

**Transportation Commission of Colorado
Transit and Intermodal Committee Meeting**

**Meeting Agenda
Wednesday, November 19, 2014**

**4201 East Arkansas Avenue
Denver, Colorado**

**Mark Imhoff, Director
Division of Transit and Rail**

**Debra Perkins-Smith, Director
Division of Transportation Development**

**Kathy Gilliland
District 5, Livermore**

**Shannon Gifford
District 1, Denver**

**Bill Thiebaut
District 10, Pueblo**

**Kathy Connell
District 6, Steamboat Springs**

- **Introductions/Approval of October Minutes – Kathy Connell - 5 minutes.....P2**
- **Bustang Service Plan (20 min).....P4**
- **Bustang Communications Plan (10 min).....P9**
- **Rural Regional Bus Network /Conceptual Plan – PowerPoint (10min)..P27**
- **Adjourn**

THE AGENDA MAY BE ALTERED AT THE CHAIR'S DISCRETION.

Transit & Intermodal Committee Meeting Minutes
Wednesday, October 15, 2014

Committee Members Attending: Shannon Gifford, Kathy Gilliland, and Kathy Connell.

Additional Commissioners attending included: Ed Peterson.

Staff present included: Chief Engineer Josh Laipply, DTR Director Mark Imhoff, DTD Director Debra Perkins-Smith, Bus Operations Manager Mike Timlin, Commission Assistant Tromila Maile, Rail & Special Projects Manager David Krutsinger, and State Bicycle-Pedestrian Program Coordinator Betsy Jacobson.

Commissioner Connell called the meeting to order at 3:40 pm.

1. **Election of T&I Committee Chairperson:** Commissioner Gilliland volunteered and was unanimously approved to be the next Committee Chairperson.
2. **Approval of April 2014 Minutes:** The minutes of the July 2014 meeting were approved unanimously.
3. **Introduction / Informational Attachments:** Mark Imhoff provided introductory comments and noted the four informational attachments in the Committee packet related to transit topics, including the Interregional Express (IX) / Bustang Quarterly Report. Bus manufacture is moving along, with all thirteen vehicles in production, and the first vehicle being test-driven. Buses are expected to be delivered in November. FASTER and FTA consolidated capital call for projects is out now, with applications due in November. DTR will be back to T&I in January with the proposed list of selected projects, for full Commission approval in February. Debra Perkins-Smith noted the one bicycle memo on becoming the number-one bicycle friendly state. There are five or six strategies to achieve that goal. One of the strategies was dedicated funding for safe routes to school which was approved by the legislature. There were no questions from the T&I Committee members.
4. **Policy Directive 14 (PD14) Bicycle/Pedestrian Measures & Objectives:** Debra Perkins-Smith gave the context for PD14 overall, which was last discussed in January 2014. At that point the data to support bike goals and measures were not ready. Alisa Babler from traffic safety has developed the overall safety program and has now included bicycle safety measures. To create system performance goals for bicycle & pedestrian measures requires development of data before goals can be set. So near-term goals include inventory and development of those data. Once the data are collected, then a model can be created to predict the outcomes of various efforts.

Alisa gave an overview of traffic goals, noting that zero fatalities is the goal. Though difficult to achieve, setting a goal above zero would indicate that fatalities are acceptable, and communicate the wrong message. Alisa answered a question about changing from 5-year annual averages to a 1-year measure. The reason is that with the lack of data, and the complexity of communicating 5-year averages, staff and stakeholders defined annual goals. Commissioner Connell agreed with annual goals of reduction in fatalities and injuries over the prior year as good feedback and progress tracking.

5. **Bicycle/Byways Map Demonstration:** Betsy Jacobson gave the background that state statute requires CDOT to provide and make available a bicycle map. CDOT has been providing paper maps for some time, printing about 40,000 per year, and distributing them widely to libraries, schools, police stations, and to individual through many others. Given that we have a new generation of users/customers, CDOT has adapted the mapping to an electronic format. It is not an "app", but it is a web-based tool, showing shoulder widths and traffic volumes. Commissioner Gilliland asked about region-based planning. Deb responded that bike information gets rolled into the region plans and that each region has different levels of detail. The web-based tool is created to allow and locals have asked for ways to link local information.

A green line on the map, for example, would indicate a low-volume road with shoulders that are 4-feet or wider; a good bicycling road. The map is enabled with routing tools, showing available and shortest routes between two points, and providing directions (turns, etc). The map is also enabled with "street view" so a cyclist can go into the map and see a picture of the highway or intersection. This allows a cyclist to understand if the "green line" on the map fits with his/her own comfort level for cycling in different environments and make individualized choices for safe travel. Finally, the map is enabled with location services. A cyclist can search, for example, for bicycle shops and the map will display the nearest locations. So this tool puts together all of these services, beyond what can be offered in a paper map. The tool has CDOT information for now, and the next phase will layer local information on top of the map. Commissioners Connell and Gilliland commented this is a great tool.



4201 East Arkansas Avenue, Room 270
Denver, CO 80222-3406

DATE: November 19, 2014
TO: Transit & Intermodal Committee
FROM: Mark Imhoff, Director, Division of Transit & Rail
SUBJECT: Bustang Service Plan Review

Purpose

At the October Transportation Commission meetings, during a Workshop on the Bustang Communications Plan, a number of questions were raised about the Bustang service plan. The purpose of this memo is to provide a summary of the Bustang opening day service plan, and potential future service increases.

Action

This memo is informational only; no action.

Background

The Interregional Express Bus Plan and Implementation was approved by the Commission at the January, 2014 TC meeting, with references to the Interregional Express Bus Plan White Paper which was presented to the Commission at the December, 2013 TC meetings. The Interregional Express Bus has subsequently been branded as Bustang. At the August, 2014 TC meeting, the Commission approved Policy Directive 1605.0 IX Bus System.

During the development of the Interregional Express concept and plan, the Transportation Commission gave the following direction:

- Start small with the highest probability of success; consider phasing in service.
- Focus on the I-25 and I-70 corridors; I-25 for commuter service, and I-70 for "essential services". Do not attempt to offer "recreational" service at startup.
- Connect population and employment centers, and connect local transit agencies.
- Provide long distance, express service with limited stops.
- Ensure a fare box recovery ratio of 20% within two years, and strive for at least 40%.

Details

Attached are route maps identifying the stops and park and ride locations; and tables showing the preliminary schedules, and fare structure.

To operate the Bustang service, 13 over-the-road coaches (buses) have been procured; delivery is expected in November, 2014. Six buses will be dedicated to the south corridor, Colorado Springs to Denver; five for daily use and one spare. Five buses will be dedicated to the north corridor, Fort Collins to Denver; four for daily use and one spare. Two buses will be dedicated to the west corridor, Glenwood Springs to Denver; one for daily use and one spare.

Opening day service will operate on weekdays in all three corridors; no weekend service. This limited service plan was selected for the following reasons:

- Weekday service has the highest probability of success.
- Weekend demand is unknown, and very limited weekend service may be a deterrent to potential riders.
- Buses are available for weekend service, but operating costs may outweigh the fare box recovery.
- Service can always be added, but it is difficult to eliminate or reduce service once it is established.



