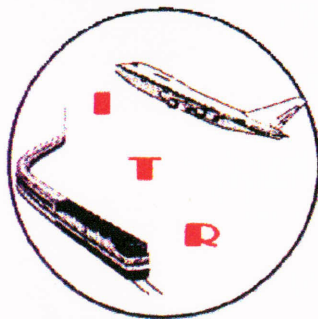


INSTITUTE FOR TRANSPORTATION RESEARCH

A DIVISION OF THE ANDRREAS SCHOOL OF BUSINESS

MIAMI BEACH ELECTRIC SHUTTLE IDENTITY AND TRAIL BLAZING SIGNAGE SUDY



↑ PREPARED FOR:
*MIAMI-DADE
COUNTY
METROPOLITAN
PLANNING
ORGANIZATION
(MPO)*

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CHAPTER I: INTRODUCTION

1.1 BACKGROUND

The Miami Beach Transportation Management Association (MBTMA) launched an electric shuttle transit service in the South Beach area of Miami Beach. This is the first time that an electric vehicle will be used in Miami-Dade County, as an electric shuttle. In order to harmonize the service with the unique characteristics of the area, the electric shuttle is been called "ELECTROWAVE". The missions of the ELECTROWAVE are:

- to enhance the mobility of South Miami Beach by providing convenient connections between existing parking facilities and the main activity centers, while reducing the demand for on street parking and alleviating traffic congestion, and
- to attract new segments of the population to public transit, including tourist riders, employees and particularly evening/night-time users of the area's facilities.

Two key elements in the success of the new shuttle service are the fact that the service is free to everyone and the shuttle buses are frequent, convenient and highly recognizable vehicles. All transit vehicles are wrapped in tropical artwork. In addition, vehicles are electric expending zero emissions into the environment.

The shuttle service was originally designed as a transit circulator, to run along Alton Road, 17th Street, Washington Avenue, and 5th Street in Miami Beach. However, due to the limited funding available for purchasing buses, only seven (7) vehicles were acquired during the bidding process. This situation required a revision of the route alignment and the proposed services. As a result, the route was changed to that shown in Figure 1; that is, 17th Street, Washington Avenue, and 5th Street.

As indicated, in the first phase, the project called for seven vehicles. A second phase is proposed to extend the service to the middle beach area of the City of Miami Beach. In order to provide the additional service, a minimum of six more buses will have to be added to the fleet.

The ELECTROWAVE shares the same route, as well as the bus stops, with Miami Dade Transit Agency (MDTA) which provides countywide bus service. This fact makes possible that the following benefits can be obtained:

1. MDTA and the ELECTROWAVE integrate different services with different purposes at the bus stops, resulting in a convenient and accessible transfer point for transit users.
2. Avoid confusion among transit users.
3. Reduce capital and maintenance costs for the ELECTROWAVE.

Regarding the service area, there are four basic types of land-use along the route;

- The shuttle service is intended to serve the needs of each of these land uses and the respective populations.



The electric shuttle service is designed to be consistent with the unique characteristics of these communities, and the marketing plans are required to incorporate these aspects. Phase One of the ELECTROWAVE project will result in twelve minute headway by transit vehicles. Each can carry 22 passengers, and it is estimated that in normal traffic periods the service will divert 138 vehicles per day into park-and-ride facilities.

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During the period of the work conducted by ITR, a number of changes occurred that affected the start of operation and consequently, the deliverables of the study. Highlights of the those changes included:

a. Shuttle Launch Date

The launch date for the shuttle service was scheduled for January 31, 1997. Logistical, operational, and other internal and external changes encountered by MBTMA delayed the start of the project to January 1998. The delays were beyond the control of MBTMA and included;

- i. Delivery of the vehicles;
- ii. Location of the maintenance facilities;
- iii. Legal constraints;
- iv. Availability of operational funding; and
- v. Development and award of the maintenance and operational contracts.

b. Route Changes

Following the recommendations of a concurrent study conducted by Carr Smith & Associates regarding transit operational issues, the originally proposed shuttle service route was changed. The new route operates north/south on Washington, and east/west on 17th and 5th streets.

c. Organizational Involvement

A major change in the marketing approach for the electric shuttle for Miami Beach occurred following the start of this study when there was a significant involvement of the City of Miami Beach. Marketing efforts and available funding expanded the involvement of several public and private agencies within the City. Although the expanded electric shuttle marketing effort delayed several aspects of this study, the end result was an extremely successful marketing and public relations program for the new transit service.

d. Funds Available for the Shuttle Launch

The involvement of additional public and private organizations in the marketing of the new shuttle service, including a more active role by the City of Miami Beach itself, resulted in additional resources becoming available for the marketing program. The greater number of participant's effort slowed the decision process during the period of the study.

e. Sign Design and Placement

The original scope of work required specific recommendations concerning sign size, color, design, and placement. With the availability of greater resources, and the change in the route, Miami Beach City Commission postponed the completion of this particular phase pending final decision.

The changes to the timing, circumstances, and resources resulted in a longer project time than originally expected. The complexity of the study is reflected in each stage of the following report. However, the results also reflect the excellent work in putting all the elements together to satisfy the requirements of the study, and the changes made to the project during the study period.

1.2 COORDINATION

The work in completing the study was integrated with City, County, and State plans to provide long-term transportation service levels. The study required contributions from:

- The Florida Department of Transportation (FDOT) District Six
- Miami Beach Transportation Management Association (MBTMA)
- City of Miami Beach
- Miami-Dade Metropolitan Planning Organization (MPO)
- The Florida Department of Transportation District Six (DOT)

As part of the coordination and study requirements, the following were conducted:

- The development of the logo and marketing plan required several field trips to determine the character and style of the route area. These elements were important aspects of the logo design process.
- Three field trips were conducted to develop an inventory of the proposed electric shuttle stop locations as well as businesses and residences within the service route.
- Interviews were conducted with City, County, and State agencies (including Florida DOT) to assess issues regarding signage. These interviews were instrumental in the recommendations for trailblazing signage.

As required by the Scope of Work, a Project Steering Committee was created to guide work to be done in developing the marketing elements of the study. Organizations represented on the Project Steering Committee included;

- Miami Beach Transportation Association (MBTMA)
- Miami-Dade County Metropolitan Planning Organization (MPO)
- City of Miami Beach
- Gold Coast Commuter Services (GCCS)
- Institute for Transportation Research (ITR)

Coordinating meetings were held that included investigators of other projects related to the ELECTROWAVE shuttle service, to ensure that all recommendations were fully coordinated.

1. 3. LITERATURE REVIEW

The search for documentation included an inventory of existing relevant studies and surveys conducted by or for the MBTMA. The populations surveyed included employers/employees along and around Washington Avenue, tourists, visitors, and residents of the area. The results of the research indicated that more than 70% of those surveyed would ride alternative and convenient transportation, such as the proposed shuttle.

Other research focused on the operational issues facing the proposed shuttle, including inter-model connections, frequency of stops, placement of stops, levels of service, travel times, traffic controls, as well as compliance with Federal, State, County, and local requirements. Several of these issues were relevant to this study, because stop location is one element affecting stop design and signage concerns.

The study was also coordinated with relevant local and state policies including:

- Miami-Dade County Long Range Transportation Plan (LRTP) to ensure that all ELECTROWAVE shuttle objectives are consistent with Miami-Dade long range plans;
- Miami-Dade County Transportation Improvement Plan (TIP) for the same purpose as above and to coordinate funding;
- Miami-Dade County Transit Development Plan (TDP) to avoid conflicts with MDTA future services;
- City of Miami Beach Comprehensive Plan and Amendments for local coordination;
- City of Miami Beach Future Transportation Plan for the same reason as above;
- Americans With Disabilities Act (ADA) (1990) to ensure that all ELECTROWAVE operational and marketing elements are appropriate in the context of ADA requirements;
- The South Beach Electric Shuttle Study to ensure that the logo, marketing plan, and advertising plan is consistent with operational goals and procedures.

