City of Georgetown  
Transportation Development Plan

DRAFT

TECHNICAL MEMORANDUM #4:  
DEVELOPMENT OF SERVICE ALTERNATIVES

December 10, 2007

Prepared for the  
Texas Department of Transportation  
Capital Area Rural Transportation System  
and  
City of Georgetown
TECHNICAL MEMORANDUM 4:
DEVELOPMENT OF SERVICE ALTERNATIVES

INTRODUCTION

The purpose of this technical memorandum is to identify potential fixed-route transit service scenarios for the City of Georgetown. This memorandum will initiate the selection process with the City of Georgetown, Capital Area Rural Transportation System (CARTS) and the Advisory Committee regarding the development of the final plan. This technical memorandum introduces a range of public transit service alternatives for the city. Specifically, two basic levels of service representing alternative investment strategies have been developed to provide the stakeholders and decision-makers with choices.

After a presentation to the Committee and public meetings regarding the alternatives, the Committee will direct the consultants to develop a plan based on the service levels chosen. The consultants will work closely with the staff to provide a mechanism for the decision-making process and will be available to supply additional information as needed.

The transit routes presented in this technical memorandum are more conceptual in nature and are provided primarily for the purpose of determining route corridors. Final routing will be determined in the draft plan, the next step of the process. The estimated costs are used for comparison purposes and are not exact dollar figures, as are the funding resources. The draft and final Transit Service Plan will include more specific street routings and detailed budgets.

SERVICE ALTERNATIVES

The service alternatives are discussed in the context of two different levels of potential investment. They are presented in this manner in order to illustrate what the different funding levels will purchase. This does not preclude the Committee from “mixing and matching” of routes and ideas as appropriate. Please note that the routes described on the following pages are conceptual in nature in this alternatives phase of the study. At this stage, we have not made final determinations regarding the exact routing of the vehicles. The routing will be finalized in the Service Plan that is part of the next task.
• **Three Bus System** – This alternative includes the minimum system necessary to ensure enough service area coverage to allow the system to develop modest ridership.

• **Four Bus System** – This includes a number of options for a fourth bus either in fixed-route service or as a shopper shuttle.

Prior to the introduction of the service alternatives, it would be helpful to discuss a number of assumptions and issues that determine the type and cost of the system to be put in place.

**Service Assumptions**

The design of alternative transit services for Georgetown has been based on the following general assumptions:

• Public transit in the form of fixed-route service is the most viable approach for the city. The city can support a modest service.

• Americans with Disabilities Act (ADA) paratransit will use the existing paratransit vehicle to meet the needs of persons with disabilities that cannot use fixed route.

• This service is internal to Georgetown. There will be no stops outside of the city limits.

• Service will meet the guidelines for fixed-route service (AttachmentA).

**Decision Points – Costs**

These factors described below will, in large part, determine system costs. They should be carefully considered.

• **Service Hours** – The hours of service directly affect the cost and the ridership. This alternative has included the minimum hours necessary to capture the major ridership groups, most notably commuters. Twelve hours should be the absolute minimum service hours. The cost for a 15 hour service day was included in the estimates.

• **Service Days** – These decision points revolve around Saturday and Sunday service. As a general rule, Saturday service provides about half of the ridership seen on weekdays. Sunday service generally sees about one-quarter to one-third of the average daily ridership observed on weekdays. The cost estimates review the costs associated with Saturday service in both alternatives.
• **Headway** – Headway is the time between buses going in the same direction. Typical headways for rural and suburban transit are half hour (often during peak hours) to one-hour service. It should be pointed out that one half-hour headways cost about twice as much as one-hour headways.

• **Radially-Oriented Routes** – The bus system will be focused around a single transit hub where all bus routes come together, either downtown or at major commercial districts. This is the typical approach found in small cities and towns. Passengers making trips are frequently destined for the commercial center located at the transit hub, or they may transfer to routes serving other areas of the community. The buses will “pulse” at the transit hub, meaning that all buses arrive and depart the transit hub at the same time to facilitate quick transfers between routes. Without question the best transfer site in Georgetown is the downtown area, as it is centrally located, has easy access, and is a major destination.

**Service Designs/Alternatives**

There will be two basic scenarios – a three bus option and a four bus option. The routes are designed to meet the needs of a wide range of persons and entities such as:

- All major shopping areas
- Medical centers and clinics
- Human service agencies
- Locations of populations that can support transit

Each option will include a route map with the basic route structure and potential operating costs so that each alternative can be compared. Each alternative will have advantages and disadvantages.