Potential areas of service expansion include:

- Additional weekday round trips, including more reverse commute trips. This is the most critical if/when buses approach capacity. Close monitoring will be done because additional buses may be required, and bus manufacture lead time can be significant.
- Limited weekend service. This is an easy expansion to implement, and will be evaluated during the first year of operation.
- Friday evening/Sunday evening university campus service. This also would be easy to implement, and will be evaluated along with limited weekend service during the first year of operation.
- Special event service; e.g. National Western Stock Show, Bronco games, etc.
- Denver metro "outer ring" communities with no investment in local transit service; Castle Rock, Carbon Valley (Frederick, Firestone, Dacono) and Idaho Springs. We have had significant input from all three "outer ring" communities desiring service. The TC policy direction was clear that Bustang was to connect local transit entities, with the ability to provide the first or last mile transit trip. Bustang requires no local match, but the investment in local transit is viewed as a proxy for Bustang local match. Hence, no initial service to the "outer ring" communities. In addition, the "outer ring" communities could generate significant ridership demand requiring additional buses in the fleet. We will develop cost sharing scenarios to explore the possible offering of service expansion to the "outer ring" communities for future consideration.
- Service extension/new routes; i.e. Pueblo, Greeley, Grand Junction. Future consideration will be given if fare box recovery levels reach a level that service extension or new routes (Including buses) can be covered within the annual \$3.0 million operating budget.

Policy Directive 1605.0 requires "Conducting an annual IX Program Assessment (or twice annually if needed) of service coverage, routes schedules and fares; and modify the service plan when justified". The Bustang service performance will be monitored closely. Bustang expansion will be evaluated over time, and prudent service expansion will be presented to the T&I Committee when the expansion can be justified. The operating contract with Horizon Coach Lines includes provisions to expand service as we require; and the contract with the bus manufacturer, MCI, includes a price agreement for additional buses if needed.

Bustang is a new service for CDOT, and one which we have no past experience. Although there are many expansion options, as listed above, our total focus over the foreseeable future is to implement and execute the opening day service plan, ensure customer satisfaction, gain operating experience, and attain success before considering expansion.

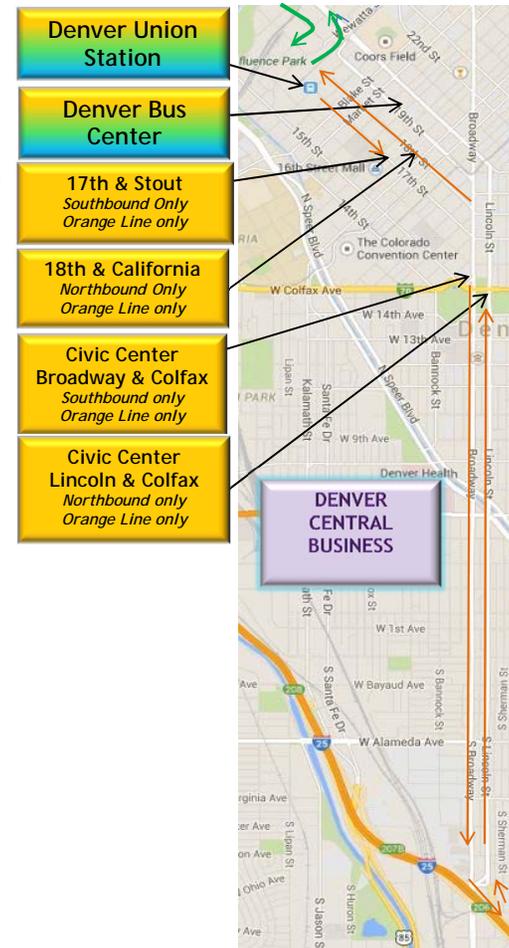
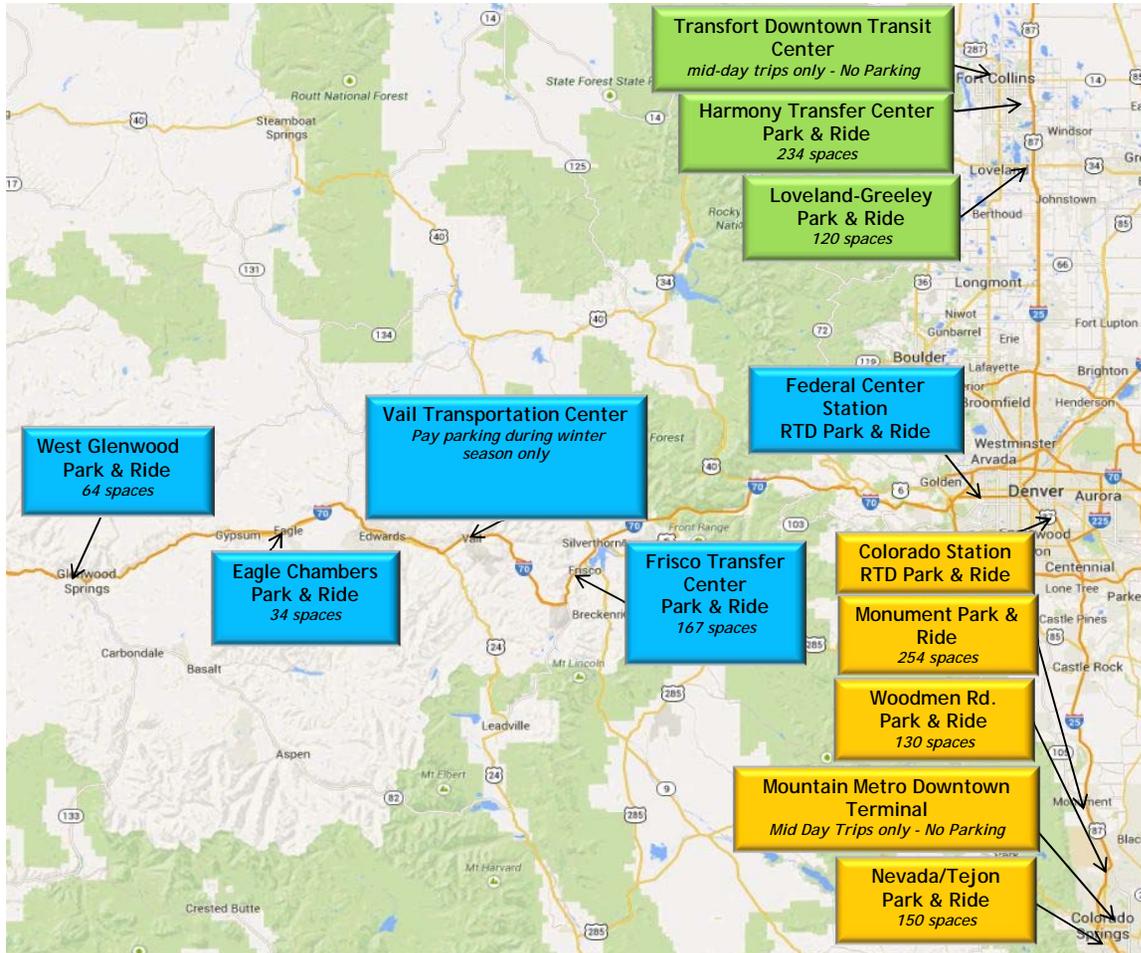
Attachments

Bustang Service Map
Bustang Draft Schedule
Bustang Fares



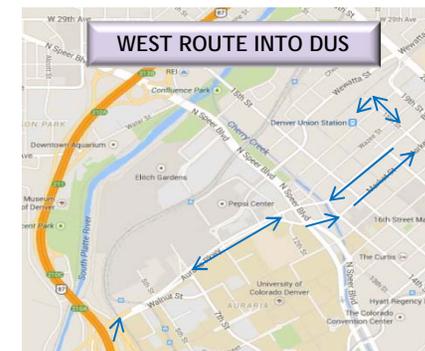


BUSTANG SERVICE AREA



- KEY:
- North Route
 - South Route
 - West Route
 - All Routes

- DENVER CENTRAL BUSINESS DISTRICT KEY:
- South Route - bus routing
 - North Route - bus routing
 - West Route - bus routing



