

DOWNTOWN CIRCULATOR SHUTTLE FEASIBILITY STUDY

Exhibit 7.4a Baseline Financial Plan (using 1 Vehicle)

Expenses	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
Operating					
Operations	\$370,362	\$381,473	\$392,918	\$404,705	\$416,846
Marketing	\$18,518	\$11,444	\$11,788	\$12,141	\$12,505
Total Operating Expenses	\$388,881	\$392,918	\$404,705	\$416,846	\$429,352
Capital					
# of Vehicles	2	0	0	0	\$0
Cost per Vehicle	\$125,000	\$0	\$0	\$0	\$0
Total Cost of Vehicles	\$250,000	\$0	\$0	\$0	\$0
Total Non Fleet Infrastructure	\$59,800	\$5,200	\$0	\$0	\$0
Total Capital Expenses	\$309,800	\$5,200	\$0	\$0	\$0
Total Expenses	\$698,681	\$398,118	\$404,705	\$416,846	\$429,352
Revenue Needed					
Fare	\$0	\$0	\$0	\$0	\$0
Local	\$139,736	\$79,624	\$80,941	\$83,369	\$85,870
Federal Pass-Through Money	\$558,944	\$318,494	\$323,764	\$333,477	\$343,481
Total Revenue	\$698,681	\$398,118	\$404,705	\$416,846	\$429,352

Exhibit 7.4b Baseline Financial Plan (using 2 Vehicles)

Expenses	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
Operating					
Operations	\$740,725	\$762,947	\$785,835	\$809,410	\$833,692
Marketing	\$37,036	\$22,888	\$23,575	\$24,282	\$25,011
Total Operating Expenses	\$777,761	\$785,835	\$809,410	\$833,692	\$858,703
Capital					
# of Vehicles	3	0	0	0	\$0
Cost per Vehicle	\$125,000	\$0	\$0	\$0	\$0
Total Cost of Vehicles	\$375,000	\$0	\$0	\$0	\$0
Total Non Fleet Infrastructure	\$59,800	\$5,200	\$0	\$0	\$0
Total Capital Expenses	\$434,800	\$5,200	\$0	\$0	\$0
Total Expenses	\$1,212,561	\$791,035	\$809,410	\$833,692	\$858,703
Revenue Needed					
Fare	\$0	\$0	\$0	\$0	\$0
Local	\$242,512	\$158,207	\$161,882	\$166,738	\$171,741
Federal Pass-Through Money	\$970,049	\$632,828	\$647,528	\$666,954	\$686,963
Total Revenue	\$1,212,561	\$791,035	\$809,410	\$833,692	\$858,703

Exhibit 7.5 shows how the expenses for the Circulator were generated. We multiplied the service hours in each season by the cost per vehicle service hour (taken from CBJ data and the 2008 Transit Development Plan). The table also shows what costs can be expected if one vehicle were used, and expected costs if two vehicles were used.

Exhibit 7.5 Summary of Costs

Recommended Operations Alternative	Months	Weeks	Days	Proposed Service Hours/Day	Proposed Service Hours/Season	Cost/VSH	Operating Cost/Season (1 Vehicle)	Operating Cost/Season (2 Vehicles)
*Summer Season	5	22	154	13	2002	\$110.49	\$221,201	\$442,402
*Winter Season	7	30	150	9	1350		\$149,162	\$298,323
Total	12	52	304		3352		\$370,362	\$740,725

* (Summer Season is based on Cruise Ship Season= April 15 to September 15, 7 days/week. Winter Season is based on non-Cruise Ship Season= September 16 to April 14, 5 days a week; M-F)

Fare vs. Fare-Free

Exhibits 7.4a and 7.4b show the estimated costs associated with implementing this Circulator, as well as the estimated revenue needed if the service was complimentary, or fare-free. At the request of the DBA, we have also analyzed what cost savings might be generated if the service was implemented with charging a fare to each rider.

