

# **SHORT RANGE TRANSIT PLAN**

## **Marketing Plan**

**Submitted to:**

**Advance Transit**

**April 6, 1995**

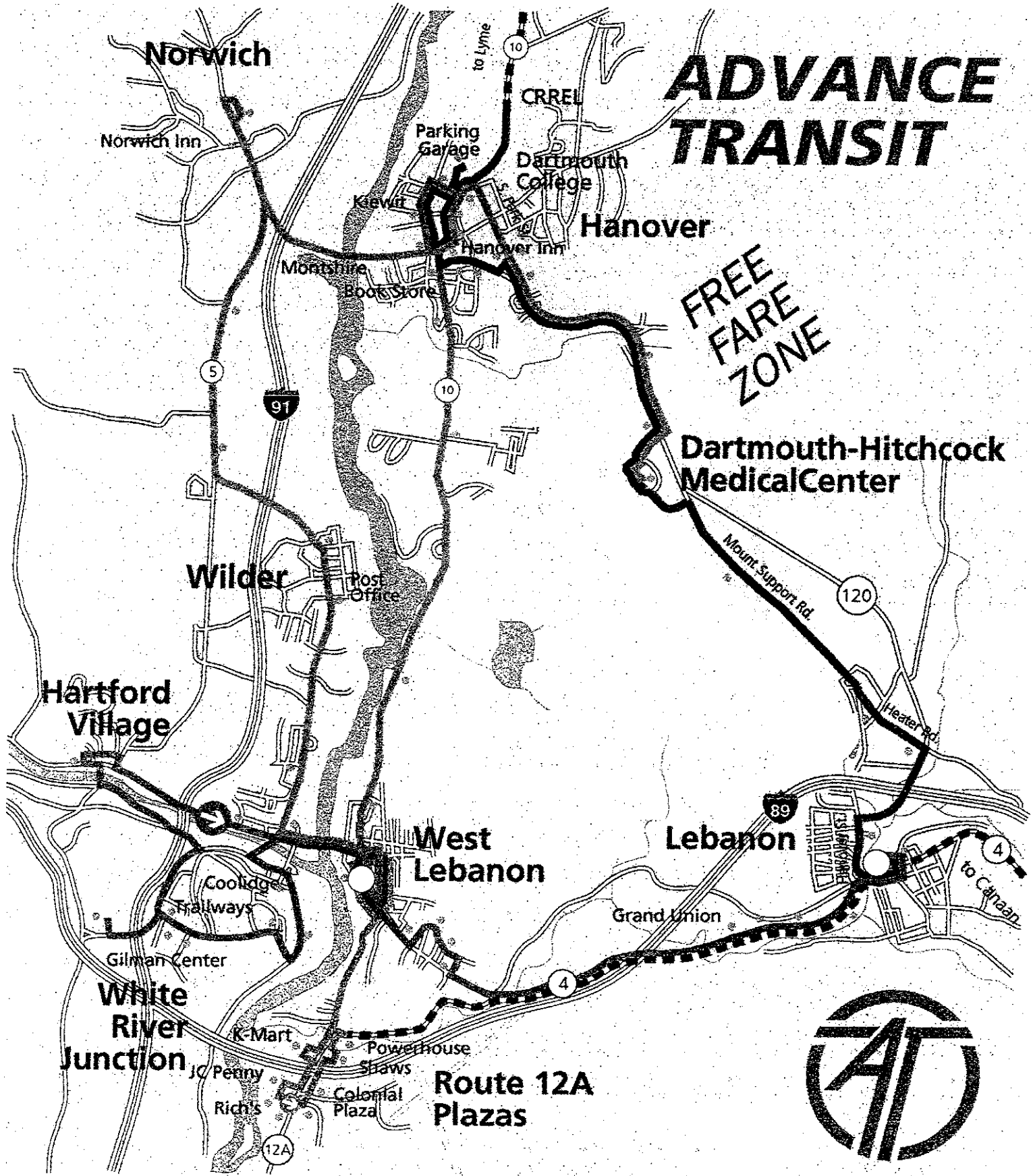
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***MULTISYSTEMS***

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# ADVANCE TRANSIT

FREE  
FARE  
ZONE



## 1. Introduction

Throughout most of 1994, Multisystems, Inc. and its subcontractors performed a study for Advance Transit to develop a five-year Short Range Transit Plan. The study was funded with planning funds made available to Advance Transit by the Vermont Agency of Transportation (AOT). This document is the Marketing Plan for Advance Transit, which accompanies a Final Report which has been submitted under separate cover. Together these materials constitute the Short Range Transit Plan.

This marketing plan is designed to generate public awareness of improvements in Advance Transit services, continued support for public transportation in the Upper Valley region, and increased ridership.

Section 2 discusses the need for a written "Marketing Strategy" and presents a proposed "Marketing Strategy" for Advance Transit. Section 3 offers a detailed discussion of implementation steps for marketing efforts outlined in the draft "Marketing Strategy." Section 4 presents a possible implementation calendar for Advance Transit marketing efforts.

Appendix A presents of a "Marketing Inventory" for Advance Transit that served as the background for many of the ideas presented in this marketing plan. Appendix B is a marketing plan for promoting AT's newly expanded "Free Fare Zone." This plan was developed during the summer of 1994 to assist Advance Transit in efforts to insure continued support for the "Free Fare Zone." The marketing efforts outlined in Appendix B were implemented by Advance Transit during the fall of 1994. Graphic materials for the "Free Fare Zone" promotion are included in Appendix C.

Camera-ready graphics for "One-Ride," "Ten-Ride," and "Monthly Pass" tickets are included in Appendix D. These graphic materials were developed for Advance Transit early during the SRTP planning process. Draft graphics for a new system map and schedule are presented in Appendix E. Draft display ads for proposed future marketing efforts are included in Appendix F.

The steps outlined in this plan will require a significant commitment of time, effort, and resources by Advance Transit. It will be particularly important for all members of the AT management team to participate in marketing efforts. The executive director, marketing coordinator, operations manager, and transportation manager should work together on the design of marketing materials, the implementation of individual promotions, and the evaluation of marketing results.

In addition, drivers and receptionists should be kept fully informed of ongoing and planned marketing efforts. *Bus drivers, in particular, need to understand the importance of marketing efforts. Management should insure that drivers actively cooperate and participate in these efforts.*

It should be remembered that human behavior cannot be changed instantly. One-time marketing efforts will not work. Appealing and believable messages must be developed. These messages should be aimed at identifiable market segments. Once developed, they must be repeated patiently and consistently over an extended period of time.

Other businesses devote a great deal of time and money to advertising and outreach. Extra effort is needed to promote public transportation. Most people do not stop to consider bus service as an option. Yet most people can recognize the benefits of transportation alternatives if these benefits are brought to their attention. If routes and schedules match their needs, if the company image is positive, and if service quality is good, a number of people will try the bus. Others who do not ride will lend their support. Little of this will happen, however, without a significant, long-term, and consistent marketing effort by Advance Transit.

## **2. Marketing Strategy**

### **2.1 Need for a Written Marketing Strategy**

Marketing efforts need to be based on a clearly stated and clearly understood strategy. This is necessary so that the focus and purpose of marketing efforts do not become lost in the flood of other day-to-day management issues.

A successful marketing program requires consistent effort over an extended period of time. A concisely written marketing strategy will help keep this effort focused. It will remind Advance Transit staff and Board members what the agency is doing with its transportation marketing program and why.

A concise and clearly written marketing strategy should be adopted by Advance Transit. This marketing strategy should include:

- (1) a clear statement of the purpose of the marketing program
- (2) a statement summarizing how this purpose will be accomplished
- (3) a brief description of target audiences
- (4) a list of individual marketing efforts to be employed
- (5) a statement of the transit program's market position
- (6) a description of the financial and personnel resources that will be devoted to the marketing effort

The following section presents a proposed "Marketing Strategy" for Advance Transit. It should be noted that this draft strategy deals only with fixed-route bus service, and does not address AT's ongoing efforts to promote car pools, van pools, and other ridesharing arrangements. Advance Transit may want to develop a similar "Marketing Strategy" for its rideshare program.

### **2.2 Draft Advance Transit Marketing Strategy**

THE PURPOSE of Advance Transit marketing will be to increase public awareness of available services; to inform area residents about changes and improvements in local transit services; to generate increased use of the bus by commuters, especially in areas where commuter options have been improved; to increase ridership on midday buses; to insure continued support from area municipalities, businesses, and contracting agencies; and to increase fare box revenues.

THIS WILL BE ACCOMPLISHED by developing an easy-to-use transit map and schedule for Advance Transit's redesigned transit system; by developing media ads highlighting AT's new vehicles and improved commuter and midday services; by introducing a new all-day "Shopper's Pass" good for unlimited rides after 9:00 a.m.; by developing flyers and media ads to promote the "Shopper's Pass"; by designing and distributing flyers for commuters targeted at individual work sites; by developing an Advance Transit Internet "Home Page" offering schedule information for local computer users; by scheduling visits to senior centers and to senior apartment complexes; by

developing shopper's incentives with area businesses to encourage area residents to ride the bus; and by continuing to promote the Lebanon-Hanover "Free Fare Zone."

TARGET AUDIENCES include (1) DHMC and Dartmouth College employees, particularly individuals who can benefit from new direct service to DHMC from West Lebanon, Hartford, Wilder, and Norwich; (2) residents of downtown Lebanon who make trips within the Lebanon-Hanover "Free Fare Zone"; (3) VA Hospital employees, especially individuals who commute to White River Junction from Lebanon, Canaan, and Enfield; (4) area college students, including individuals who commute to Hanover for classes, and on-campus students who travel from Hanover to area shopping centers; (5) medical students, particularly those who travel between the Dartmouth College campus and the Dartmouth-Hitchcock Medical Center; (6) area residents who travel to the Dartmouth-Hitchcock Medical Center for visits and for medical appointments; (7) area senior citizens, especially residents of senior citizen apartment complexes; and (8) area residents who can benefit from improved midday access to area shopping centers.

MARKETING VEHICLES to be employed will include

- a new fleet of buses
- improved commuter routes and expanded midday service
- a new full-color transit map
- a new Advance Transit printed schedule
- a new all-day "Shopper's Pass"
- newspaper display ads that include mail-in coupons
- radio and TV ads that highlight new buses and improved services
- flyers aimed at individual commuter locations
- shopper's incentives with local businesses
- an Advance Transit Internet "Home Page" for local computer users
- visits to senior centers and to senior apartment complexes to explain services and to distribute introductory "Shopper's Passes"
- improved tracking of route-by-route ridership

THE ADVANCE TRANSIT MARKET POSITION will be a professional and well-run transit system that offers comfortable, reliable, and convenient bus service for area commuters, midday shoppers, hospital visitors, and other midday travelers, and that provides area residents with an alternative to increasing traffic congestion that threatens the small-town character of Upper Valley communities.

THE ADVANCE TRANSIT MARKETING BUDGET for printed materials and media costs will be approximately \$12,000 per year. AT marketing efforts will involve approximately 60 hours of staff time per month. The entire AT management team will work together in carrying out and evaluating the effectiveness of transit marketing efforts.

### **3. Implementation Efforts**

This section discusses individual marketing efforts included in the proposed "Marketing Strategy" set forth in Section 2.2 above. Items discussed include (3.1) a new transit map; (3.2) a new printed schedule; (3.3) an all-day "Shopper's Pass"; (3.4) newspaper display advertisements; (3.5) shopper's incentive programs; (3.6) radio and TV ads; (3.7) flyers for targeted commuter groups; (3.8) an Internet "Home Page" for Advance Transit; (3.9) scheduled visits with area senior citizens; and (3.10) improved tracking of route-by-route ridership. Draft graphic materials are included as attachments to this report.

#### **3.1 Transit Map**

Advance Transit should develop a new full-color transit map that presents area residents with a clear picture of newly designed bus routes. This map should be based on a scale map of the region, so that area residents can recognize individual streets and neighborhoods served by the bus system. This map would replace the schematic diagram included in past AT schedules.

Individual routes should be color-coded. Principle stops and destinations should be identified on the map. Street names should be included for roadways traveled by AT buses.

This full-color map should be included as the "center fold" of a new AT printed schedule. The map could also be produced as a small "poster" or "flyer" for distribution throughout the region. It should be posted at existing bus shelters, at information kiosks, and on bulletin boards throughout the region.