SOUTH LINE - ORANGE		NORTHBOUND					
South Line operates Monday - Friday except major holidays							
	501	503	505	507	509	531	533
TEJON PnR	5:00 AM	5:20 AM	5:45 AM	6:00 AM	6:15 AM	10:30 AM	3:00 PM
DOWNTOWN (MMT) TERMINAL	↓	↓	↓	↓	↓	↓	↓
WOODMEN PnR	5:15 AM	5:35 AM	6:00 AM	6:15 AM	6:30 AM	10:55 AM	3:25 PM
MONUMENT PnR	5:30 AM	5:50 AM	6:15 AM	6:30 AM	6:45 AM	11:10 AM	3:40 PM
COLORADO STATION (RTD LRT)	6:20 AM	6:40 AM	7:05 AM	7:20 AM	7:35 AM	11:55 AM	4:25 PM
CIVIC CENTER Colfax & Lincoln	6:55 AM	7:15 AM	7:40 AM	7:55 AM	8:10 AM		↓
18TH & STOUT Light Rail	7:00 AM	7:20 AM	7:45 AM	8:00 AM	8:15 AM	↓	↓
Denver Union Station AR	7:10 AM	7:30 AM	7:55 AM	8:10 AM	8:25 AM	12:10 PM	4:40 PM
Denver Union Station DEP	7:15 AM	7:35 AM	8:00 AM	8:15 AM	8:30 AM	12:15 PM	4:45 PM
DENVER BUS CENTER	7:20 AM	7:40 AM	8:05 AM	8:20 AM	8:35 AM	12:20 PM	4:50 PM

SOUTH LINE - ORANGE		SOUTHBOUND					
South Line operates Monday - Friday except major holidays							
	530	532	500	502	504	506	508
DENVER BUS CENTER	7:45 AM	1:00 PM	3:50 PM	4:05 PM	4:45 PM	5:35 PM	6:15 PM
Denver Union Station Arrive	7:50 AM	1:05 PM	3:55 PM	4:10 PM	4:50 PM	5:40 PM	6:20 PM
Denver Union Station Depart	7:55 AM	1:10 PM	4:00 PM	4:15 PM	4:55 PM	5:45 PM	6:25 PM
17TH & CALIFORNIA Light Rail			4:05 PM	4:20 PM	5:00 PM	5:50 PM	6:30 PM
CIVIC CENTER Colfax & Broadway	↓	↓	4:15 PM	4:30 PM	5:10 PM	6:00 PM	6:40 PM
COLORADO STATION RTD LRT	8:10 AM	1:25 PM	4:40 PM	4:55 PM	5:35 PM	6:25 PM	7:05 PM
MONUMENT PnR	8:55 AM	2:10 PM	5:30 PM	5:45 PM	6:25 PM	7:15 PM	7:55 PM
WOODMEN PnR	9:10 AM	2:25 PM	5:45 PM	6:00 PM	6:40 PM	7:30 PM	8:10 PM
DOWNTOWN TERMINAL	9:20 AM	2:35 PM	↓	↓	↓	↓	↓
TEJON PnR	9:25 AM	2:40 PM	6:00 PM	6:15 PM	6:55 PM	7:45 PM	8:25 PM

No Passengers will be handled where entire trip is within El Paso County and within the Denver RTD District

NORTH LINE - GREEN		SOUTHBOUND				
North Line operates Monday - Friday Except Major Holidays						
	601	603	605	607	631	633
Downtown Transit Center (Transfort)	-----	-----	-----	-----	11:00 AM	3:00 PM
Harmony Road	5:20 AM	5:45 AM	6:15 AM	6:45 AM	11:20 AM	3:20 PM
U.S. 34 & I-25 Loveland	5:30 AM	5:55 AM	6:25 AM	6:55 AM	11:30 AM	3:30 PM
Denver Union Station Arrive	6:25 AM	6:50 AM	7:20 AM	7:50 AM	12:15 PM	4:15 PM
Denver Union Station Depart	6:30 AM	6:55 AM	7:25 AM	7:55 AM	12:20 PM	4:20 PM
Denver Bus Center	6:40 AM	7:05 AM	7:35 AM	8:05 AM	12:30 PM	4:30 PM

NORTH LINE - GREEN		NORTHBOUND				
North Line operates Monday - Friday Except Major Holidays						
	630	632	600	602	604	606
Denver Bus Center	7:00 AM	1:00 PM	4:05 PM	4:20 PM	5:00 PM	5:50 PM
Denver Union Station Arr	7:10 AM	1:10 PM	4:15 PM	4:30 PM	5:10 PM	6:00 PM
Denver Union Station Dep	7:15 AM	1:15 PM	4:20 PM	4:35 PM	5:15 PM	6:05 PM
U.S. 34 & I-25 Loveland	8:05 AM	2:05 PM	5:10 PM	5:25 PM	6:05 PM	6:55 PM
Harmony	8:20 AM	2:20 PM	5:25 PM	5:40 PM	6:20 PM	7:10 PM
Downtown Transit Center (Transfort)	8:40 AM	2:40 PM	-----	-----	-----	-----

No Passengers will be handled where the entire trip is within Larimer County and within the RTD District

WEST LINE - BLUE EASTBOUND
Blue Line operates Monday - Friday Only, Except Major Holidays

701	
Glenwood Springs (West Glenwood Park & Ride)	7:30 AM
Eagle (Chambers Park & Ride)	8:05 AM
Vail (Vail Transportation Center) Arr	8:35 AM
Vail (Vail Transportation Center) Depart	8:40 AM
Frisco (Frisco Transfer Center) Arrive	9:10 AM
Frisco (Frisco Transfer Center) Depart	9:10 AM
Lakewood - Denver Federal Center	10:20 AM
Denver Union Station ARR	10:35 AM
Denver Union Station DEP	10:40 AM
Denver Bus Center	10:50 AM

WEST LINE - BLUE WESTBOUND

700	
Denver Union Station Arr	6:10 PM
Denver Union Station Depart	6:15 PM
Lakewood - Denver Federal Center	6:35 PM
Frisco Arr (Frisco Transfer Center)	7:50 PM
Frisco Depart (Frisco Transfer Center)	7:50 PM
Vail Arrive (Vail Transportation Center)	8:20 PM
Vail Depart (Vail Transportation Center)	8:25 PM
Eagle (Chambers Park & Ride)	8:55 PM
Glenwood Springs (West Glenwood Park & Ride)	9:35 PM

No Passengers will be handled whose entire trip is within Eagle County and within the RTD District

NORTH ROUTE -GREEN - WALK UP SINGLE RIDE

	Denver Full Fare	Denver Senior (65 y/o +) & Disabled
Ft. Collins	\$10	\$7.50
Loveland	\$9	\$6.75

No passengers will be carried if the entire ride is Laramer County or within the RTD District.

Note- The maximum fare discount is 25%

SOUTH ROUTE -ORANGE - WALK UP SINGLE RIDE

	Denver Full Fare	Denver Senior (65 y/o +) & Disabled
Colorado Springs	\$12	\$9
Monument	\$9	\$6.75

No passengers will be carried if their entire ride is between El Paso County or within the RTD District

Note- The maximum fare discount is 25%

WEST ROUTE - BLUE - WALK UP SINGLE RIDE

	Denver Full Fare	Denver Senior (65 y/o +) & Disabled	Frisco Full Fare	Frisco Senior (65 y/o +) & Disabled	Vail Full Fare	Vail Senior (65 y/o +) & Disabled	Eagle Full Fare	Eagle Senior (65 y/o +) & Disabled
Glenwood Springs	\$28	\$21	\$17	\$12.75	\$12	\$9	\$5	\$3.75
Eagle	\$22	\$16.50	\$12	\$9				
Vail	\$17	\$12.75	\$5	\$3.75				
Frisco	\$12	\$9						

No passengers will be carried if their entire ride is within Eagle County and the RTD District.