This Financial plan, assuming a fare is charged, has been developed using the following assumptions (the assumptions listed above also apply to these tables):

1. The fare that would be charged was estimated at \$1.00.
2. Senior/children rates were not estimated.
3. Based on current Capital Transit data, CBJ-provided data, and the Transit Development Plan, ridership was estimated at 20 passengers per vehicle service hour.
4. All estimates were generated utilizing the timetables produced in this report, stating that service in the summer would maintain a 13-hour Circulator at 7 days per week, and in winter would maintain a 9-hour Circulator at 5 days per week (Monday through Friday).
5. Based on current Capital Transit data, ridership has increased at a rate of five percent per year. Because of this, revenue inflation for the Circulator is assumed at five percent per year.
6. Figures do not take into consideration of the ability of riders to use current Capital Transit fare media already purchased. It is assumed that the service is separate from Capital Transit.

Exhibit 7.6 Fare Revenues

Revenues	Proposed Service Hours/Day	Passengers/ Hour	Passengers/ Day	Proposed Fare	Fare Revenue/ Hour	Fare Revenue/ Day	Days/ Season	Annual Revenue (1 Vehicle)	Annual Revenue (2 Vehicles)
Summer	13	20	260	\$1.00	\$20	\$260	154	\$40,040	\$80,080
Winter	9	20	180	\$1.00	\$20	\$180	150	\$27,000	\$54,000
Total							304	\$67,040	\$134,080

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** (Summer Season is based on Cruise Ship Season= April 15 to September 15, 7 days/week. Winter Season is based on non-Cruise Ship Season= September 16 to April 14, 5 days a week; M-F)*

DOWNTOWN CIRCULATOR SHUTTLE FEASIBILITY STUDY

Exhibit 7.7a Baseline Financial Plan (with fare revenue using 1 Vehicle)

Expenses	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
Operating					
Operations	\$370,362	\$381,473	\$392,918	\$404,705	\$416,846
Marketing	\$18,518	\$11,444	\$11,788	\$12,141	\$12,505
Total Operating Expenses	\$388,881	\$392,918	\$404,705	\$416,846	\$429,352
Capital					
# of Vehicles	2	0	0	0	\$0
Cost per Vehicle	\$125,000	\$0	\$0	\$0	\$0
Total Cost of Vehicles	\$250,000	\$0	\$0	\$0	\$0
Total Non Fleet Infrastructure	\$59,800	\$5,200	\$0	\$0	\$0
Total Capital Expenses	\$309,800	\$5,200	\$0	\$0	\$0
Total Expenses	\$698,681	\$398,118	\$404,705	\$416,846	\$429,352
Revenue Needed					
Fare	\$67,040	\$70,392	\$73,912	\$77,607	\$81,488
Local	\$126,328	\$65,545	\$66,159	\$67,848	\$69,573
Federal Pass-Through Money	\$505,312	\$262,180	\$264,635	\$271,391	\$278,291
Total Revenue	\$698,681	\$398,118	\$404,705	\$416,846	\$429,352

Exhibit 7.7b Baseline Financial Plan (with fare revenue using 2 Vehicles)

Expenses	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
Operating					
Operations	\$740,725	\$762,947	\$785,835	\$809,410	\$833,692
Marketing	\$37,036	\$22,888	\$23,575	\$24,282	\$25,011
Total Operating Expenses	\$777,761	\$785,835	\$809,410	\$833,692	\$858,703
Capital					
# of Vehicles	3	0	0	0	\$0
Cost per Vehicle	\$125,000	\$0	\$0	\$0	\$0
Total Cost of Vehicles	\$375,000	\$0	\$0	\$0	\$0
Total Non Fleet Infrastructure	\$59,800	\$5,200	\$0	\$0	\$0
Total Capital Expenses	\$434,800	\$5,200	\$0	\$0	\$0
Total Expenses	\$1,152,761	\$791,035	\$809,410	\$833,692	\$858,703
Revenue Needed					
Fare	\$134,080	\$140,784	\$147,823	\$155,214	\$162,975
Local	\$203,736	\$130,050	\$132,317	\$135,696	\$139,146
Federal Pass-Through Money	\$814,945	\$520,201	\$529,270	\$542,782	\$556,583

