



BART

MARKETING PLAN

Office of Public Affairs

June 1988

BART MARKETING PLAN

(1988 - 1993)

Office of Public Affairs

June, 1988

TABLE OF CONTENTS

<u>PART I</u>	Page
Introduction	1
Marketing Overview	4
General Analysis	8
BART's Marketing Program (Five Year Goals in Support of SRTIP)	11
Marketing Goals & Research	16
Patronage and Travel Promotion Strategy	48
Summary Review of 1987/88 Program	50
Average Weekday Patronage Graph - QRP	57
Ongoing Promotions	58
Related Programs (Passenger Service)	63
Public Information	66
Special Projects	68
<u>PART II</u>	
Introduction	70
Marketing Overview	71
Situation analysis/Marketing Rationale	72
Summary of Programs	74
Program (1 through 16)	75
Functional Breakdown (Public Affairs)	101

INTRODUCTION

This document has been prepared by the Public Affairs Department as a comprehensive strategic marketing plan for Fiscal Years 1988/89 through 1992/93, updated annually to reflect changing conditions. Its primary function is to serve as a broad blueprint for BART's marketing activities, to outline specific goals, objectives, and strategies, and to describe supporting programs.

The plan also gives an overview of projected activities and strategies for the next five years related to the five year plan (short range transit plan). Primary areas of concern will be to address the needs and concerns of current riders, to build ridership, and to build general public support for BART as an important bay area institution as well as a service provider. This will be particularly important as the District embarks on its extension program.

In the area of **research**, major emphasis will be placed on developing effective marketing approaches targeting both riders' and non-riders' attitudes and perceptions. The research is vital to assessing the market, BART's share of the market, and potential share of the market. The research will also help to identify the BART rider and how the rider uses the system with a view to suggesting productive ways to motivate potential riders to switch to BART.

Overall, the marketing plan is designed to support and be driven by the District's goals and objectives as adopted by the Board of Directors, and to act as a general guide for carrying out a variety of services and information programs. The

plan, which has been developed on the basis that BART is consumer driven, will also serve as the springboard for some product development, which might include information enhancements as well as service enhancement.

Like the Five Year Plan, this document will be updated each year to reflect new goals and objectives and changing conditions.

The overall marketing plan is divided into two parts -- **Part I** contains the broad five-year outlook, and **Part II** contains the Marketing Work Plan annual support program section.

PART I

Five Year Outlook

MARKETING OVERVIEW

The marketing effort at BART is made up of several integral components, including service planning to meet consumer demand, pricing to keep service competitive while at the same time meeting revenue needs and objectives, good customer orientation and relations, research, good information, and promotion of the product. Thus, marketing cuts a wide swath across the organization, with everyone playing a role in the overall effort. In other words, every employee at BART should be considered to be a marketer.

BASIC APPROACH

The promotional element of marketing the system has always had its roots in research and other pertinent available data. The research has provided valuable consumer information from which both service planning and specific promotional strategies have been developed and carried out as a part of an overall marketing plan. This plan is keyed to the District's Short Range Transit Plan and the Board's goals and objectives. The plan is designed to serve as a five-year blueprint for different consumer service and promotional programs, and is supported year-to-year by supplementary action plans.

This past year BART focused promotional efforts on the commute market, primarily to regain commute ridership lost in late 1985 and following the fare increase in January 1986, and to stimulate the growth curve which had been relatively flat for more than a year. Prior to targeting the commute market, the major effort since 1982 has been on building the midday, evening and off-peak markets. While programs aimed at these markets will be ongoing, the promotional efforts targeting commuters will continue as a concentrated effort.

o **STATEMENT OF PURPOSE**

BART was designed primarily to move large numbers of people over relatively long distances (average trip length = 13.2 miles) between suburban communities and central business districts. Also, BART is the core of an integrated San Francisco Bay Area public transit network, including five major bus systems, a light rail system, and a ferry boat service. According to the latest U.S. Census figures, over 15% of all commute trips in the Bay Area are made on public transit with over 30% of those trips being made on BART. BART's basic purpose, then, is to contribute to and improve the quality of life in the San Francisco Bay Area by providing fast, safe, affordable, and convenient rail transportation to its residents.

THE BART SYSTEM

o **CURRENT SYSTEM**

The Bay Area Rapid Transit (BART) system is a fixed rapid rail transit line with 71.5 miles of double track and 34 stations serving three San Francisco Bay Area counties --Alameda, Contra Costa and San Francisco. The total population of these counties is 2.6 million people. A portion of the population of two other Bay Area counties -- Santa Clara and San Mateo -- has access to BART as well.

o **FUTURE SYSTEM**

An agreement reached this year (Spring 1988) between BART and SamTrans (San Mateo Transit) will pave the way for building an additional 31.1 miles of the BART system to serve critical east bay and west bay corridors. These extensions represent the first phase of the BART board's long-term system extension policy. Related marketing and public information support as progress is made will be addressed in this plan.

o **FUTURE PROJECTIONS - BART REGION**

New Jobs Created in San Francisco *

1985 - 1990 Additional 33,000

1985 - 2005 Additional 118,000

Population

	<u>1985</u>	<u>2005</u>	<u>Increase</u>
San Francisco	718,500	780,500	9%
Alameda County	1,191,500	1,414,000	19%
Contra Costa	<u>705,000</u>	<u>901,000</u>	<u>28%</u>
	2,615,000	3,095,500	18%

Home based work trip projections, transbay, peak direction, from Alameda and Contra Costa counties to San Francisco. **

	<u>1980 (Actual)</u>	<u>2000 (Projected)</u>
All	137,000	176,900
Transit	67,000	99,000
Percent Transit	(49%)	(56%)

All transbay trips from Alameda and Contra Costa counties to San Francisco.

	<u>1980</u>	<u>2000</u>	<u>%</u>
All	307,200	388,100	26%

* Source: ABAG
** Source: MTC

GENERAL ANALYSIS

o **BART Today**

Since late 1980, the system has been operating at a generally high performance level. Reliability continued to be such that printed timetables are published and distributed to riders. BART now operates 45 trains during the weekday peak periods (3.75 min. frequency transbay) and 39 trains during the midday time periods (5 min. frequency transbay). Even with the fare increase in January 1986 BART remains very competitive as a cost-effective means of commuting or general travel, particularly in the transbay corridor.

BART system capacity during the peak periods in the peak direction is currently close to being saturated, though there is still room for some growth. Until peak period capacity is increased as planned over the next five years, significant increases in patronage must come primarily in shoulders of the peak periods and during the off-peak periods (midday, evenings and weekends) and the reverse commute direction during peak periods. However, further analysis and review is needed.

o **Market Size and Share**

BART currently sees an average of over 200,000 boardings per weekday. However, this figure only represents approximately one-fourth of the potential commute ridership the system could ultimately serve. (Among work related trips, the potential is actually about six times what BART is currently carrying.) The 1983 Latent Demand Public Awareness Survey identified BART's primary market as those people living within a three-mile radius of BART stations and travel more than five

miles to a location within a six block radius of a BART station. It showed that it may be possible for BART to attract more riders if it can significantly increase its carrying capacity during peak periods, and/or attract more people during the off-peak periods. (These findings assume adequate treatment of system access constraints.)

o **Access to BART**

In recent years, access to the system has been viewed as a marketing constraint and challenge. With approximately 27,000 auto parking spaces now available system-wide, including new park & ride lots, access has improved considerably. However, even with the additional spaces, parking lots are 95% full by 9 a.m. on any given weekday. The 1985 and 1987 Passenger Profile Surveys showed a shift in how a significant number of patrons made their way to BART.

BART ACCESS (ALL DAY)

	<u>1987</u>	<u>1985</u>	<u>1982</u>
Park & Ride	22.8%	31.1%	44%
Dropped Off	9.9%	6.7%	13%
Bus	17.1%	21.4%	21%
Walked	48.1%	39.6%	20%
Bicycled	1.0%	0.8%	1%
Other	1.1%	0.4%	1%

Bus, and particularly walking, appear to offer the best potential for accessing the system while parking expansion continues. Also, experience has shown that if people are strongly motivated they will overcome access constraints, particularly

during midday hours. To some degree, this was illustrated during the Democratic Convention in July 1984 when the system saw substantial weekday increases in patronage (up to 235,000 riders), and during the first two days of the Neiman-Marcus opening in November of 1982, when an additional 10,000 riders per day used the system midday during the work week. BART's marketing effort has tried to address this constraint through a segmented, targeted approach, and by suggesting a variety of modes of access available, such as bus, bicycle, kiss and ride, etc.

o **Challenge**

BART must work to maintain its current market share as well as aggressively attempt to build a greater ridership base during peak travel hours and particularly in the off-peak periods where there is more capacity and potential economies of scale.

BART'S MARKETING PROGRAM

GOALS

o FIVE-YEAR GOALS

The following District goals which have been paraphrased for purposes of this document are being pursued by means of BART's Five-Year Plan (Short Range Transit Plan):

- Successfully introduce service increments over next five years, beginning September 1989.
- Support completion of major capital improvement programs and individual elements as they come on line.
- Support extension program.
- Support joint development effort.
- Support patronage growth forecast through June 1993, as outlined in the Short Range Transit Plan plus generate additional growth.
- Successfully promote alternative forms of access to BART stations including feeder buses and BART pool and bicycles.
- Promote enhanced Express Bus Service more extensively. A Supplemental Action Plan for Express Buses will be added to this document.

- Meet and exceed the following annual budget ridership forecasts:

<u>Fiscal Year</u>	<u>Patronage</u>	<u>Weekday Forecast</u>	<u>Marketing Objective</u>
1988/89	59,734 Mil	207,000	210,000
1989/90	60,863 Mil	211,000	214,200
1990/91	61,546 Mil	214,000	218,000
1991/92	63,917 Mil	222,000	226,720
1992/93	66,232 Mil	231,000	233,521

KEY MARKETING POINTS

(1988 FIVE YEAR PLAN)