Note- The maximum fare discount is 25%

Multi-Ride	Denver 10 ride	Denver 20 ride	Denver 40 ride	Frisco 10 ride	Frisco 20 ride	Frisco 40 ride	Vail 10 ride	Vail 20 ride	Vail 40 ride	Eagle 10 ride	Eagle 20 ride	Eagle 40 ride
Ft. Collins	\$90	\$160	\$300	-----	-----	-----	-----	-----	-----	-----	-----	-----
Loveland	\$81	\$144	\$270	-----	-----	-----	-----	-----	-----	-----	-----	-----
Colorado Springs	\$108	\$192	\$360	-----	-----	-----	-----	-----	-----	-----	-----	-----
Monument	\$81	\$144	\$270	-----	-----	-----	-----	-----	-----	-----	-----	-----
Glenwood Springs	\$252	\$448	\$840	\$153	\$272	\$510	\$108	\$192	\$360	\$45	\$80	\$150
Eagle	\$198	\$352	\$660	\$108	\$192	\$360						
Vail	\$153	\$272	\$510	\$45	\$80	\$150						
Frisco	\$108	\$192	\$360									

No passengers will be carried if the entire ride is within Eagle County, Laramer County, El Paso County, or the RTD district.

Note- The maximum fare discount is 25%



COLORADO Transportation Commission

4201 East Arkansas Avenue, Room270
Denver, CO 80222-3406

DATE: November 19, 2014

TO: Transit & Intermodal Committee

FROM: Amy Ford, Director of Communications // Mark Imhoff, Director, Division of Transit & Rail

SUBJECT: Bustang Communications Plan

Purpose

At the October Transportation Commission Workshop the discussion on the Bustang Communications Plan was left unfinished. This memo is a repeat from last month, and summarizes the Bustang Communications Plan, including pre-launch, launch and ongoing tactics to support the initial roll-out of the Bustang service. The full Communications Plan is also attached.

Action

Review the information in the proposed plan.

Background

The goals of the enclosed plan include:

- Raise awareness of CDOT's Bustang service
- Position Bustang as the premier service for local commuters
- Drive ticket sales to establish/increase ridership

Details

Execution of the below tactics will begin to build a strong reputation for the Bustang brand as well as generate awareness, create anticipation and establish credibility for the new service. The key messages we will go to market with are as follows:

- It's about choice. Bustang introduces a new era of transportation.
- Introducing the new alternative to your daily commute - a hassle-free, luxurious, efficient way to commute.

Pre-Launch Tactics:

1. CDOT Internal Employee Rollout: Create excitement by introducing the Bustang brand and service exclusively to CDOT employees throughout the state. We will utilize existing employee communications channels including the bi-monthly magazine, intranet, TV message boards and desktop takeovers.
 - Timing: November 2014 - Service launch
2. Ambient Advertising: Prior to the brand announcement we will launch an ambient teaser campaign in the (4) originating cities, Denver, Ft. Collins, Colorado Springs and Glenwood Springs. This will include deliberate placement of the Bustang logo in key locations throughout the cities through sidewalk chalk, stickers or window clings.
 - Timing: December 2014 - January 2015



3. Maiden Voyage Media Event: Invite media to experience Bustang by scheduling (4) media ride-alongs, one in each originating city, prior to the public service launch. Media will have a “sneak peek” to the premier service and access to a brand ambassador during their trip aboard Bustang.
 - Timing: Mid- to Late-February 2015
4. Grassroots Event Presence: Leading up to the official service launch, we recommend having a Bustang presence through the actual bus in a parade, street teams and/or vendor sponsorship at key events in our markets. Events may include: Denver Parade of Lights, Western Stock Show, St. Patrick’s Day Parade, Cripple Creek Ice Festival and Winter Famer’s Markets in Fort Collins.
 - Timing: December 2014 - March 2015
5. Maximize “No-Cost” Communication Channels: Promote the upcoming Bustang service using channels CDOT has available at little to no cost including variable message boards, web banners on COTrip.org and the CDOT mobile app and social media.
 - Timing: December 2014 - June 2015

Launch Tactics:

1. Launch Event: Host a launch event at Denver Union Station to celebrate the opening day of service, first-time commuters and enticing the media to attend. The launch event will begin with Bustang “hosts” aboard each morning route and culminate at Union Station with a variety of festivities.
 - Timing: March 2015

On-Going Tactics:

1. Media Relations: We expect to leverage new brand/service updates, cultivate key media relationships through on-going outreach and provide media with adequate tools establishing CDOT and Bustang as a reliable, recognized and trusted brand for consumers.
 - Timing: March 2015 - June 2015

Key Benefits

The outlined communications plan is designed to create awareness of CDOT’s new interregional bus service while simultaneously generating excitement for the service launch among the public.

Next Steps

Transportation Commission to review enclosed plan.

Attachments

N/A



Public Relations & Communications Strategic Launch Plan



Colorado Department of Transportation
Round 2
September 5, 2014

2601 Blake Street
Suite 150
Denver, CO 80205

T 303.832.2700
F 303.832.2797

Overview

Executive Summary:

Bustang is an interregional commuter bus service that will run along two of Colorado's most heavily congested corridors: I-25 Front Range and I-70 Mountain Corridor. Bustang will primarily address peak-hour commuter needs by establishing connections between local transit providers and connecting major population and employment centers.

The enclosed communications plan includes pre-launch, launch and ongoing communications activities to support the roll-out of the new Colorado Department of Transportation (CDOT) interregional commuter bus service.

Goals:

- Raise awareness of CDOT's Bustang service
- Position Bustang as the premier service for local commuters
- Drive ticket sales and establish/increase ridership

Target audience:

1. Primary Target: Commuters who have daily or frequent business in downtown Denver
 - a. They want reliable service, on time, every time
 - b. Sick of sitting in traffic; dream about a hassle free commute
 - c. Underestimate the true cost associated with driving their car daily
 - d. Reside in Loveland, Ft. Collins, Colorado Springs, Monument, etc.
2. Secondary Target: Male/Female with essential service needs in downtown Denver
 - a. Reside in Eagle, Summit, Garfield and Pitkin counties
 - b. Need to travel to Denver for a variety of reasons: health/human services, connections to DIA, shopping, connecting to intercity bus services/Amtrak

Key messages:

1. Introducing the new alternative to your daily commute - a hassle-free, luxurious, efficient way to commute.
2. It's about choice. Bustang introduces a new era of transportation.

Objectives

Communications objective:

- Build a strong reputation for the Bustang brand through multiple communication channels, strategies and tactics.

Public Relations objective:

- Create anticipation, generate awareness and establish credibility for CDOT's Bustang service and the Bustang brand through engagement with local media.

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Denver, CO 80205

Key Target Media:

Denver:

TV

- KWGN 2
- KCNC CBS 4
- Denver Channel 7
- KUSA 9 News
- KDVR FOX 31
- KRMA-TV (PBS)

Radio

- Colorado Public Radio
- KOA
- KBCO
- KOSI

Print/Online

- Denver Post
- YourHub
- Westword
- Boulder Daily Camera
- Colorado Community Media
- The Villager

Colorado Springs:

TV

- KRDO ABC
- KOAA NBC 5
- KKTU 11 News
- KXRM Fox 21

Radio

- KILO
- KKFM
- KKPX

- KRDO
- KVOR

Print/Online

- The Gazette
- Colorado Springs Independent

Fort Collins

TV

- (See Denver market)

Radio

- (See Denver market)
- KPAW

Print/Online

- Ft. Collins Coloradoan

Glenwood Springs (Mountain)

TV

- KROX Fox
- KREX CBS
- KJCT ABC
- KKCO NBC

Radio

- KKCH
- KMTS
- KRVG

Print/Online

- Post Independent
- Summit Daily
- Summit News
- Vail Daily

Strategies & Tactics

Pre-Launch

The pre-launch strategy is designed to generate awareness of the Bustang brand and drive anticipation of the Bustang service prior to the spring launch through earned media, events, grassroots efforts and branding initiatives.

