages below should become the CORE MESSAGE for a marketing campaign. Others can become secondary messages, and/or be used for targeted social or digital marketing to specific audiences. Please note: these are not actual headlines, rather the core meaning around which headlines will be written/created.

- MESSAGE AREAS TO EXPLORE
 - Free Sunday rides – on demand, curb-to-curb
 - Features-driven
 - Free Transit
 - Focuses on FREE feature first and foremost
 - On-Demand
 - Focuses on ON-DEMAND feature
 - Sunday On-Demand
 - Focuses on “now available on Sunday” feature
 - Freedom & Autonomy
 - Independence
 - Focuses on the emotional benefit riders who can’t otherwise drive will experience
 - More enjoyable than driving
 - Focuses on the emotional benefit of relaxing and letting someone else drive
 - Safe: secondary
 - Convenient: secondary
 - Better for the environment: secondary
- CAMPAIGN HEADLINES ALREADY EXECUTED - REVISIT
 - Sunday Funday
 - Come On and Take a Free Ride
 - On Any Given Sunday, Ride ShastaConnect

MEDIA OPTIONS (not final plan)

Below is a media flowchart showing media possibilities for a paid campaign supporting the ShastaConnect Sunday Transit program, to be used in combination with unpaid efforts. The ShastaConnect launch budget won't allow for the entire spend, so we will recommend a mix. Note that the pricing below is initial – prices could fluctuate based on further negotiations, availability, and alterations we may need to make to the length of run, length of spots, number of placements, etc. Media has not been negotiated yet, and we will try to garner the best bang for our buck for any property before placing the media. As we go farther down the path, we may decide to forego some media over others.

Year 2019 September - October

Broadcast Month (week begins on Monday)	August				September				October				NET Total	
	29	5	12	19	26	2	9	16	23	30	7	14		21
MEDIA														
Cable	82% Reach 5.4 Frequency/198,000 Impressions													
:30 Second Spots														
Spectrum Redding Zone														
Networks: CMDY, DISC, HGTV, TLC, NBC, BRVO, CNN, AEN, TNT, FXNC, APL, SYFY, NFLN, HALL HIST, USA, CMS, NBGS														
Monthly Cable Expenditure	\$4,400												\$4,400	
Radio	77% Reach 12.5 Frequency / 1,358,510													
:30 second spots														
KNCQ 97.3 FM Country														
KEWB 94.7 FM Pop Contemporary Hit Radio														
KSHA 104.3 FM Adult Hits														
KRDG 105.3 FM Classic Hits														
KQMS 105.7 FM 104.9 AM/1670AM News Talk														
Monthly Radio Expenditure	\$7,485												\$3,744	\$11,230
Digital	1,250,000 Impressions													
Display Banner Ad (Mobile & Desktop)														
Social (Facebook)														
Digital Monthly Expenditure	\$5,156												\$3,094	\$8,250

Year 2020 September - October

Outdoor	2,400,000 Impressions per 4 weeks													
Bus Shelters -Quantity: 22														
Bus Shelter - Production Cost														
*shelters are posted on the 15th of the month														
Monthly Outdoor Expenditure														\$7,364
														\$6,380
														\$13,744

Note: We reviewed broadcast TV and found cable to be a potentially more targeted and cost-effective way to reach TV viewers.

BUDGET ALLOCATION

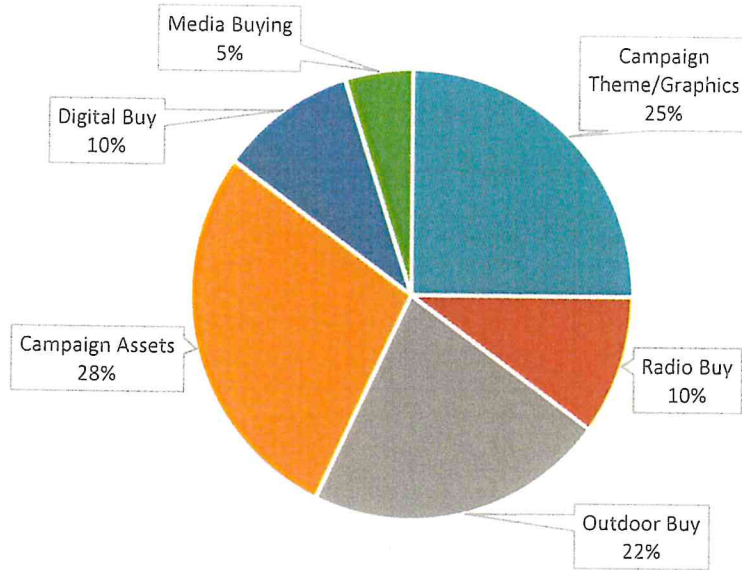
Our ridership goals depend on creating awareness early in the program. Our hope is to garner repeat rides and ignite word of mouth communication early in the program, so we can attain maximum viral reach. For that reason, and because our budget is relatively small, we recommend spending more of our advertising budget in year 1, with a campaign refresh and boost at the one-year anniversary (halfway) point.