Several elements of the study required extensive research and review of the Manual for Uniform Traffic Control Devices (MUTCD). Wherever possible, the recommendations of the MUTCD are incorporated into the recommendations made by this Study. Florida DOT regulations governing signs and signage, and the City of Miami Beach purchasing and engineering regulations, governing the appropriate procedure for new sign acquisition and installation, were also extensively reviewed for guidelines and regulatory procedures.

1.4 GOALS AND OBJECTIVES

The purpose of the Study was intended to provide the Miami Beach Transportation Management Association (MBTMA) with marketing resources for the launch of an electric shuttle service. Elements of marketing support activities included:

- The design of a logo to be used for shuttle and transit stations along the proposed route.
- The development of a marketing plan to promote the new service in the Miami Beach area. An evaluation of the proposed bus stops for the electric shuttle service to include current conditions, location, accessibility, and signage;
- The development of an advertising plan for the service to generate revenue for shuttle operations.

CHAPTER 2: LOGO DEVELOPMENT

2.1 IDENTITY OF THE AREA

In order to develop a logo appropriate for the new shuttle service, field trips were conducted to identify the character and culture of the area served by the Electric Shuttle. The field trips focused on the lifestyle, culture, and the type and utilization of buildings along the ELECTROWAVE route.

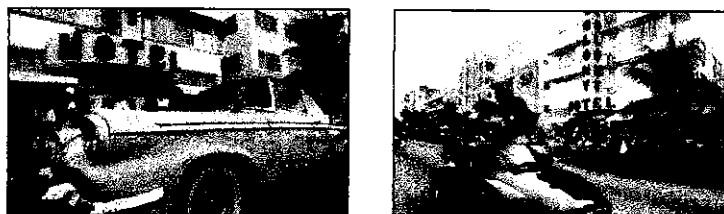
Regarding the land use along the route, it can be classified as:

- Retail/commercial premises mostly found along Washington Avenue. The type of premises varies with many buildings maintained in the art-deco style found along Collins Avenue and Ocean Boulevard. The development of the Lincoln Road Mall area has resulted in significant construction in the upper Washington Avenue section of the route. Most of the new construction is consistent with the South Beach/art-deco style.
- Commercial /office premises, primarily found along 5th Street. The style of the buildings is more art deco than modern, especially that area of 5th Street approaching Collins Avenue and Ocean Boulevard.
- Commercial/residential premises mostly found on the 17th Street section of the shuttle route. The commercial/office premises include the Burdines store and the City of Miami Beach offices. The residential section is mostly apartment buildings located between 17th street and Lincoln Road. The style is modern and functional with little thematic architectural style.
- Public services which include utilities, parking areas, the Court, Post Offices, the Police department, Convention Center, museums and schools among others.

The culture of the area is eclectic, with a diversity of groups represented. There are traditional stores, buildings and organizations located along the route, as well as modern buildings (e.g. City Hall) and art deco architecture (figure 2). The populations using the area vary in terms of age, ethnic background, and point of origin. There are many tourists using the stores and restaurants along Washington Avenue.

In the evening, the eclectic mix diminishes, and predominantly younger groups use the services in the area after dark. The differences among the various groups reflect age, language, and lifestyle. Given this unique mix of age, culture, and lifestyle, the options for developing a shuttle logo are broad and diverse.

Figure 2: South Beach



2.2 DEVELOPMENT OF ALTERNATIVES

Several meetings were held with various representatives from the City of Miami Beach and members of the MBTMA to gather input regarding criteria and preferences for the design of a logo for the electric shuttle. The recommendations from the participating members of the Electric Shuttle Marketing Committee was for a distinctive logo style with colors associated with the art deco style (vivid blues, greens and yellows) of the area. The size of the logo was determined by the size of the sign to be located at the shuttle stop. The logo design would also be incorporated in other promotional materials including brochures, pedestrian and bus stop signage.

Based on the recommendations of the electric shuttle Marketing Committee, a professional graphic artist created more than 30 logo designs. The first series of logo designs is shown in Appendix A. Logo designs were submitted to the MBTMA. Several logos were selected and presented to the City of Miami Beach City Manager's Office and one logo was selected for graphical amendment.

2.3 RECOMMENDED ALTERNATIVE

Due to the importance of the project and the active participation of the City of Miami Beach, the selection process included approval by the Board of Directors of the Miami Beach Transportation Management Association, the City Manager of Miami Beach, and the Miami Beach City Commission. The recommended logo was approved by all the above organizations in March 1997 (see Figure 3).

Figure 3: Approved Electric Shuttle Logo



As previously noted, shortly following the approval of the logo, additional members including representatives from the area's business community such as marketing, public relations, and advertising firms, the MBTMA Board of Directors, Miami Beach Visitors and Convention Bureau, Florida Power and Light, the City of Miami Beach and others were added to the Electric Shuttle Marketing Committee. The expanded committee provided the project with significant resources including marketing funds. ITR's role changed from lead creative agency to a marketing member and remained committed throughout the process. The new Marketing Committee concluded that although the City of Miami Beach City Commission approved an ELECTROWAVE logo, they wanted the opportunity to provide the project with a new design, and additional input from local public relations and marketing firms.

This new approach in the development and decision process resulted in the logo shown in Figure 4 created by a local South Beach creative firm and paid for with Electric Shuttle Project funds. The logo was developed and approved by the Electric Shuttle Marketing Committee. ITR actively participated in the selection process for the revised logo.

Figure 4: Used logo



CHAPTER 3: TRAILBLAZING SIGNAGE PROGRAM

3.1 TRAIL BLAZING SIGNAGE CONCEPT

The original trailblazing signage program was designed to lead prospective users to Electric shuttle service, to park-and-ride facilities in the South Beach area, and encourage greater use MDTA services. The project could have resulted in trailblazing signs being located on the approaches to the City of Miami Beach (I-195, I-395, and State Road A1A) and the streets close to the electric shuttle service route. Also included in the project was an program for pedestrian guide signs to encourage the local population to find and use the shuttle service. However, this original concept had to be adjusted in the light of State and local regulations governing signs, their design and placement.

3.2 TRAIL BLAZING SIGNAGE DESIGN AND LOCATION PROGRAM

There are two elements to this part of the study;

- A. vehicle signage element, and
- B. pedestrian signage element.

A. Vehicle Element

Federal, state, and local regulations affecting the design, size, coloring, and placement of signs were reviewed. In addition to reviewing the available local area studies, research of regulations and laws relating to signs and the placement of signs was conducted. This included the Manual of Uniform Traffic Control Devices, (MUTCD), State of Florida (FDOT) regulations and restrictions related to trailblazing signage, and Americans with Disabilities Act 1990 (ADA) requirements. This information was incorporated into a database for developing recommendations on sign design and placement.

The major points can be summarized as follows:

- A request for signage along Florida's Interstate and roadways must be made to the appropriate agency which is in this case the Florida Department of Transportation (FDOT) District Six for Miami-Dade County. The Marketing Committee recommended that signage would be necessary to provide travelers and visitors to Miami Beach with information about transit service. Strategically placed signage at the first exit to Miami Beach would also help to divert traffic to the more under utilized park and ride facilities on the north side of the Beach. A meeting was scheduled and held with Rory Santana and other representatives from Florida DOT Traffic Operations and the Director for the Miami Beach TMA to discuss the possibility of placing signage along the interstate and the two causeways leading to Miami Beach. The Department was most willing to assist the TMA with its request to support the shuttle project. In regard to individual signs that specifically identify "ELECTROWAVE", the Department cannot allow secondary signage. In fact,

the Florida DOT was at the time in the process of removing secondary signage information such as Tri-Rail, Park & Ride and Metrorail from current interstate overhead signs. The Department indicated that directional signage would be limited to a "transit" vehicle. The Department recommended that the request for the signage and a signage plan be prepared and submitted by the City of Miami Beach. It was concluded that a trailblazing signage proposal for the interstate and state roads would not fall within the scope of this Study. All parties agreed and the recommendation made by the Department was presented to the ELEC-TROWAVE Marketing Committee and forwarded the Miami Beach City Manager via the TMA Director and the City Manager's representative on the Marketing Committee.