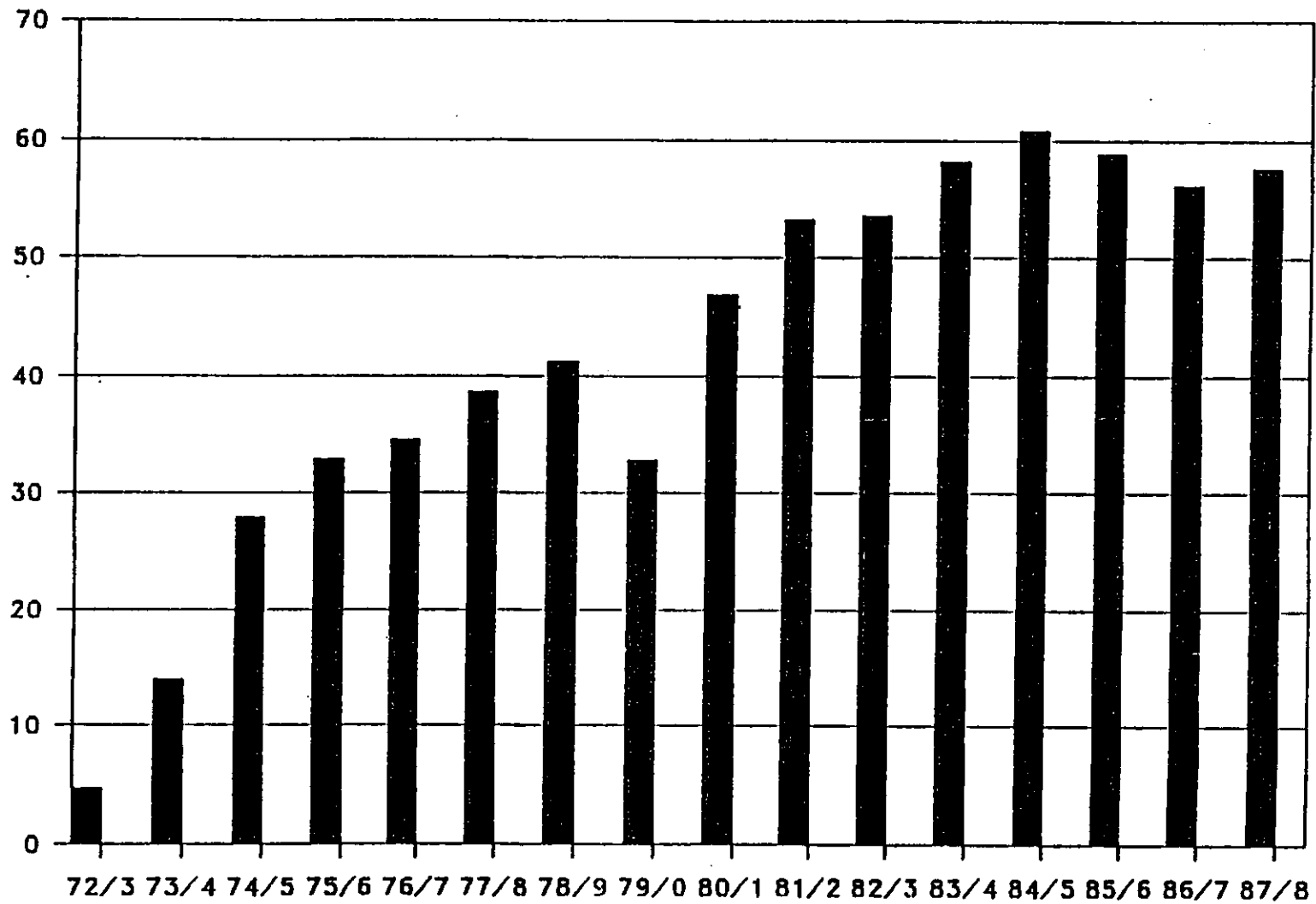
BART SERVICE DEMAND

- o 14% INCREASE IN RIDERSHIP
- o 34% INCREASE IN STATION PARKING
- o IMPROVED TRANSIT COORDINATION AND INFORMATION

SERVICE DELIVERY

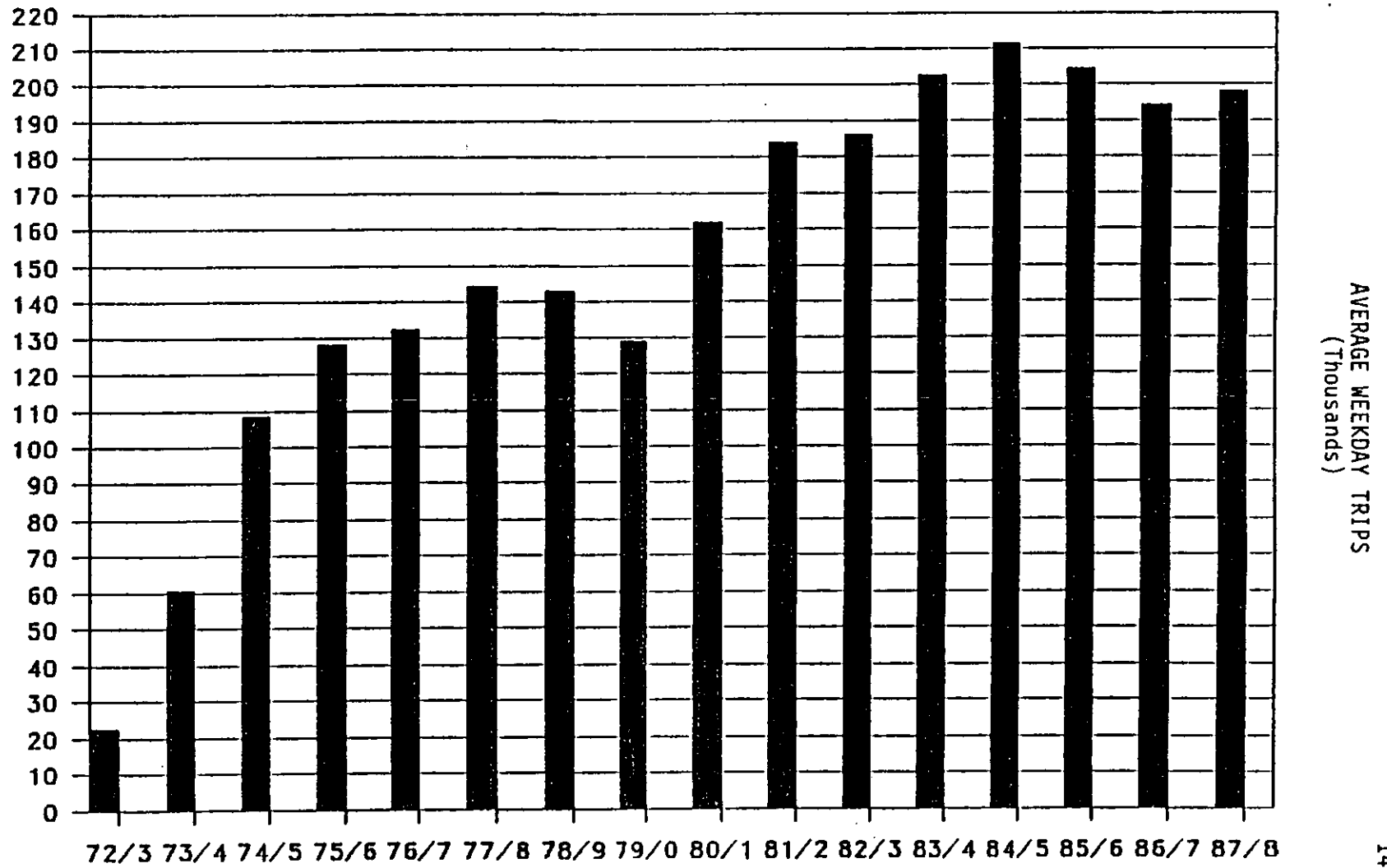
- o 53% INCREASE IN TRAIN FREQUENCY
- o 35% FLEET EXPANSION
- o 22% MORE TRAINS IN SERVICE

BART SYSTEM TOTAL ANNUAL TRIPS

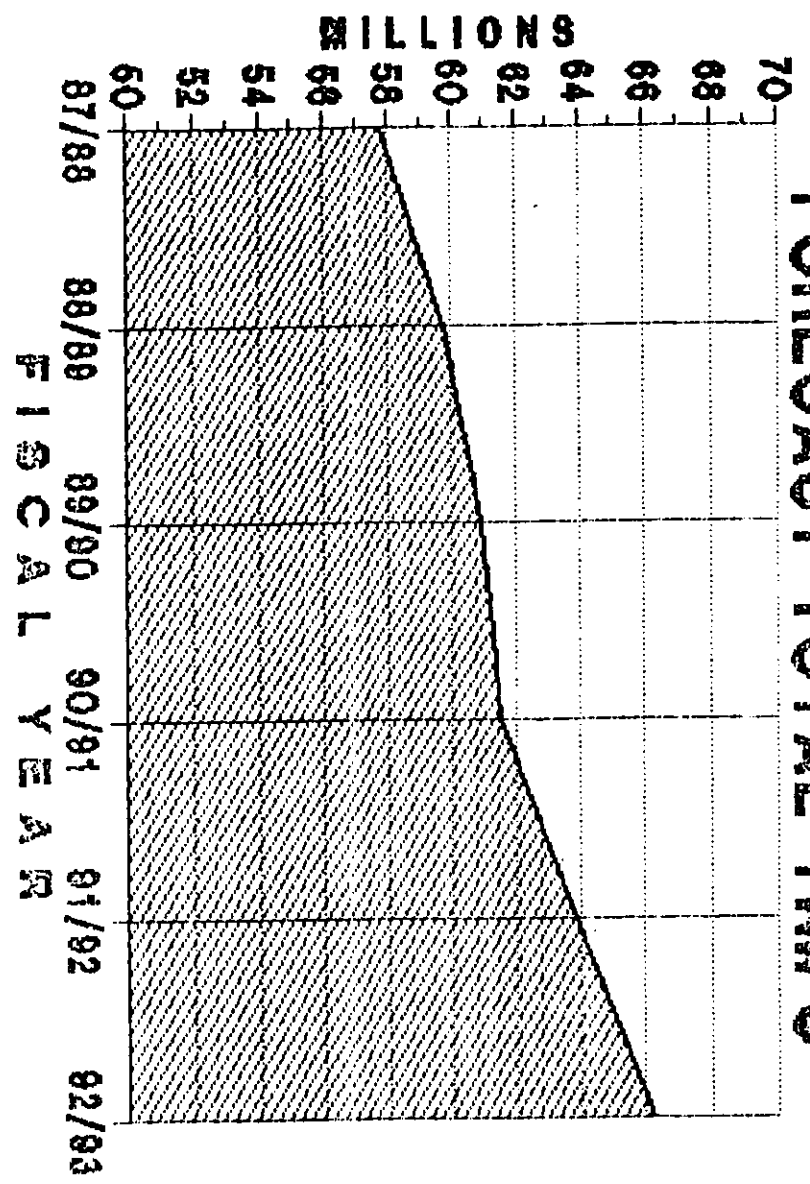


TOTAL TRIPS
(Millions)

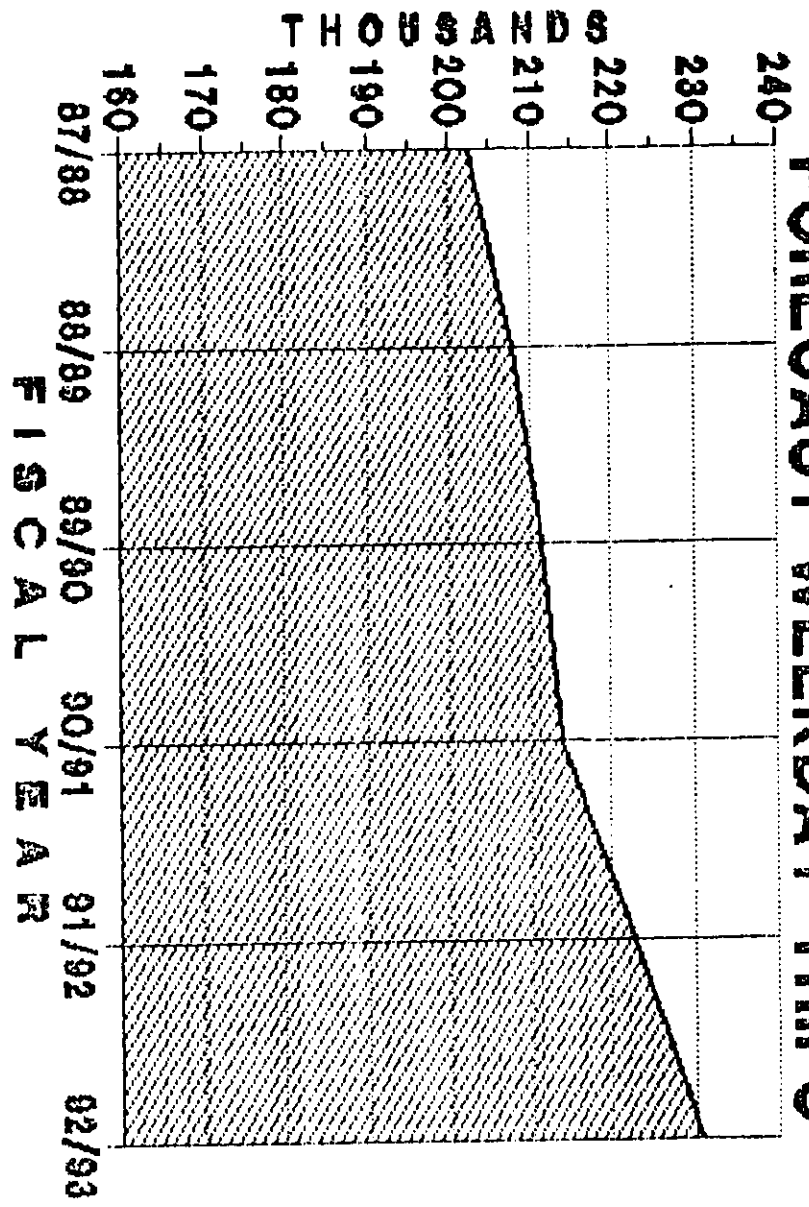
BART SYSTEM AVERAGE WEEKDAY RIDERSHIP



FORECAST TOTAL TRIPS



FORECAST WEEKDAY TRIPS



MARKETING GOALS

In support of the District's goals above, eight primary marketing goals have been set for this marketing plan as follows:

- Goal 1: **SERVE CURRENT RIDERS.** ✓

- Goal 2: **INCREASE RIDERSHIP.**

- Goal 3: **CONTINUE TO BUILD GENERAL PUBLIC
SUPPORT FOR BART AS AN INSTITUTION** ✓

- Goal 4: **MARKET THE BART SYSTEM INTERNALLY.** ✓

- Goal 5: **CONDUCT VITAL RESEARCH.**

- Goal 6: **SUPPORT AND PROMOTE NEW TRAIN SERVICE
AND OTHER PRODUCT IMPROVEMENTS** ✓

- Goal 7: **SUPPORT EXTENSION PROGRAM.** ✓

- Goal 8: **SUPPORT FOR MARKETING BART EXPRESS
BUSES**

- Goal 9: **SUCCESSFULLY INTRODUCE AND PROMOTE
MULTI-OPERATOR PASS PROGRAM** ✓

STRATEGIES AND OBJECTIVES (BY GOAL)**Marketing Goal 1: SERVE CURRENT RIDERSHIP**

It's important to address the needs and concerns of current riders with a view to strengthening the ridership base upon which to build. If the current riders' experience is a satisfactory one, they may also help to influence new riders through word of mouth, as well as continue to use the system themselves. Also, research through the years shows an 18-month turnover rate of about 30%, primarily due to shifts in the market. Thus, there is a need for a continued educational process. **(1987 Passenger Profile Survey).**

o Target Market

All current BART users.

o Strategies

Communicate a variety of information about the BART system to users. Continue to carry out special programs to make use of the system more convenient and uncomplicated. Support a strong marketing relationship between BART station agents and patrons.

o Objectives

- Complete planned passenger information center which will provide 15 key BART transfer stations with new comprehensive printed information for passenger use.

- Complete platform schedule display program.
- Increase user (and potential user) knowledge and awareness of the BART system and its services through distribution of relevant information.
- Formalize line personnel panel to help improve information provided passengers.
- Increase public awareness of system-wide accessibility, particularly at those stations where parking is currently available.
- Increase bike locker rental through additional promotional efforts.
- Increase bulk ticket sales through promotional effort with hotels and conventions. Increase Tickets-To-Go off-site ticket sales outlets to 150, excluding employees in outreach program.
- Communicate news of interest to riders about system operations, progress, and promotions.
- Continue to track rider comments on a monthly basis.
- Minimize response time to passenger complaints individualizing responses where appropriate.

o Supporting Activities

- Continue to produce brochures and train destination sign messages that provide appropriate information on system use, schedules, access, destinations, and programs offered to special interest groups.

- Continue to provide passengers with current information regarding changes in BART service via passenger bulletins and train destination sign messages.

- Work with ComSpecs and Phone Information Center.

- Develop an owners' manual.

- Promote "Kiss and Ride," improved feeder bus service, and expanded parking facilities.

- Coordinate and update District signing graphics. (Provide stations with temporary signing and other inexpensive signing.)

- Handle and respond to the needs of special passenger groups which include the handicapped, bicyclists and school groups.

- Provide certification and ID card processing for the handicapped and bicyclists.

- Administer and promote rental program for bicycle lockers.
- Develop BART field guide for teachers taking children on field trips as a companion to "Mark Twain Going Places" film and video. This special supplemental program is aimed at building a transit market among young people, by introducing them to transit early on.
- Process all requests for school ticket sales.
- Act as BART's internal passenger advocate by continuing to respond to and analyze passenger comments.
- Review and process all AFC claims rejected by Treasury.
- Continue to implement District procedures on the use of BART property by the public and private organizations.
- Rebuild and administer District Speakers' Bureau program. Develop speakers' program kit.
- Complete installation of Passenger Information Centers (RTA program) at key RTA connection stations.
- Work with BART Training to develop sound programs for public contact personnel.

- Continue publishing BART's passenger newsletter, **BART Times**, 50K copies seven times per year, distributed throughout the system and mailed to legislative and community leaders.

Marketing Goal 2: INCREASE RIDERSHIP

Parallel to maintaining the ridership base, the system's service will be vigorously marketed to generally support budget growth projections, build ridership beyond growth projections, and to maximize the farebox revenue contribution to operating costs. Thus, **Marketing Goal 2** will support the following District goals:

- Increase commute ridership.
- Increase utilization by promoting BART travel for all purposes with special emphasis on off-peak and reverse commute trips.
- Maximize the contribution to operating costs from passenger revenues consistent with reasonable fare levels, to achieve a farebox ratio above 50%.
- o **Target Market**
 - Persons employed in central business districts.
 - Commuters - primary market - employed persons living within a three-five mile radius of a BART station.
 - Potential off-peak travelers who can use BART for their trip.
 - Potential reverse commuters.

o Strategies

- Continually strive to increase service.
- Use a strongly consumer oriented approach to position BART in the market place as the best commute alternative, and a great shopper's mode that serves over 2,000 retail outlets.
- Identify through research those segments of the market which offer the strongest potential return.
- Communicate significant selling propositions of service to different market segments.
- Promote destinations which are directly served by the system.
- Promote BART as an attraction unto itself.
- Promote modes of access to BART other than auto.

o Secondary Goals

- Support the district goal to achieve the budgeted growth forecast of 2.5% in ridership over the previous fiscal year.
- Continue support of BART access program.
- Provide marketing effort for improved BART Express Bus service.

- Build youth market.
- Increase access to high-value and discount tickets off-site.
- o **Objectives**
 - Increase average weekday patronage overall by 5% to 210,000 by June 30, 1989. The budget forecast calls for 207,000 per day by the same time for a fiscal year average.
 - Increase peak period commute trips by 5.55% over June 1988 level.
 - Increase average weekday off-peak ridership by 3.7% above June 1988 level. (This will equal approximately 900,000 to 1,000,000 trips annually)
 - Increase Saturday ridership by 120,000 trips annually above budget forecast for fiscal year.
 - Increase Sunday ridership by 72,800 trips annually above budget forecast for fiscal year.
 - Increase Richmond/Oakland usage (both peak and off-peak).
 - Increase Richmond/San Francisco/Daly City usage (both peak and off-peak).

- Increase off-site ticket sale outlets to at least 150 by June 1989.
- Carry out successful school information program. (To be measured by feedback from administrators, teachers, and students.)

o Supporting Activities

Patronage and travel promotion programs will be directed toward different market segments divided by time of day or week, and by specific market. Each program will be designed to communicate an appropriate message to a specific target market.

Again, the emphasis for encouraging higher system usage is targeted on the community market, off-peak and reverse commute periods. These time periods offer the best potential in terms of system capacity and economy of scale. Off-peak is defined as midday (10-4); evening (7-12); and weekends and holidays.

Research (Passenger Profile Surveys) suggests that there are three primary, and expandable, markets throughout the operating day. These primary markets are identified by trip purpose as follows:

	<u>1982</u>	<u>1987</u>
- Commute	77.4%	65%
- School	8.7	11.3
- Shopping	7.4	14.5

Secondary markets are as follows:

	<u>1982</u>	<u>1987</u>
- Entertainment	5.5	5.9
- Tourist	1.0	N/A

- Develop special supplemental action plans for promotions aimed at each of the above market segments.
- Address problems of access through coordination with feeder bus service, information and promotion of additional parking as more parking comes on line or where parking is consistently available.
- Develop an umbrella or general theme designed to create a general positive awareness and association with BART.
- Develop media campaign to communicate theme and benefits of BART to general public in system's service area.

**Marketing Goal 3: CONTINUE TO BUILD GENERAL PUBLIC SUPPORT
FOR BART AS AN INSTITUTION**

BART has numerous publics making up its constituency. The goal here is to establish and build a strong liaison with BART's different publics, which would include community groups, business groups, and schools. Currently, this element of marketing is handled on an as needed basis by various members of the staff. We also have a Speakers' Corps program.

Further, a comprehensive public information program will be developed and carried out to advocate BART's service, and inform the public, keeping in mind the theme of public ownership. An "Owners Manual" may be developed as an element of the public information program.

Marketing Goal 4: MARKET THE BART SYSTEM INTERNALLY

This charge belongs to everyone in the BART organization. Generally, what needs to be done is to create a retail climate at BART and to imbue its employees with a retail sense in approaching its patrons. Specifically what needs to be done is to provide additional special training and to emphasize the importance of customer service and marketing in almost every work area at BART.

- Keep work forces well informed about BART activities, plans, etc. Stress marketing roles, particularly to front line employees who are also the front line marketers of the system.
- Continue to carry out special employee promotion program such as BART's night at the A's game.
- Work with Training and Field Services to develop and carry out special training programs, primarily toward developing a stronger consumer orientation.
- Continue to publish an employee newsletter with emphasis on employee involvement from all work areas and locations in terms of news of interest for and about co-workers.
- Develop methods and programs whereby front-line employees have more input into how and what kind of information is provided BART customers.

- Continue to send the annual report to all employees to keep employees and their families informed about BART.

- Refine and improve daily news hotline about BART service and events.

- Support cooperative employee events such as the annual picnic.

- Continue to work with volunteer employee committees regarding cultural events.

Marketing Goal 5: CONDUCT VITAL RESEARCH

The charge for accomplishing this goal rests with both Public Affairs and the Department of Planning, Budget and Research. The Research Division is responsible for developing and managing all marketing research under the sponsorship of the Public Affairs Department.

o Market Research Rationale

Market research plays a vital role at BART providing data which serve as a basis for strategic marketing, as well as long and short range transit service planning. As a foundation for decision making, BART research is designed to obtain favorably based information about the market in general, from market size, market characteristics, and consumer behavior, to attitude and awareness. The research takes both a qualitative and quantitative approach, with the major emphasis on the latter. As a provider of transit service, BART is a competitor with other travel modes in an open market much as is a private company. Therefore, market research at BART focuses closely on price, cost and market share. Finally, BART employs an evaluation process on its marketing research to constantly reappraise its position.

o Price

BART prices service, or sets its fare policy, through an elected board of directors after public hearings. In the 15 plus years of operation, BART has had four fare increases, and currently recovers about half of its revenue from the farebox. The

other half comes from a combination of local sales tax revenues and regional financial.

Fares are set by means of an explicit formula including distance and scheduled travel times. BART has also experimented with the use of promotional fares for special events such as the All-Stars in July, 1987, or midday discounts, such as the one offered in February, 1982 and the summer Family Fare demonstrations during 1987 and 1988. However, most research has shown that riders are generally more responsive to service improvements than to fare reductions. Accordingly, shoppers' specials or extra trains are operated Sunday mornings and afternoons during the Christmas holiday season instead of the holiday discount (normally 20%) which had been used in past years.