- The launch budget has not been finalized, so we're assuming a total budget of \$60,000 for planning purposes.
- If more funds become available, we will reconsider whether to apply more funds to year 1 (probably to lengthen our advertising run) or have additional advertising presence in year 2.
- Paid media will run for the 8-week introductory launch period and at the onset of year 2.
- Unpaid media (such as owned social marketing and on-vehicle advertising) will run the length of the 2-year pilot program.
- Much of our success depends on unpaid media – repeat riders, new riders coming through word of mouth recommendation from existing riders, as well as other unpaid marketing (as shown below).
- Production fees (such as printing) will be budgeted separately.

Roughly, we recommend the launch budget spending be allocated as follows:

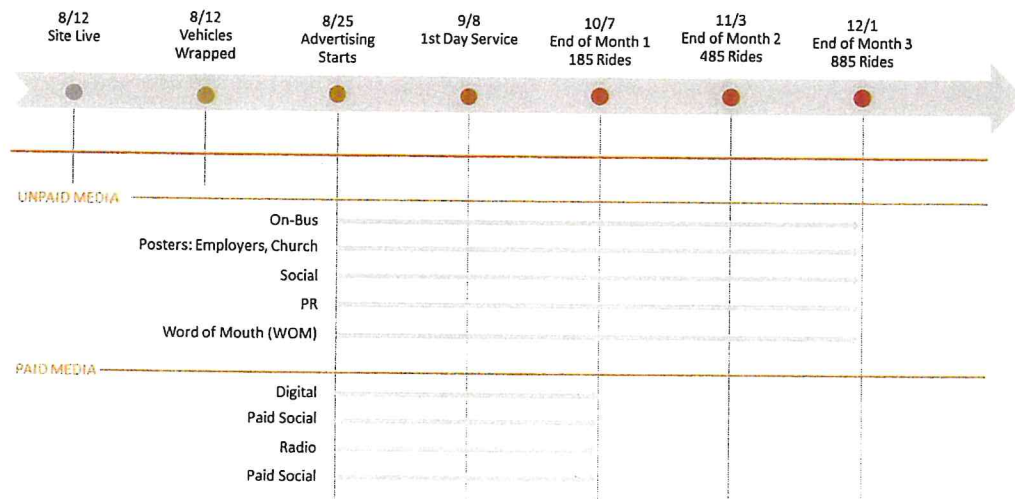
- Campaign Theme/Graphics: \$15,000 / 25%
 - Creative services to develop overarching creative message and theme, headlines, copy, and graphics, to be disseminated across all marketing materials
 - Note: creative theme will run for the length of the 2-year campaign
- Campaign Asset Development: \$16,800 / 28%
 - Development of individual marketing assets not created as part of initial campaign theme, such as :30 radio spot, bus shelter signs, on-bus signs, ride guide, posters, flyers, social advertising, digital advertising, etc.
 - Note: creative assets will run for the length of the 2-year campaign
- Media: from the media options above, we put together a rough breakdown of the top contenders for reaching our audiences with maximum exposure.
 - Radio Buy: \$6,000 / 10%
 - Outdoor, focusing on bus shelters: \$13,200 / 22%
 - Digital, both social and non-social: \$6,000 / 10%
 - Media Buying: hourly fees for negotiating media, administering contracts, etc.: \$3,000 / 5%

Campaign Breakdown



MARKETING LAUNCH TIMELINE

LAUNCH TIMELINE 2019





The timeline above shows the marketing timeline. It assumes a launch date for the service starting on September 8, 2019. As shown on the 2019 timeline above, we will run paid media for first 8 weeks of the 24-week pilot program. After the initial 8 weeks, unpaid marketing activities will continue to run. At the one-year anniversary point, in September 2020, we will boost and refresh campaign efforts with a paid outdoor campaign, unless determined otherwise by SRTA.