- Tourist Oriented Directional Signs (TODS) are used to identify historical and recreational activities, such as state parks and museums. MUTCD recommends that such signs are placed no farther than 5 miles from the destination; however, some transportation agencies place the signs up to 10 miles away. The proposed shuttle service is not a specific site, but an area within which there are several sites of interest. Therefore, TODS signage is not appropriate for this project. Furthermore, Miami Beach has already been designated as a traffic generator under the TRIP PROGRAM (Florida DOT program) and cannot be sub-divided into sections (e.g. South Beach, Mid-Beach etc.).
- Guide Signs are also used to direct vehicle operators along interesting routes and to specific destinations" (MUTCD). According to documents found during the literature search, previous efforts to approve this type of trailblazing signage for the City of Miami Beach with FDOT was not successful. Given this previous effort, it was considered inappropriate to pursue obtaining permission for this type of sign at this time.

Based on the above research and review of regulations, it appears that trailblazing signage for the electric shuttle service must conform to specific restrictions, which preclude the presentation of three alternatives, as called for by the scope of work. Actually, there is only one configuration allowed by the regulations governing trailblazing signs.

Any signs must have a dark blue background with white letters;

- All letters must be at least three inches high;
- Uppercase or lowercase letters are permitted;
- Color contrast is required to aid the visually impaired;
- Signs must be at least 80 inches above ground level to avoid injury by blind and/or infirm pedestrians;

The restrictions also mean that trailblazing signs will only be allowed on state roads when placed on public land, and not located adjacent to an interstate road. According to Ali Khalilahmadi, Florida DOT Traffic Operations, the use of the logo and color for the signage must be submitted to Florida DOT District Six and approved by the FDOT in Tallahassee.

In order to facilitate the trailblazing signage program, the City of Miami Beach has to make a separate and specific application to the Florida DOT in Tallahassee. This application cannot be made by either ITR or MBTMA. The City of Miami Beach application will be reviewed and accepted/rejected based on the above criteria.

Recommendations

- As suggested previously, the City should prepare a proposal and provide a detailed map showing signage locations to the Florida DOT District Six. The Department indicated that it would assist the City with the development of the proposal and review it prior to submission to Tallahassee.
- The proposal should also include a design for the signage.
- This sign should incorporate the shuttle logo and directions to the park-n-ride locations in South Beach.

B. Pedestrian Element

The shuttle service's main route is along Washington Avenue. However, there are several other north south routes in the immediate area; e.g. Collins and Ocean Drive. Pedestrians, who may be interested in riding the shuttle service, extensively use these thoroughfares. Therefore, it is recommended to include some signage for pedestrians along the area's side roads (figure 6). This would provide residents and tourists with directional information to the area's transit system.

Collins Avenue is approximately two blocks east of Washington. Other tourist attractions can be found within a two-block 'radius' of Washington along the route. Therefore, any pedestrian signage should extend two blocks from the route. Based on this analysis the following recommendations are made:

Recommendations for Pedestrian Information Signs

- Specific signs for pedestrians be developed;
- These signs have the shuttle logo and a directional pointer;
- Pedestrian signs be located on each corner adjacent to the shuttle route;
- Pedestrian signs be placed on corners one and two blocks away from stops on the shuttle route. In this way, pedestrian signage will cover an area approximately 400 meters from the actual shuttle route.

Figure 6: Pedestrian Sign Concept



3.3 SHUTTLE STOP SIGNAGE CONCEPT

The Project Steering Committee determined that the signage related to the shuttle itself should be restricted to a logo sign, and information related to the service itself. The streets on which the service runs already have many other information signs, and to add complex messages related to a new shuttle service was considered inappropriate. Other signage related to advertising and promotion would be developed within the context of the marketing plan and advertising element as indicated below.

Additional research was conducted to determine restrictions related to bus/shuttle service signs. The review included federal, state, local and MUTCD sources. In general there are no specific standards governing sign size, shape, and color for bus stops/stations. Thus, there is a great deal of "creative" flexibility that will help this service distinguish itself from Metro Dade Transit Agency (MDTA).

There are additional issues relates to the 1990 Americans With Disabilities Act (ADA). That is, shuttle information in the form of timetables and routes, should be written in Braille so that blind people can understand the information. Similarly, drivers of the shuttle are required to call out the destination/service information for prospective passengers and the sight-impaired. For instance, MDTA has developed an automated voice message for its services.

An important element affecting the success of a new transit service, is stop location. Stop location can make it easy or difficult for riders to use the service. Consequently, the Project Steering Committee determined that an evaluation of proposed shuttle stop locations should be made. The City of Miami Beach had received interim recommendations regarding stop locations from a report entitled "The South Beach Electric Shuttle" developed by Carr Smith & Associates. The Study recommended that the shuttle service use existing MDTA stops to facilitate transfer between existing transit services and the shuttle, and to avoid rider confusion about where the shuttle actually could be accessed. The shuttle stops proposed in that interim report was evaluated.

3.4 EVALUATION OF EXISTING SHUTTLE STOP LOCATIONS

In order to minimize the negative impact of a new bus/shuttle service on traffic flow, shuttle stop locations are an important feature of the signage program. Ideally, the 'best' location for a bus/shuttle stop is at a point where pedestrian and traffic impact is minimized, and a bus bay is utilized.

There are three basic alternatives for placement of stops;

- I. Near-side of a junction: The near-side option has the potential to block sight lines of traffic and pedestrians attempting to enter or cross the junction.
- II. Far side of a junction: The far-side option has the potential to physically block the junction for traffic, and eliminate the possibility of passengers switching from one service to another without physical or safety concerns.

III. Mid-block: The mid-block option avoids the problems of a) and b) above, and when placed with an appropriately sized bus bay, is the ideal location (subject to local conditions).

Obviously, local conditions may prevent a shuttle stop being located at the ideal point. However, wherever possible, mid-block locations should be chosen over near-side and far-side (least preferred) locations.

The following is an inventory of the shuttle locations currently utilized by the ELECTROWAVE service. The inventory includes a picture of the location and suggestions (if any) for improving the location. The inventory begins on 5th Street heading east toward Washington Avenue.

Figure 6: Shuttle Stops



Standard Bus Stops:

ELECTROWAVE was planned to be a unique service for the South Beach area. Buses are electric, they wrapped in bold and wild prints, the interior seating was manufactured to that riders could speak with each other. In turn, the bus stops that serve the area should be equally distinguishable.

It is recommended that bus stops for this service have specific standards and parallel the uniqueness of this transit service. They should all look alike with dedicated bus stop locations. A standard bus stop should include an ideal location that is easy to access (figure 6 above). The bus stop should include architecturally designed covered area to protect riders from wet weather conditions. Bus stops should be well lighted to enhance passenger safety. Shelters should include seating for passenger comfort. Transit signs should have independent poles and signs should include a route map (figure 7).

Every attempt has been made by the ELECTROWAVE Marketing Committee and the City of Miami Beach to address the issues of standardization. These are significant efforts that will take more time to address and correct and will obviously depend on the financial success of the program. The following observations and recommendations are an attempt to provide basic passenger amenities that many of the current MDTA bus stops lack.