Bus Shelter Designs

Leverage the opportunity to showcase the Bustang brand along the routes currently travelled by our transit partner services. Secure co-owned space on existing bus shelters and erect new, fully owned shelters to increase visibility and target key demographic.

Amelie to provide creative design only. CDOT to issue new RFP for station shelters, and provide specs and creative availability at existing station shelters.

TIMING: January - February 2015 prior to service launch

CDOT Internal Employee Rollout

Create excitement by introducing the Bustang brand and service exclusively to CDOT employees throughout the state using the following tactics:

- CDOT will announce the Bustang program to all employees through a two-page spread in the Dec/Jan bi-monthly employee magazine. Amelie will provide content and imagery with the intention of creating excitement and buzz throughout the company.
- All CDOT employees will ride Bustang for free. This should create a feeling of exclusivity, and should encourage use of the service, while also creating buzz among friends and family.
- CDOT executive (Amy/Mark/Don?) to present Bustang webinar to CDOT employees throughout the state. This will include all details associated with Bustang, the employee discount to be provided as well as the exciting events surrounding the launch.
- The company intranet, TV message boards and desktop takeovers will be used throughout the launch of Bustang to keep employees informed of new developments as well as keep the momentum of the launch.
- There will be an employee launch event, allowing employees to take a tour of the buses, ask questions and review the collateral materials.
- All employees will be invited to the Bustang public launch event and will be invited to participate in the Maiden Voyage. This will continue the excitement among employees and encourage internal support of the program.

TIMING: November 2014 through launch

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Ambient Advertising

To generate awareness and interest prior to the brand name reveal we recommend launching an ambient teaser campaign in our (4) originating cities, Denver, Ft. Collins, Colorado Springs and Glenwood Springs. We will use this as an opportunity to tease our brand and pique consumer's interest without fully introducing the Bustang program.

This is a key opportunity to engage the media and social community prior to Bustang's launch. We want people asking, tweeting and posting about why the town is painted purple. We will create a hashtag that accompanies our teaser elements to grow the campaign on consumer's social channels, specifically Instagram, Twitter and Facebook.

- Deliberate placement of Bustang mustang around Denver, Ft. Collins and Colorado Springs. Could be giant cut out, stickers, sidewalk chalk, window wraps, etc.
- Teaser ads in local newspapers and select billboards along I-25 corridor. The creative will be simple, all purple background with a headline "It's Coming", for example
- Brand all CDOT vehicles and construction sites along I-25 and I-70 route with purple

TIMING: December 2014- January 2015

"Maiden Voyage" Media Event

Invite media to experience all that Bustang has to offer by scheduling 4 media ride-alongs prior to Bustang's public launch. Ride-alongs will target media in Bustang's originating communities and destination city, offering a 30-45 minute route in Fort Collins, Colorado Springs, Glenwood Springs and Denver. Media will not only have a "sneak peek" to the premiere service, but they will also have access to a brand ambassador during a quick trip aboard Bustang.

Amelie to develop and execute event from planning phase through execution by coordinating all logistics, developing content (invitation, fact sheets, supporting documentation, etc.), conducting media outreach and providing on-site staffing.

- Invite media aboard Bustang for an exclusive, informational ride-along with CDOT spokespeople and other VIPs
- Involve CDOT spokespeople, civic leaders/public officials, local transit partners, to create an appealing event for all parties involved
 - Mayor of respective city
 - Transit partners
 - CDOT employees
- Develop "run of show" to engage media throughout the 30-45 minute trip providing media with a first-hand Bustang experience: see, touch, feel the service
 - Position local civic leader/public official at the bus entrance to welcome guests aboard Bustang
 - Give a short presentation of the service showcasing the respective city's route, stops, etc. (CDOT spokesperson)
 - Open the floor for questions
 - Conclude trip with a champagne toast
 - VIP to provide remarks/give speech

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- Prepare media kits (include giveaways) to provide media with tools needed to craft a well-informed story
 - Schedules, fact sheet, USB with electronic info, free month pass, launch event personal invite

TIMING: mid to late-February 2015

Allows for promotion and potential coverage that will not get declined, or swallowed up by the holidays.

Grassroots Event Presence

Based on our research of expected attendance, we recommend Bustang presence (bus, street team, and Amelie support) at the following local events to increase awareness of Bustang services via direct interaction with our customers where we can promote the service, hand out materials and free ride passes.

Budget allows for three events in Denver and one event in each originating city (Glenwood Springs, Fort Collins, Colorado Springs). The budget includes event preparation, logistics coordination, sponsorship fees/event hard costs, management of street team members and Amélie representation for each event. Some events offer booths; others allow for roamers; still others offer parade marching opportunities. We strongly recommend CDOT representation for any booth opportunities.

It is important to note that the focus is on the grassroots, community-outreach rather than the potential for media coverage, which is typically low for events.

Denver:

Denver Parade of Lights

Broadcast live on 9News, the Denver Parade of Lights is one of Colorado's biggest holiday traditions. The parade features impressive floats, marching bands, diverse dancing groups and local celebrities who take over the streets of downtown for a 2-night spectacular.

- Enter Bustang (and/or street team if buses are not available) to walk in the parade and distribute information and giveaways and free ride passes

TIMING: December 5-6, 2014

National Western Stock Show

The National Western Stock Show serves as an entertainment arena, hosting one of the world's richest regular season professional rodeos, largest horse show and Colorado's largest tradeshow. Each year a downtown Denver parade complete with marching bands, floats, horseback riders, cowboys and longhorn cattle kickoff the 16-day event. Over 640,000 attendees are expected in 2015. Possible Bustang promotional opportunities include, but are not limited to:

- Bustang bus to drive in National Western Stock Show kickoff parade with street team to distribute information and free monthly passes
- Use Bustang buses to transport sponsors and volunteers to and from stock show events
- Park Bustang buses in front of Coliseum with street team to distribute service information

TIMING: January 10 - 25, 2015

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St. Patrick's Day Parade

The annual Denver St. Patrick's Day Parade has been in existence since 1962. With average attendance at over 200,000 this is an excellent opportunity to expose our customers to the Bustang bus and service as it's launching.

- Enter Bustang buses into the parade with street team to distribute information and free ride passes.

TIMING: March 14, 2015

Colorado Springs:

Cripple Creek Ice Festival

The annual Cripple Creek Ice Festival is a two-weekend long event with activities for all ages. Over 100,000 attendees come from throughout the Colorado Springs area to watch as 160 pounds of ice are transformed into themed sculptures. The 2015 theme is Cartoons in Ice.

The event will be just a few weeks before the launch of Bustang and is a prime opportunity to introduce the service to the Colorado Springs community. Festival organizers are still developing the 2015 opportunities for sponsorship and vendors. Possible Bustang promotional opportunities include but are not limited to:

- Dedicated ice sculpture at event
- Advertising space in event program, website and other communication channels
- Vendor booth space with street team to distribute information and free ride passes.

TIMING: February 13-15 & 21-22, 2015

Fort Collins:

Garden of Lights

The Garden of Lights is an annual Fort Collins' community favorite. Thousands of LED lights whimsically decorate gardens throughout the area. During the weekends, holiday themed events are hosted including visits with Santa and live concerts.