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8. INITIAL MARKETING RECOMMENDATIONS

CHAPTER 8 – INITIAL MARKETING RECOMMENDATIONS

Service Branding

The single most important aspect for marketing the Downtown Juneau Circulator Shuttle is the creation of a new brand identity that will portray it as a separate service to other services provided in the area. Four core components were identified as being necessary for the Downtown Circulator's distinct identity. These components are:

- Service name,
- Logo,
- Color scheme, and
- Tagline.

Moore & Associates developed a list of service names for the proposed Circulator service, which was submitted to the DBA in October 2008. We were subsequently asked to revise the list to include names that reflected Juneau's history and culture. The revised list is as follows:

- Prospector
- Pioneer Shuttle
- Gold Line
- Gold Runner
- Explorer
- Downtown Explorer
- Mountaineer

- ✦ Frontier Line
- ✦ Whale Rider
- ✦ Mariner
- ✦ Rush
- ✦ Navigator
- ✦ Downtown Navigator
- ✦ Orca Express
- ✦ Downtown Sailor
- ✦ Striker
- ✦ Gold Strike

Once the preferred service name has been selected, the creation of logo concepts based on the name will be refined. All necessary modifications will be made before applying various color scheme options. Lastly, once the name and logo have been finalized, we will develop a list of taglines in support of the service logo.

Exhibit 8.1 Potential Service Brands



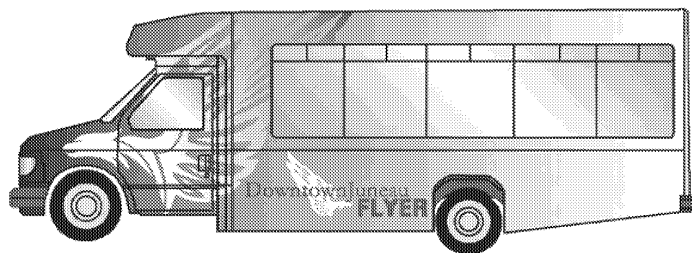
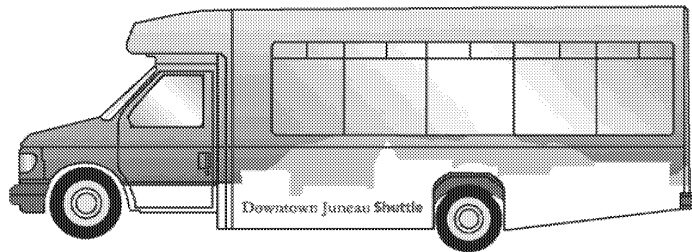
Vehicle Branding

Upon finalization of the Downtown Juneau Circulator Shuttle name, logo, and identity, Moore & Associates developed several potential vehicle branding concepts. These concepts will be presented to the DBA for feedback and comment. Once a vehicle design has been approved, Moore & Associates will also assist in facilitating the application of graphics to the vehicles. This will include identifying potential vendors and providing the DBA with our recommendations. If desired, we will act as the liaison between the DBA and the chosen vendor through completion.

Exhibit 8.2 Proposed Vehicle Brands



10000 downtown business association
10000 downtown business association



Service Marketing

This section describes the plan for the design and production of marketing and informational materials, such as brochures and other explanatory materials. One of the unifying elements of all successful transit services is the design of user-friendly program literature. A single map and/or schedule guide is critical to understanding the service. As such, we will develop service collateral that both introduces and educates residents on how use the new service. All service collateral will include the Circulator's brand as well as contact information.

Broadcast Advertising. Consistency and repetition are two key components for increasing awareness and, in turn, patronage. These components are also required to ensure the information is available to the prospective customer at a time that the customer/target audience is receptive to accepting that information.