1. **Service Alternative No. 1: Three-Bus System**

**Narrative Description**

Figure 4-1 depicts a basic route structure for a three bus system. This alternative is considered the minimum level of service for the City of Georgetown. This three bus service has one bus operating to Sun City and north on Austin Avenue on a one-hour headway with service to a wide variety of destinations. The other four routes will be paired (each bus will operate on two routes in one hour) also on one hour headways. This service covers all of the major origins and destinations (all within ¼ mile of a route).

This scenario provides coverage throughout most parts of the city. When CARTS initiates intercity service, one of the routes will serve the intermodal facility every hour. This service level has some difficulty serving all areas of the city with the Sun City/North
Georgetown route serving more locations than it should. However, this is the only way to serve North Austin Avenue (which has a number of apartment complexes and the High School.

**Advantages**

- Lower cost approach.
- Provides good coverage throughout much of the service area.

**Disadvantages**

- May be difficult to serve Sun City and the northern parts of the city on one route.
- This is the minimum level of service that would allow good coverage.

2. **Service Alternative No. 2**

**Narrative Description**

This alternative uses the same basic route structure as in the previous alternative. In this alternative however, the shopper express route operates on ½ hour headways, while the Sun City Route is split off from service to the north part of the city, which has its own separate route. The North route will be paired with the southeast, southwest, or east routes. This route structure is depicted in Figure 4-2. This will provide a higher level of service to both the north side of town as well as Sun City. In addition, all buses will meet the shopper shuttle allowing easy access to major shopping from all areas of the city.

**Advantages**

- Provides a higher level of service/coverage.
- Meets the needs of most residents.
- Provides excellent service for residents east of the interstate to the major destinations on the west side of IH 35.

**Disadvantages**

- Higher cost option.

**Service Alternative No. 3: Shopper/Medical Shuttle**

**Narrative Description**

This alternative uses both alternatives above and adds a mid day shopper shuttle that operates on a schedule, in different parts of town, bypassing downtown and serving both medical and shopping destinations. This would provide targeted service for different communities.
Figure 4-2
FOUR BUS SCENARIO
CITY OF GEORGETOWN
Service could be operated on a fixed-route or a fixed schedule. For example, the shopper shuttle would serve neighborhood A Monday and Wednesday at 9:00 a.m. and noon, serving neighborhood B on Monday and Wednesday at 2:00 p.m. and 4:00 p.m., etc. This shuttle service can be operated in partnership with a variety of local retailers, such as HEB, Wal-Mart, and Wolf Ranch.

There are numerous examples (in Texas and across the country) of this type of service being successful with supermarkets and discount “big box stores.” Typically shuttles target transit dependent persons (elderly, disabled, and low-income persons) in their neighborhoods. Service is usually for shopping and medical. Because service is targeted to certain businesses, it may be possible to enlist retailer(s) to sponsor/subsidize the service.

Advantages

- Targeted service can generate excellent ridership (although it may be at the expense of other routes).
- Customers like this type of service.
- Can generate sponsors for service that can often pay the entire cost of the service.
- Can serve each part of the city.

Disadvantages

- Ridership may be at the expense of the other routes.

Potential Ridership and Costs – Alternatives 1 and 2

Tables 4-1 and 4-2 depict the service hours and costs associated with the alternatives. Costs are shown for five days per week service using one-hour and one-half hour headways. Costs are also shown for 12 hours of service and 15 hours of service. Saturday service costs are also depicted separately.

<table>
<thead>
<tr>
<th>Headway</th>
<th>Number of Buses</th>
<th>Service Hours Annual</th>
<th>Cost per Hour</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Hour</td>
<td>3</td>
<td>9,000</td>
<td>$50</td>
<td>$450,000</td>
</tr>
<tr>
<td>1/2 hour</td>
<td>6</td>
<td>18,000</td>
<td>$50</td>
<td>$900,000</td>
</tr>
<tr>
<td>15 Hours Per Day</td>
<td>1 Hour 3</td>
<td>11,250</td>
<td>$50</td>
<td>$562,500</td>
</tr>
<tr>
<td></td>
<td>1/2 Hour 6</td>
<td>22,500</td>
<td>$50</td>
<td>$1,125,000</td>
</tr>
</tbody>
</table>

Saturday Service

<table>
<thead>
<tr>
<th>Headway</th>
<th>Number of Buses</th>
<th>Service Hours Annual</th>
<th>Cost per Hour</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Hour</td>
<td>3</td>
<td>1,800</td>
<td>$50</td>
<td>$90,000</td>
</tr>
</tbody>
</table>
Table 4-2: CITY OF GEORGETOWN SERVICE COSTS
Six Routes - Monday Through Friday - 12 Hours per Day