Figure 7: ELECTROWAVE Sign



Stop 1: 5th Street and Jefferson Avenue - eastbound (first stop on north journey)

The bus stop at eastbound 5th Street and Jefferson Avenue is a near-side location. There is no bus bay or bus shelter. The intersection is a minor side road; however, there is regular traffic using the junction. The shuttle signage is located on an independent pole and meets ADA height requirements. The lighting is poor. There is no pedestrian crossing in the immediate area.

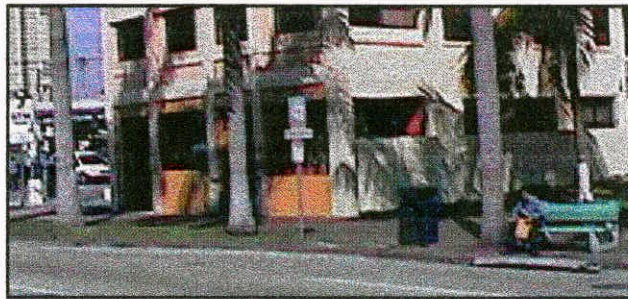


Recommendation:

A safer bus stop should be provided at this location by improving lighting and clearing vegetation. Improvements should be made to the curb for wheel chair access. There is enough right-of-way to provide passengers with a bus shelter and seating. The City should also evaluate the area for a pedestrian crossing is also recommended.

Stop 2: 5th Street - westbound (last stop on southbound transit route)

The bus stop at westbound 5th Street is located on the near-side of the intersection. The sign for the electric shuttle shares a pole with MDTA, and is located at the end of the bus bay. There is a bus bench. The transit sign meets ADA height requirements. The trees in the area cast long shadows and may present a problem for nighttime users of the shuttle. There is no pedestrian crossing in the immediate area.



Recommendation:

The TMA should request that the City of Miami Beach to evaluate the possibility of constructing a pedestrian crossing, and providing passengers with a bus shelter. The area is lined with palm trees that create shadows. The City should determine if there is potential for the installation of the type of landscape lights at ground level that would eliminate the shadows and improve the safety of nighttime riders.

Stop 3: 5th Street - eastbound

The bus stop at eastbound 5th Street is located in front of a Dunkin Donut store. There is no bus bay and there is a significant level of retail traffic at this location. Vehicles park on 5th Street and off the street (customers hurrying in to collect coffee etc.). Access to transit is inconvenient for transit riders because users are forced to cross through a grassy area that becomes muddy under wet weather conditions. Newspaper vending machines also make access difficult for wheel chair or disabled people. The lighting in the area is poor.



Recommendation:

The TMA should work with the City of Miami Beach and Dunkin Donut management to improve this bus stop as soon as possible. They include the construction of a concrete walkway and the lighting in the area for nighttime riders. The vending machines should be relocated to the other side of the building that would allow for a bus bench. There is no room for a shelter without blocking the front of the store. The more favorable improvement is to move the bus stop to a mid-block location and provide for passenger amenities that include a bus bay to enhance the mobility of vehicular traffic, an independent pole for shuttle signage and a bus shelter.

Stop 4: Washington Avenue and 5th Street - Southbound.

The bus stop at southbound Washington Avenue and 5th is located on the near-side of a major intersection. The transit stop does not have a bus bay. When the shuttle stops at the bus stop, the vehicle blocks the sight lines for pedestrians trying to cross the road. There is a shelter at this location and a pedestrian crossing. The shuttle sign shares a pole with MDTA. The height of the shuttle sign is in accordance with ADA height requirements. The lighting is located on the median and is reasonably good for nighttime use.



Recommendation:

This bus stop offers passengers shelter, seating and safe access with a pedestrian crossing. There is a newspaper vending machine nearby to improve access. The vending machine should be moved away from the corner and closer to the shelter. Since there is no metered parking in that area the City should consider the construction of a bus bay to enhance the mobility of traffic along the roadway.

Stop 5: Corner of Washington Avenue and 5th Street - Northbound.

The bus stop is located at the corner of northbound Washington Avenue. There is no bus bay. There is a bus shelter, and the bus stop is well-placed at mid-block. There is a pedestrian crossing. The sign for the shuttle service is located on a separate pole near the bus shelter. The lighting in the area is located on the median and is reasonably good for nighttime users.



Recommendation

This mid-block stop offers passengers shelter, seating, safe crossing and adequate lighting. It also has an independent pole. There are newspaper vending machines near the shelter. However, the TMA should request that the City of Miami Beach to evaluate safety issues relating to the parking lot behind the bus shelter and consider fencing the area in along that street.

Stop 6: Washington Avenue and 7th Street - southbound

The bus stop at Washington Avenue and 7th Street is located at mid-block and provides passengers with a bus shelter. The sign shares pole with MDTA meets ADA height requirements. The surrounding area is well lighted (lower level lights to avoid the trees) for safe access during nighttime service. There is no pedestrian crossing.



Recommendation:

The City of Miami Beach should provide pedestrians and transit riders with a pedestrian crossing close to this location.

Stop 7: Washington Avenue and 7th Street - northbound

The bus stop at northbound Washington Avenue and 7th Street is located at mid-block and provides passengers with a bus shelter. There is a bus bay and the shuttle sign shares a pole with MDTA and meets ADA height requirements. Although there are shadows created by area store awnings, the median lighting is good for nighttime users. There is a nearby pedestrian crossing.



Recommendation:

This mid-block stop offers passengers shelter, seating, safe crossing and adequate lighting. The only drawback is that the shuttle shares a pole with MDTA. This does not appear to have a negative effect for travelers.

Stop 8: Washington Avenue and 8th Street - southbound

The bus stop for southbound Washington Avenue is located at mid-block and does not provide passengers with a bus shelter. The shuttle signage shares a pole with MDTA and meets ADA height requirements. There are trees that interfere with the sight distance for pedestrians, obscuring the shuttle signage. These trees also cast shadows that may create safety issues for shuttle passengers at night. There is a pedestrian crossing.



Recommendation:

The TMA should request that the City of Miami Beach improve the lighting in the area and provide passengers with a bus shelter and seating. Since there is no metered parking in the area of the bus stop there may be an opportunity to construct a bus bay to enhance the mobility of the roadway.

Stop 9: Washington Avenue and 8th Street - northbound

The bus stop is at northbound Washington Avenue and 8th Street is located at the mid-block location. There is a bus bay but there is no bus shelter or bus bench. The shuttle shares a pole with other transit services and meets ADA for height requirements. The lighting is good for nighttime use.



Recommendation

The TMA should work with the City of Miami Beach and MDTA to enhance this bus stop. There is a bus bay at this mid-block location and there is enough space for a bench and other passenger facilities. This area is an ideal location for a standard approach for shuttle bus stop. Again it is recommended that the shuttle have an independent pole.

Stop 10: Washington Avenue and 11th Street - southbound

The bus stop at southbound Washington Avenue and 11th Street is located at mid-block. There is a bus bay, but no shelter. The shuttle sign is located on an independent pole and is approximately one bus length from the other transit services sign. The shuttle sign meets ADA height requirements. The lighting in the area appears to be adequate, with no high trees casting long shadows or obscuring vision. The signs are partially blocked by graffiti like stickers.



Recommendation:

The TMA should work with the City of Miami Beach and MDTA to move the bus stop toward the mid-block. The sidewalk may be too narrow for a bus shelter but is wide enough for a bench.

Stop 11: Washington Avenue and 11th Street - northbound

The bus stop at northbound Washington Avenue and 11th Street is a far-side location. There is no bus bay or shelter at location. The shuttle sign shares a pole with MDTA and meets ADA for height requirements. Although the bus stop does not block the intersection, far-side locations for transit stops are the least favorable. The street lighting is located on the median at this point, and the shadows thrown by the trees and the store awnings create dark areas at night. There is a pedestrian crossing.