Winter's Farmer's Markets

Downtown Fort Collins offers its community members the opportunity for fresh produce throughout the year along with handcrafted products and holiday gifts through a series of Winter Farmer's Markets. Neighbors gather to not only shop, but take in live music and planned festivities.

TIMING: TBD

Glenwood Springs/Mountain:

FIS Alpine World Ski Championships

Held in Vail and Beaver Creek, the 2015 FIS Alpine World Ski Championships will feature three independent "pods" of activities each day throughout the 2-week event. The pods include Vail Village, Avon and Beaver Creek Village. Possible Bustang promotional opportunities include but are not limited to:

- Parked buses throughout the event
- Street team roaming presence to distribute information and free ride passes
- Vendor booth

TIMING: February 2-15, 2015

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“No-cost” communication channels

To maximize our reach with limited media dollars, we suggest taking advantage of the no-cost media placements the Colorado Department of Transportation has available:

Collaboration with Local Transit Partners

- Promote Bustang’s upcoming service in local transit partner tools including at stations (banners, brochures, etc.), social media, website, newsletters and others

Variable Message Boards:

- Promote Bustang’s upcoming service on CDOT’s variable message boards along I-25 and I-70 service routes.

Web Banners:

- Develop web banners to run to COtrip.org, CDOT Mobile and other partner websites. Begin with pre-launch banners introducing the service, coming soon. Once service launches in March, creative will change promoting the new available service.
- Banners would include the current supported sizes: 728x90, 250x90, 160x600, 320x50, 640x100 and 480x75.

Social Media:

- While we know Horizon Coach Lines will be responsible for Bustang’s social media platforms, we suggest launching the service with a social media contest. We want to encourage our customers to seek out the Bustang buses. We will award commuter related giveaways throughout the launch if customers take a selfie with Bustang and post it to their social channel using a designated hashtag.
- Giveaways could include: headphones, free bus passes, magazine subscriptions, etc. Please note: this tactic would be reserved for Horizon’s marketing budget.

TIMING:

- December 2014 - June 2015, to cover pre-launch through launch

Strategies & Tactics

Launch

Generate awareness of the Bustang services launch and encourage commuters to use the Bustang service.

Launch Event - First day of service

Organize a launch event to promote the first day of Bustang service, celebrating first-time commuters and enticing media to attend. The launch event will begin with Bustang “hosts” aboard each morning route and culminate at Union Station with a variety of festivities.

Amelie to develop and execute event from planning phase through execution by coordinating all logistics, developing content (invitation, scripting, supporting documentation, etc.), conducting media outreach and providing on-site staffing.

- Employ a Bustang ‘host’ to ride each route. Host will welcome passengers, offer additional information and distribute coffee and morning treats.
- Roll out a red carpet to celebrate those passengers embarking on the “maiden voyage.”
- Post local official at Denver Union Station to greet the first commuters arriving at the gate.
 - Mayor Hancock
 - Governor Hickenlooper
- Provide free breakfast and coffee at Denver Union Station staffed by CDOT employees/brand ambassadors to continue communicating key messages to passengers/guests.
- Hire local band to play background music during the festivities.
- Invite the media to the arrival of the first bus and interview CDOT spokespeople and commuters
 - VISUAL OPP:
 - First bus could drive through a giant ribbon/banner
 - Passenger interaction with public officials
- Employ a street team of 3 - 5 branded Bustang ambassadors to be present near the Bustang terminals at Denver Union Station throughout morning and evening commuter hours for the first week of service. The ambassadors will serve as Bustang and transit experts and help guide first-time passengers to their next destination.

TIMING: early March*

**confirm exact service launch*

Strategies & Tactics

Ongoing - From pre-launch through post-launch

Continue to generate awareness of the Bustang brand and service driving traffic to the Bustang website and social media channels.

Media Relations

- Leverage new brand and service announcements.
 - Distribute press releases and media pitches. Pitch points include:
 - Experience - stress/hassle-free, WIFI, bathrooms
 - Quicker service (if able to use breakdown lanes)
 - More economical - wear & tear, gas, downtown parking
 - Target transportation-related, lifestyle, healthy living, business and local outlets.
 - Optimize press releases for online distribution (organic search, drive web traffic).
- Create compelling news hooks, story ideas and personalized pitches.
 - Utilize transportation tips, traffic congestion woes and visuals to hook journalists.
 - Target journalists covering relevant beats and personalize pitches offering something unique.
 - Colorado's first interregional bus service
 - Pop culture; Bustang reference
 - Supporting STATS
 - Obtain editorial calendars of targeted magazines to methodically craft story ideas and effectively pitch within the publication's timelines.
- Cultivate relationships with key media through on-going research and outreach.
 - Conduct media "drop-ins" at local stations bringing breakfast and coffee
 - Expand media list of reporters that reach our key audiences.
 - Create pitch grid to streamline and track media relation history and progress.
 - Capitalize on "Day Two" opportunities by following key media and relevant coverage.
- Elevate the brand by positioning CDOT spokesperson as Subject Matter Expert - transportation.
 - Create Expert Source Sheets to send to media and for online media room.
 - Identify Op-ed opportunities.
- Provide media with adequate tools establishing CDOT and Bustang as a reliable and consistent resource for media, and trusted/recognized brand for consumers.
 - Create a newsroom on Bustang website in a prominent location.
 - Press releases, fact sheets, high-resolution images
 - Infuse key messages throughout press materials.

Community Relations

- Work with local transit partners and other local partners to reach out to other potential passenger groups, such as seniors, colleges (Colorado State University, Colorado College, etc.)
- Work with local businesses and transportation management organizations to promote services if necessary