A draft full-color system map is included as an appendix to this report.

#### **3.2 New Printed Schedule**

A new easy-to-use printed schedule needs to be developed to present planned route and schedule changes. These changes include major revisions to the Blue and Red Routes, plus the introduction of a new "Plaza Shuttle" route.

As discussed above in Section 3.1, a new color transit map should be included as the "center fold" of the new schedule. Separate pages should show a map and timetable for each individual route. Timetables should include times for a limited number of stops. Matching letters for individual stops should be used for easy cross-reference between the maps and the timetables.

These schedule pages could include the following instructions:

*How to Use This Schedule*

1. Locate the letters on the map near your starting and ending points.
2. Reading from left to right, find the same two letters over the times shown.
3. Departure times are listed below the first letter; arrival times appear below the second letter.

The “Plaza Shuttle” schedule should highlight available connections with other routes, so shoppers from various locations can see at a glance the departure and arrival times for available shopping trips.

In addition to maps and timetables for the Blue, Green, Red, and Plaza Shuttle Routes, the schedule should include separate timetables for (1) direct service between Canaan and the Route 12A Shopping Plazas; (2) service between Hanover and Lyme; and (3) Saturday service.

New schedules could be designed in a booklet format, with individual pages measuring 8.5 inches by 3.5 inches. This is the same size of the current AT schedule booklet. Most schedule pages could be designed to utilize one or two colors. The “center fold” map would utilize process color. The schedule cover could also appear in color.

Preliminary designs for a number of individual schedule pages have been prepared and are included as appendices to this report. Final designs need to be developed by Advance Transit after route and schedule decisions have been made. Additional pages dealing with general information, fares, rideshare opportunities, and other services will also need to be developed.

### **3.3 All-Day “Shopper’s Pass”**

Advance Transit should introduce an all-day “Shopper’s Pass” that would be good for unlimited rides in a single day after 9:00 a.m. This “Shopper’s Pass” could sell for \$2.00, which would be \$.50 less than the cost of two regular one-way rides. Pass holders would be able to get on and off Advance Transit buses as many times as they want without paying any additional fare.

This would represent a 20% discount below the current full fare for a passenger who makes only two trips during the course of a day. It would amount to a 47% discount for an individual who boards three times in one day. A “Shopper’s Pass” would permit passengers to make a number of stops within the Route 12A Plaza area without being penalized by having to pay an extra fare. It would, for example, allow a shopper from Canaan or from downtown Lebanon to include a stop at the Grand Union on the way home from the Plaza area. It would allow riders from Norwich and Wilder to combine errands in West Lebanon and Hanover.

Promotion of this “Shopper’s Pass” would allow AT to highlight the availability of expanded midday service on the Blue, Red, and Green Routes. It would also help draw



attention to the new "Plaza Shuttle" route which will offer regular service every half hour throughout the Route 12A Plaza area.

In many respects, midday shoppers represent a new and untapped market for Advance Transit. The revised system design offers more and better midday travel options, with convenient round trips to and from the Route 12A Plazas. Area residents need to be made aware of this improved service. Particular attention should be paid to area senior citizens, a group which has made up a surprisingly small percentage of AT ridership in the past.

### 3.4 Newspaper Display Ads

Advance Transit should develop small newspaper display ads to call attention to new buses and other planned service improvements. Service improvements include more direct commuter routes, a new "Plaza Shuttle" route, and expanded midday service.

A display ad should attempt to summarize these benefits in a "headline" format. If possible, a similar message should be repeated in a sub-headline. The authors of "Before & After," a bi-monthly design publication, suggest:

You can often double the impact of your headline by writing two, each evoking a slightly different flavor. Key is to keep them separated visually, which can be done with typographic contrasts or simple distances. (Before & After, Vol. 4 No. 4, 1995)

AT may also want to include a clip-out coupon as part of the display ad. Readers could be asked to fill in their name and address and to mail the coupon to the Advance Transit office. In return, they could receive a copy of the AT route map and schedule, along with a free introductory ticket or pass. According to the authors of "Before & After":

A coupon is by nature a *response generator*; it silently invites the reader to take an action. A photocoupon works by taking full advantage of this built-in response stimulus. It makes an excellent small ad in a newspaper or magazine. It also works as a postcard or business reply card.

AT could offer two different "return coupon" display advertisements, one aimed at the midday shoppers, and the other aimed at the commuter market. The first could offer a free "Shopper's Pass"; the other could offer a free "Three-Day Commuter Pass."

For both ads, the principle headline could be:

"NEW BUSES, MORE SERVICE"

One possible sub-heading might be:

AT Offers You a *Day-On-the-Town* for only \$2! Send for a Free Introductory "Shopper's Pass."

Flyers could be 8.5 by 11 inches (full sheet) or 5.5 by 8 inches (half sheet). Pocket schedules should be small enough to fit into a shirt pocket.

Similar publications could be produced for workers at the Dartmouth-Hitchcock Medical Center. A pocket schedule could highlight commuter times for both the Blue and Green Routes, showing the quickest and most direct commute options for individual neighborhoods served by Advance Transit.

Advance Transit could also produce pocket schedules for individuals who work in downtown Lebanon.

### **3.7 Internet "Home Page" for Advance Transit**

Advance Transit should develop an Internet "Home Page" to take advantage of the extensive level of computer network access among Dartmouth College and DHMC students and staff. Such a "Home Page" would include (1) general information about Advance Transit, including information about fares and service hours; (2) a transit map of AT bus routes; (3) up-to-date bus schedules; (4) a telephone number to call for more information; and (5) current announcements regarding service changes, delays, cancellations, marketing programs, or other pertinent information.

This "Home Page" would be designed utilizing the format of "World-Wide Web."

Advance Transit could perhaps arrange with Dartmouth College officials to utilize a College computer as the server for the AT "Home Page." Or this service could perhaps be provided by "Valley Net," a company providing local Internet access. Computer users would utilize Mosaic or other Internet software to access AT information from anywhere in the Internet system.

Advance Transit could run a small display advertisement in the Dartmouth College newspaper. The ad would simply say: "Advance Transit is on the Internet. Schedule information is available at ...(Advance Transit's Internet address)."

### **3.8 Scheduled Visits with Area Senior Citizens**

Area senior citizens have made only limited use of Advance Transit buses in the past. In order to encourage more elderly people to take advantage of AT's newly expanded midday service, AT staff should schedule meetings with seniors at Senior Centers and at local senior citizen apartment complexes.

At staff should describe new midday shopping opportunities. They should explain expanded hospital schedules. They should hand out copies of schedules and maps. And they could distribute free introductory "Shopper's Passes." Free passes should include a two or three-week expiration date.

Apartment building meetings can be arranged by posting a notice that a bus company representative will be on hand in the lobby at a scheduled time to answer questions about the bus service. AT staff should check with apartment managers first to make sure that such meetings meet with their approval.

### **3.9 Shopper's Incentive Programs**

Once "Shopper's Passes" are in use on the AT system, the transit system should be in a position to develop joint promotions with a number of area businesses. Discounts, rebates, or special prices or prizes could be offered to customers who present a pass showing that they rode the bus on that day.

AT staff would need to approach individual businesses to solicit their participation in this program. Promotions can be customized to match the interest and size of individual participating businesses.

Promotion for these special offers could be provided by Advance Transit, either through "tear-off" flyers on the bus or through newspaper or other media advertising. Advance Transit should offer different levels of promotional support, depending on the scale, duration, and customer appeal of the incentive being offered. One good approach would be to send direct-mail postcards to individuals on the mailing list developed during the "Shopper's Pass" and "Commuter Pass" coupon promotions.

### **3.10 Improved Tracking of Route-by-Route Ridership**

Advance Transit should develop a system for preparing charts of ridership for individual routes on a month-by-month basis. Individual charts should be prepared for individual routes. These graphs should be updated, printed, and posted each month by the marketing coordinator. They should be reviewed by all Advance Transit administrative and operating employees. They can also be included in packets for Advance Transit Board members.

These graphs will help measure the effectiveness of Advance Transit marketing efforts. They will also give Board members, drivers, and other staff a way to measure the results of team efforts increase AT ridership.

A spreadsheet application can be developed to automate the process of producing ridership charts. Such an application should allow the user to choose a route from a "list box" of system routes. Charts should compare monthly results for the current year with performance of the same route during the two preceding years.

## **4. Proposed Marketing Calendar**

### **POSSIBLE ADVANCE TRANSIT MARKETING CALENDAR FOR 1995-96**

April	Make final decisions regarding route and schedule changes Distribute "Free Fare Zone" passes to shoppers in downtown Lebanon
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May	<ul style="list-style-type: none"> <li>Prepare final camera-ready art for System Map</li> <li>Prepare final camera-ready art for System Schedule</li> <li>Prepare camera-ready art for "Shopper's Pass"</li> <li>Design newspaper display ad for "Shopper's Pass"</li> <li>Design newspaper display ad for "Commuter Pass"</li> <li>Design commuter flyers</li> <li>Develop spreadsheet application for charting ridership</li> <li>Prepare a draft press release announcing service changes</li> </ul>
June	<ul style="list-style-type: none"> <li>Print system maps</li> <li>Print system schedules</li> <li>Print "Shopper's Pass"</li> <li>Arrange for newspaper and radio ads</li> <li>Arrange for installation of Internet "Home Page"</li> <li>Distribute new schedules</li> <li>Distribute system map flyers</li> <li>Distribute press release</li> </ul>
July	<ul style="list-style-type: none"> <li>Run weekly "Shopper's Pass" newspaper ads</li> <li>Air "Improvements" &amp; "Shopper's Pass" radio ads</li> <li>Schedule meetings with area senior citizens</li> <li>Design Internet "Home Page"</li> </ul>
August	<ul style="list-style-type: none"> <li>Run weekly "Shopper's Pass" newspaper ads</li> <li>Air "Improvements" &amp; "Shopper's Pass" radio ads</li> <li>Distribute commuter flyers</li> <li>Schedule meetings with area senior citizens</li> <li>Implement Internet "Home Page"</li> </ul>
September	<ul style="list-style-type: none"> <li>Run weekly "Commuter Pass" newspaper ads</li> <li>Distribute commuter flyers</li> <li>Distribute schedules and system map flyers</li> </ul>
October	<ul style="list-style-type: none"> <li>Run weekly "Commuter Pass" newspaper ads</li> <li>Distribute commuter flyers to targeted employees</li> <li>Develop shopper's incentives for winter promotion</li> <li>Distribute "Free Fare Zone" passes</li> </ul>
November	<ul style="list-style-type: none"> <li>Run weekly "Commuter Pass" newspaper ads</li> <li>Distribute commuter flyers to targeted employees</li> <li>Develop shopper's incentives for winter promotion</li> </ul>
December	<ul style="list-style-type: none"> <li>Implement and promote shopper's incentives</li> </ul>
January	<ul style="list-style-type: none"> <li>Develop ads promoting the convenience of winter bus travel</li> </ul>
February	
March	<ul style="list-style-type: none"> <li>Repeat "Shopper's Pass" promotion</li> </ul>
April	

## **Appendix A: Advance Transit Marketing Inventory**

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### 1. System Design

#### 1.1 What identifiable market segments exist within the service area? What are the needs of each segment?

Eleven market segments were identified: (1) commuters; (2) college and medical school students; (3) high school and elementary school students; (4) senior citizens; (5) midday shoppers; (6) wheelchair users; (7) low-income residents and others without access to a car; (8) preschool and kindergarten children; (9) mental health clients; (10) developmentally disabled adults; and (11) intercity travelers.

**(1) Commuters** - A recent on-board survey found that 65% of Advance Transit's current riders use the bus to commute to work. The two most significant work destinations are the Dartmouth Hitchcock Medical Center and Dartmouth College. These two institutions are the region's two largest employers, with a combined total of over 6,000 employees.

Other commuters use AT to travel to jobs in downtown Lebanon and at the Route 12A shopping plazas. Other potential work destinations include the Split Ball Bearing factory located on Route 4 between Lebanon and West Lebanon, the Gilman Office Center in White River Junction, and the VA Hospital in White River Junction.

Parking is an important factor for individuals who work on the Dartmouth campus. Space is limited, and parking fees are high. The availability of parking is less of an issue at the Medical Center, although it may become more important in the future. Also, DHMC employees must walk from their cars to their work sites, while bus riders have the advantage of front door service.