Recommendation

Far-side locations for bus stops are generally the least favorable type of locations. Again, the buses are not blocking the intersection it is recommended that the TMA work with the City and MDTA to relocate the bus stop more toward mid-block. It is also recommended that the TMA work toward a standard bus stop that accommodates a bus shelter. There is no metered parking at this location that would allow for a bus bay at this location.

Stop 12: Washington Avenue and 12th Street - southbound (Police Station)

The bus stop at Washington Avenue and 12th Street is located near-side. There is a bench. There is no bus bay or shelter at this location. The shuttle sign shares a pole with MDTA and conforms to ADA requirements. The bus stop does not interfere with the intersection. The area looks clean and safe. The street lighting is very good in the area for nighttime users. There is a pedestrian crossing.

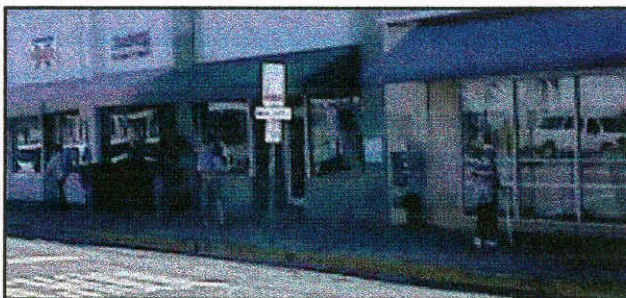


Recommendation:

Since there is no metered parking at this location the TMA should work with the City of Miami Beach to construct a bus bay and provide riders with a shelter.

Stop 13: Washington Avenue and 13th Street - northbound

The bus stop at Washington Avenue and 13th Street is located at mid-block. There is no bus bay or shelter. The shuttle sign shares a pole with MDTA and meets ADA requirements. Street lighting is located on the median and does create blind spots at night.



Recommendation:

Although mid-block bus stops are traditionally the better location this bus stop does not represent this ideal primarily because of the pedestrian crossing. The pedestrian crossing is located on either side of the bus stop that means that the crossing is blocked when transit buses are stopped. The bus stop should be relocated on the front side of the pedestrian crossing.

Stop 14: Washington Avenue and 13th Street - southbound (Post Office)

The bus stop at Washington Avenue and 13th Street does have a bus bay. There is no shelter. The shuttle sign shares a pole with MDTA. The sign meets ADA height requirements but is not located at the curbside. The sign location may make it difficult for the visually challenged. This situation may be more difficult at nighttime, due to the tree obscuring the sight line of the shuttle signage.



Recommendation:

The City of Miami Beach should relocate the sign at this shuttle stop.

Stop 15: Washington Avenue and 14th Street - northbound

The bus stop at Washington Avenue and 14th Street is located at approximately mid-block. There is no bus bay or shelter at this location. There is metered parking directly behind the shared signage pole, and the shuttle sign is lower than ADA requirements. The lighting is located on the median and the store awnings may throw shadows that may create safety issues for passengers at night. There is no pedestrian crossing at this location.



Recommendation:

The TMA should request that the City of Miami Beach raise the height of the sign to meet ADA height requirements and improve the lighting in the immediate area.

Stop 16: - Washington Avenue and 14th Street - southbound

The bus stop at Washington Avenue and 14th Street is at mid-block. There is no bus bay, bus shelter or bus bench. The roadway is wide enough for metered parking and there is sufficient room for the shuttle to stop for passenger embarkation and debarkation without the interruption of traffic. The shuttle sign shares a pole with MDTA, and meets ADA requirements. The street lighting is located on the median and there are store awnings. There is a pedestrian crossing adjacent to this stop.



Recommendation

The TMA should work with the City of Miami Beach to evaluate the possibility of providing for a bus bay. In addition, the area can accommodate a bus shelter and bus bench.

Stop 17: Washington Avenue and 15th Street - northbound

The bus stop at northbound Washington Avenue and 15th Street is located at mid-block. There is no bus bay or shelter at this location. The shuttle sign is located on a concrete light pole along with other transit and city information. Directly in front of the cement lighting pole is a school sign, which can partially obscure the vision of pedestrians and traffic on Washington Avenue. The lighting is located on the median and the storefronts and awnings create large shadows. This may be an uncomfortable shuttle stop at night. In addition, there is an open area close to this location and overall this may present safety issues for nighttime usage.

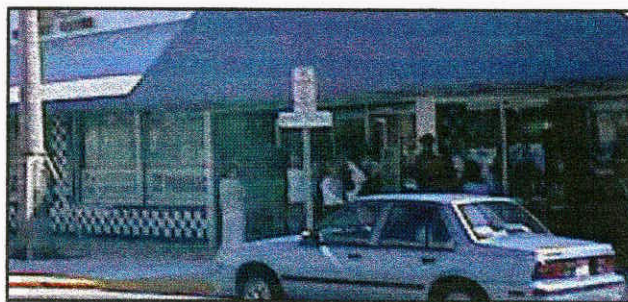


Recommendation:

Reposition the shuttle stop closer to a better-lighted and safer location.

Stop 18: Washington Avenue and Lincoln Road (south side) - northbound

The bus stop on the south side of northbound Washington Avenue and Lincoln Road is at the mid-block. There is no bus bay or shelter at this location. As indicated in the photo, vehicles park at the shuttle stop making it difficult for the service to avoid interfering with traffic. The shuttle sign shares a pole with a no parking notice, and meets ADA requirements. The lighting at this location is better than at some of the earlier locations, but still may be awkward for those waiting late at night. The FEDCO awning creates shadows that could create safety issues at night.



Recommendation:

The lighting should be improved at this location.

Stop 19: Washington Avenue and Lincoln Road (west side) - northbound

The bus stop has a bus bay and a bus shelter. Shuttle signage is shared with MDTA and other signage. The sign does not meet ADA requirements for height. There are safe crossing areas for pedestrians and the lighting is good.

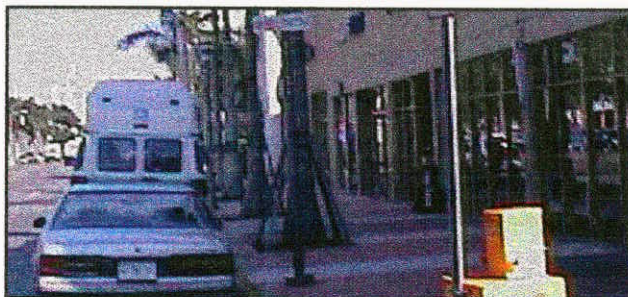


Recommendation:

This is a bus stop that is close to the recommended "ideal standard". However, the TMA should consider an independent pole closer to the bus shelter.

Stop 20: Washington Avenue and Lincoln Road (north side) - northbound

The bus stop on the north side of northbound Washington Avenue and Lincoln Road is at mid-block. There is no bus bay or shelter at this location. There are several trees that may obscure a pedestrian's view of the shuttle sign. The shuttle sign is located on an independent pole and meets ADA requirements. The street lighting is good in this area



Recommendation:

The City of Miami Beach should make adjustments with the sign to avoid being obscured by trees. The TMA should work with the City and MDTA to provide for a bus bench and shelter.

Stop 21: 17th Street and Washington Avenue - eastbound

The bus stop at eastbound Washington Avenue and 17th Street is located at mid-block. There is no bus bay or shelter at this location. The road allows for metered parking, and therefore, the shuttle can stop without interrupting traffic flow. The shuttle sign is located on an independent pole and meets ADA requirements. The street lighting in the area is good, and the trees in the picture do not cast threatening shadows.



Recommendation

The TMA should request that the city of Miami Beach evaluate the possibility of providing shuttle passengers with shelter at this location.