Part of the pricing policy at BART has also been to promote the use of inter-operator passes. In April 1983, the BART/MUNI Fast Pass was implemented to the ready acceptance of public transit riders in San Francisco. The BART/MUNI Pass was followed by an AC/BART pass in February 1987.

Currently, an AC/BART/MUNI/CCCTA Transit "Super Pass" is being being considered, and new vending hardware being developed. Both pricing and distribution will be critical marketing factors. The Employer Ticket Sales Program now being coordinated through the Regional Transit Association (RTA) with other major transit operators in the region would also be an element of the distribution mix.

o **Cost**

Research also focuses on travel cost comparisons between different modes of travel, particularly BART vs. auto.

o **Market**

The third major focus of marketing research at BART has been to determine the system's market size and potential. Recent studies show that BART has captured a 22% share of the all day Transbay market (37% during peak periods). This is the heaviest traveled corridor in BART's service area. The market is defined as follows:

TRANSBAY MARKET	(All Day)	(Peak)
BART	22%	37%
Bus	9%	19%
Car Solo	58%	
Car Pool	7%	
Commercial	<u>4%</u>	
	100%	

Public transit ridership, as a whole, in the San Francisco Bay Area stands at over 15% of all work trips taken, which is one of the highest ratios in the United States. However, even the Transbay figures given above show that the public transit share of BART's travel market is far from saturated and that BART has the potential to increase its share much further.

Along this line, and for the purpose of combining resources and utilizing public transit more effectively, BART and AC Transit, the East Bay's provider of bus service, have recently entered into an agreement providing for increased feeder services to East Bay BART stations along their lines. A major demonstration to better coordinate bus to BART and bus to bus transfer service was begun at the Hayward Station.

o Surveys

In order to gain information about its potential riders, different market segments, and market shares, BART conducts research in a variety of ways and also relies on secondary research and research done by outside organization, such as the Bay Area Council or Metropolitan Transportation Commission, as well as primary research conducted by BART. Two major sources of information have always been BART's Passenger Profile Survey, and BART's Latent Demand and Public Awareness Survey. These surveys have normally been done in alternating years.

The **Passenger Profile Survey** is a self-administered demographic survey, usually comprising about 35 questions. It has traditionally been conducted in May or June on the system, and stratified throughout the operating day to cover the different segments of the market by time of day and trip purpose. The 1985 Passenger Profile was also conducted on weekends. In the past, passengers have been given a questionnaire at the beginning of their trip and asked to deposit the finished questionnaire upon exiting. However, the response rate under this method has usually run between 50% and 60%, or relatively low. In 1985, for example, about 25,000 questionnaires were distributed on the system with a return rate of

58%, or 14,000. This low response rate tends to bias the results. In May 1987, BART conducted its 10th Passenger Profile Survey since beginning operations, using a different method than in the past. The questionnaire was shortened and the survey was conducted under supervision on the trains to ensure a better response rate. The result was much improved with a 74% response rate, thus providing a higher level of confidence in the data.

The **Latent Demand Study**, last conducted in May of 1983, for the sixth time, is a revitalized attitude and awareness survey. Over 1,100 households were sampled by telephone in the three-county BART District (Alameda, San Francisco and Contra Costa). In an attempt to measure latent demand or BART's primary marketing potential in 1983, trip screening criteria were used for the first time. The screening criteria used were that a respondent had to (1) be employed outside of the home, (2) live within three miles of a BART station, (3) commute at least five miles to work, and (4) work within one mile of a BART station or work within easy access of BART by public transportation. (Only one person was interviewed in any given household.)

The major highlights of these two surveys are that:

- BART is a commuter oriented transportation system with over 65% of its riders using the system for work or work-related business. However, this is a drop from 1982 when 77.4% of weekday ridership was work-trip oriented.

- BART has a potential commuter market of over 460,000 people. This figure compares to the fact that 70,000 commuters currently ride BART regularly. In other words, BART's commute market share is roughly 15% of what it could be.
- Fifty-two percent of BART riders are women; the percent of women riding BART increases to 57% during the peak.
- Forty-six percent of BART riders are college graduates compared to 25% for the San Francisco Bay Area in general.
- Thirteen percent of BART riders are Black and 7% are of Spanish surname compared to 13% and 10%, respectively, for the Bay Area.
- Commuters ranked convenience as the highest single most important reason for using BART (or some other travel mode).
- Roughly half (48%) of non-BART users perceived BART as costing more than their autos, but most did not actually have enough knowledge of BART or auto costs to make any real comparison.
- There was a perception mostly among infrequent commuters that there is a need for a greater humanization of BART. This was seen as a need or desire to get assistance if a problem arose.

- Forty percent of all BART commuters have a flex-time option of some sort.

Other surveys conducted at BART in the last few years are the December 1981 and February 1982 **Promotional Fare Studies**; the **Family Pass Survey** of June 1983; the **Survey of BART Fast Pass** patrons in September 1983, and the **AC/BART Transfer Survey** to help identify potential users of feeder service.

Additionally, a special **Summer Family Fare** survey was conducted on board the system in September 1987, and a phone survey designed to track the "Take Your BART, Please!" campaign was conducted in the late spring of 1988.

o **Strategies**

Given the findings of the marketing research that BART has conducted, the basic strategies to be employed are:

- Maintain efficient peak period service and on-time performance at current maximum levels.
- Continue to expand passenger capacity, particularly during peak periods, while tailoring to meet load demand goals and highest degree of efficiency.
- Position BART as an easy-to-use, clean, safe, low cost, convenient, reliable mode of travel in the Bay Area.
- Make BART acceptable - even fashionable - as a mode of travel to a wide

variety of destinations. Underscore BART as being integral to the lifestyle of the Bay Area.

- Encourage other than auto access to system, particularly for midday travel. Walking appears to be a major access mode.
- Make marketing everyone's job at BART through an internal program to heighten consciousness of everyone's role and its importance to the overall marketing of BART.
- Make the users trip as smooth and convenient as possible with good and timely information.
- Marketing off-peak travel as discussed earlier will be enhanced through market segmentation. Short and long-term strategies will target:
 - The Midday Commuter
 - The Student
 - The Shopper
 - The Sports Fan
 - The Tourist

o **Evaluation**

The marketing evaluation process is threefold: Monitor patronage by means of

DAS (the Data Acquisition System); establish a marketing advisory committee of top and middle level BART managers to review new marketing programs; and conduct marketing audits and small tracking surveys to gauge the effectiveness of different programs and assess their short and long-term benefits.

BART utilizes one of the most sophisticated data acquisition systems in the world. Patronage data from fare gates is transmitted every two minutes to a computer at BART headquarters, where it is accumulated for further study the next day. Thus, trip-making patterns by BART station, line segment, and major market (East Bay, West Bay, Transbay) are identified, as well as time period data, for the kinds of analyses needed to make marketing decisions. A particularly important marketing function of DAS is the ability to give instant patronage data, both entry and exit, for individual stations, such as the Oakland Coliseum where several major attractions take place during the year. The ridership figures for these events, such as a rock concert or sports event, can often generate news as well as provide marketing data.

PLANNED RESEARCH

o Workplace Survey

For the first time the District will conduct a survey aimed specifically at the transbay market--East Bay to West Bay. Some 3,000 people who are employed in downtown San Francisco within a six-block radius of a BART station and whose work trip originates in the East Bay will be the focus of the "workplace" survey. The primary objective of this research is to better identify the current transbay market, what BART's share of that market is and what the potential share is. The survey will also yield information on travel characteristics, cost, travel times, and attitudes and awareness concerning BART usage or non-usage.

o Update of Bay Area Travel Survey (BATS)

This comprehensive survey was conducted in 1981 by the Metropolitan Transportation Commission to provide a wide variety of data on Bay Area travel characteristics, different market segments, and the general make-up of the overall market. The District is updating this survey to reflect the current situation.

o Direct Mail Survey

A direct mail survey in conjunction with a targeted direct mail promotion is planned for the fall of 1988. This survey will serve as an additional indicator of the awareness level of the "Take Your BART, Please" campaign.

o New Public Awareness Survey in 1989.

o New Passenger Profile Survey in 1990.

**Marketing Goal 6: SUPPORT AND PROMOTE NEW TRAIN SERVICE
AND IMPROVEMENTS**

This goal is actually supplemental to Goal 2--Increase Ridership--but specifically directed to support and promote incremental increases in BART service. For example, in November 1986 a special marketing effort called "More" was developed and carried out to promote the addition of two trains to peak service. This campaign also drew attention to other improvements as well, including more transit cars, more parking and more passenger information.

Planned Service Improvements *

<u>Capacity Expansion</u>	<u>Added Trains</u>	<u>Peak Period</u>
November 1989	+ 3 trains	48 trains
September 1990	+ 4 trains	52 trains
January 1991	+ 3 trains	55 trains
September 1991	+ 3 trains	58 trains
 <u>Parking Capacity</u>		
As of June 1988.	(Stations)	26,177
	(Satellite)	<u>1,003</u>
		27,180
By June 1989		479
July 1989-June 1993 (Stations)		7,410
July 1989-June 1993 (Satellite)		<u>600</u>
		8,509
 TOTAL		 35,689

* As outlined in the 1988 Five Year Plan.

Other planned improvements include:

Platform Train Schedules

Operational by early 1989.

Onboard TDS

On board electronic train designation signs (TDS)--the same as those on the new C-Cars--will be installed on all A-Cars. These signs will have a variety of pre-programmed messages in addition to end-line destinations which will enhance marketing for special events, entertainment, sports, etc. Estimated to be complete by December 1990.

o Target Market

- Current riders
- Potential commuters
- Potential off-peak users
- Sports fans
- Special Event goers

o Strategies

- Develop specific (tailored) campaign to promote new service.
- Target those segments of the market which are most likely to respond.
- Incorporate pertinent information about system improvements into the various communications vehicles now employed, such as the Speakers Corp and various media outlets.

- Continue to promote specific destinations served.

o **Objectives:**

- Create a high awareness of each new service improvement and particular features.
- Communicate benefits.
- Attract enough new ridership for each service increment to fully pay for the additional operating cost of providing the increment.

Marketing Goal 7: SUPPORT EXTENSION PROGRAM WITH STRENGTHENED PUBLIC AWARENESS AND SUPPORT FOR BART PROGRESS

With BART's extension program getting underway, a comprehensive proactive public information program will be developed to keep the public informed of the District's progress. The program will also be tied closely to the District's five year plan for progress, with additional emphasis on planned service improvements, which will offer cross support for new service marketing.

o Target Market

- General public in the region.
- Communities which will benefit directly by BART extensions.
- Political community both local, state and national.
- Potential riders.
- Current BART users.

o Strategies

- Communicate BART's progress every step of the way.
- Create events to highlight major milestones.
- Work with media to feature benchmarks.

o Objectives

- Develop a special community outreach program--scheduling speaking engagements.
- Organize a "Friends of BART" cadre, much like a booster club.

- Develop new special information brochure highlighting BART service improvements planned over the next five years and the extension plans. This brochure would be the cornerstone of the program, using a theme such as "BART - The Year 2000."

- Develop several new slide shows as a companion to the brochure. The slide shows would cover several areas of interest and BART's overall plan for progress-
-1988-1993 and beyond.
 - Create a new traveling exhibit which could be put on display in BART stations, shopping malls, and strategic locations around the region. It could also go to the State Fair in Sacramento as did the "BART. Going Places" exhibit.
 - Develop a progress press kit.