TIMING: March - June 2015



COLORADO
Department of
Transportation

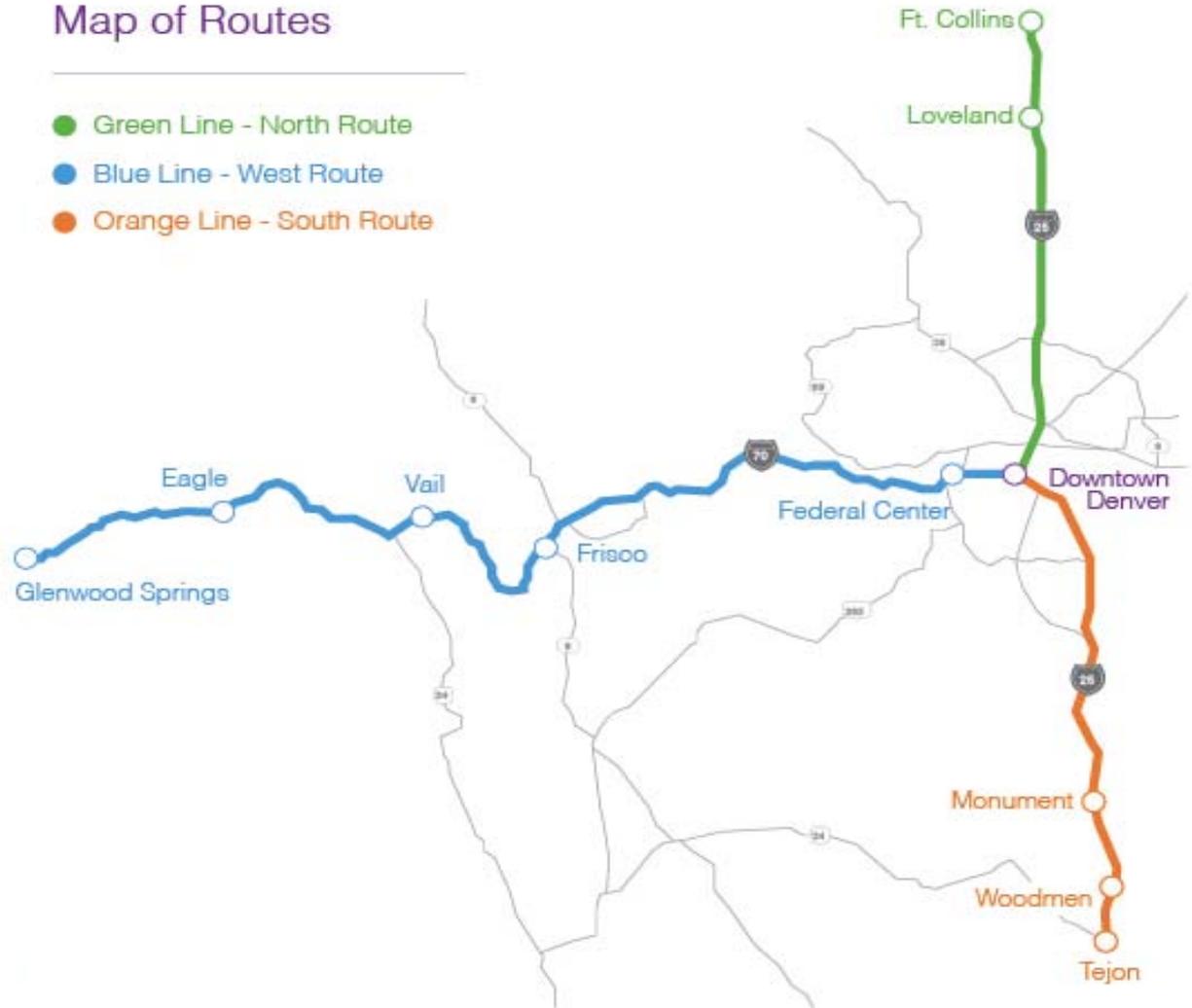
TRANSIT



COLORADO

Map of Routes

- Green Line - North Route
- Blue Line - West Route
- Orange Line - South Route



Coming soon in Spring 2015





Communications Plan Overview

- Goals:
 - Raise awareness of CDOT's Bustang service
 - Position Bustang as the premier service for local commuters
 - Drive ticket sales and establish/increase ridership
- Key Messages:
 - Introducing the new alternative to your daily commute - a hassle-free, luxurious, efficient way to commute.
 - It's about choice. Bustang introduces a new era of transportation.
- Objectives:
 - Build a strong reputation for the Bustang brand through multiple communication channels, strategies and tactics.
 - Create anticipation, generate awareness and establish credibility for CDOT's Bustang service and the Bustang brand through engagement with local media.





Pre-Launch Tactics

- CDOT internal employee rollout
- Ambient advertising
 - Teaser campaign in (4) originating cities
 - May include sidewalk chalk, window wraps, logo installations, etc.
- “Maiden Voyage” media event
 - Invite media for a 30 minute sneak peak ride aboard Bustang
- Grassroots event presence
 - May include sponsorship booths, street team brand ambassadors, parade presence
- No-cost communications channels
 - Variable message boards
 - Web banners on cotrip.org, CDOT mobile app and partner websites
 - Social Media





Launch and Ongoing

- Launch Event - first day of service
 - Bustang host to ride each route
 - Red carpet rollout at DUS
 - Opportunity for community and media to mingle with brand ambassadors
- Media Relations
 - Leverage new brand and service announcements
 - Create compelling new hooks, story ideas and personalized pitches
 - Cultivate relationships with key media through ongoing research and outreach
 - Elevate the brand positioning CDOT spokesperson as brand ambassador
 - Provide media with adequate tools establishing CDOT and Bustang as a reliable and consistent resource for media and a trusted/recognized brand for consumers





DATE: November 19, 2014
TO: Transit & Intermodal Committee
FROM: Mark Imhoff, Director, Division of Transit & Rail
SUBJECT: Rural Regional Bus Service

Purpose

CDOT administers FTA Section 5311(f) funds which are intended for preserving and providing rural regional and intercity bus connections; both capital and operating costs are eligible. DTR staff are developing a Rural Regional Bus network to best utilize these funds. The purpose of this memo is to present the concepts being developed to provide a better defined and integrated Rural Regional Bus network, and seek input from the Transit & Intermodal Committee.

Action

This memo is informational only; no action.

Background

The FTA Formula Grants for Rural Areas (Section 5311) program has been around for a long time; as has the Section 5311(f) that sets aside at least 15% of each state's formula funds for providing meaningful rural connections to the national intercity bus network. The national intercity bus system is operated by private carriers (Greyhound and others), and one of the main benefits to this intercity system is giving rural communities access to the national network. Leading up to 2004 the national carriers had an increasing number of routes, primarily in very rural America, that were becoming unprofitable. In 2004 the national intercity network was significantly reduced by cutting many nonprofitable routes. In response, the FTA looked more and more to the states to provide the "meaningful connection" to the national intercity bus network, with Section 5311(f) as the primary funding source, and a new "in-kind match" program to entice participants.

Annually CDOT receives approximately \$11-12 million in FTA Formula Grants for Rural Areas (Section 5311); from which 15% ,or approximately \$1.65M/year, are designated specifically for providing meaningful rural connections to the national intercity bus network (Section 5311(f)). Under current practice, and consistent with many states, CDOT solicits proposals from interested transit providers for routes they offer to operate with a 5311(f) subsidy. Figure 1 shows the existing unsubsidized intercity routes (i.e. privately-operated profitable routes). Figure 2 shows additional routes that receive 5311(f) subsidies, and Table 1 provides productivity characteristics for those routes.

The current practice is a route-by-route approach, and produces a network with differing purposes. For example, some routes are now, or have to this point been, used to maintain a minimal once-a-day intercity connectivity, such as the US40 route from Denver via Steamboat and Craig to Salt Lake City. Others like the I-70 Mountain Corridor route are used to improve levels of service during particular seasons of the year and providing better network connections. In still other corridors like US285 Gunnison-Denver, and US50 Gunnison - Pueblo, the funding is used to make connections into population centers for medical, employment, and other transportation services.