Individuals traveling to both employment centers must deal with traffic congestion on the region's two-lane highways. The most significant delays occur on Route 120 just north of the Lebanon/Hanover exit on Interstate 89. Bumper-to-bumper, stop-and-go traffic also delays commuters traveling across the bridge from Norwich, Vermont into downtown Hanover.

Advance Transit should be able to increase commuter ridership. Promotion of the newly-expanded "free fare zone" should generate more bus riders between Lebanon and DHMC/Hanover. On other routes, schedule adjustments and improved bus-stop access may be needed to increase the convenience of bus commuting. Deficiencies with AT's current commuter schedules include the following:

(1) Hospital employees traveling to DHMC from Vermont towns or from West Lebanon must transfer between buses in downtown Hanover. Connecting times vary. For the fastest travel times, passengers must cross the street in downtown Hanover and walk half a block to catch their connecting bus.

(2) Trips between downtown Lebanon and West Lebanon take too much time, because buses are routed through the Route 12A shopping plazas. A ride from West Lebanon to Lebanon should take 10 minutes; instead, it takes 35 minutes. Adjustments should be possible here. It is not clear whether any worthwhile purpose is being served by routing peak-hour buses via the plazas.

(3) Lebanon residents cannot use the bus to commute to the Gilman Center or the VA Hospital, because delays running through the plazas result in missed connections in West Lebanon. (Limited commuter trips are available for Hanover, Norwich, Wilder, and West Lebanon residents traveling to these two work locations.)

In addition to its regular transit services, Advance Transit has developed a significant outreach effort to promote carpooling throughout the region. This effort is part of a state-wide Rideshare program sponsored by the state of Vermont. AT employs a part-time Rideshare coordinator who promotes the advantages of carpooling through advertisements, special events, and meetings with area employees. She handles requests for shared rides, and attempts to match individuals who can ride to work together.

**(2) College and medical school students** - A variety of college, graduate school, and medical school students utilize the services of Advance Transit. Some use the bus to commute to the Dartmouth campus from surrounding communities. Many use the bus for local trips on the Dartmouth campus, and to travel between the Dartmouth medical school and the Dartmouth-Hitchcock Medical Center. Some college students who live in Hanover use Advance Transit to travel to the West Lebanon shopping plazas.

Efforts should be made to highlight each of these three types of student usage. Separate promotions for each sub-market may be appropriate. Particular attention could be paid to shopping trips from Hanover to the Route 12A shopping plazas. A separate 8 1/2 by 11 eleven inch flyer could be developed showing the best available travel times. Schedule adjustments may be needed here, to eliminate a 15-minute layover in West Lebanon for northbound buses in the afternoon.

**(3) High school and elementary school students** - The most significant use of the bus by area school children occurs on Advance Transit's two outlying route segments: (1) Hanover-Lyme and (2) Lebanon-Canaan. A dozen High school students from Lyme rely on Advance Transit for transportation to and from their high school in Hanover. The current schedule offers one trip to Hanover in the morning, and a choice of two afternoon return runs.

Between 10 and 12 high school and elementary school students use the bus in the early afternoon to travel from Canaan to Lebanon. This bus departs Canaan for Lebanon at 2:55 p.m. It was not clear whether any of these school children live in Lebanon, or whether they are traveling to Lebanon to take advantage of after school activities at the Carter Community Building.

Advance Transit should be able to develop ridership after school between the Lebanon High School and the Carter Community Building. This is especially true, now that the free fare zone has been expanded to include both facilities. Students need to be made aware that

the trip is free, and they need to be made aware of the available trip times. An inexpensive flyer could be designed to accomplish this.

It may be possible to provide after school transportation within the town of Hartford. Recreation programs are currently being developed within the town. Possibilities may be limited, however, given the current level of service provided to the town. Scheduling conflicts may arise between after school and commuter usage. AT should work with recreation program staff to explore scheduling options.

**(4) Senior citizens** - While a number of senior citizens ride Advance Transit buses, elderly riders make up a less significant market segment than might be expected for a small-town transit system. This is due in part to the fact that door-to-door van services are operated by senior centers on both sides of the Connecticut River.

Advance Transit should be able to increase senior citizen bus ridership, particularly for shopping trips during off-peak hours. A number of steps may be needed to accomplish this. Midday schedule times may need to be adjusted, to give elderly residents convenient morning and afternoon trip times. Bus stops may need to be moved and/or enhanced to make it easier for elderly people to get to the bus. And promotional flyers should be developed to inform area residents of the midday shopping trips that are available.

**(5) Midday shoppers** - Advance Transit may be able to increase midday ridership by publicizing available trips to the Route 12A shopping plazas. Promotional flyers could highlight schedule times for shoppers. They should promote shopping by bus as a one-day outing, with a round trip fare that includes free rides between locations in the plaza area. Times for trips between mall locations should be shown.

**(6) Wheelchair users** - Advance Transit has recently been awarded grants to purchase a new fleet of lift-equipped buses. These new buses will enable wheelchair users to begin taking advantage of fixed-route bus service.

AT may need to add additional slack time at the end of some runs, to allow drivers to get back on schedule after delays resulting from loading and unloading wheelchair passengers. For key runs, the transit system should consider purchasing lifts that will require a minimum level of driver assistance.

**(7) Low-income residents and others without access to a car** - Low-income people rely on Advance Transit for a variety of trip purposes. In some cases, social service programs and town welfare offices provide individuals with vouchers to purchase rides on Advance Transit.

Ridership could perhaps be increased by selling blocks of tickets to local agencies and programs. Tickets could be sold to the Salvation Army, to area shelters, and to municipal offices. Tickets could also be made available to the regional Vermont Medicaid broker.

The one-way rate of \$1.25 may be high for other low-income riders. Perhaps a lower fare could be developed for off-peak hours. One possibility would be to market a \$1.50 or \$2.00 "Midday Ticket" good for unlimited rides in one day between the hours of 9:00 a.m. and 2:00 p.m.



**(8) Preschool and kindergarten children** - Advance Transit provides some transportation for kindergarten children traveling between school and local day care programs. This service is provided on a special contract basis utilizing non-scheduled runs.

**(9) Mental health clients** - Advance Transit provides transportation services for clients of local mental health programs

**(10) Developmentally disabled adults** - A number of developmentally disabled adults use Advance Transit to travel to and from jobs in the community. Buses running between Lebanon and Hanover include a stop adjacent to a group home for developmentally disabled adults on the Buck Road in Hanover.

AT may want to consider developing a special monthly pass rate for residents of area group homes. Perhaps state-sponsored programs could be convinced to pay AT for the difference between the special rate and the regular cost of a monthly pass.

**(11) Intercity travelers** - The Vermont Transit intercity bus terminal is located in White River Junction behind the Tallyhouse Restaurant. Advance Transit provides service to the terminal via a bus stop on Sykes Avenue in front of the restaurant.

White River Junction is the only stop for most Vermont Transit buses in the Upper Valley region. (Buses bound for Springfield, Massachusetts include a stop in Hanover, and one bus connecting Boston and Burlington also includes a Hanover stop.) Vermont Transit offers no stops in Lebanon or West Lebanon.

Area residents can use Advance Transit for local access to intercity buses. Area residents may be unaware of this connecting service.

## **2. Customer Information System**

### **2.1 Is the design of the information system consistent with the overall system design? Does it recognize the same market segments and market needs?**

Advance Transit's current information system includes (1) a full-color printed timetable showing routes and schedule times for all AT buses; (2) display containers for AT literature, and a comprehensive plan for distributing schedules throughout the region; (3) office staff who respond to telephone inquiries about routes and services; (4) highly visible Advance Transit bus stop signs located throughout the service area; and (5) brochures and other promotional materials highlighting Advance Transit's Rideshare program.

### **2.2 Do schedules, maps, and brochures show how to use the system? Are they clear? Do they help generate ridership by showing possible uses of the system?**

Advance Transit's printed schedule utilizes professional, full-color graphics and clear, readable typefaces to present schedule times for all routes in the AT system. A schematic,

color-coded map gives readers a good picture of where service is provided. Key stops and transfer locations are clearly identified.

The schedule includes explanations of fares, transfers, days of service, bus stops, holidays, and major points served. A description of the agency's Rideshare program is included, along with additional information for area employers.

While the schedule offers a complete picture of each individual route, it may be difficult for some readers to discern departure and arrival times for particular trip purposes, especially when connections between routes are required. Advance Transit may want to develop supplementary graphic materials that focus on particular types of trips.

For example, a "Plaza" flyer could identify the best travel times for trips to the Route 12A shopping plazas. A separate flyer could focus on commuter trips to downtown Lebanon, or to the Gilman Center and VA Hospital.

Another approach would be to develop separate flyers for individual villages or communities. For example, a "Canaan Bus Guide" could highlight selected times for (1) commuter trips to Lebanon, DHMC, and Hanover; (2) commuter trips to the shopping plazas; (3) commuter trips to West Lebanon and White River Junction; (4) midday shopping trips to the West Lebanon shopping plazas; (5) midday trips to the Dartmouth Hitchcock Medical Center; and (6) after school trips to the Carter Community Building in Lebanon.

Advance Transit may want to develop a full-color system map to supplement the present printed schedule. Such a map would show all streets in the region, in addition to clearly identifying the routes of all buses. A full system map often makes it easier for non-bus riders to understand the route of the bus, especially in relation to where they live. (When shown a full-color transit map, most local readers typically try to locate "their street" on the map as one of their first reactions.)

Advance Transit needs to develop a better way to present its Saturday schedule. The current Saturday timetable follows the driver throughout the day, listing the stops made in a linear fashion. It is difficult to discern origin and destination pairs, and it is particularly difficult to see what return trips are available.

An improved Saturday timetable would make it easier for passengers to take advantage of the service. It should also help office staff respond to telephone inquiries about Saturday service. Better understanding of available Saturday trips might also help AT staff recognize changes in Saturday operations that could be made to better serve potential markets.

A Saturday timetable could be printed on a "tear-off" flyer that could be made available on AT buses during the week. The transit system might also want to consider offering a special "All Day" Saturday fare of \$2.00. Such a fare could be permanent. Or it could be offered as a special promotion for a period of two or three months, in an effort to increase understanding and use of Saturday bus service.

**2.3 Can telephone operators give a clear picture of how to use the system? Are potential new riders offered adequate reassurances about how the service works? Are adequate personnel on hand to handle telephone inquiries?**

Telephone inquiries are handled by AT dispatchers and office staff. Someone is on hand throughout the course of each day to handle telephone inquiries.

It is important that each person who handles telephone calls in the AT office recognizes the importance of this marketing function. Telephone personnel should recognize, for example, that each caller represents a potential \$420 increase in annual revenue for the transit system (one rider x \$35 a month x 12 months = \$420).

Adequate time must be made available to answer the questions of each caller. Temporary office staff who do not know the answer to a caller's question should record the caller's name and number, and then must see to it that someone calls them back to provide the requested information.

Office staff should offer to mail a copy of an AT schedule to every individual who calls requesting schedule information. Callers should be offered a schedule, even if they do not ask for one. It is difficult to find a marketing investment that is less expensive or more cost effective than mailing information to an individual who has expressed an active interest in the available service.

**2.4 Are drivers adequately trained to give out information to the public? About their own routes? About other agency routes and services?**

Advance Transit drivers can answer questions about agency routes and services. Most have direct experience driving all routes in the system. Drivers have radio contact with the dispatch office if additional information is required to answer a customer's inquiry. Drivers know the location of other drivers in the system, and can contact each other with information about riders transferring between routes.

**2.5 Are bus stop signs utilized to offer assistance to riders? Do they serve as an advertisement for new riders? Do they incorporate a consistent agency logo and color scheme?**

Advance Transit bus stop signs incorporate the transit system's distinctive and clearly identifiable blue and yellow logo. Bus stop signs are prominently displayed throughout AT's Upper Valley service area. They help to increase overall awareness of the bus service, and they help give area residents a better understanding of the service that is available.

**2.6 Does the customer information system include a plan for distribution of schedules and other information throughout the service area?**

Advance Transit does a very thorough job of distributing schedules throughout the Upper Valley region. AT staff has developed a list of nearly 100 locations where schedules are displayed. These include stores, banks, schools, town offices, senior centers, libraries, restaurants, motels, and chambers of commerce.