Marketing Goal 8: SUPPORT FOR MARKETING EXPRESS BUSES

With Express Bus service being provided by a new vendor beginning in January 1989, a new marketing effort will be initiated, beginning with a whole new look of the bus fleet. The new buses are being painted to resemble BART trains which will strengthen the marketing theme that the buses are an extension of the trains. Field Services and Public Affairs will work in partnership, taking a comprehensive approach and tie-in with total marketing effort.

o Strategies

- Highlight the new look of the buses
- Continue to create a high awareness of the service to the various communities served.
- Develop new comprehensive route map. (being developed)
- Include Express Bus route map on new BART station maps.
- Promote use of Park & Ride lots in conjunction with Express Bus service.

o Objectives

- Increase Express Bus ridership.
- Increase number of transfers to BART trains.

Marketing Goal 9: **SUCCESSFULLY INTRODUCE AND PROMOTE**
****MULTI-OPERATOR PASS PROGRAM****

For several years efforts have been made by the major Bay Area transit operators and the Metropolitan Transportation Commission to develop a "Super Pass," or ticket that would be good for three or more of the systems. Currently, there is an AC/Muni Monthly Pass, BART/Muni Monthly Pass, and a BART-AC Transit Ticket called AC/BART Plus.

The first phase (Phase I) of the Multioperator Pass/Ticket Program, now funded from a federal Urban Mass Transportation Administration grant, calls for installing stored value equipment on:

- One hundred and eleven (111) Central Contra Costa Transit buses.
- Forty five (45) BART Express Buses.

This will allow access from one system to the other with a single "stored value" ticket similar to the current BART ticket.

Additionally, credit/debit vending machines (C/DVM) will be developed to vend the new multi-operator ticket, providing easy access, distribution and convenience.

The project also calls for installation of on-board validation to vend stored value tickets on AC Transit connecting buses.

The project is expected to be completed over a three year period.

o Strategies

- Communicate new partnership among operators in this endeavor.
- Develop strong theme which emphasizes something new.
- Create high general awareness through media and promotion as program comes on line.
- Issue progress reports as milestones are reached.

BART, CCTA, and AC Transit will work jointly to market this new multi-operator ticket.

PATRONAGE AND TRAVEL PROMOTION STRATEGY - AN OVERVIEW

A "vertical" marketing strategy will be employed whereby a strong umbrella program will be developed and implemented to enhance the system's identity and image. Under this umbrella program, different market segments will be targeted on a priority basis in terms of investment in accordance with estimated potential return. This determination will be made on the basis of research and to some degree empirical judgment.

The different market segments to be targeted are identified by trip characteristics, destinations, time of day or day of the week, and market group behavior as suggested by BART's **Passenger Profile, Latent Demand, and Public Awareness Surveys.**

Market segments are identified as follows:

<u>Group</u>	<u>Travel Period</u>	<u>Demographics Men/Women Age Range</u>	<u>Percentage of Current Patronage</u>
Commuters	Peak period, peak direction) Reverse commute) Midday, evenings) and weekends)	25-64	65.9
Shoppers	Midday, evenings) and weekends)	18-64	14.5
Sports Fans	Different times	N/A	N/A
Entertainment	Evenings/Weekends)	13-64	5.9
Tourists and Sightseers		N/A	1.0
Students	Peak and off-peak	13-24	11.3
New residents		N/A	N/A

The umbrella program would put forth a positive theme idea or message that would help to underscore generally consistent good service delivery and on-time performance, and, where appropriate, new service enhancements.

The individual market segments, with emphasis on commuters, shoppers and sports fans, will be targeted with specific informational and promotional programs designed to penetrate the individual market groups.

SUMMARY REVIEW OF 1987/88 MARKETING PROGRAMS

This past year, the following programs and promotions were developed and carried out:

Research:

- Completion of the 1987 Passenger Profile Survey.
- Request for Proposals and preparation for a Workplace Survey to be conducted in downtown San Francisco, aimed at the transbay market.
- Special tracking survey for "Take Your BART, Please!" campaign featuring Henry Youngman.
- Evaluation of Weekend Family Fare (Summer 1987).
- Evaluation of special high value ticket discount \$35 for \$30 (September-December 1987).
- Update of MTC Bay Area Travel Survey (BATS).

Patronage and Travel Promotion Programs:

- **Spring 1987** - A campaign aimed at rebuilding commute ridership using the theme, "BART Makes It Possible," was launched using primarily radio during peak travel hours and, in particular, the sponsorship of traffic reports. Cable television was used for the first time as well. The major themes of the campaign were focused on stress relief and cost benefit, BART vs. Auto, and also underscoring the ability to be productive while riding in comfort on a BART train. This campaign continued through the fall.

- **Oakland A's** - The seasonal promotion with the Oakland A's, which began in April, continued. This effort aimed at the off-peak sports market, included a radio sponsorship, a cooperative promotion with the A's, and the promotion of extra service. Additionally, it included a special BART night at the A's game for BART employees, first pitch, and a pre-game party sponsored by a radio station in conjunction with the A's organization.

- **Summer 1987** - The special Family Fare program ran from July 1 to September 30. This was a demonstration program, the first of its kind for the District. The focus of this program was to attract family usage of the system during weekends with a special family fare incentive which allowed a parent to bring two children ages 5 through 17 onto the system free with the purchase of a regular fare ticket. No pre-planning or repayment of tickets was required. The number of people taking advantage of this program was 99,060. Research indicated that teenagers would have used the system anyway to go to events and

more than likely without a parent. Twenty-one percent (21%) of the patronage, which constituted 6% of the 13-week total, were new users.

- **All-Stars** - The All-Stars came to Oakland, and BART participated in a comprehensive promotional effort as well as provided extra service to the different events over a four-day period. The BART Board authorized a special fare for exits at the Coliseum to help encourage game goers to use BART and early so as not to conflict with the commute. The objective was to see at least 15% of the expected gate at the Coliseum use BART to get there. The objective was exceeded when about 22% actually used BART to get to the game, and the extra service more than paid for itself.

- **September 1987** - BART's \$35 for \$30 high value ticket promotion began under the theme "More BART For Your Buck." This program was aimed at the commuters and resulted in a surge of high-value ticket sales. While the program promoted good will and helped to strengthen its then current commute ridership base, the District lost some revenue overall. This program was later changed to "More Stuffing For Your Stocking," as part of the Christmas promotion in conjunction with the Sunday Shopper trains. The program ended at the end of December.

- **December 1987** - Continuing the effort to build BART's commute ridership base one of the most comprehensive promotions ever undertaken by the District was launched in December. The campaign was called, "**Take Your BART, Please!**"

featuring comedian Henny Youngman as its spokesperson. The theme line was a take-off on Mr. Youngman's signature line with the word "your" designed to remind people that BART is their system. The campaign was launched in late December 1987, with a press preview at the San Francisco Press Club, with Henny Youngman there to greet the working press and other representatives of the media. Mr. Youngman also helped to publicize the launching of the new campaign with a round of visits to local radio and television stations where he was interviewed at length. These media visits were extremely valuable in creating a sense of fun and a high awareness of the campaign before it started.

Campaign Target: The primary target of the Take Your BART, Please! campaign was the transbay market. The sub-theme messages were specifically aimed at those people who commute daily in the transbay corridor to downtown San Francisco. Stress relief and savings were the themes of the messages. This was also the market where BART suffered its most significant losses following the 1986 fare increase.

The campaign also included a one-liner contest which was conducted on BART's behalf by 14 Bay Area radio stations. The stations also donated prizes, with the grand prize of a trip to Acapulco, Mexico, donated by the Winston Network. The one-liner contest ran for several weeks, attracting thousands of entries. The campaign ran until early April, 1988. Because of the high visibility of the campaign, Walt Disney World contacted BART to see if it would be possible to enter into a special cooperative promotion as a follow-on. Details were worked out and a special television promotional spot was produced by the Disney organization promoting BART and visits by Disney characters to BART

stations. Disney also provided 10 fully-paid trips, each for a family of four to Disney World in Florida. BART held a drawing for the trips for BART riders and the public at large. A special drawing was also held for BART employees as well, as part of the "Hats Off To The Transit Team" program.

Survey conducted: A survey was conducted in June 1988 to help evaluate the Take Your BART, Please! campaign. This was a phone survey, concentrating on East Bay residents who live within a three-mile radius of suburban East Bay BART stations. The survey was restricted, through prescreening, to persons who commute to San Francisco, Berkeley, and Oakland.

Highlights of Results:

AWARENESS

Of the 411 completed interviews:

- o 54% had seen or heard the advertising.
- o 33% recalled the name of Henny Youngman or a variation on the name.
- o 37% recalled the phrase, "Take Your BART, Please," or a variation on the phrase. the phrase.

The following questions were asked of those who had seen or heard the campaign:

Where did you see or hear the advertisement?

- o 52% recalled a billboard.
- o 48% recalled television.
- o 41% recalled radio.
- o 6% recalled bus cards.
- o 3% recalled newspaper

What was the message in this advertising campaign?

- o 54% recalled "ride BART" or variations.
- o 12% recalled less stress.
- o 3% (statistically insignificant) recalled less cost.

When specifically asked, however:

- o 20% said the advertising increased their awareness of commuting stress.
- o 12% said the advertising increased their awareness of commuting costs.

BEHAVIOR:

All 411 interviewees were asked how many days each week they used BART last year and currently, with the following results:

<u>Last Year</u>	<u>Days Per Week</u>	<u>Now</u>
29%	5 or more	31%
12%	3 to 4	15%
6%	1 to 2	5%
38%	Less than 1	34%
15%	None	15%

While many persons changed their riding habits, a statistically insignificant number of persons responded "Yes" to the question, "Do you believe you have changed your use of BART as a result of the advertising?"

INFORMATION NEEDED:

All those surveyed were asked what additional information about BART would be helpful to them. The responses were:

- o 12% want scheduling information.
- o 9% want service reliability information.
- o 5% want connecting transit information.
- o 4% want cost information.
- o 4% want quality improvement information.
- o 12% want other information.