<table>
<thead>
<tr>
<th>Headway</th>
<th>Number of Buses</th>
<th>Service Hours Annual</th>
<th>Cost per Hour</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Hour</td>
<td>4</td>
<td>12,000</td>
<td>$50</td>
<td>$600,000</td>
</tr>
<tr>
<td>1/2 hour</td>
<td>8</td>
<td>24,000</td>
<td>$50</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>15 Hours Per Day</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Hour</td>
<td>4</td>
<td>15,000</td>
<td>$50</td>
<td>$750,000</td>
</tr>
<tr>
<td>1/2 Hour</td>
<td>8</td>
<td>30,000</td>
<td>$50</td>
<td>$1,500,000</td>
</tr>
</tbody>
</table>

Saturday Service

<table>
<thead>
<tr>
<th>Headway</th>
<th>Number of Buses</th>
<th>Service Hours Annual</th>
<th>Cost per Hour</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Hour</td>
<td>4</td>
<td>2,400</td>
<td>$50</td>
<td>$120,000</td>
</tr>
</tbody>
</table>

It is estimated that these routes will initially generate 6 – 8 one-way trips per vehicle hour. Table 4-3 depicts the range of ridership expected during the initial phase of this service and at maturity. As with any start-up business, it takes time to build a customer base. At maturity, this service can produce 10 – 12 one-way trips per hour.

Table 4-3: ANNUAL RIDERSHIP ESTIMATES AT START-UP AND MATURITY

<table>
<thead>
<tr>
<th></th>
<th>Total Vehicle Service Hours</th>
<th>12 Hours Per Day Start-Up</th>
<th>12 Hours per Day Maturity Year 5</th>
<th>15 Hours Per Day Start-Up</th>
<th>15 Hours per Day Maturity 5 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12 Hours</td>
<td>15 Hours</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Bus</td>
<td>9,000</td>
<td>12,000</td>
<td>72,000</td>
<td>108,000</td>
<td>96,000</td>
</tr>
<tr>
<td>4 Bus</td>
<td>11,250</td>
<td>15,000</td>
<td>90,000</td>
<td>135,000</td>
<td>120,000</td>
</tr>
</tbody>
</table>

Potential Transit Service Vehicles

Different types of transit services require the use of different vehicles. Table 4-4 presents a summary of the capital acquisition costs, average replacement cycle, and seated capacity of several different types of transit vehicles suitable for local fixed-route services (all vehicles will be accessible to persons with disabilities). Other capital costs include bike racks, benches, and shelters. These are also displayed in Table 4-4.
Table 4-4: CAPITAL EXPENSES

<table>
<thead>
<tr>
<th>Number of Vehicles</th>
<th>Cost Per Vehicle</th>
<th>Total Vehicle Cost</th>
<th>Other Capital</th>
<th>Total Capital</th>
<th>Local Match 10% If Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>$100,000</td>
<td>$300,000</td>
<td>$86,800</td>
<td>$386,800</td>
<td>$38,680</td>
</tr>
<tr>
<td>4</td>
<td>$100,000</td>
<td>$400,000</td>
<td>$102,900</td>
<td>$502,900</td>
<td>$50,290</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Vehicles</th>
<th>Cost Per Vehicle</th>
<th>Total Vehicle Cost</th>
<th>Other Capital</th>
<th>Total Capital</th>
<th>Local Match 10% If Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>$300,000</td>
<td>$900,000</td>
<td>$86,800</td>
<td>$986,800</td>
<td>$98,680</td>
</tr>
<tr>
<td>4</td>
<td>$300,000</td>
<td>$1,200,000</td>
<td>$102,900</td>
<td>$1,302,900</td>
<td>$130,290</td>
</tr>
</tbody>
</table>