Each location receives a supply of AT schedules and Rideshare brochures, placed in a plastic brochure holder. AT drivers assist in schedule distribution and resupply efforts.

Schedules are also given to area state and social service offices. They are distributed to area employers and employees as part of the regional Rideshare program. And they are distributed via information tables set up at special events such as the Upper Valley Home and Trade Show and the Hanover Street Festival.

**2.7 Do agency personnel meet with interested groups and associations to explain the service?**

Advance Transit's Ridershare and marketing coordinator meets with employers and employees throughout the region to promote carpooling, to distribute AT bus schedules, and to answer questions about commuting options.

AT staff may want to also meet with local senior citizens groups to answer questions and to hand out flyers promoting midday shopping trips via Advance Transit. Another approach would be to place notices on the bulletin boards of senior citizen apartment buildings, announcing a time that an AT representative will be on hand in the lobby to distribute complimentary tickets and to answer questions about the bus service.

**3. Use of Advertising and Promotion**

**3.1 Are advertising and promotional campaigns geared toward identifiable market objectives? Are they aimed at individual market segments?**

**3.2 Do ads incorporate consistent and recognizable design concepts?**

**3.3 Do ads and promotional campaigns make use of existing riders for outreach and promotion?**

**3.4 Are ad campaigns cost effective? Are means established to test their results?**

Advance Transit has engaged in a wide variety of advertising and promotional efforts designed to increase participation in the local Ridershare program. The goal of this program has been to decrease the number of commuter trips made by individuals in single occupant automobiles.

Rideshare promotions have included radio and newspaper ads, direct mail efforts, participation in a Vermont state-wide door prize contest, and the distribution of Rideshare key chains and T-shirts.

(The agency might want to consider changing the cartoon graphic that accompanies many Rideshare promotions. The cartoon depicts five bird-like creatures riding together in an automobile. While this represents a positive and humorous picture for individuals who already believe in carpooling, it may inadvertently reinforce negative assumptions for others. It may suggest to some that carpooling involves riding to work in a car crowded with a bunch of odd-looking and hairy strangers...)

While each local Rideshare promotion has included the Advance Transit logo, and while many include references to commuting by bus, the agency has not developed any recent promotions aimed specifically at increasing bus ridership.

There are a number of promotional efforts that could yield meaningful increases in Advance Transit ridership. Individual efforts could developed (1) to increase awareness of the newly expanded "free fare zone"; (2) to increase commuter ridership from Vermont towns and West Lebanon to Lebanon, DHMC, and Dartmouth College; (3) to increase the utilization of midday shopping trips by Dartmouth College students, area senior citizens, and others; (4) to increase the after school utilization of AT buses by area high school students; and (5) to increase Saturday bus ridership.

### **3.5 Have incentives been established through joint efforts with private businesses to promote ridership?**

Advance Transit may be able to develop joint promotions with area businesses as part of an effort to increase midday ridership to the Route 12A shopping plazas. For example, one or more stores may be willing to institute a one-month special 20% discount for individuals who show a dated receipt showing that they rode the bus on that day.

### **3.6 Is the current fare structure adequate for the needs and requirements of key market segments?**

### **3.7 Are multiple-ride tickets or books of tickets offered for sale? Have selected discounts been offered?**

Advance Transit offers four types of fares: (1) free rides for trips starting and ending within the Hanover-Lebanon "Free Fare Zone"; (2) a one-way fare of \$1.25 for all other trips within the system; (3) a monthly pass that sells for \$35 and is available from drivers on agency buses; and (4) a ten-ride ticket that sells for \$11.50, an 8% discount compared with the full-fare cost of \$12.50.

Advance Transit has made no special effort to promote the availability of monthly passes, other than showing the cost in the published timetable.

AT may want to consider offering a special off-peak fare good for unlimited rides in one day, and a special all-day Saturday fare. These fares could be promoted by offering, for example, "A Day on the Town for only \$2.00."

AT may also want to develop improved graphics for its current monthly pass and ten-ride tickets. A better monthly pass graphic could then be included in advertisements designed to promote commuter ridership. One good location for such an advertisement would be signs on the sides of Advance Transit buses.

### **3.8 Has the transit district made use of public service radio and TV announcements?**

Advance Transit has made extensive use of local media to promote the regional Rideshare program. While the Advance Transit logo is included in these promotional efforts, and while they include references to commuting by bus, the transit system has not produced media ads specifically designed to increase bus usage.

AT may want to consider developing public service announcements that focus on area residents concerns about increasing traffic congestion. They could suggest that area residents have a choice: (1) more auto trips, which will mean more congestion, more bumper-to-bumper traffic, slower trips, and the need for more money to build wider highways; or (2) more bus riders, which will result in less traffic and faster trips for everyone, more frequent and improved bus service, and the preservation of the region's small-town New England character.

### **3.9 Has the agency made selected use of "free" bus tickets to promote use of buses?**

Advance Transit drivers are given a supply of tickets that they can give out at their discretion to riders who have missed connections or who have experienced other difficulties with the service.

The agency is also considering including a complimentary ticket as part of an introductory packet for new bus riders that is currently being developed by the Rideshare and marketing coordinator.

AT may want to consider distributing free tickets to groups of senior citizens as part of an effort to promote increased midday ridership. Free tickets can be given to all individuals present, or they can be handed out as "door prizes." Free tickets should include a one or two-week expiration period.

### **3.10 Have "introductory information packets" been made available for new residents and for new tenants at local apartment buildings?**

AT's Rideshare and marketing coordinator has started to develop an information packet for new Advance Transit bus riders. Once this packet has been produced, the transit system should look for ways to make it available to potential customers who have not yet tried the

bus service. One possibility would be to give copies to groups of local school children. This could be done through visits to local classrooms, although such an effort might require a considerable amount of AT staff time. Another possibility would be to make packets available to the managers of local apartment buildings for distribution to new tenants.

#### **4. Use of Public Relations Resources**

**4.1 Is adequate use made of press releases to gain free media attention? Are press releases used for route and schedule changes? For periodic ridership updates and reports? For special promotions and events? Has the agency developed a working relationship with area news reporters?**

Advance Transit has made occasional use of press releases to gain free media coverage. The most recent example was a news story announcing expansion of the Hanover-Lebanon "Free Fare Zone." The agency's Rideshare and marketing coordinator has set a goal of producing one press release a month.

**4.2 Has the agency made use of passenger surveys and have results been publicized?**

A survey of bus riders was carried out by the Upper Valley Lake Sunapee Regional Planning Commission in June of 1992. The survey found that 65% of AT riders use the bus to commute to work, and that 70% have no car available for local trips. The survey also found that 83% were satisfied with Advance Transit's current schedule.

The Planning Commission also carried out a limited telephone survey in the region. The survey included a number of Vermont towns where no service is currently available. The survey found that 100% of those surveyed were familiar with AT services, and that 80% of those surveyed drive to work alone in their own cars.

**4.3 Are agency buses used to help out with special community events? Is the transportation agency included in publicity about these events?**

Advance Transit has provided a staffed information table at both the Hanover Street Festival and the Upper Valley Home and Trade Show. Bus schedules were distributed, along with information about the regional Rideshare program. At one event, a contest was included as an incentive to encourage individuals to register for the Rideshare program.

**Appendix B: Marketing Plan for “Free Fare Zone”**

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## **Appendix B: Marketing Plan for "Free Fare Zone"**

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### **1.0 Introduction**

This appendix presents an outline of marketing steps to promote Advance Transit's "Free Fare Zone." Prior to the spring of 1994, the "Free Fare Zone" was limited to trips within Hanover and trips between Hanover and the Dartmouth-Hitchcock Medical Center. In the spring of 1994, the "Free Fare Zone" was expanded to include trips to and from downtown Lebanon.

This plan was developed during the summer of 1994. The marketing steps described in this document were implemented by Advance Transit during the fall of 1994.

The contents of this appendix are as follows:

- 1.0 Introduction
- 2.0 Situation to be Addressed
  - 2.1 Background Information
  - 2.2 Goals and Objectives
  - 2.3 Target Market Groups
- 3.0 Individual Marketing Efforts
  - 3.1 Signs on AT buses
  - 3.2 One-page flyers
  - 3.3 Radio ads
  - 3.4 Free Fare Zone Passes
  - 3.5 Newspaper Inserts
- 4.0 Marketing Calendar

### **2.0 Situation to be Addressed**

#### **2.1 Background Information**

On March 7, 1994, Advance Transit introduced an expanded "Free Fare Zone" that allowed individuals to ride between downtown Lebanon and downtown Hanover without paying a fare. Prior to this date, free bus rides had been available only within the town of Hanover and between Hanover and the Dartmouth-Hitchcock Medical Center.

The Lebanon City Council approved \$25,000 of additional funding for Advance Transit to offset revenues lost due to the "Free Fare Zone." City officials took this action because they were interested in coming up with a cost effective way to reduce congestion on Route 120 between Lebanon and Hanover. The City Council agreed to offer AT a bonus incentive of \$5,000 if ridership on the Lebanon-Hanover route segment increases by more than 25%.

City officials agreed to fund the "Free Fare Zone" for a one-year test. These funds were made available at the start of the calendar year, but the program was not implemented until March 7.

The one-year test is due to run until March 2, 1995. However, the city will need to make a decision about continuation of the program before the end of the one-year period. The process for putting together the city budget ordinarily begins in the fall of each year.

## **2.2 Goals and Objectives**

Goals for "Free Fare Zone" marketing efforts include:

- To inform Lebanon residents about the "Free Fare Zone"
- To convince workers, college students, and others to utilize the bus for trips within the Route 120 corridor
- To reduce automobile congestion in the Route 120 corridor
- To increase bus ridership between Lebanon and Hanover
- To convince City officials to continue support for the Free Fare Zone project

Objectives include:

- To make at least a 60% of the people in downtown Lebanon aware of the "Free Fare Zone"
- To achieve a 10% increase in monthly ridership between Lebanon and Hanover by the end of 1994
- To achieve a 25% ridership increase by March of 1995
- To obtain approval from the Lebanon City Council for a continuation of the initial one-year experiment.

Criteria for testing the success of the market will include:

- The number of "Free Fare Zone" flyers, passes, and brochures printed and distributed throughout the region
- The percentage of people in a downtown Lebanon survey who indicate that they are aware of the "Free Fare Zone"
- The monthly total of one-way riders for this route segment, compared to the monthly total for the same period one year earlier.
- The vote of the City Council regarding continuation of "Free Fare Zone" funding.

## **2.3 Target Market Groups**

Target audiences include:

- (1) downtown Lebanon residents who commute to work at DHMC, downtown Hanover, or the Dartmouth College;
- (2) Dartmouth College students who live in the downtown Lebanon area and who travel to the Dartmouth campus for classes;

- (3) Lebanon residents who travel to the Dartmouth-Hitchcock Medical Center for medical services, to visit friends and family members, or to take advantage of shops and restaurants located in the Medical Center complex;
- (4) Lebanon senior citizens and others interested in traveling to Hanover for shopping;
- (5) Lebanon high school students traveling from the high school to the Carter Community Building or to downtown Lebanon;
- (6) Hanover residents who travel to downtown Lebanon for shopping, to visit friends, or for errands and appointments

### **3.0 Individual Marketing Efforts**

#### **3.1 Signs on Advance Transit buses**

Advance Transit should take advantage of sign frames located on AT buses and use this space to promote the expanded "Free Fare Zone." AT should try to follow the advice of marketing professionals who suggest that the primary message on a "billboard" should be limited to no more than six words.

The primary message on the outside advertising sign could be "Ride Free in the FREE FARE ZONE." This same message (and typeface) could be included on flyers, newspaper ads, and other promotional materials.

The sign should also include the Advance Transit logo, along with the marketing slogan: "Your Choice for a Better Future."

Implementation steps include:

- (1) Review sign design prepared by the consultant (see attached);
- (2) Make changes and adjustments as needed, and hire a local sign maker to produce three signs. Signs can be produced on a polystyrene material. Vinyl letters and graphics should be used to make sure that signs hold up through bad weather and bus washes.
- (3) Install signs on buses that serve the Lebanon-Hanover route segment.