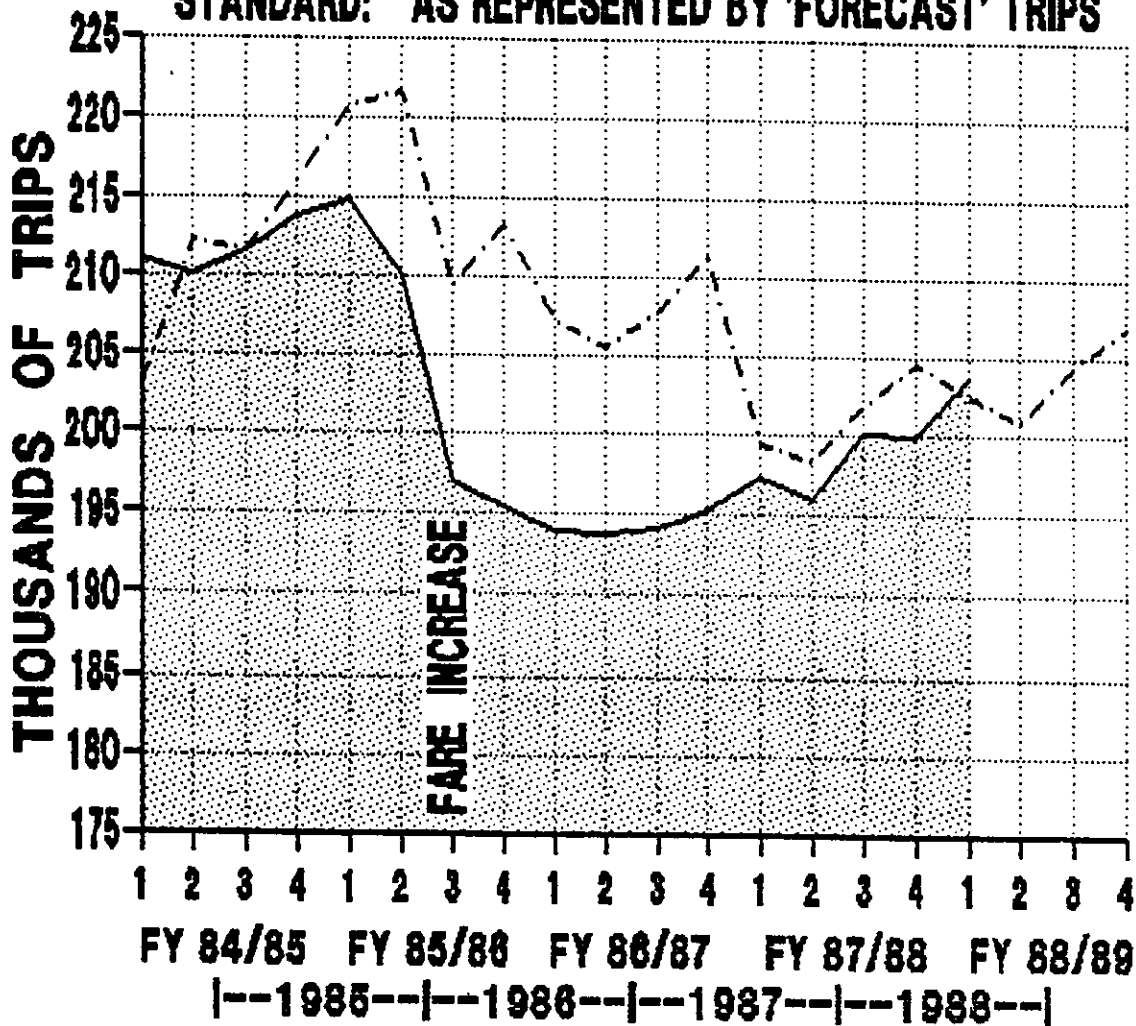
ANALYSIS

While it is difficult to make a direct correlation between the advertising campaign and ridership, BART did see a significant increase in weekday usage of the system after the campaign began. In fact, the increase represented the "sharpest quarter-quarter gain in over three years" during the 1988 January-March period. Weekday ridership rose from 196,000 the previous quarter to 200,000 for a 2.1% daily gain of 4,000. During the same quarter for the previous year, 1987, the average weekday was 194,000. Better than three-fourths of the gain was during the 4-hour peak period.

AVERAGE WEEKDAY RIDERSHIP

ACTUAL
 FORECAST

STANDARD: AS REPRESENTED BY 'FORECAST' TRIPS



As of September 30, 1988

AVERAGE WEEKDAY RIDERSHIP increased 1.9% from last quarter to 203,686. This is 0.6% above forecast. Marketing efforts, which include joint media campaigns with the Oakland A's, helped push weekday offpeak ridership 4.3% above forecast this quarter. Weekday peak period ridership was 3.1% below forecast. Weekend ridership was favorable with Saturday and Sunday trips coming in 1.8% and 1.2% above forecast, respectively.

ONGOING PROMOTIONS IN SUPPORT OF MARKETING GOALS 1 AND 2

BASIC STRATEGY:

- Create a high awareness of destinations served, hours of operation and service levels to the specific market for such destinations on both sides of the Bay.
- Aggressively seek cooperative promotional opportunities with various attractions such as the Ice Capades, circus, etc., to create a synergistic effort.
- Provide extra service to and from events where potential crowds added capacity, such as rock concerts, trade shows, and major parades.

MARKETS FOR ONGOING PROMOTIONS:

The following markets are targeted on a continuing basis, providing a cornerstone to the overall marketing approach.

Evening:

Some 2.5-3 million trips are taken annually to theaters and other cultural attractions in downtown San Francisco alone, according to statistics provided by Performing Arts. About 24% come from the East Bay, representing 750,000 trips, as part of BART's potential evening market. This does not take into account a multitude of other East Bay/West Bay evening travel, or intra East Bay travel.

o Objective

To maximize BART's share of this market.

o **Selling Theme**

Continue to suggest the avoidance of driving and parking problems during evening travel to the theaters, restaurants, etc.

o **Strategy**

Reach the target markets at their evening destinations.

o **Media**

- Theater magazines/programs.
- Flyers in stations during special cooperative promotions with the production companies
- **BART Times** (passenger newsletter), using a timely events calendar and special features.
- **Fun Goes Farther on BART** brochure.

Sports Fans:

A major cooperative promotion is conducted each season with the Oakland A's, usually beginning in late March or early April, and carried through to October. Other sports market promotions include the Cal Bears, the Warriors, and to some degree the 49ers. Public Affairs and Field Services work closely with the Oakland A's and the Coliseum complex to ensure a coordinated effort.

Prior to extensively promoting usage of the system for attending sports events, BART's share of the gate averaged about seven to eight percent. Since making an intensive effort over the years, and working closely with the sport franchises,

average BART usage has increased to about 15%, and on some occasions, as was the case for the All Stars and the Bruce Springsteen Concert, reached as high as 33%. This translates into about 500,000 trips per annum.

Also, some promotional activity is carried out in conjunction with Golden Gate Fields and Candlestick Park, along with connecting services, and Cal Memorial Stadium.

The following sports seasons are thus promoted as destinations with easy accessibility by BART:

- Oakland A's
- Warriors
- Virginia Slims Tennis
- Golden Gate Fields
- Bay to Breakers
- San Francisco 49ers - NFL
- San Francisco Giants
- Cal Bears

Tourists and Sightseers:

Projections by the San Francisco and Oakland Visitors and Convention bureaus indicate that over five million tourists and conventioners visit the Bay Area each year, primarily concentrated in San Francisco and Oakland. The average stay is 2.5 days.

o **Strategy**

Promote BART as an attraction unto itself as well as a great way to get around the Bay Area in conjunction with excursion fares.

o **Media**

In order to reach this potential market, a variety of media which are directed primarily at the tourist and visitor market, will be used. Media to be employed include:

- **San Francisco Bay Area Guide** (annual circ. 1,040,000).
- **This Month in the East Bay** (annual circ. 1,250,000).
- **Action East Bay** (annual circ. 1,000,000).
- **Guest Informant** (placed in all hotel rooms in Bay Area).
- **San Francisco Travel Planners Guide.**
- **Closed-circuit TV** - 30 sec. film highlighting BART piped into some 5,500 major hotel rooms in San Francisco, and potentially reaching about 1.5 million visitors a year
- **Convention program magazines.**
- **BART brochures** distributed to and within major hotels in San Francisco and the East Bay.

21 Planned Promotions:

Supplementing the ongoing marketing efforts described above are 21 planned promotions. These promotions will usually be cooperative ventures with special entertainment events, or cultural events through each fiscal year. A **Supplemental Action Plan** will be added to this document to describe the 21 planned promotions.

o Christmas Promotion

Between Thanksgiving and Christmas a special promotion aimed at Christmas shoppers will be carried out. Increased sale of BART high value tickets as stocking stuffers will be stressed. Also, special "Sunday Shoppers Trains" will be operated. A **Supplemental Action Plan for Christmas Promotions** will be added to this document.

o Off-Site Ticket Sales (Tickets-To-Go)

- Promote sale of high value tickets and off-site outlets that sell BART tickets in surrounding communities.

- Publish a brochure listing all off-site ticket outlets for distribution in BART stations, by mail, or upon request at BART's customer service center.

- Produce point of purchase counter displays to be used wherever BART tickets are sold.

- Produce posters for the front windows of BART outlets.

- Purchase ticket protectors to be given away with the purchase of BART tickets off-site.

o Special Media

Full page BART map and information in all of the Bay Area telephone directories.

RELATED PROGRAMS

o Passenger Service

The Office of Passenger Service functions as a provider of information and services about BART to its patrons, and acts as the central data collection point for passenger comments and suggestions. The ultimate goal of Passenger Service is to help provide patrons with a good experience on BART. This office also serves as ombudsman for the riders and public. Among the responsibilities of the Office of Passenger Service is a program to increase high-value ticket sales and provide easy accessibility for discount tickets, by contracting with local merchants to sell BART tickets. Called the "Tickets-To-Go" program, to date over 130 vendors have signed up. In addition, Passenger Service handles the administration of special promotions and events throughout the fiscal year. Following is a list of BART Passenger Service responsibilities:

- Administer the "Tickets-To-Go" off-site ticket sales program. Sales are currently almost \$1 million a month at 130 outlets, with 150 outlets planned by the end of fiscal year 1989.

- Produce BART's family of passenger brochures and passenger bulletins as follows:
 - . **All About BART (also in Spanish & Chinese)**
 - . **All About BART Safety (also in Spanish & Chinese)**
 - . **BART and Buses** - contains several local maps along BART lines indicating connecting routes.
 - . **Fun Goes Farther on BART** - A special sightseeing brochure for both residents and visitors. This brochure is distributed on the system and in various hotels.
 - . **Weekday Timetable and Weekend Timetable.**
 - . **Seniors and Disabled People Using BART.**
 - . **Tickets-To-Go from BART** - this brochure lists all Tickets-To-Go outlets and banks.
 - . **Japanese version of All About BART** - for Japanese tourist market.
 - . **AC/BART Plus** - This is a how-to-use brochure developed in support of the AC/BART Plus marketing effort.

The special new Japanese version of "All About BART" has been developed for the first time, aimed specifically at the Japanese tourist market. The brochure will be distributed in Japan by travel planners and bureaus. It will also be distributed through various hotels in the East Bay and San Francisco.

- Administer the BART District signage/graphics program, including the new systemwide information system now installed at 12th Street-City Center, Powell

and Hayward stations.

- Sponsor platform schedule program.
- Administer bicycle permits, bicycle locker rental and disabled discount programs.
- Work with schools on bulk ticket sales for field trips.
- Administer Speakers Bureau and tour programs.
- Produce promotional information messages for TDS (train destination signs).
- Act as BART's informal passenger advocate by responding to and analyzing passenger comments.
- Review AFC claims rejected by Treasury.
- Implement BART policy regarding use of District property by public and private organizations.
- Plan and administer BART's anniversary celebrations.
- Coordinate with the BART Phone Center and Central Communications in order to provide patrons with the latest travel information about BART.

- Coordinate with the Regional Transit Association (RTA) for better inter-system signage and routing.

- Work with Field Services to:
 - . Prove BART Express Bus information.
 - . Conduct special promotions.

o PUBLIC INFORMATION

The primary mission of BART's Public Information Office is to maintain a vital liaison with the news media, and develop and manage the District's internal and external public information programs. The Public Information Office is responsible for the timely and accurate dissemination of news pertaining to BART. Following is a list of activities conducted by BART's Public Information Office:

- Provide Liaison for active and reactive news coverage of BART District business.

- Provide escort/liaison service to news media, film documentary crews, public officials and others in the transit field.

- Write and distribute BART news releases.

- Elicit news media coverage of BART promotions, ceremonies, announcements, projects and meetings. Determine and make arrangements for the production of graphic art in support of BART public information activities.

- Write speeches for BART officials.

- Advise BART officials of the public relations impact of District actions, statements, projects, and events.

- Research, write, and distribute a variety of informational materials including the **Annual Report**, **BARTalk** (employee news publication), press kits, general BART information packets and feature articles for the print media.

- Enhance employee morale through employee involvement in BART sponsored activities.

- Coordinate with other transit agencies regarding maximizing the use of public transit, including the BART/AC Plus coordination project.

SPECIAL PROJECTS**Multi-Operator Pass:**

Over the next three years a multi-operator pass (Super Pass) will be developed which will provide additional convenience to the rider who will be able to ride on multiple systems with one ticket. A major marketing effort to launch and promote the new ticket will be undertaken in conjunction with other affected operations. BART will act as its lead agency.