Stop 22: 17th Street and Washington Avenue - westbound

The bus stop at westbound 17th Street and Washington Avenue is located at mid-block. There is no bus bay, but there is a bus shelter at this location. There is no metered parking along this street. The shuttle sign shares a pole with MDTA and meets ADA requirements. Street lighting is good.



Recommendation:

This bus stop is close to the "ideal standard". Since there is no metered parking the TMA should work with the City of Miami Beach to construct a bus bay which will only enhance the flow of traffic in front of the Jackie Gleason Theater.

Stop 23: 17th Street and Convention Center Drive - westbound

The bus stop at westbound 17th Street and Convention Center Drive is at the near-side. There is no bus bay or shelter at this location. The road does not cater for metered parking at this point, although there is a median lane for left turns. The shuttle sign is located on a shared pole with a street location sign. The signs are affixed to a metal lighting pole and are back from the road at a relatively low level. Although the signs do not constitute a threat to the safety of the sight impaired, it may be difficult to locate the sign due to its unusual position. The street lighting in the area is good. There is no pedestrian crossing.



Recommendation:

A pedestrian crossing should be installed at this location.

Stop 24: 17th Street and Convention Center Drive - eastbound

The bus stop at 17th Street and Convention Center Drive is at mid-block. There is no bus bay at this location; however, there is a bus shelter. The road does not allow for metered parking, and the shuttle is likely to obstruct traffic as it stops. The shuttle sign shares a pole with other transit services. Although the shuttle sign does meet ADA requirements, the other signs do not. The street lighting in the area is good. This location is adjacent to the 17th Street Parking garage, and is designed to be a major pick-up and drop-off point. However, there is no easy pedestrian crossing here.

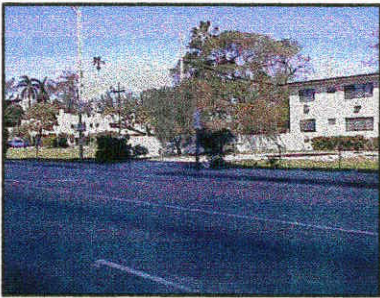


Recommendation:

The TMA should encourage the City to design and install a pedestrian crossing.

Stop 25: 17th Street and Meridian Avenue- westbound

The bus stop at 17th Street and Meridian Avenue is at mid-block. There is no bus bay, however there is a bus shelter at this location. The shuttle sign shares a pole with MDTA. The lighting is good. There is no pedestrian crossing.

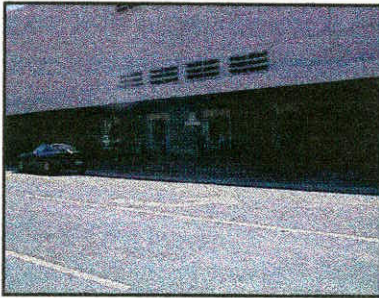


Recommendation:

A pedestrian crossing should be installed at this location.

Stop 26: 17th Street and Meridian Avenue - eastbound

The bus stop at eastbound 17th Street and Meridian Avenue is located in front of the Burdines Department store. There is a bus bench located under the Department Store's awnings. Passengers are protected from rain. There is no bus bay at this location. Traffic is blocked when transit buses stop at this location. Shuttle signage shares a pole with MDTA and meets ADA requirements for height. The lights from the department store provide good illumination at night. There is no pedestrian crossing.



Recommendation:

There is little that can be changed in pursuit of standard bus stops for shuttle service at this location. However, the City of Miami Beach should see if constructing a bus bay will enhance the flow of traffic on this narrow street.

Stop 27: 17th Street and Lennox Avenue - westbound (last stop on north journey)

The bus stop at 17th Street and Lennox Avenue is at near-side. There is no bus bay or shelter at this location. The shuttle sign has been installed onto a local street sign and are set back away from the media. This is an unusual location for the sign and is difficult to identify. The street lighting in the area is good.



Recommendation:

The sign should be moved to an independent pole closer to the roadway so people can see that there is ELECTROWAVE bus stop. The area can accommodate a bench and a bus shelter.

Stop 28: 17th Street and Lennox Avenue - eastbound - (first stop on south journey)

The bus stop at 17th Street and Lennox Avenue is at far-side at the intersection. There is no bus bay, bus shelter or bench at this location. There is a pedestrian crosswalk. Vehicle making right turns will slow traffic. The shuttle sign shares a pole with MDTA and conforms to ADA for height. Transit signage is partially obscured by hedges that borders a private residence. The bus stop is directly under the street light that creates safe area for bus riders.



Recommendation:

The TMA should meet with the homeowner to see if the hedges can be shortened to improve the visibility of the shuttle sign. The area does not accommodate a bench or shelter due to proximity of the bus stop to the corner.

3.5 IMPLEMENTATION PLAN

The signage implementation plan has three primary components:

- A vehicle trail blazing signage element;
- A pedestrian trail blazing signage element; and
- A shuttle station signage element.

A well designed signage plan is a key component for a transit system. It is just not a sign at a bus stop. The TMA should work with representatives of the City of Miami Beach to develop a comprehensive signage plan that includes directing travelers coming from the major highways to park & ride facilities on the north and south sides of Miami Beach. There should be shuttle signs with route information at park & ride. Signs should be placed within the city that directs residents and tourists to the shuttle bus stops. Shuttle signs for bus stops should show a route and be placed on independent poles. This should be approved and completed within the first year of shuttle operations.

A. Vehicle Trail Blazing Signage

The information gathered during the study was reviewed by the Project Steering Committee. In order to establish trailblazing signage on the roads approaching the shuttle route, and to guide drivers to the park-and-ride facilities in South Beach, two actions are necessary;

- The City of Miami Beach in coordination with the Florida DOT should prepare a sign design that conforms to the color, and font requirements of the MUTCD and ADA (1990); and
- The City of Miami Beach must make an application to FDOT in Tallahassee for the approval of the sign and the placement of signs along state roads.

B. Pedestrian Trail Blazing Signage

The information concerning the pedestrian signage was reviewed by the Shuttle Marketing Committee. A small sign, using the logo of the shuttle and the information on the shuttle stop sign, can be placed on street corners directing potential shuttle users to the nearest shuttle station. Such a sign may be especially useful for nighttime users of the service, and for tourists unfamiliar with the local area.

C. Shuttle Station Signage

The shuttle station signage is already in place. This study recommends that each stop/station be evaluated for recommended improvements.

CHAPTER 4: MARKETING ELEMENT

This section of the Study required the preparation and printing of a shuttle brochure. Prior to the preparation of the brochure, several activities took place to determine the correct information needed to be inserted within the brochure, and the final design of the brochure.

4.1 BROCHURE DESIGN

The most important elements of the brochure design were the route of the shuttle service, and the logo to be used by the shuttle service. The route is obviously the most important information for the rider. It was agreed by the Project Marketing Committee that a series of brochures be developed because it was likely that route changes would have to be made due to construction and road improvements along the route. Therefore, ITR recommended a postcard style brochure with a route on one side and public information and advertising on the other. The simplicity of the format allowed for route and information changes without incurring significant cost in brochure design during the first year of service. A design was not produced.

Instead, the Marketing Committee choose to produce 11/2 million four color die cut brochures in Spanish, English, Portuguese and French with no advertising (figure 9). The ELECTROWAVE brochures were designed and produced by the advertising agency hired by the TMA at a significant additional cost that was beyond the budget amount beyond the scope of this Study.

Figure 9: Produced Brochure



4.2 BROCHURE PRODUCTION

The original scope of the Study required 2,000 copies of a brochure to be printed. Following the development of the four-color brochure created by the design agency for the shuttle service, the print run was expanded to 11/2 million copies. The greater number was required to facilitate bulk mailing by organizations such as the Miami Beach Convention Center.