#### **3.2 One-page flyers**

Low cost flyers should be posted on bulletin boards and in store windows throughout the "Free Fare Zone." An 8 1/2 by 11 inch flyer could include the same "Ride Free in the FREE FARE ZONE" message that appears on exterior bus signs. It should also include a graphic representation of the free fare zone, plus the AT logo and marketing slogan. A brief message describing the free fare program could be included in smaller type, along with information about where people should call for more information.

These flyers can be printed on white paper in either one or two colors.

A distribution plan should be developed listing areas where flyers will be posted. Flyers should be re-posted once a month for an initial three or four-month period.

Implementation steps include:

- (1) Review flyer design prepared by the consultant (see attached);
- (2) Request the consultant to make any changes as needed;
- (3) Print a supply of 300 one or two-color flyers;
- (4) Develop a flyer distribution plan;
- (5) Post flyers according to the plan;
- (6) Re-post flyers on a regular basis as called for in the plan.

### **3.3 Radio ads**

Thirty-second radio ads could be used to reinforce the "Ride Free" message included in bus signs, flyers, and other promotional materials. These ads should be run on a radio station likely to appeal to office workers and young professional staff at the Medical Center and at Dartmouth College.

Radio spots could be run according to a consistent schedule for a period of about three weeks. One approach would be to air the commercials four or five times a day every Thursday and Friday. For a three-week period, this would amount to a total of 24 or 30 spots. Radio station personnel can help design an appropriate schedule. The radio station may be willing to trade sign space on AT buses for some or all of the radio time.

It should be noted that the above is a minimal schedule. Radio advertisements will be even more effective if they are run more often and for a more extended period of time.

Implementation steps include:

- (1) Review draft radio ad prepared by the consultant (see attached);
- (2) Make any changes as needed;
- (3) Arrange for possible trades with a local radio station;
- (4) Develop a schedule to air radio spots during the early fall of 1994;
- (5) Sign contract with radio station.

### **3.4 Free Fare Zone Passes**

AT marketing staff has already experimented with the distribution of "Free Fare Zone Passes." Coupons good for "Unlimited Rides Between downtown Lebanon and downtown Hanover via Route 120" were distributed at a booth during the 1994 Hanover Summer Street Festival.

Individuals who "Free Fare" coupons were very pleased. Some asked for extra passes to hand out to their friends. Others wanted to know if they would have to surrender the pass to the driver. When individuals were told that all rides in the Lebanon-Hanover zone were free and that they did not need a pass, they appeared unconvinced. Individuals appeared to feel that they had to have a ticket!

AT should take advantage of the results of this initial experiment and look for ways to distribute "Free Fare Zone Passes" throughout the relevant service area. Three approaches should be considered: (1) running inexpensive clip-out coupons in the local newspaper; (2) developing inexpensive store counter "TAKE ONE" displays; and (3) handing out coupons to individuals at the Medical Center, on the Dartmouth College campus, and in the two downtown areas.

Implementation steps could include:

- (1) Review consultant's pass design and request changes as needed;
- (2) Arrange to have a clip-out coupon appear in a local newspaper once a week for a period of about 12 weeks;
- (3) Review consultant's design for a store counter display;
- (4) Purchase a supply of 10 or 15 display holders with attached plastic pockets;
- (5) Print a supply of approximately 2,000 passes on cover stock paper;
- (6) Ask selected area businesses to display bus pass holders;
- (7) Resupply passes as needed, checking each location on a weekly basis for a period of 6-8 weeks.
- (8) Hand out passes to at special events, during student registration, to groups of senior citizens, at the Medical Center, and to area residents in both downtown areas. A table could be set up at one or more of these locations. Area school children could perhaps be convinced to help with this effort.

### **3.5 Newspaper Inserts**

Advance Transit could produce a combination "Free Fare Pass," map, and bus schedule on a folded sheet of letter-sized paper. These one page hand-outs could be inserted in the local newspaper on one or two occasions during the fall of 1994.

The newspaper should be asked to limit insertions to newspapers that are (1) mailed to residences in Lebanon and Hanover, or (2) sold at newsstands located within the two downtown areas and at the Medical Center.

The flyer could be designed so that a mailing label could be attached. This would allow AT to use the same flyer as a direct mail piece that could be sent to students, employees, or to other interested individuals and groups.

Implementation steps could include:

- (1) Review the draft hand-out prepared by the consultant (see attached);
- (2) Request changes as needed;
- (3) Determine the quantity of hand-outs required for newspaper distribution, negotiate a price, and choose a distribution date;
- (4) Print an appropriate supply of hand-outs and deliver to the newspaper;
- (5) Retain a sufficient supply to be used in future distribution and direct mail efforts.

#### 4.0 Marketing Calendar

<u>Marketing Effort</u>	<u>target date</u>
Produce signs for AT buses	September 16
Print flyers	August 19
Post flyers	Aug. 22, Sept. 12, Oct. 10, Nov. 7
Air radio commercials	Late September
Print "Free Fare Passes"	August 19
Run newspaper coupons	Late September, early October
Distribute counter displays	September or October
Hand out coupons	Special events throughout fall
Newspaper inserts	October or November

**Appendix C: Graphics for "Free Fare Zone" Promotion**

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Advertising sign for the side of Advance Transit buses



**ADVANCE  
TRANSIT**

**Ride Free in the  
FREE FARE ZONE!**

*"Your Choice for a Better Future"*





**ADVANCE  
TRANSIT**

*"Your Choice for a Better Future"*

**FREE Fare  
Zone PASS**

Use this pass for free rides in the Free Fare Zone between  
downtown Lebanon and Hanover. **Expires March 2, 1995.**  
For schedule information, call 802-295-1824



**ADVANCE  
TRANSIT**

*"Your Choice for a Better Future"*

**FREE Fare  
Zone PASS**

Use this pass for free rides in the Free Fare Zone between  
downtown Lebanon and Hanover. **Expires March 2, 1995.**  
For schedule information, call 802-295-1824

# **Free Fare Zone PASS**

*Unlimited Rides between downtown Lebanon  
and downtown Hanover via Route 120*



**ADVANCE  
TRANSIT**

*"Your Choice for a Better Future"*

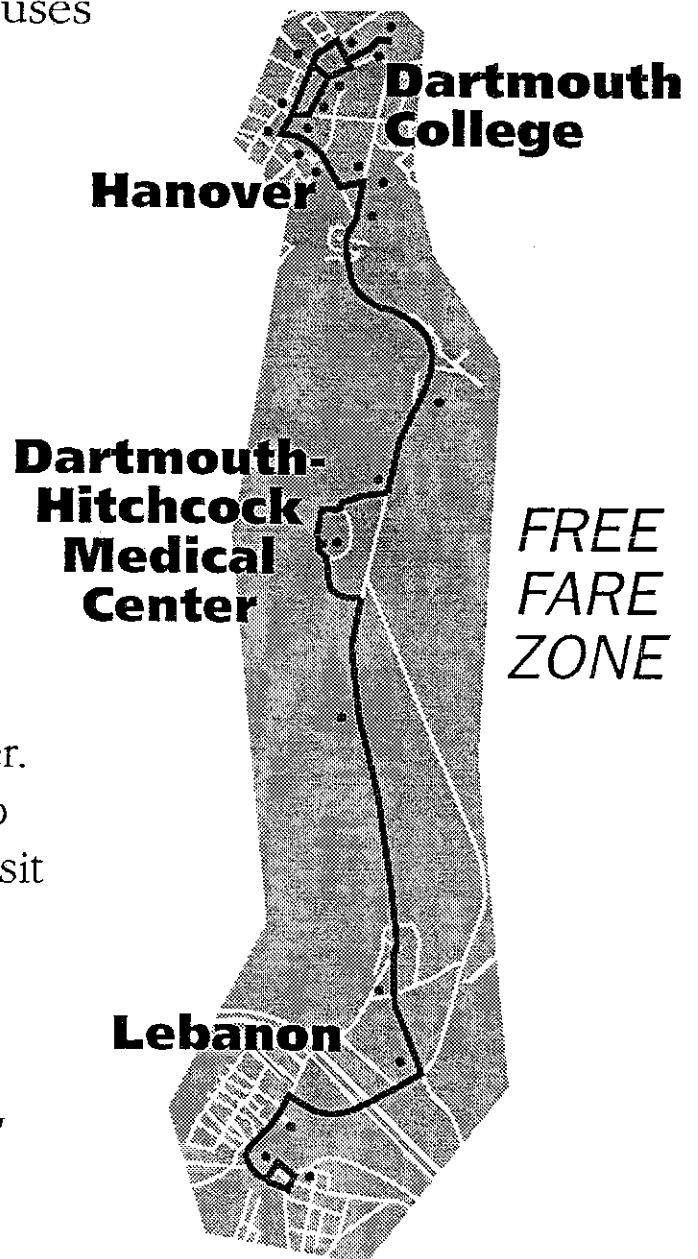
Pass good through  
March 2, 1995.  
448-2815

# Ride Free in the FREE FARE ZONE!

**A**rea residents can now ride for free on Advance Transit buses between downtown Lebanon and Hanover! Just step on the bus and take a seat without paying a fare for any trip that begins and ends within the FREE FARE ZONE.

Advance Transit offers twenty round trips a day between Lebanon and Dartmouth College, with intermediate stops at the Dartmouth-Hitchcock Medical Center and in downtown Hanover.

For more information, and to receive a complete Advance Transit bus schedule, call 802-295-1824.



**ADVANCE  
TRANSIT**

*"Your Choice for a Better Future"*

# RIDE FREE...

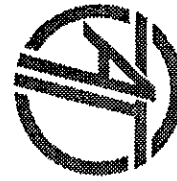
in Advance Transit's  
FREE FARE ZONE  
between downtown  
Lebanon and  
downtown Hanover.

The FREE FARE ZONE  
includes all bus stops on  
the Dartmouth College  
Campus and at the  
Dartmouth-Hitchcock  
Medical Center.

See inside for a route  
map and timetable.