AC/BART Plus:

The AC/BART Plus program will be evaluated in the fall of 1988.

School Information:

A new special school information program is expected to be launched in the 1989 school year. The cornerstone of this program is a specially designed field guide to BART for teachers Kindergarten through 6th Grade. Called, "City on Wheels," the book will be complemented by BART's most recent film, "Mark Twain. Going Places." The film refers to BART as a City on Wheels. It is available in 16 mm film and VHS tape.

PART II

MARKETING WORK PLAN

(1988/1989)

INTRODUCTION

Part II of the Five Year Marketing Plan presents the marketing focus, and outlines the support programs that are planned for the 1988/89 fiscal year in support of the Five-Year Goals, Objectives, and Strategies.

The plan is built on the premise that BART must continue an aggressive marketing posture and build on the momentum created this past year through several programs, including the "Take Your BART, Please" campaign featuring Henry Youngman. Sixteen programs are underway or planned for the 1988/89 fiscal year which together provide a comprehensive marketing approach.

MARKETING OVERVIEW FOR 1988/89

During the 1988/89 fiscal year, Public Affairs will continue to sponsor critical research as a basis for further development of marketing strategies, and employ programs to support annual and five-year marketing goals and objectives.

Marketing efforts will continue to target the commute market, building on this past year's momentum.

Efforts will also continue to be directed at the midday market, particularly the shoppers' market, which got a boost with the opening of Nordstrom in downtown San Francisco.

Other important markets to be pursued will include sports and special events such as rock concerts and Bay-to-Breakers.

Additionally, Public Affairs will seek to continue to increase the number of off-site ticket sales outlets, and complete a variety of passenger information programs begun this year and last year.

SITUATION ANALYSIS - 1988 (USING JUNE AS A BENCHMARK PERIOD)

During the 1987/1988 fiscal year, BART saw a continuing fluctuation of weekday patronage, with the third quarter (Jan-March, 1988) showing the most significant gain quarter-to-quarter in three years. Ridership jumped from 196,000 to about 200,000 a day, representing a 2.1% increase. By the end of June 1988, ridership had grown to just over the 200,000 per weekday level and was 4% above the average weekday level of 193,685 for June 1987 (a month-to-month comparison). Thus, weekday ridership had increased by 7,300 boardings a day. Though still slightly below budget forecast at the end of June 1988, ridership increased four times as much between June 1987 and June 1988, as it did between June 1986 and June 1987, suggesting that a combination of consistently good service and the strong promotional effort helped to influence the market. It should be noted that there were no significant outside factors taking place during the period.

While Saturday patronage rose slightly between June 1987 and June 1988, it remained below forecast about 2.2% at fiscal year's end, while Sunday ridership continued to grow and in June was 17.4% above budget forecast. Holidays overall were also above forecast about 5.7% at year's end, up 10.5% from June 1987 when holidays were recorded at 4.8% below budget forecast.

PROGRAMS

The following sixteen programs and/or projects
are planned or are already in progress for the 1988-89 Fiscal
Year in support of the marketing goals and objectives.

SUMMARY OF PROGRAMS

<u>Program</u>	<u>Timetable</u>
Program #1 - Commute Market	Summer - July-Sept. 1988 Fall - Oct.-Dec.. 1988 Winter - Jan-April, 1989
Program #2 - Direct Mail (new resident)	Sept.-Spring 1989
Program #3 - Shoppers (Off-Peak)	Ongoing. Major effort-- Nov-Dec.; Spring, Feb.-June
Program #4 - Special Summer Promotion	July-Sept. (Family Fare)
Program #5 - Tourists and sightseers	Ongoing
Program #6 - Evening Travel Market	Ongoing
Program #7 - Sports Market (Off-Peak)	April-Oct. (Oakland A's) Sept. (Cal Bears) Oct.-April '89 (Gold. State Warriors)
Program #8 - Bay-To-Breakers	May 1989
Program #9 - School Information	Sept.-June 1989
Program #10 - 19 supplemental promotions	Throughout the year
Program #11 - Research	Fall and spring
Program #12 - Off-Site Ticket Sales	Ongoing
Program #13 - System Access	Ongoing
Program #14 - AC/BART Plus	Current - Final evaluation Oct. '88 To Board Nov. '88
Program #15 - Express Bus Service	Ongoing - New service, Jan. '89
Program #16 - Special Public Information Program	Spring 1989
Special Projects	Platform Signs - Train Schedules RTA Passenger Info. panels BART Passenger Info. panels On-board electronic train destina- tion signs - cab of A-Cars

PROGRAM #1 - COMMUTE MARKET**(Marketing Goal 2 - Increase Ridership)****Overview:**

The marketing momentum created this past year with several programs, the cornerstone of which was the "Take Your BART, Please" campaign featuring comedian Henny Youngman will continue. While the focus will be on all market segments throughout the operating day, primary emphasis and investment will continue to be placed on building the commute market on the basis that a good portion of the off-peak market is commuting. Using a vertical marketing approach, the "Take Your BART, Please" line will continue to be used as an umbrella theme under which the commute and other market segment promotions will be carried out.

Objective:

Increase peak patronage from current weekday average of 98,247 (June 88) to 103,650 by June 1989. This represents a 5.5% increase or averaged out to 4,913 additional weekday commute trips as a marketing objective.

Target Segments:

Non-user commuters who can use BART to make work trips to destinations BART serves; former commuters; infrequent commuters - primarily in the transbay market.

Strategy:

Identify transbay commute market and BART's share through workplace survey.

Target commute market (segments) with specially designed messages which will underscore system's primary selling propositions and competitive edge. These include convenience comparisons; cost-benefit comparisons (BART vs. auto); improved service; more parking; less stress, etc.

Theme - Continue to use the "Take Your BART, Please" theme.

Media:

Radio and cable television networks will be employed for BART's commuter program. Cable TV will also target potential midday users as well. Radio will be targeting markets through sponsorship of traffic reports and other peak period programming, with major emphasis on A.M. time periods. Cable TV will cover all time periods, mostly evenings and weekends. Also, transit interiors, bus exteriors and billboards. Some broadcast television will also be used.

Print media will be used for conveying and reinforcing support information, such as specific BART stations where parking is available each morning, and when to purchase high value discount tickets.

Billboard - Strategically located billboards will be used to convey BART message.

Timetable -- Summer

July 1 - Sept. 30 (1988/89 fiscal year)

Budget Media \$ 67,000

(partly incorporates Family Fare promotion)

Timetable -- Fall

October-December

Budget - Creative and production \$ 15,000
Media 100,000

Timetable -- Winter

January/February/March/April

Budget - Media \$ 200,000
Trade supplement 50,000

Total Cash (1988/89 Fiscal Year) \$ 382,000**Trade: \$ 50,000**

NOTE: Trade is the practice of supplementing the media budget through trading display advertising on the system. This is set up as part of the franchise contract and does not impact advertising revenue.

PROGRAM #2 - NEW RESIDENT DIRECT MAIL

(Marketing Goal 1 - Work Trips)

Objective:

To support Program #1 by reaching primary market residents directly with specific information about system.

Target: Commuters
Shoppers
Sports fans and event goers

Strategy:

Develop a special "BART Information Kit" which would be mailed to new residents in the area or people who have relocated within the area to a zip-code in BART's primary market. We might possibly want to include a special promotional ticket to invite system usage "on us" for introductory purposes.

Theme:

Try Your BART, Please.

Timetable:

January - June 1990

Program: A mailing house specializing in tracking new residents in targeted zip codes which correspond to BART's primary market areas will be used.

<u>Budget</u> - Creative	\$ 3,000 (collateral material)
Production & mail	<u>37,000</u>
	\$ 40,000

PROGRAM #3 - SHOPPERS**(Marketing Goal 1 - Off-Peak)****Background:**

Shoppers continue to represent a strong latent market for building off-peak discretionary ridership. More than 82 million trips are made into downtown San Francisco and downtown Oakland each year for purposes of shopping. These are trips made within BART's service area.* With the opening of the San Francisco Centre, a mall which includes Nordstrom, adjacent to the Powell St. Station, shoppers offer even a stronger potential for BART than in the past.

Objectives:

- To increase off-peak ridership to 106,840 average weekday trips by June 1989 from June 1988 average of 100,142, for a 6% increase.
- To reach budget objective of 86,278 average trips Saturdays, by June 1989.
- To reach 53,550 average trips by June 1988, from 49,000.

Target Segments:

- Current riders who use BART primarily for work trips.
- Shoppers who live close to BART and can use BART for their shopping trips, or other off-peak trip purposes.

Strategy:

- Provide special shoppers' service (Sunday Shoppers' Specials during Holiday Season).

* Source - MTC 1981 Bay Area Travel Survey and informal survey of major retailers.

- Special Christmas promotion.
- Emphasis on retail outlets served directly by BART - (well over 2,000).
- Possible special shoppers' promotion tied in with key shopping days, such as Washington's Birthday.

Media:

A combination of radio, Cable TV, print and transit media will be employed to support off-peak shoppers' programs under the umbrella theme.

Timetable:

- Ongoing with major effort during holiday season -- November-December.
- Spring -- April, May, June.

<u>Budget</u>	Creative	\$ 7,000
	Production	<u>6,000</u>
		\$ 13,000
	Media:	
	Radio (cash)	\$ 20,000
	Television (cash)	\$ 50,000
	Trade (radio only)	\$ 20,000
	Total:	\$83,000 cash
		\$20,000 trade

PROGRAM #4-SPECIAL SUMMER PROMOTION**(Marketing Goal 1 - Off-Peak)****Objectives:**

- To increase off-peak and weekend ridership.
- To promote BART as a way to get to a variety of summer events and activities that BART serves directly, or with easy access by shuttle connections provided by event, or local buses.

Target:

- Tourists (local and visitors).
- Youths.
- Event goers.
- Fun seekers in general.
- Current riders.

Strategy:

Promote destinations of special interest served by BART, taking advantage of cooperative promotions when possible. Also, tie to introduction of special Family Fare which was introduced during the summer of 1987, with a modification that calls for making the special fare available for kids 5-12.

Theme:

"BART to a Summer Festival"

Timetable:

June-September.

Beginning with Oakland's Festival at the Lake as a three-day attraction, which BART serves along with special free connecting shuttle buses held in early June.

Other promotable events include the July 4 weekend; Circus at the Coliseum in August; summer program at the Concord Pavilion, and a variety of ongoing attractions served by BART.

Promotion Plan:

Produce a special "BART Summer Festival" brochure, which will be distributed in BART stations, hotels, San Francisco and Oakland Visitors bureaus, and possibly retail outlets where BART high-value tickets are sold. Also, mail bulletin and brochure to numerous community service groups in Bay Area.

Media:

- In-train posters promoting theme idea and brochure
- PSAs - radio
- BART Times
- PA announcements
- A's radio billboards (blurbs)
- Piggyback as a "tag" to commute radio spots.

Budget:

Creative	\$ 5,000
Production (75,000 brochures)	9,500
Car Cards	6,000
Cable AdNet	<u>8,000</u>
	\$ 28,500

PROGRAM #5 - TOURISTS AND SIGHTSEERS**(Marketing Goal 1 - Off-Peak)**

Projections by the San Francisco Oakland Visitors and Convention Bureau indicate that over five million tourists and conventioners visit the Bay Area each year, primarily concentrated in San Francisco and Oakland. The average stay is 2.5 days.

Objective:

Provide information about BART to transit market, both visitors and residents.

Strategy:

Promote BART as an attraction unto itself as well as a great way to get around the San Francisco Bay Area in conjunction with excursion fares and to visit different attractions BART serves.