Figure 1: Existing Profitable / Un-Subsidized Intercity Routes

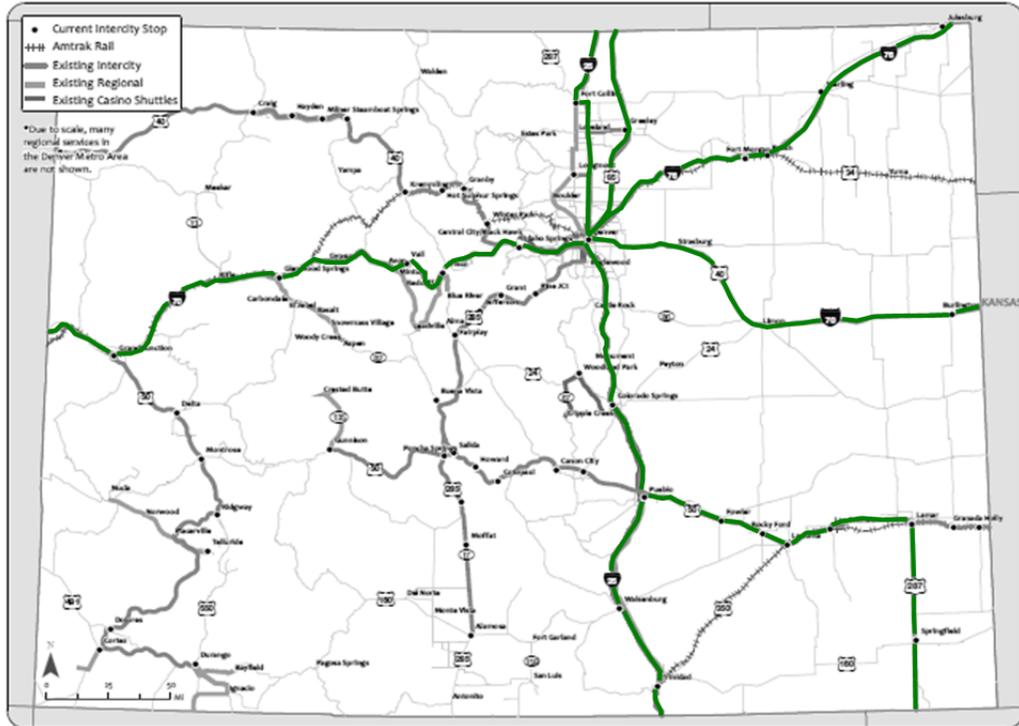


Figure 2: Intercity Routes Receiving 5311(f) Funding Subsidy

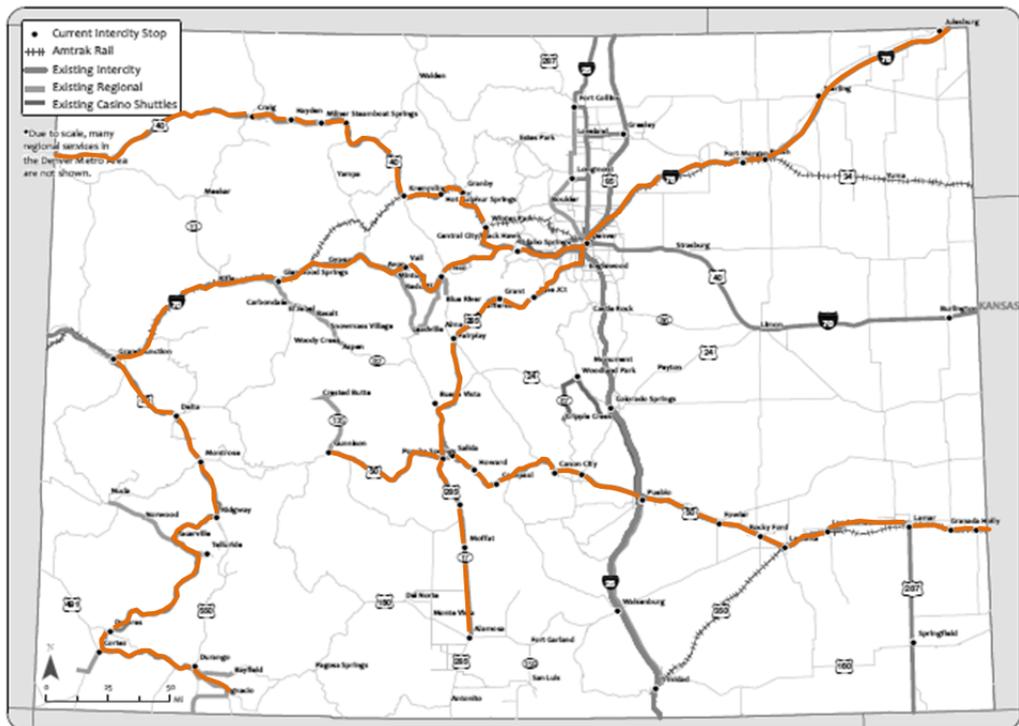


Table 1: Productivity Characteristics of Bus Routes In Colorado Using Federal 5311(f) Funds							
Route	Carrier	Frequency per Day	Cost per Bus Mile	Revenue per Bus Mile	Subsidy per Bus Mile	Estimated Annual Ridership	Farebox Ratio
Denver-Omaha	Black Hills Stage Lines	1 RT	\$4.35	\$2.80	\$1.55	27,980	64%
Alamosa/Gunnison-Denver	Black Hills Stage Lines	1 RT	\$3.27	\$1.57	\$1.70	12,500	48%
Denver-Salt Lake via US 40	Greyhound	1 RT	\$4.68	\$1.98	\$2.70	13,774	42%
Pueblo-Wichita	Village Tours	1 RT	\$2.43	\$1.26	\$1.17	8,850	52%
Durango-Grand Junction	SUCAP	1 RT	\$2.61	\$1.20	\$1.41	8,760	46%
Salida-Pueblo	Chaffee Shuttle	1 RT	\$1.69	\$0.20	\$1.49	891	12%
Denver - Grand Junction	Greyhound	1 RT	New	New	New	New	New

Source: Colorado Statewide Intercity & Regional Bus Network Plan, 2013 data.
 Denver-Grand Junction Is new, partial year subsidy for 2015.

Through the analysis and stakeholder outreach from the Intercity & Regional Bus Network Plan, CDOT came to better understand the regional mobility/transit needs of the rural communities. These rural regional needs were then utilized in the development of the Statewide Transit Plan, where input from the public, elected officials from municipalities and counties, and bus service providers gave additional input about the increasing importance of rural regional and intercity connections.

While Table 1 shows the current routes generate positive productivity characteristics for the origins and destinations that are served, we learned that a rural regional bus network more in alignment with "essential" service trip purpose is desirable; "essential" services defined as medical, business, shopping, pleasure, and general connection to more urban areas and the associated access opportunities. The Intercity & Regional Bus Network Study identified the rural corridors that would provide the most benefit in a cost effective manner; those routes are shown In Figure 3.

Details

DTR is developing a Rural Regional Bus System concept with the following objectives:

- Meet the needs of the rural communities,
- Effectively utilize the FTA Section 5311(f) funds for operating, and
- Develop a cost effective system approach, as opposed to the current route by route approach.

We found that the state of Washington has successfully developed rural regional bus system similar to the concept we strive for. The Washington state model offers the following ideas:

- "Branding" of service can improve productivity while maintaining connectivity,
- Competitive bidding of service contracts on a 3 year cycle can improve performance while maintaining connectivity, and
- Increasing frequency on a shorter route can improve performance over maintaining lower-frequency on a longer route.



As a Colorado Rural Regional Bus system is developing, there are a couple fundamental changes from the current practice. First is system definition, where CDOT would now be defining the integrated system rather than having others propose route-by-route corridors for consideration. By CDOT defining the system, we also control the interface with the intercity and Bustang connections; this essentially defines the statewide bus system. Second, is procurement of the operator(s) for the defined routes with consistent specifications of our choosing, rather than having others propose terms for consideration. And third, is the option to own and brand the buses, enabling CDOT to market the statewide bus system as part of our overall transportation system.

DTR has executed a contract amendment to the Intercity & Regional Bus Network Study utilizing FTA Section 5304 funds to assist in the development of the Colorado Rural Regional Bus system concept. The process is proceeding as follows:

- Develop system alternatives , with a focus on the six routes shown in Figure 3; identify stops, establish schedules, and determine fare structure.
- Seek input and support from local and regional partners.
- Evaluate the need for, or elimination of, the subsidy for some interstate routes or route segments; I-76 Fort Morgan to Omaha, US50 Lamar to Witchita, and US40 Steamboat Salt Lake City (shown as red ? in Fig 3). Seek input from Utah, Nebraska, and Kansas.
- Working with Greyhound, structure the schedules to take full advantage of the FTA Section 5311(f) annual funds. Analyze what, If any, additional operating funds would be required to allow each route schedule to meet the community needs.
- Formalize the Colorado Rural Regional Bus system plan, and seek Transportation Commission approval. Once approved:
 - Purchase a fleet of buses; smaller buses than the Bustang fleet of over-the-road coaches. Possible SB228 funds.
 - Procure transit operators (public and/or private) to operate the service.
 - Brand and market the service.

Figure 3: Example Intercity Network Change