# ...IN THE FREE FARE ZONE

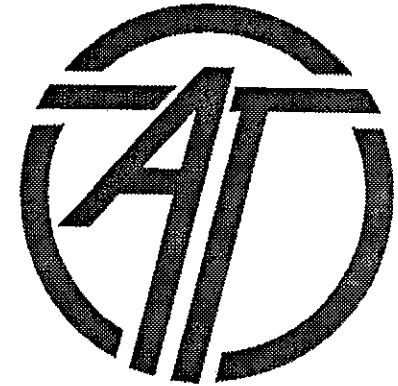
*"Your Choice for a Better Future"*



**ADVANCE TRANSIT**  
PO Box 635  
Wilder, VT 05088

# FREE FARE ZONE

## Bus Schedule

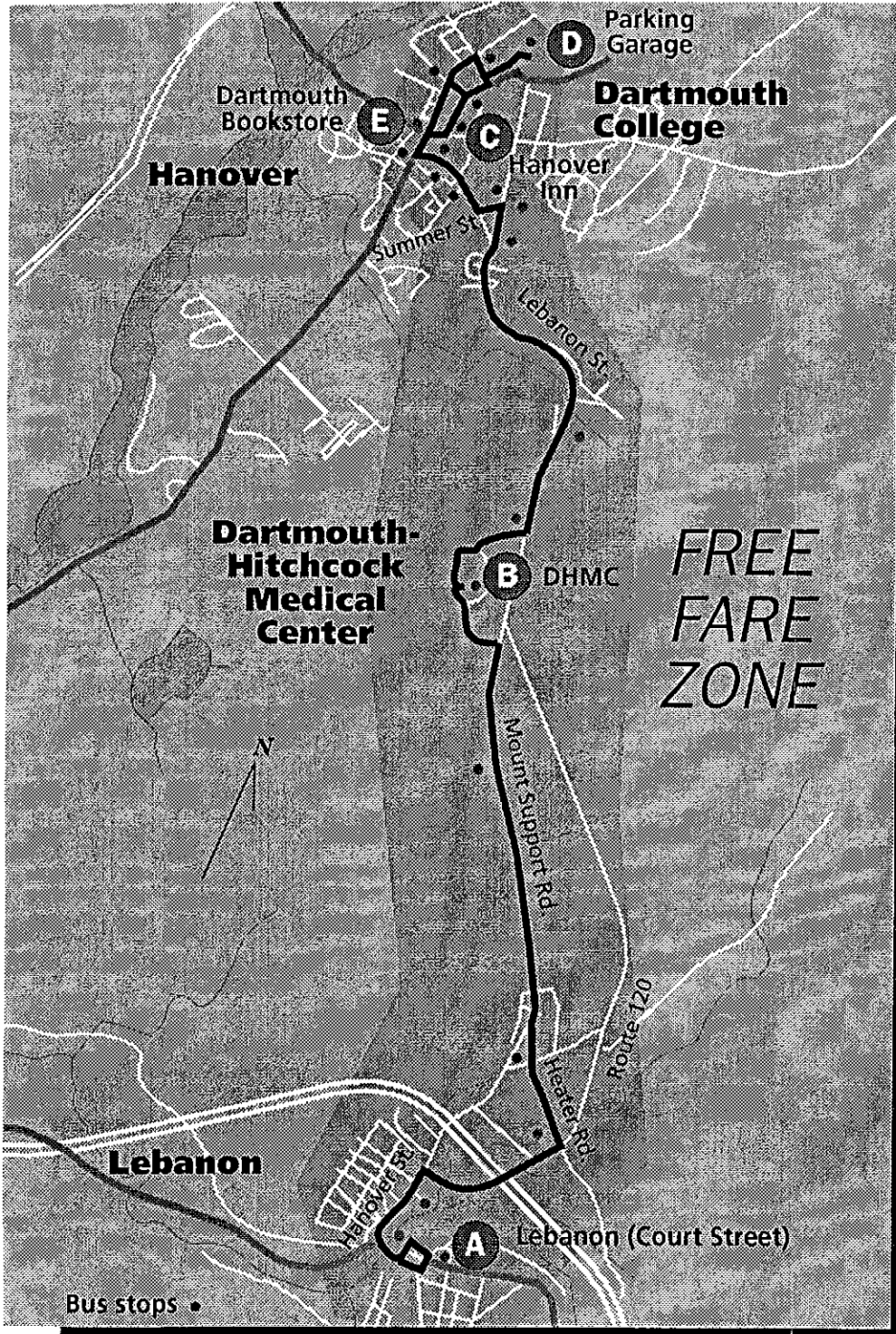


## **ADVANCE TRANSIT**

*"Your Choice for a Better Future"*

**802-295-1824**

Effective September 6, 1994





<b>LEBANON - DHMC - HANOVER</b>							
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>D</b>	<b>E</b>	<b>B</b>	<b>A</b>
Lebanon	DHMC	Hanover Inn	arrive Parking Garage	depart Parking Garage	Dartmouth Bookstore	DHMC	Lebanon
5:50	6:00				6:17		6:30
		6:31	6:34	6:36	6:39	6:47	6:57
6:25	6:35	6:44					
6:45	6:55	7:04					
	7:01	7:10	7:13	7:14	7:17	7:25	7:35
7:00	7:10	7:19	7:22	7:26	7:29	7:37	
				7:43	7:46	7:54	8:06
7:20	7:30	7:39					
				8:11	8:14	8:21	8:30
				8:31	8:34	8:41	8:52
8:10	8:20	8:30	8:33				
8:20	8:30	8:39	8:42	8:44	8:47	8:54	9:05
	8:50	8:59	9:02	9:06	9:09	9:20	9:30
9:07	9:17	9:29	9:32	9:36	9:39	9:50	10:00
9:30	9:40	9:58	10:01				
				11:32	11:35	11:42	11:53
<b>12:10</b>	<b>12:20</b>	<b>12:28</b>	<b>12:31</b>				
				<b>1:54</b>	<b>1:57</b>	<b>2:06</b>	<b>2:20</b>
<b>2:10</b>	<b>2:20</b>	<b>2:28</b>					
<b>2:40</b>	<b>2:50</b>	<b>2:57</b>	<b>3:00</b>				
				<b>3:11</b>	<b>3:15</b>	<b>3:22</b>	<b>3:39</b>
<b>3:05</b>	<b>3:18</b>	<b>3:26</b>	<b>3:29</b>				
<b>3:25</b>	<b>3:35</b>	<b>3:42</b>	<b>3:45</b>	<b>3:49</b>	<b>3:52</b>	<b>4:00</b>	<b>4:14</b>
				<b>4:34</b>	<b>4:37</b>	<b>4:45</b>	<b>5:00</b>
<b>4:20</b>	<b>4:30</b>	<b>4:37</b>	<b>4:40</b>				
<b>4:35</b>	<b>4:45</b>	<b>4:52</b>	<b>4:55</b>				
				<b>5:04</b>	<b>5:07</b>	<b>5:15</b>	<b>5:35</b>
<b>5:11</b>	<b>5:21</b>	<b>5:29</b>	<b>5:32</b>	<b>5:38</b>	<b>5:41</b>	<b>5:50</b>	<b>6:05</b>
<b>5:30</b>	<b>5:40</b>	<b>5:47</b>	<b>5:50</b>	<b>6:02</b>	<b>6:05</b>	<b>6:14</b>	<b>6:28</b>
<b>5:50</b>	<b>6:00</b>	<b>6:07</b>	<b>6:10</b>	<b>6:15</b>	<b>6:18</b>	<b>6:26</b>	<b>6:37</b>
<b>6:05</b>	<b>6:15</b>	<b>6:22</b>	<b>6:26</b>				

See full AT Bus Schedule for additional DHMC - Hanover times.

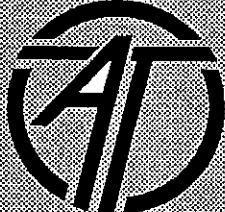
**Appendix D: One-Ride, 10-Ride, and Monthly Pass Graphics**

---

		1567
		<i>ADVANCE TRANSIT</i>
<b>ONE RIDE TICKET</b>		
Regular	<input type="checkbox"/>	Agency <input type="checkbox"/>
Comp	<input type="checkbox"/>	Expires _____

1		1376	6
2		<i>ADVANCE TRANSIT</i>	7
3		<b>10 RIDE TICKET</b>	8
4		<b>94 \$11.50</b>	9
5			10

JAN		1422	JUL
FEB		<i>ADVANCE TRANSIT</i>	AUG
MAR		<b>MONTHLY PASS</b>	SEP
APR		<b>94 \$35</b>	OCT
MAY			NOV
JUN			DEC

1	 10801 ADVANCE TRANSIT 10 RIDE TICKET \$11.50	6	10801
2		7	Date
3		8	Name
4		9	Sold By
5		10	<input type="checkbox"/> Cash <input type="checkbox"/> Check



## Appendix E: Draft Schedule Graphics

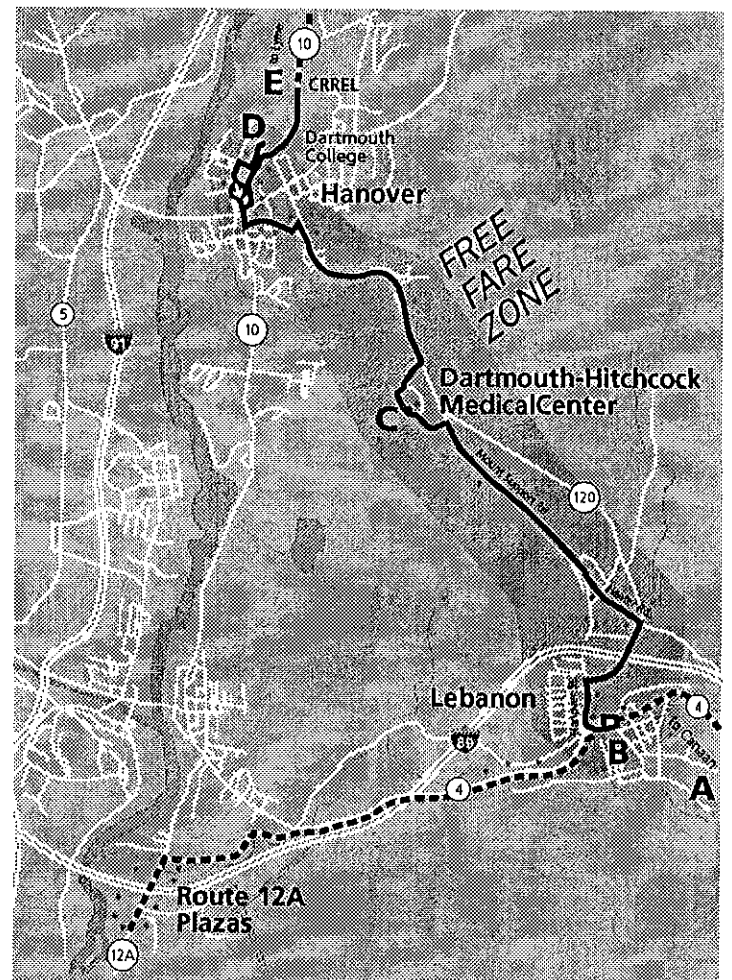
---

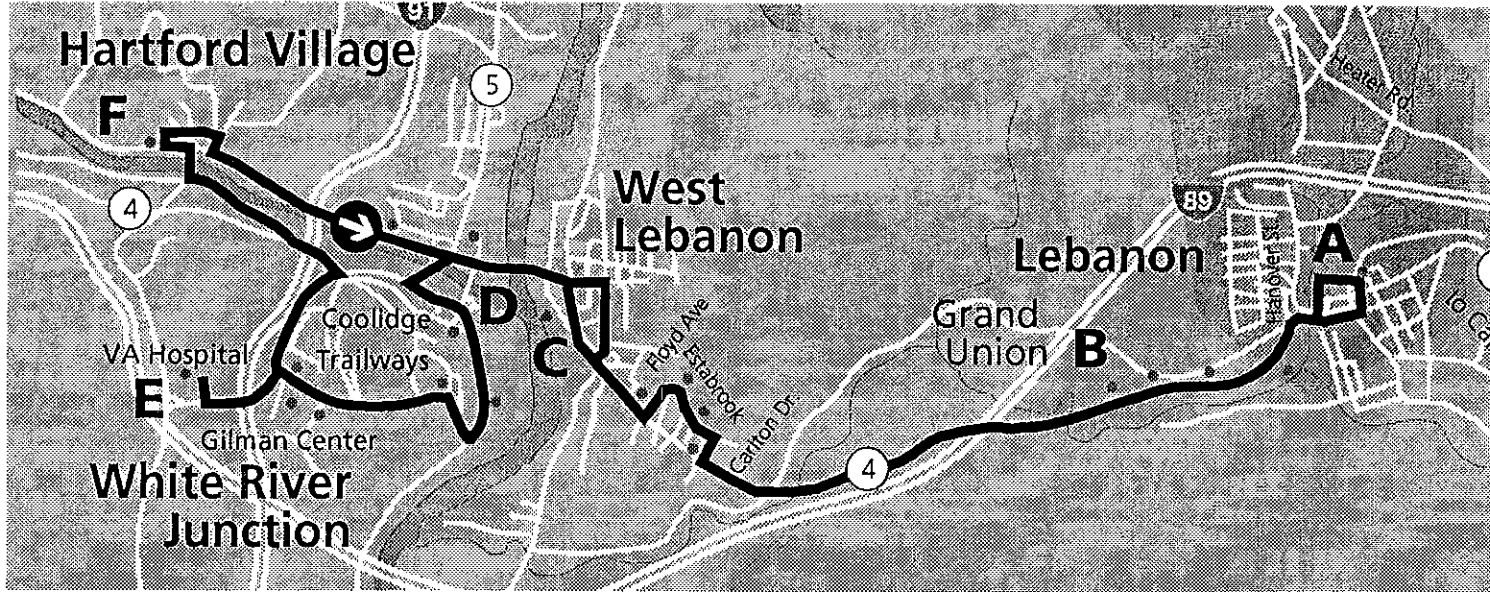
A	B	C	D	E	D	C	B	A
Canaan Lebanon		DHMC	Garage	CRREL	Garage	DHMC	Lebanon Canaan	
							5:20	5:50
5:50	6:20	6:30	6:40	6:45	6:50	7:00	6:10	6:50
	6:50	7:00	7:10	7:15	7:20	7:30	7:10	7:50
		from Lyme			7:30	7:35	7:45	
6:50	7:20	7:30	7:40	7:45	7:50	8:00	8:10	8:50
		7:45	7:55		8:00	8:15		
	7:50	8:00	8:10	8:15	8:20	8:30	8:40	
		8:15	8:25		8:30	8:45		
7:50	8:20	8:30	8:40	8:45	8:50	9:00	9:10	
		8:45	8:55		9:00	9:15		
8:50	8:50	9:00	9:10	9:15	9:20	9:30	9:40	
	9:20	to Plazas						
	9:20	9:30	9:40	9:45	9:50	10:00	10:10	
	9:50	10:00	10:10	10:15	10:20	10:30	10:40	
	10:20	10:30	10:40	10:45	10:50	11:00	11:10	
	10:50	11:00	11:10	11:15	11:20	11:30	11:40	
	11:20	11:30	11:40	11:45	11:50	12:00	12:10	
	11:50	12:00	12:10	12:15	12:20	12:30	12:40	
	12:20	12:30	12:40	12:45	12:50	1:00	1:10	
	12:50	1:00	1:10	1:15	1:20	1:30	1:40	
	1:20	1:30	1:40	1:45	1:50	2:00	2:10	
		from Plazas					2:25	2:55
	1:50	2:00	2:10	2:15	2:20	2:30	2:40	
	2:20	2:30	2:40	2:45	2:50	3:00	3:10	
					3:00	3:15		
	2:50	3:00	3:10	3:15	3:20	3:30	3:40	4:10
		3:15	3:25	3:30	to Lyme			
	3:20	3:30	3:40	3:45	3:50	4:00	4:10	
2:55	3:35							
		from Lyme			4:00	4:05	4:15	
	3:50	4:00	4:10	4:15	4:20	4:30	4:40	
		4:15	4:25		4:30	4:45		
	4:20	4:30	4:40		4:40	4:50	5:05	5:30
		4:45	4:55	5:00	to Lyme			
4:10	4:50	5:00	5:10	5:15	5:20	5:30	5:40	6:05
	5:20	5:30	5:40	5:45	5:50	6:00	6:10	
5:30	6:05	6:15	6:25					
6:05	6:35							