4.3 BROCHURE DISTRIBUTION

During the initial brochure development phase, ITR identified the locations within the City of Miami Beach to be used as distribution points for the brochure. These included hotel lobbies, restaurants, retailers, theaters, and other tourist attractions. The distribution of the brochure was be undertaken by local organizations including the City of Miami Beach.

CHAPTER 5: ADVERTISING ELEMENT

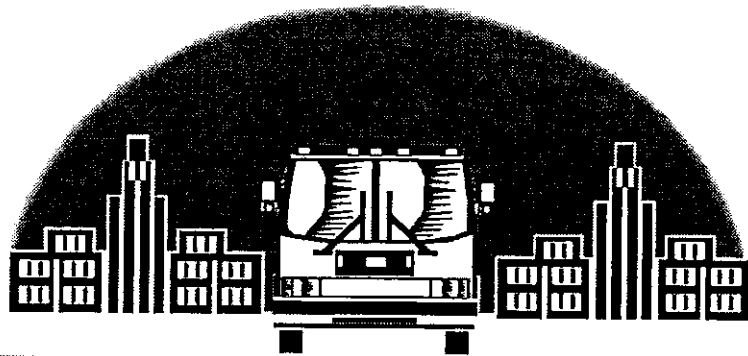
The scope work for this element of the Study required to make recommendations for advertising placement, both on the vehicle and along the route. During the research process, ITR inventoried the route and local area, identifying potential advertisers.

The activities of the Marketing Committee changed this scope and scheme of the advertising opportunities available to the shuttle service. Representatives from the Institute for Transportation Research (ITR) participated extensively in the committee deliberations, and was a substantial contributor to the ideas and programs developed within the committee.

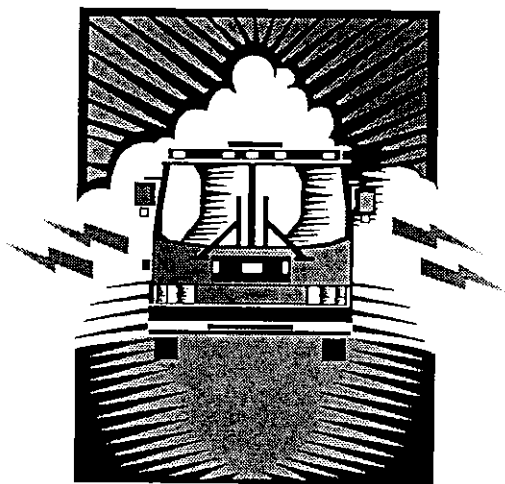
The Marketing Committee developed a new concept for advertising; that is, a stand-alone shuttle stop pole with five panels for public information and advertising. This concept was discussed at length over several months, and at one stage a Request For Proposals (RFP) was to be issued. However, the concerns of the design and preservation organizations within Miami Beach made the likelihood of successfully placing such poles along the route too small and the project was abandoned.

A set of brochure racks, to be placed in stores, hotels and restaurants was designed and approved. These racks contain the brochure and are part of the distribution scheme developed by the Marketing Committee. Local merchants were offered the opportunity to join the marketing program by joining the merchant list. These merchant names are included in the next brochure design, and shuttle riders are able to obtain a 10% discount off products and services in the stores by producing a coupon available from the shuttle service. This advertising scheme has been accepted by over 100 merchants so far, and many more are striving to be included in an expanded program.

The shuttle itself has no advertising on the exterior. However, another advertising scheme will make space available to local advertisers inside the shuttle. The merchants will pay for the fixtures and be responsible for production of the advertising copy.



ELECTRIC WAVE



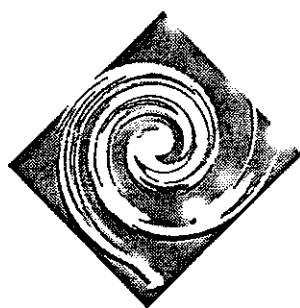
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ELECTRIC WAVE



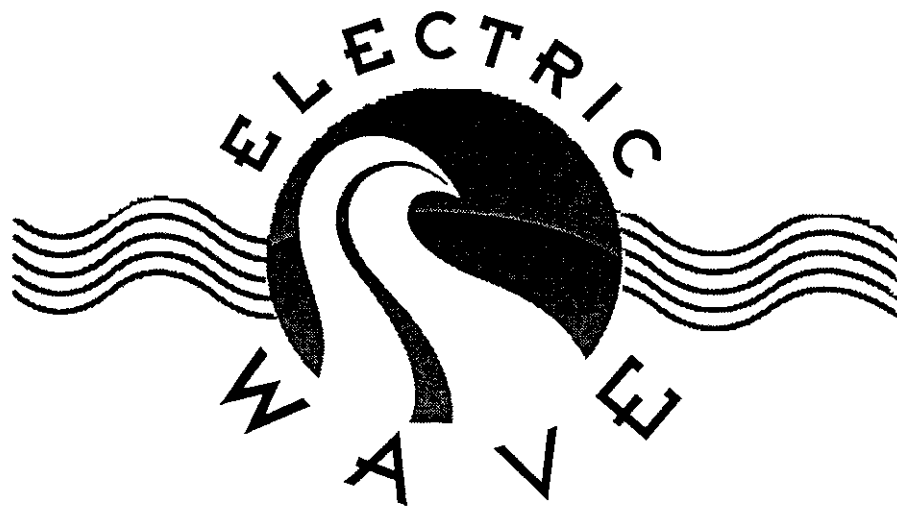
ELECTRIC WAVE



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WAVE



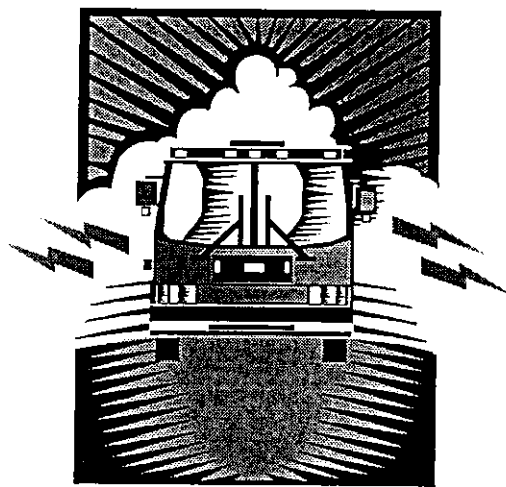
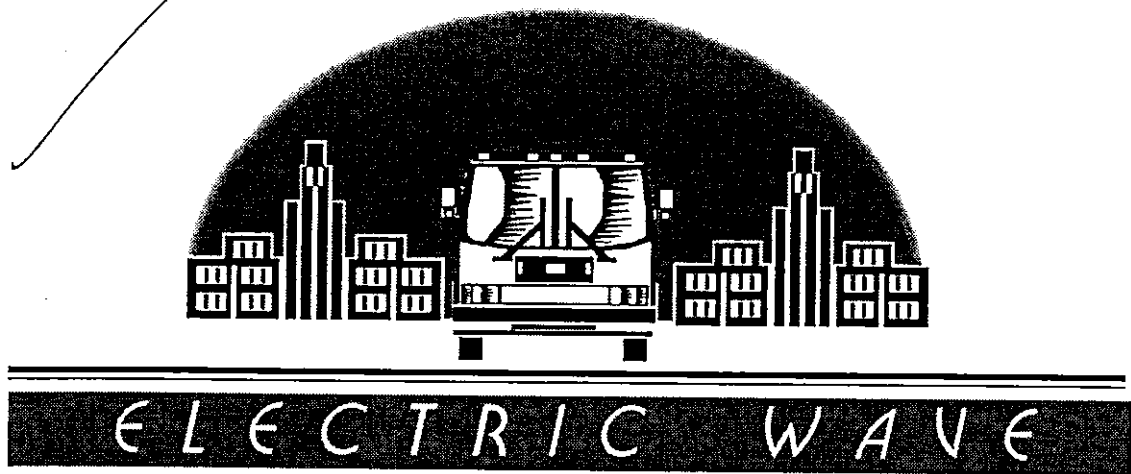