Other Capital Costs

<table>
<thead>
<tr>
<th>Number of Units</th>
<th>3 - Bus Cost per Unit</th>
<th>Total Cost</th>
<th>Number of Units</th>
<th>4 - Bus Cost per Unit</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benches</td>
<td>30</td>
<td>$1,000</td>
<td>$30,000</td>
<td>35</td>
<td>$1,000</td>
</tr>
<tr>
<td>Shelters</td>
<td>10</td>
<td>$4,000</td>
<td>$40,000</td>
<td>12</td>
<td>$4,000</td>
</tr>
<tr>
<td>Bike Rack</td>
<td>3</td>
<td>$600</td>
<td>$1,800</td>
<td>4</td>
<td>$600</td>
</tr>
<tr>
<td>Signs</td>
<td>60</td>
<td>$250</td>
<td>$15,000</td>
<td>70</td>
<td>$250</td>
</tr>
<tr>
<td>Total 3 - Bus</td>
<td></td>
<td>$86,800</td>
<td></td>
<td>Total - 4 Bus</td>
<td>$102,900</td>
</tr>
</tbody>
</table>

Fixed-route bus service usually requires a heavier duty vehicle due to the larger numbers of passengers and the greater wear and tear associated with that type of service. Cut-away vehicles can be adapted to fixed-route, although the lack of a back door will be problematic after ridership increases. These vehicles cost about $100,000 per unit and are similar to the CARTS vehicles currently operating in Georgetown. Most systems with significant ridership opt for a traditional medium-duty or heavy-duty transit coach (up to $300,000 per vehicle). These vehicles last longer and provide greater comfort for passengers. Examples of heavy-duty transit coaches include those operated by Capital Metro. These vehicles come in lengths of 30, 35, and 40 feet and are available with a variety of seating capacities and configurations.

Accessibility features include using a stepwell lift, a separate lift, and low floor buses with a short ramp. Low floor vehicles can be a distinct advantage in terms of ease of use and speed, which is always important. In addition, low floor buses are more advantageous for ambulatory persons as well.
Bike racks should also be considered as many transit systems have started using them and integrating buses into the local bicycle plan. This allows the transit system to have a larger “catchment” area as bicycle riders can travel farther to get to a bus stop then people walking.

**Bus Stops – Shelters and Benches**

There are a number of options for the designation/placement of bus stops. The key issues are: where should the bus stops be placed, how far apart should stops be, and will the buses only stop where they can get completely off the road. The approaches that the Committee should discuss are as follows:

- Key stops – key origins and destinations may be only where the bus can pull safely off the road.

- More frequent designated stops – In most locations across the country, buses stop to pick up customers on the street, momentarily stopping traffic. With proper signaling and lights this is a relatively safe maneuver. Stops are typically ¼ mile apart at the near side of the intersection.

- Flag stops permitted – Another option suggest a limited number of posted stops with flag stops permitted for those that live in between stops.

- Bus stops should be placed where customers have access to crosswalks. Stops should not be placed on high speed or very busy roads (e.g. Williams and University east of campus), without protection for the customers.

- Bus stop signage should also be reviewed by the committee. Should each stop have a sign?

Consideration will be given to identifying appropriate bus stops. Accessibility will be looked at as well (are there curb cuts and sidewalks?). The second consideration is the type of spot? Where should signs go, should there be benches or shelters?

Shelters and benches are typically placed at high ridership stops. Locations such as retail centers, the entrance to private developments, major attractions and high ridership stops should have, as a minimum, benches, with shelters for the busiest stops, or where a business pays for a shelter or bench. Consideration should be given to who will be responsible for building the pad and erecting the shelters and benches as well as maintaining the shelter. If the city does this it could be considered in-kind match in lieu of cash. Please be prepared to discuss this issue in the Committee meeting.
FUNDING OPPORTUNITIES

Currently no federal or state funding is available. If it was it would be at a 90 percent state and Federal match for capital equipment and 50 percent for operations. It may be possible to lobby for funding in the future. The result is that the city will have to fund the bulk of the system. There is however, potential for the city to generate revenue from advertising and sponsorships. Advertising is a traditional form of revenue generation for transit, dating back to the early 1900s.

The Private Sector – Sponsorships and Advertising

A number of transit systems in Texas and around the country have had success in developing sponsors and partners for service. Companies such as HEB, Wal-Mart, and Brookshire’s (for example) have been known to sponsor transit service.

Advertising, another form of private sector funding, is very popular in Texas and has been done since the beginning of the 20th Century. An excellent example is Capital Metro’s bus wrap program. In Lubbock, the transit system generates over $250,000 in private funding of various types, including shopper shuttles, partnerships, and advertising.