Radio provides an excellent opportunity to reach specific target market segments in a relatively cost-effective manner. Morning and evening "drive times" are ideal for reaching choice riders and youth, as they get ready and travel to work or school.

Traffic sponsorships are an effective way to convey the same message numerous times to the target audience, typically in a more cost-effective manner than straight advertisements. Because

different stations cater to different audiences, they can be used in conjunction to promote the Circulator service.

Cinema/Theater Advertising. Pre-movie advertisements provide an excellent means of reaching a “captive” audience comprised of a broad cross-section of target markets per exposure at a relatively low cost. As moviegoers often arrive early to secure preferred seating, the message will often reach multiple target markets simultaneously.

Earned Media Opportunities. Public relations strategies are designed to affect specific incremental behavior by relating to the priorities of the community and demonstrating measurable and quantifiable accomplishments. A key aspect in generating publicity is attracting the attention and interest of journalists and news persons so that the story is effectively communicated to the public. To garner the interest of journalists, each story must have an angle of interest for the reader. Feature articles, human interest stories, and opinion pieces can all serve to demonstrate the benefits of the service, whether for one person or for the community as a whole.

Fare Media. Fare media is an extremely important type of collateral. While many customers pay by cash fare, those who use the service on a daily basis may prefer the convenience of a multi-use pass. Free ride coupons or tokens may be desirable as well, as these can be distributed by local businesses to encourage use of the Circulator. The design of an eye-catching or unique token, pass, or free ride coupon can help raise awareness of the service as well.

Info Posts. Info posts provide information at bus stop locations. Typically located on the same pole as the bus stop sign, info posts contain route and schedule information. Because information is provided at a time when people are open to receiving it (i.e., as they are considering riding the bus), visitors and shoppers in the downtown area have the information they need to use the service. By not having to look elsewhere for a bus schedule or route information, they are more likely to use the service.

Posters. Posters suitable for display in the window of a business can be used to both promote the service and indicate support for the service. Posters can display general information or be tailored to a particular event or campaign.

Print Advertising. General community awareness of the service can be increased through the placement of print ads in local newspapers and community publications. More targeted ads can be included in special interest publications such as those serving the cruise and travel industries or in publications specific to particular cruise lines that visit Juneau.

Service Brochure. The service brochure is an important marketing tool, as it typically reaches all audiences and contains information regarding route, schedule, fare, and how to ride. Such a brochure is not targeted to a specific group, but is general in nature so that it can be distributed throughout the service area. Brochures can be designed in a wide variety of formats depending on content, budget, and desired finished size. We recommend that they be available on-board transit vehicles and distributed at downtown businesses, hotels, and employers.

Signage. The signage, like the brand, will be developed to provide riders with pertinent service information such as schedules, instructions on how to ride, and fare information. All signage will also be designed to match the new brand logo and color scheme. In addition to providing signage recommendations, Moore & Associates will monitor the placement, specifications, and design of signage and other elements to be used at each stop so that it is reflective of the Circulator brand.

Media Releases. Media releases regarding the Downtown Circulator can be disseminated to media outlets throughout the CBJ for little to no cost. These media releases can also inform local businesses, industry publications, and community-specific publications of items of note relating to the proposed Circulator service. Possible topics for media releases include service branding, the launch of the service, specific promotions or events, and ridership.

Targeted Marketing. Because the proposed service is specific to a particular geographic area of Juneau, certain groups make up the target market. Audience-specific collateral targeted toward cruise ship passengers, other visitors, and residents who live or work downtown is a crucial element to marketing the service. Cruise ship passengers who are in town for a limited time and are unfamiliar with the area will want to know precisely where they can go and how frequently the shuttle serves the cruise ship docks. Appropriate collateral for this market would include flyers or brochures that could be distributed by cruise ships or posters that could be hung near the docks. Downtown workers are most likely to use the shuttle at lunch; potential points of interest for them include restaurants, dry cleaners, banks, etc. Appropriate collateral for this market would include direct mail flyers to local businesses, posters to be hung in downtown establishments, flyers for distribution throughout downtown, and utility bill inserts for those customers living downtown.