Media:

In order to reach this potential market, a variety of media which are directed primarily at the tourist and visitor market will be used. Media to be employed include:

- San Francisco Bay Area Guide (annual circ. 1,040,000).
- This Month in the East Bay (annual circ. 1,250,000).
- Action East Bay (annual circ. 1,000,000).
- Guest Informant (placed in all hotel rooms in the Bay Area).
- San Francisco Travel Planners Guide.

- Closed-circuit TV - 30 sec. film highlighting BART - piped into some 5,500 major hotel rooms in San Francisco and potentially reaching about 1.5 million visitors a year.
- Convention program magazines.
- BART brochures distributed to and within major hotels in San Francisco and the East Bay.

Timetable:

Ongoing

Budget - Media \$37,000

PROGRAM #6 - EVENING TRAVEL MARKET

(Marketing Goal 1 - Off-Peak

While there are no figures available for all entertainment or related trips taken in BART's service area each year, about 1.5 million trips overall are taken to many Bay Area theatres, which are easily accessible by BART.

iseum
d A's,
nes at
eason.
nodate

Objective: To maximize BART's share of this market.

Target: Theatre and event goers.

Selling Theme:

Continue to suggest the avoidance of driving and parking problems during evening travel to the theatres, restaurants, etc.

Media:

Theatre magazines/programs.

Flyers in stations during special cooperative promotions with the production companies.

BART Times (passenger newsletter), using a timely events calendar and special features.

Nineteen Planned Promotions:

Supplementing the ongoing marketing efforts described above are 19 planned promotions. These promotions will usually be cooperative ventures with special entertainment events, or cultural events throughout each fiscal year.

tadium.

Metable:

Ongoing.

Budget:

\$25,000

Timetable:

Oakland A's	April-October
Cal Bears	October-April
Golden Gate Fields	February-June
Golden State Warriors	October-April

<u>Budget:</u> Creative and production	\$ 4,000
Media	<u>41,000</u>
	\$ 45,000

Special Oakland A's Promotion

This year (April 1989-October 1989), BART will enter into a special pre-season and seasonal cooperative partnership with the A' organization, which calls for production of television and radio, using some of the players.

Budget

Creative	\$ 4,000
Production	15,000
Media	150,000

PROGRAM #8 - BAY-TO-BREAKERS**(Marketing Goal 1 - Special Market Segments)**

This is a special promotional effort which is launched several weeks in advance of the event, which usually takes place on the third Sunday in May.

Objectives:

- Use this special event to promote BART's Sunday service.
- Incremental increase Sunday ridership on the event day.

Strategy:

- Provide special train service.
- Promote service.
- Publish special schedule.

Timetable:

May (third Sunday).

Work begins in February.

Budget:

Collateral material	\$1,800
Media	\$3,000

Ridership:

24,00 trips

Revenue:

\$1.65 (average per participant) X 24,000 trips = \$39,600

PROGRAM #9 - SCHOOL INFORMATION

(Marketing Goal 1 - Special Market Segments)

This program will enhance our current field trip program for Bay Area schools. It will include the following elements:

- New BART Field Guide to be used by teachers to inform children K-12 about BART and about the different jobs it takes behind the scenes to make the system work on a day-to-day basis. It will also contain suggested lesson plans.
- New BART film - "Mark Twain Going Places."
- New cardboard cut-out train will be given away to classes K-8. The model has statistics about the system on the back.

Objectives:

- To inform and excite children about BART.
- Expose potential future users to the system as part of formative experience.
- That newly acquired knowledge about BART will be carried home to the parents.

Timetable:

September - June primarily.

Budget:

Development of Field Guide	\$ 10,000	
Graphics	3,500	(1988/89)

PROGRAM #10 - 18 SUPPLEMENTAL PROMOTIONS**(Marketing Goals 1 & 2 - Special Market Segments)**

There are special ongoing off-peak promotions carried out, supporting the overall marketing effort.

Objectives:

- To create a higher awareness of BART service hours, schedules and destinations.
- Promote incremental increases in off-peak ridership, particularly among current riders.
- Introduce new riders to system who may also become new frequent users.

Strategy:

Work with a variety of entertainment and event producers to take advantage of cross-promotion opportunities. These include several cultural events which involve the employees' Cinco de Mayo and cultural committees.

Timetable:

Throughout the year.

Budget:

\$56,517

PROGRAM #11 - RESEARCH**(Marketing Goals 1, 2 & 5)**

In order to gain information about BART's riders and potential riders, market research is planned. This research will also help in determining how best to reach different market segments.

Objectives:

- Complete Direct Mail Tracking survey for "Take Your BART, Please!" campaign.
- Develop further information about potential transbay market, through workplace survey.
- Attitudes and awareness.
- Provide demographic information about riders as well as attitudes and awareness.
- Marketing evaluations.

Timetable:

- Fall
- Spring

Budget:

\$130,000

PROGRAM #12 - OFF-SITE TICKET SALES**(Marketing Goal 1 - Consumer Services)**

The off-site ticket sales program includes "Tickets-To-Go" retail outlets, bank ticket sales, employers (now handled through the Regional Transit Connection), senior citizens centers, schools, and from ticket sales booths in four BART stations. There are currently a total of 212 outlets from which about 33% of total ticket sales revenue is derived.

Objectives:

- Continue to recruit new retail outlets.
- Continue to promote sales of high value tickets through off-site ticket sales program, thus increasing percentage of ticket sale revenue from off-site outlets. This in turn will increase advance revenue and shift usage away from in-station vending machines.

Strategy:

- Publish brochure listing all off-site ticket outlets - correlated with specific BART stations. Distribute through outlets and in BART stations.
- Promote retail and bank outlets in the communities.
- Continue to provide mail order service.

Media:**Collateral Material**

- Point of purchase displays.
- Posters for windows of retail outlets.
- Ticket protectors.
- Publish brochure listing all outlets.
- Newspapers in local communities.

Timetable:

Ongoing

Budget \$12,000

PROGRAM #13 - PARKING AVAILABILITY
(Marketing Goal 6 - Access & Improvements)

The number of parking spaces and park & ride lots available at BART stations has increased by approximately 2,800 over the past 18 months, and an additional 1,894 spaces are planned for the coming fiscal year. This will bring the system total to 26,718.

Objectives:

- Create a high awareness within BART's suburban market about increased parking.
- Place large signs identifying park & ride lots with Express Bus information and schedules, as new lots come on line.

Strategy:

- Incorporate information about parking into special newspaper supplement planned for Express Buses.
- Keep news media informed of available parking and new parking.
- Publish information in BART Times.
- Targeted newspaper ads in location where surplus spaces are consistently identified.
- Tie-in with commute market campaigns.

PROGRAM #14 - AC/BART PLUS**(Marketing Goal 6 - Access and Product Improvements)**

As lead agency, BART is responsible for marketing and distributing the new AC/BART Plus ticket. The ticket/pass is a regular stored value BART ticket pre-encoded at eight different pricing levels, and serves as a flash pass on AC Transit local buses.

Objectives:

- To provide a convenient transfer arrangement with AC Transit, which eventually will be extended to other East Bay operators and BART Express Buses.
- Increase ridership by making it more attractive to use both systems without having to use transfers.

Target:

- Transit users who transfer between BART and AC Transit.
- Potential riders who might be willing to try using both systems with an AC/BART Plus Ticket.

Strategy:

- Provide enough options to serve potential demand of intra East Bay, and Transbay market.
- Build in special pricing incentives to enhance ticket attractiveness.
- Set up key local distribution outlets. Currently there are 10 outlets.
- These would be supplemented by four in-station ticket booths, which will improve AC/BART Plus ticket accessibility.

Advertising Program:

- Newspapers listing sales locations and sales dates.
- Transit advertising - BART stations and sides of buses.
- Signs on agents booths listing sales locations close to station.

Collateral Material:

- Point of Purchase displays.
- Window stickers identifying retail outlets.
- AC/BART Plus brochure.
- Ticket protectors.
- Specially printed and encoded tickets.

Timetable: Current

Budget: Capitalized from Multi-Operator Pass Project fund.

Note: It is expected that the sales booths in four major BART stations will carry Muni and AC monthly passes within its 1988/89 fiscal year.

Evaluation:

A complete evaluation of the program will be done and presented to the BART Board in November, 1988.

PROGRAM #15 - EXPRESS BUS SERVICE

(Marketing Goal 8 - Access)

BART contracts to provide bus service along five major routes which connect adjoining areas in Alameda and Contra Costa counties with BART rail lines. This service, which is now being streamlined, will receive increased marketing emphasis as a new private firm takes over its operation in mid-January 1989.

a the

n, as

Objective:

Increase daily ridership on BART Express Buses and number of transfers to BART.

Strategy:

Make Express buses as easy to use as possible by providing comprehensive information and schedules.

Increase exposure for Express Bus and Park and Ride facilities through a variety of means, including media.

Paint buses to look like BART trains.

Timetable:

Ongoing

Budget:

\$11,000

- Launch new exhibit in March 1989 at "Profile Oakland", a special business community event which will take place at the Oakland Visitors and Convention Center.
- Introduce BART's new information brochure at "Profile Oakland". Also direct mail to executive press and local, state and federal representatives.
- Schedule a series of talks to local community groups beginning the spring of 1989.

Budget:

Creative	\$ 12,000
Slide Show	\$ 5,000
Exhibit	\$ 25,000
Brochure	\$ <u>15,000 - \$20,000</u>
	\$ 57,000

SPECIAL PROJECTS

- Complete Prototype Passenger Information Centers at 12 BART transfers.
Evaluation and possibly extend to all BART stations.

- Complete RTA Passenger Information portion of above project at same time.

- Install large train schedule on platform level of stations (capital program)

- Electronic train destination signs for cab of A-Cars.

- Individual pocket size train schedules for each station.

PUBLIC AFFAIRS

Mission

The basic mission of the Public Affairs Department is to act as the overall communication arm of the District, interfacing with the media, passengers, the public at large, and employees. This role is divided into three areas--Public Information, Marketing & Communications, and Passenger Services.

Functional Breakdown

- o Public Information (Cost Center 405)
 - . Planning and developing public information programs.
 - . Press relations day-to-day -- active and reactive.
 - . District publications - Annual Report., background information, news releases, both written and filmed, employee publication, passenger newsletter.
 - . Publish daily and weekly news clips.
 - . District photographic needs/services/files.
 - . Cover all Board and committee meetings.
 - . APTA chair - Public Information Committee.
 - . Internal hot line.
 - . Media Corps.
 - . Information packets (research, preparation, dissemination).
 - . Biographical files.

- o Marketing & Communications (Cost Center 405)
 - . Develop District's marketing plan in partnership with Planning & Research.
 - . Develop and carry out marketing and advertising programs in support of District goals.
 - . BART advertising (currently set up as in-house agency).
 - . Management of display advertising contract.

- . Management of electronic train destination (advertising) contract.
- . Coordinate with other entities for advertising tie-ins.
- . Coordinate trade-outs.
- . Sponsor market research, which is used to develop long-range marketing objectives.
- . Research - general - in support of PIO as well as advertising programs.
- . Liaison on Regional Transit Association Marketing committee.

Passenger Service

- . Passenger complaints (day-to-day and monthly report).
- . Consumer mail.
- . Train Destination Sign (TDS) message coordination.
- . COMSPEC/PA announcements (consult).
- . Brochures, signing, graphics and passenger bulletins.
- . Coordinates requests for speakers and tours (limited basis).
- . Set policy and issue permits for use of District property.
- . Anti-vandalism program with BPS.
- . Handicapped ID program.
- . Bike program.
- . Refunds.
- . Bulk ticket sales.
- . Management of film distribution program.
- . Exhibits.
- . Art in stations.
- . Special projects.