CARTS and the City of Georgetown should look at these possibilities for funding. The combination of public and private funding will help CARTS diversify its funding base. Attachment B reviews the sponsorship program and how it may be applied to Georgetown.
ATTACHMENT A

SMALL URBAN FIXED-ROUTE GUIDELINES
ATTACHMENT A

SMALL URBAN FIXED-ROUTE GUIDELINES

Prior to developing routes for fixed-route service, there are a number of guidelines and decision points that have to be reviewed. These guidelines are industry standards for developing fixed-route in small cities and should be followed in the creation of a fixed-route local bus service plan in Georgetown. The decision points will drive a number of service and budget decisions. These decision points are highlighted. The Committee will review these decision points in our November meeting – where possible the Committee should reach consensus regarding the appropriate direction.

1. **Minimum Density** – Fixed-route service should be available in communities of at least 1,000 – 1,500 persons per square mile, as well as areas with major destinations.

2. **Understand Customer Base** – There are a number of types of customers in Georgetown, including seniors (due to the high percentage of seniors in the city) and youths – especially for after school activities and summer activities. These are two important customer groups.

3. **Service Days and Hours** – It is recommended that service operate at a minimum, 6:00 a.m. to 7:00 p.m., Monday through Friday and 9:00 a.m. to 7:00 p.m. on Saturday. Saturday service typically has about ½ the ridership of weekday service and Sunday yields about 1/3 of weekday ridership. **Decision points: hours of the day, days of the week.**

4. **Maximize Use of Fixed-Route** – Accessible fixed-route local bus service has proven capable of transporting most persons with disabilities. Indeed, mainstreaming is the intent of the Americans with Disabilities Act (ADA) legislation. Incentives and training should be provided for persons with disabilities to ride fixed-route.

5. **Do Not Allow Paratransit to Compete with Fixed-Route**. Only those persons that cannot ride the fixed-route should ride paratransit. This must be enforced.

6. **ADA Complementary Paratransit** – ADA transportation can be accomplished through a separate paratransit system or through a flex route service, where the vehicle will go off route (within ¼ mile of the route) to pick up a customer. While the fixed-route approach is slightly more expensive, it provides far superior service
for both fixed-route riders and persons who cannot ride fixed-route, due to a disability as defined by the ADA. In addition, CARTS will continue to operate one paratransit vehicle for its current customers – this can be the ADA service.

7. **Timed Transfer and Interlining** – Fixed routes will meet at designated transfer points and then become a second route (interlining). This reduces the need for transfers and increases customer convenience. Origin oriented routes will be paired with destination oriented routes where possible. These services will also be timed to meet inter- and intra-county service, where possible. **Decision point: determining the best route structure.**

8. **Selecting a Transfer Center** – The major transfer center should be placed at a major destination such as downtown, a mall, or big box store. This reduces the need for transfers and makes transit more attractive. **Decision point: location of the transfer center.**

9. **Out and Back** – This is the traditional form of fixed-route transit, where as a general rule, a bus goes in two directions down each street it traverses. Large loop style routes where the vehicle goes one-way down each street are generally ineffective due to long travel times, circuitous routings, and difficulties in comprehending schedules. Two way loop style routes can work.

10. **Service Dependability** – The service must be dependable. This includes adhering to its schedule, always (almost) using the same route. Failure to perform these tasks will result in suppressed ridership.

11. **Minimum Headways** – For fixed-route in town, headways should be no longer than one hour (the time between buses heading in the same direction), but ½ hour or less is preferable. Rural areas can have longer headways. Remember cutting one-hour headway to 30 minutes doubles the system’s costs. **Decision point: headways.**

12. **Keep It Simple - One Route Cannot Be All Things to All People** – Routes should focus on two or three functions and not attempt to be all things for all people. Twisting, turning routes attempting to serve every potential destination are ineffective – people do not want to ride all around.

13. **Modest Goals** – Initially modest goals should be set, allowing the service time to build a customer base, like any other business.

14. **Marketing Service** – As with any new start-up business, transit needs to be professionally marketed and promoted, with a reasonable budget. At a minimum, clear and concise route maps and schedules should be developed along with many other “grass roots” marketing.
ATTACHMENT B

NEW SOURCES OF LOCAL REVENUE:
DEVELOPING A SPONSORSHIP PROGRAM FOR TRANSIT
ATTACHMENT B

NEW SOURCES OF LOCAL REVENUE: DEVELOPING A SPONSORSHIP PROGRAM FOR TRANSIT

Transit has a long history of providing advertising on and in buses for additional revenue for the system. Some rural systems have engaged in advertising over the years, but a sponsorship program is more than simply advertising. Instead of the usual selling of just one form of advertising, the system should sell sponsorship packages. Since sponsorship and advertising funds are an important source of local funding, this program should be implemented first, in order to determine the level of funding that can be attained.