# BLUE ROUTE

## Hanover Shuttle

### Lebanon - DHMC - Hanover - Dartmouth Canaan, Enfield, & Lyme





<b>RED ROUTE</b>								
A	B	C	D	E	F	C	B	A
Lebanon	Grand Union	West Leb.	WRJ (Coolidge)	VA Hosp	Hrtfrd Village	West Leb	Grand Union	Lebanon
		6:35	6:40	6:50	6:55	7:05	7:10	7:15
7:20	7:25	7:35	7:40	7:50	7:55	8:05	8:10	8:15
8:20	via plazas	9:05	9:10	9:20	9:25	9:35	9:40	9:45
9:20	via plazas	9:45	9:50	10:00				
9:50	9:55	10:05	10:10	10:20	10:25	10:35	10:40	10:45
10:50	10:55	11:05	11:10	11:20	11:25	11:35	11:40	11:45
11:50	11:55	<b>12:05</b>	<b>12:10</b>	<b>12:20</b>	<b>12:25</b>	<b>12:35</b>	<b>12:40</b>	<b>12:45</b>
<b>12:50</b>	<b>12:55</b>	<b>1:05</b>	<b>1:10</b>	<b>1:20</b>	<b>1:25</b>	<b>1:35</b>	<b>1:40</b>	<b>1:45</b>
						<b>1:55</b>	via plazas	<b>2:25</b>
<b>1:50</b>	<b>1:55</b>	<b>2:05</b>	<b>2:10</b>	<b>2:20</b>	<b>2:25</b>	<b>2:35</b>	<b>2:40</b>	<b>2:45</b>
<b>2:50</b>	<b>2:55</b>	<b>3:05</b>	<b>3:10</b>	<b>3:20</b>	<b>3:25</b>	<b>3:35</b>	<b>3:40</b>	<b>3:45</b>
<b>4:10</b>	<b>4:15</b>	<b>4:25</b>	<b>4:30</b>	<b>4:40</b>	<b>4:45</b>	<b>4:55</b>	<b>5:00</b>	<b>5:05</b>
						<b>5:05</b>	via plazas	<b>5:30</b>
<b>5:10</b>	<b>5:15</b>	<b>5:25</b>	<b>5:30</b>	<b>5:40</b>	<b>5:45</b>	<b>5:55</b>	<b>6:00</b>	<b>6:05</b>
<b>6:10</b>	<b>6:15</b>	<b>6:25</b>						

- Lebanon
- West Lebanon
- White River Junction
- VA Hospital
- Hartford Village

# COMMUTE DIRECT TO DHMC from West Lebanon, Wilder, and Norwich

## GREEN ROUTE - CLOCKWISE

W Leb - VT - Hanover - DHMC - W Leb

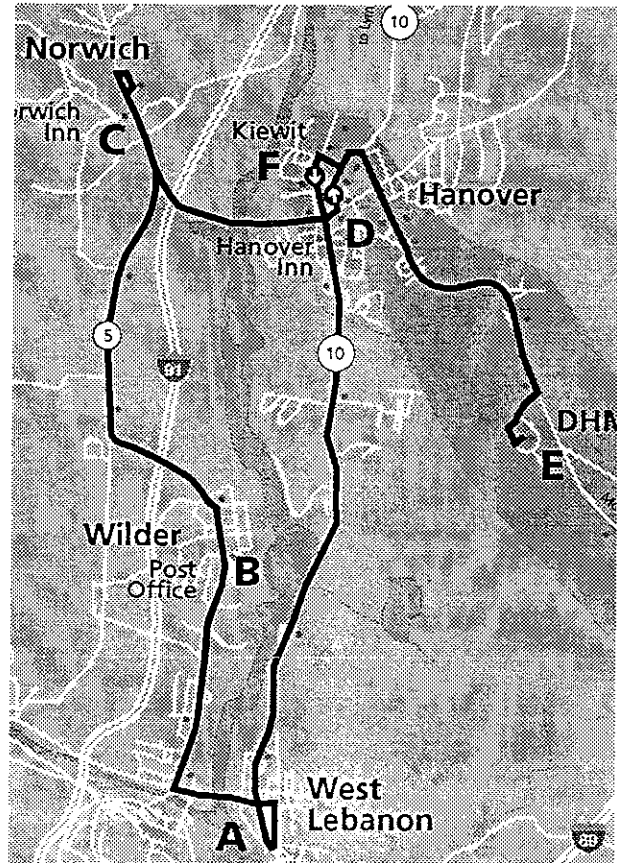
A	B	C	D	E	F	A
West Leb	Wilder P.O.	Norwich Inn	Hanvr Inn	DHMC	Kiewit	West Leb
7:05	7:10	7:20	7:30	7:40	7:50	8:00
8:05	8:10	8:20	8:25	8:35	8:45	8:55
9:05	9:10	9:20	9:25	9:35	9:45	9:55
11:05	11:10	11:20	11:25	11:35	11:45	11:55
<b>2:05</b>	<b>2:10</b>	<b>2:20</b>	<b>2:25</b>	<b>2:35</b>	<b>2:45</b>	<b>2:55</b>
3:05	3:10	3:20	3:25	3:35	3:45	3:55
4:05	4:10	4:20	4:25	4:35	4:45	4:55

At 5:05 this bus runs via the plazas to Lebanon.

## GREEN ROUTE - COUNTERCLOCKWISE

W Leb - DHMC - Hanover - VT - W Leb

A	D	E	F	C	B	A
West Leb	Hanvr Inn	DHMC	Kiewit	Norwich Inn	Wilder P.O.	West Leb
7:05	7:14	7:25	7:35	7:40	7:50	7:55
8:05	8:14	8:25	8:35	8:40	8:50	8:55
10:05	10:14	10:25	10:35	10:40	10:50	10:55
1:05	1:14	1:25	1:35	1:40	1:50	1:55
<b>3:05</b>	<b>3:14</b>	<b>3:25</b>	<b>3:35</b>	<b>3:40</b>	<b>3:50</b>	<b>3:55</b>
4:05	4:14	4:25	4:35	4:40	4:50	4:55
5:05	5:14	5:25	5:35	5:40	5:50	5:55



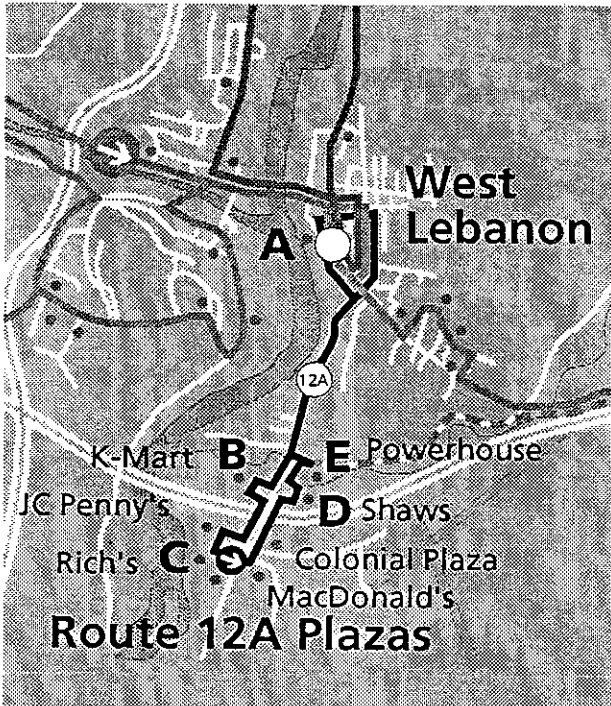
### HOW TO USE THIS SCHEDULE:

1. Locate the letters on the map near your starting and ending points.
2. Reading from left to right, find the same two letters over the times shown.
3. Departure times are listed below the first letter; arrival times appear below the second letter.

## Transfer to the Plaza Shuttle in West Lebanon

The Plaza Shuttle leaves West Lebanon every half-hour from 9:00 a.m. until 2:30 p.m.

# PLAZA SHUTTLE



## W Leb - Route 12A Plazas - W Leb

A	B	C	D	E	A
West Leb	K-Mart	Rich's	Shaws	Power- House	West Leb
9:05	9:10	9:15	9:23	9:25	9:30
9:35	9:40	9:45	9:53	9:55	10:00
10:05	10:10	10:15	10:23	10:25	10:30
10:35	10:40	10:45	10:53	10:55	11:00
11:05	11:10	11:15	11:23	11:25	11:30
11:35	11:40	11:45	11:53	11:55	12:00
<b>12:05</b>	<b>12:10</b>	<b>12:15</b>	<b>12:23</b>	<b>12:25</b>	<b>12:30</b>
<b>12:35</b>	<b>12:40</b>	<b>12:45</b>	<b>12:53</b>	<b>12:55</b>	<b>1:00</b>
<b>1:05</b>	<b>1:10</b>	<b>1:15</b>	<b>1:23</b>	<b>1:25</b>	<b>1:30</b>
<b>1:35</b>	<b>1:40</b>	<b>1:45</b>	<b>1:53</b>	<b>1:55</b>	<b>2:00</b>
<b>2:05</b>	<b>2:10</b>	<b>2:15</b>	<b>2:23</b>	<b>2:25</b>	<b>2:30</b>
<b>2:35</b>	<b>2:40</b>	<b>2:45</b>	<b>2:53</b>	<b>2:55</b>	<b>3:00</b>
<b>5:05</b>	<b>5:10</b>	<b>5:15</b>	<b>5:23</b>	<b>5:25</b>	to Leb

## PLAZA SHUTTLE CONNECTIONS

### Lebanon - Plazas (via Red or Blue Routes)

West				West	
Lebanon	Leb	Rich's	Shaws	Leb	Lebanon
8:20	-	8:40	8:48		
9:20	-	9:40	9:48		
9:50	10:05	10:15	10:23		
10:50	11:05	11:15	11:23	11:35	11:45
11:50	<b>12:05</b>	<b>12:15</b>	<b>12:23</b>	<b>12:35</b>	<b>12:45</b>
<b>12:50</b>	<b>1:05</b>	<b>1:15</b>	<b>1:23</b>	<b>1:35</b>	<b>1:45</b>
		<b>1:55</b>	<b>2:08</b>	-	<b>2:25</b>
<b>1:50</b>	<b>2:05</b>	<b>2:15</b>	<b>2:23</b>	<b>2:35</b>	<b>2:45</b>
		<b>5:10</b>	<b>5:23</b>	-	<b>5:35</b>

### WRI & Hartford (via Red Route)

Hartfd				Hartfd	
WRJ	Vllg	Rich's	Shaws	WRJ	Vllg
9:10	9:25	9:45	9:53		
10:10	10:25	10:45	10:53	11:10	11:25
11:10	11:25	11:45	11:53	<b>12:10</b>	<b>12:25</b>
<b>12:10</b>	<b>12:25</b>	<b>12:45</b>	<b>12:53</b>	<b>1:10</b>	<b>1:25</b>
<b>1:10</b>	<b>1:25</b>	<b>1:45</b>	<b>1:53</b>	<b>2:10</b>	<b>2:25</b>
<b>2:10</b>	<b>2:25</b>	<b>2:45</b>	<b>2:53</b>	<b>3:10</b>	<b>3:25</b>

### Hanover (via Green Route)

West				West	
Kiewit	Leb	Rich's	Shaws	Leb	Inn
9:45	10:05	10:15	10:23		
11:45	12:05	12:15	12:23		
		<b>12:45</b>	<b>12:53</b>	<b>1:05</b>	<b>1:14</b>
		<b>2:45</b>	<b>2:53</b>	<b>3:05</b>	<b>3:14</b>

### Norwich & Wilder (via Green Route)

Norwich				Wilder	
Inn	PO	Rich's	Shaws	PO	Inn
8:40	8:50	9:15	9:23		
		10:45	10:53	11:10	11:20
10:40	10:50	11:15	11:23		
		<b>1:45</b>	<b>1:53</b>	<b>2:10</b>	<b>2:20</b>
		<b>2:45</b>	<b>2:53</b>	<b>3:15</b>	<b>3:20</b>

## **Appendix F: Draft Display Ad Graphics**

---

# NEW BUSES MORE SERVICE

Advance Transit offers a *Day on the Town* for only \$2.00! Send today for a free introductory "Shopper's Pass."



NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ ZIP \_\_\_\_\_

Advance Transit, PO Box 635, Wilder, VT 05088  
For more information, call 802-295-1824

# NEW BUSES MORE SERVICE

Advance Transit offers a ride to work for \$35 a month! Send today for a introductory 3-day commuter pass.



NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

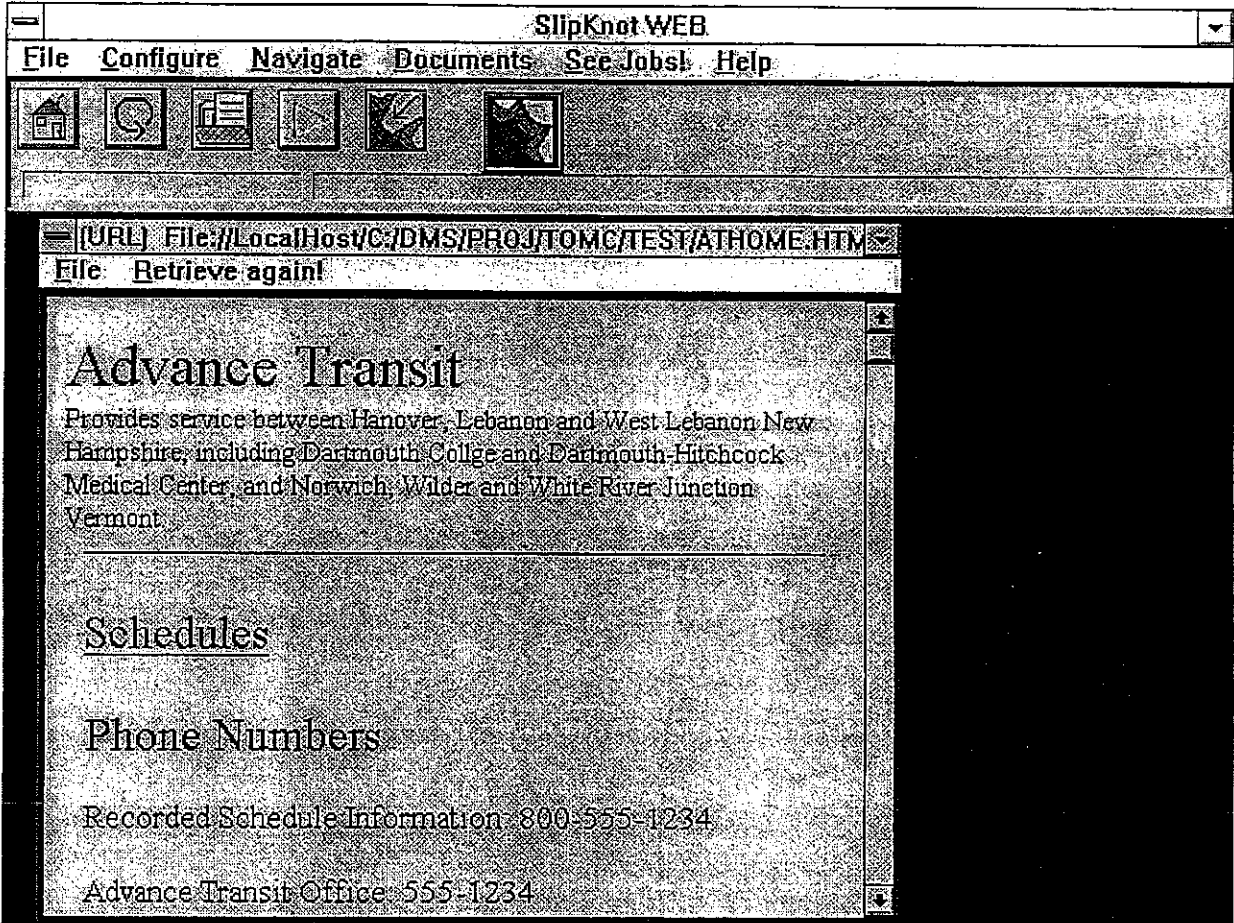
CITY \_\_\_\_\_ ZIP \_\_\_\_\_

Advance Transit, PO Box 635, Wilder, VT 05088  
For more information, call 802-295-1824



## **Appendix G: Sample World Wide Web Computer Screen Pages**

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SlipKnot WEB

File Configure Navigate Documents See Jobs! Help



[URL] File://LocalHost/C:/DMS/PROJ/TOMC/TEST/ATHOME.HTM

File Retrieve again!

## Advance Transit

Provides service between Hanover, Lebanon and West Lebanon New Hampshire, including Dartmouth College and Dartmouth-Hitchcock Medical Center, and Norwich, Wilder and White River Junction Vermont

### Schedules

### Phone Numbers

Recorded Schedule Information: 800-555-1234

Advance Transit Office: 555-1234

SlipKnot WEB

File Configure Navigate Documents See Jobs! Help

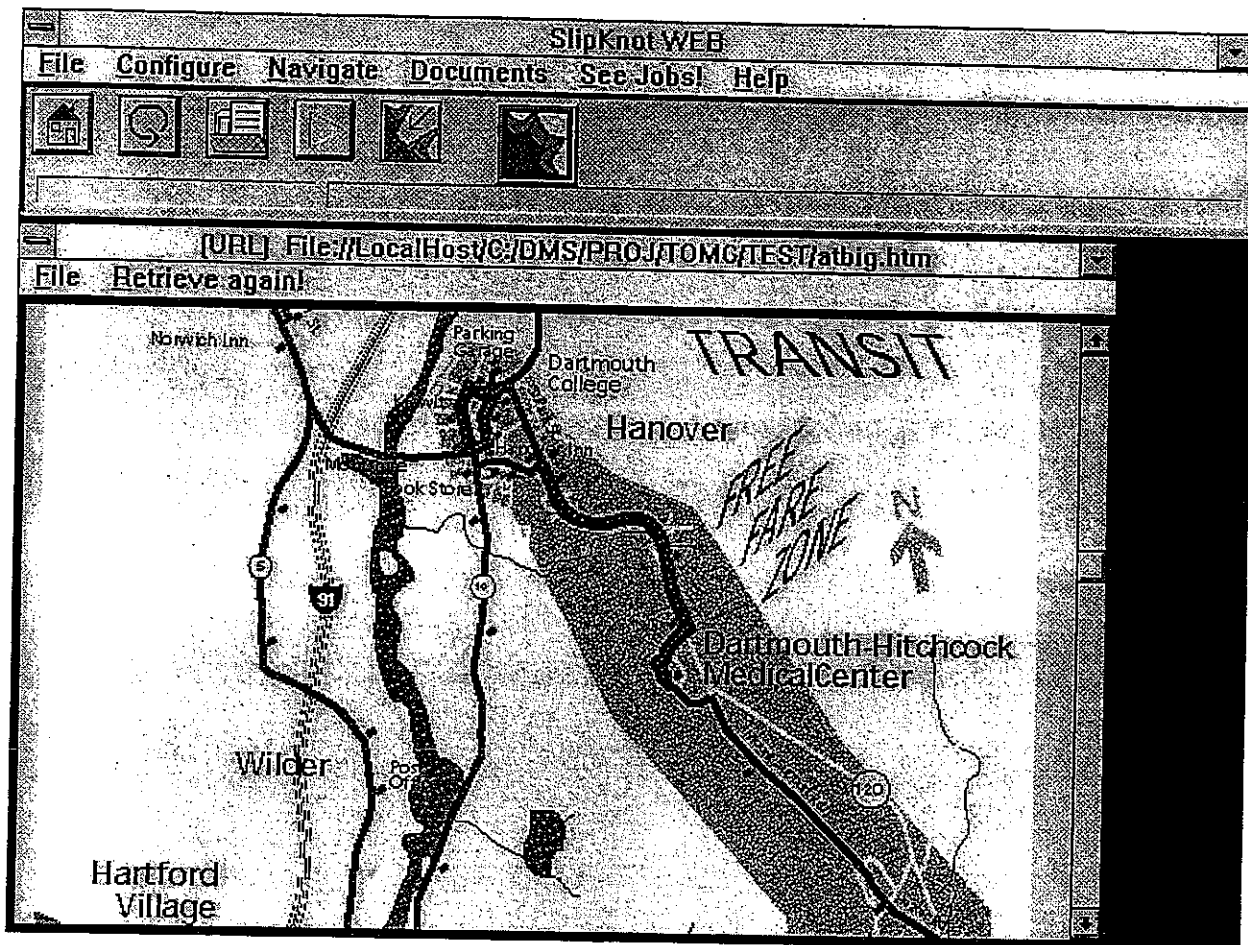
Retrieve from Internet

[URL] File:///LocalHost/C:/DMS/PROJ/TOMC/TEST/atmaps.htm HOME.HTM

File Retrieve again!

### Advance Transit Route Maps

The map displays a network of transit routes in the Dartmouth-Hampden region. Key locations labeled include Norwich, Hanover, Dartmouth College, Parsonage Hill, Wilder, Hartford Village, West Lebanon, Lebanon, and White. The Dartmouth-Hampden Medical Center is also indicated. The map is titled "ADVANCE TRANSIT".



## **Appendix H: Sample Pocket Schedules**

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Pocket schedule for VA Hospital Commuters

# VA HOSPITAL AT Commuter Schedule

A.M.			
	Downtown	West	VA
Canaan	Lebanon	Leb	Hospital
6:50	7:20	7:35	7:50
7:50	8:20	8:35	8:50

P.M.			
VA	West	Downtown	
Hospital	Lebanon	Lebanon	Canaan
4:40	4:55	5:05	5:30
5:40	5:55	6:05	

Unlimited Rides for \$35 a Month



**ADVANCE TRANSIT**

"Your Choice for a Better Future"

802-295-1824

Pocket schedule for Norwich and Wilder shoppers

# NORWICH WILDER

## Plaza Shopper Schedule

To West Lebanon Plazas			
Norwich Inn	Wilder P.O.	Rich's	Shaws
8:40	8:50	9:15	9:23
10:40	10:50	11:15	11:23
From West Lebanon Plazas			
Rich's Plaza	Shaws	Wilder P.O.	Norwich Inn
10:45	10:53	11:10	11:20
1:45	1:53	2:10	2:20
2:45	2:53	3:15	3:20

All-Day Shopper's Pass for \$2.00\*

\*Unlimited rides after 9:00 a.m.



**ADVANCE TRANSIT**

"Your Choice for a Better Future"

802-295-1824

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***MULTISYSTEMS***

*1050 Massachusetts Avenue  
Cambridge, MA 02138-5381*