Transit Vehicle Advertising. The placement of public transit service advertisements on transit vehicles provides awareness of the accessible service. Transit advertising includes interior as well as exterior vehicle opportunities. Interior advertisements include car cards with route-specific service information. Exterior advertisements serve to underscore basic contact information such as website and phone number. Each vehicles rear panel is a revenue-generating place to promote the Circulator shuttle.

Web Page. Having service information available anytime online is vital to any transit service. While a Downtown Circulator-specific web page might be located on the Capital Transit website, it should be accessible through an easy-to-remember URL (such as www.juneaushuttle.com). This URL should be incorporated into all Circulator collateral. Site “freshness” is critical; we recommend that site content be updated at least once a month.

Service Marketing Priorities

While there are considerable choices when marketing a new service, an important consideration is remaining within budgetary constraints. To that end, we have developed a three-tier priority list of marketing tasks (Exhibit 8.3). Tasks in Tier One are highest priority, essential to the service. Tasks in Tier Two are also important, but can be implemented if the budget allows. Tier Three is a “wish list” of tasks that likely rely on the availability of additional funding.

Exhibit 8.3 Marketing Priorities

Task	Tier One	Tier Two	Tier Three
Broadcast Advertising			
TV			
Radio			
Traffic sponsorship			
Cinema/Theater Advertising			
Earned Media Opportunities			
Feature articles			
Human interest stories			
Opinion pieces			
Media Releases			
Fare Media			
Info Posts			
Posters			
Print Advertising			
Newspapers			
Community publications			
Special-interest publications			
Service Brochure			
Signage			
Targeted Marketing			
Flyers			
Brochures			
Direct mail			
Utility bill inserts			
Transit Vehicle Advertising			
Exterior advertising			
Interior advertising (car cards)			
Web Page			

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9. APPENDIX

COMMUNITY ONLINE SURVEY



The Juneau Downtown Business Association, in partnership with the City & Borough of Juneau, is investigating possible introduction of a public shuttle or circulator in the downtown area. As a person either living or working in the downtown area, your opinion is important.

We invite you to participate in our community survey funded by Marine Passenger Fee funds. With your help we can identify community travel patterns and mobility preferences. Your answers will be used to further improve the downtown area. Thank you for your participation.

1. Check all which apply:

- Reside in downtown
- Work in downtown area
- Attend school in downtown area
- Year-round resident
- Summer-only resident
- Own personal vehicle

2. If you answered "work in the downtown area" for Question 1, what is the most common travel mode you use?

- Drive
- Public bus
- Walk

3. The Juneau DBA, in partnership with the CBJ, is considering the introduction of public shuttle throughout the downtown area. Check all which apply:

- This a travel option which I would use frequently
- This is a travel option I would rarely use
- I prefer the proposed shuttle operate year-round
- I prefer the proposed shuttle operate summer-only
- The proposed shuttle should operate in addition to current Capital Transit routes in the downtown area
- The proposed shuttle should replace current Capital Transit routes in the downtown area
- The proposed shuttle should focus on transporting tourists

4. I would consider riding the proposed shuttle if it (check all which apply):

- Operated between the Federal Building and Willoughby (Foodland Center)
- Operated along 12 Street and Calhoun Avenue (past Governors Mansion)
- Serviced the High School
- Serviced Egan including the Labor and Fish and Game Buildings
- No preference
- No change from Capital Transit routing
- Other (please specify)

5. In order for me to use the proposed shuttle, it would need to operate

- Once an hour
- Every 30 minutes
- Every 15 minutes

6. If the proposed shuttle became a reality, how often in a typical week would you ride it?

- Would not ride
- Two or less times per week
- 3-5 times per week
- More than 5 times per week

7. Please indicate the importance of the following service aspects using the numerals one through four (one being the most important, four being the least).

	1	2	3	4
Frequency of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost/fare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Routing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vehicle type (i.e., small bus or trolley versus large transit bus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmentally-friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>