IDENTIFYING THE SERVICE

As discussed above, the program is designed to sell a service to both public and private sponsors. Possible services for sale can include (but should not be limited to):

Sponsorship Services at Any Level

- Recognized as a sponsor on the system how to ride guide (system map and schedule)
- Sponsored by... on all system literature and advertising
- Decal on side or back of the bus
- Advertising on transit benches
- Advertising on shelters
- Adopt a shelter or route
- Internal bus advertising
- Dedicated shuttle
- Special promotions sponsorship
Higher Level Sponsorship Services

- Company logo on the system map
- Placing of a shelter for customers and/or employees
- Placing of a stop conducive to customers and/or employees - this could include going into a parking lot and stopping next to the facility
- Route named for sponsor
- Bus Wrap

If properly packaged, these services have considerable value to businesses such as:

- **Large Retailers** – Wal-Mart, Target, and HEB are excellent examples, the malls and other grocery stores are others.

- **Hospitals** – There are a number of examples of wrapped buses for hospitals, medical groups, and pharmacies.

- **Large Local Based Corporations** – Are there any large corporations based in the area?

- **Small Local Based Companies** – Any local company can participate at a number of levels.

- **Fast Food Restaurants** – Wrapped buses are popular with some of the largest chains.

- **Television, Radio Stations, and Local Newspapers** – There are also opportunities with these organizations. They can give the system valuable advertising.

Develop Sponsorship Levels and Packages

After determining what will be for sale, the following activities should be accomplished:

1. **Price the Items** – Attach value to each item for sale. Check with other firms that wrap buses to determine the cost of a wrap. Items should be priced competitively with similar types of advertisements, such as billboards, television, and radio advertising. Think big! Both large and small firms should have opportunities. Set up multi-year packages for semi-permanent advertising such as bus wraps, shelter, and bench signs.

2. **Develop Sponsorship Packages** – After pricing the various services to be provided, the system should put them in sponsorship packages to maximize revenue. Each level of sponsorship should have a name to it. For example; gold, silver, bronze, etc, or a name to connote transit. Examples can include:

   -- High End Sponsor (five star, platinum, etc.) – the value of these services is significant. High end services should only go to those sponsors willing to pay
over $10,000 per year (with 3 year contracts). Various packages can be combined based on a customer/sponsors need. These high end services include, but are not limited to; bus wraps, a shelter in front of a facility with advertising, route named after sponsor (e.g. mall route, hospital route or College route), routing conducive to the sponsors business, and logo on the system map. Each of these services should be worth up to $10,000 per year and more if they’re combined.

-- Mid Level Sponsors – These sponsors should have access to a variety of packages that include; advertising on a shelter(s), bench(s), and internal advertising. Decal on back of the bus, and name in the riders guide are also available. Other opportunities can include sponsoring special promotions.

-- Entry Level Sponsor – Small local sponsors have a place in sponsorship as well. Packages can include; advertising on benches and internal advertising. Certain special promotions should be priced for the entry level sponsor, and recognition as a sponsor should be on promotional material

3. **Create Promotional Material** – Develop materials to sell the sponsorships. The material should be of high quality.

4. **Recruit Supporters** – Community and political leaders as well can be recruited to help sell the packages. Attempt to get local media outlets to assist.

5. **Sell Sponsorships** – After all of the preparation has been completed, the sales can be initiated. Both large and small sponsors should be sought. For larger firms, first attempts should be with local contacts. If attempts with large firms fail at the local level - contact regional or corporate offices.

**Limits on Advertising**

The system should set up standards for advertising on the system. Advertising should be tasteful, within the normal bounds of advertising accepted in the community. It is recommended that the system refuse any advertising of a political, religious, or adult oriented content or intent. This will only cause controversy where none is wanted. For example, an urban transit system recently had a large advertisement on buses with the picture of a young man in his underwear (an underwear advertisement). While that might be acceptable in that city (although controversial), it definitely would not be acceptable in most rural areas (and most other places in the United States).

Advertising should be of a quality design and application. All advertising should meet quality standards developed through the system. It should be professionally designed and installed - it must look good.

**Development and Implementation of the Program**

The system will need to determine if it wants to develop and implement this program in house or work through an advertising/marketing firm to sell the sponsorships on a percentage
agreement. Developing and implementing the program is a considerable effort, and therein lays the trade-offs of the two approaches. While the work is harder and time consuming, the potential revenues are greater (if properly implemented).

If the system chooses to seek outside assistance, they should first meet with a number of firms to determine their interest, and then seek quotes through a competitive procurement.