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ELECTRIC WAVE





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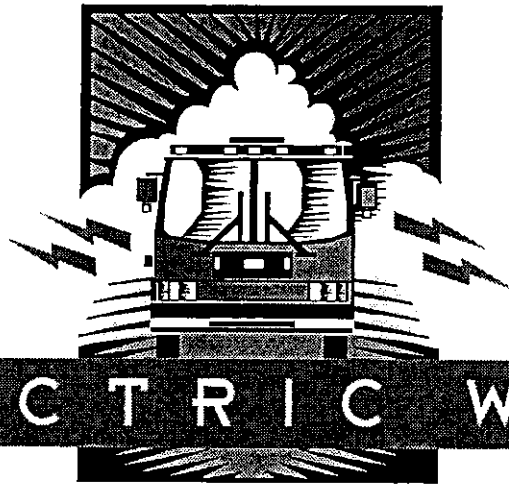
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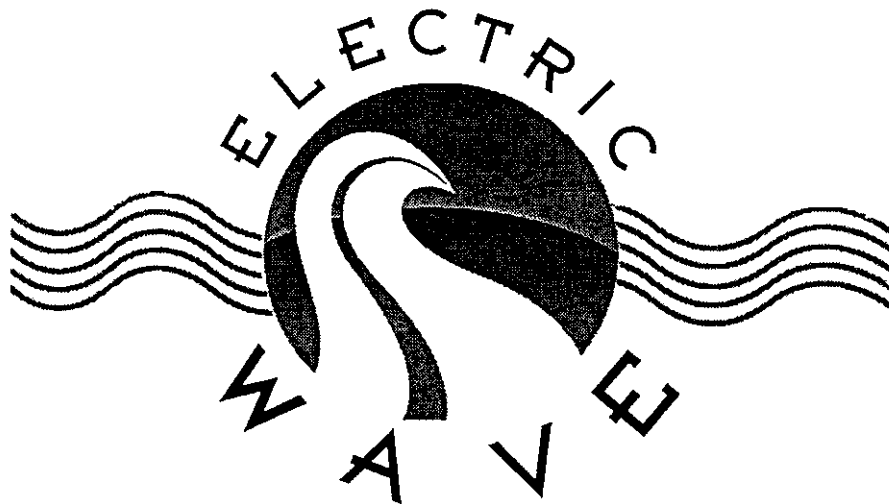
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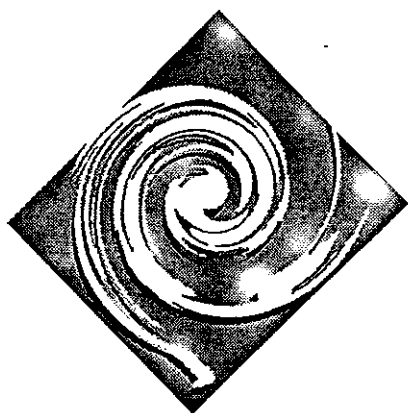


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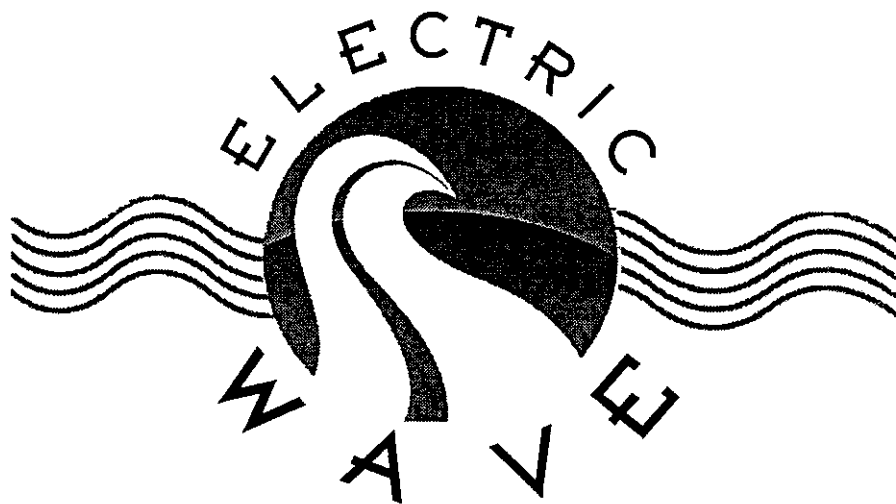


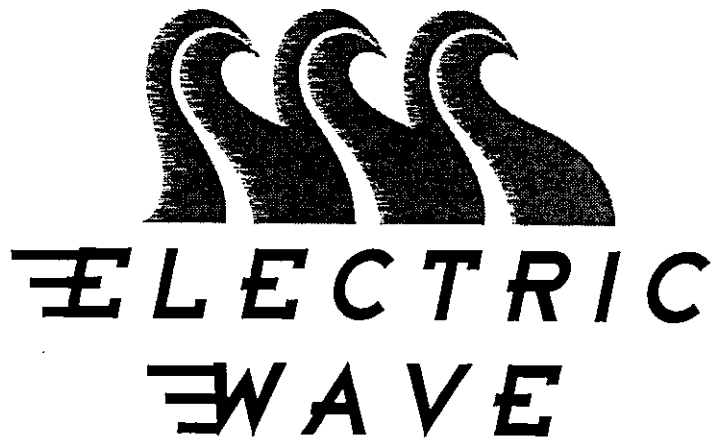


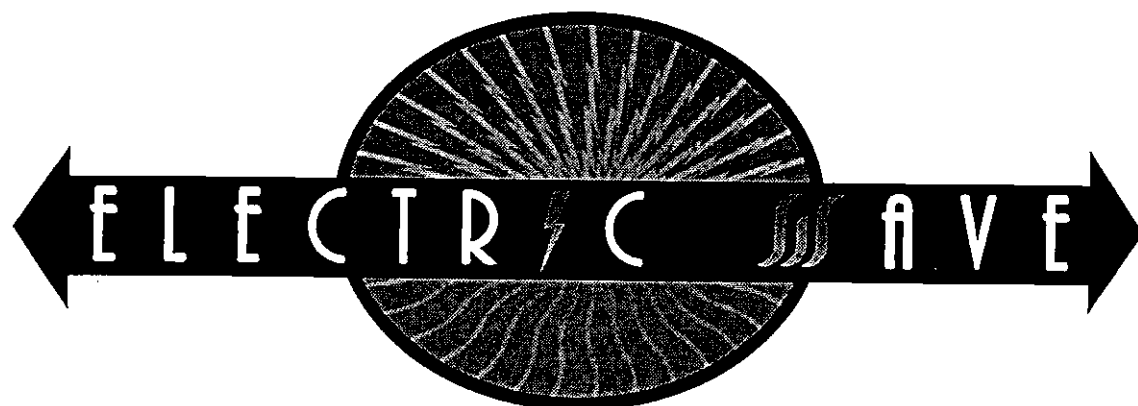
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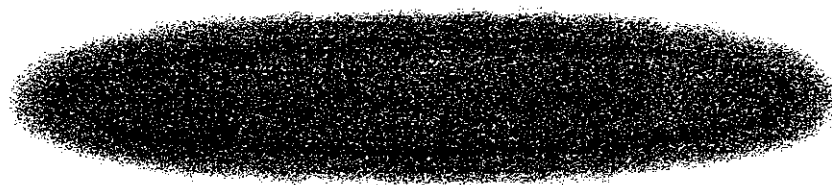
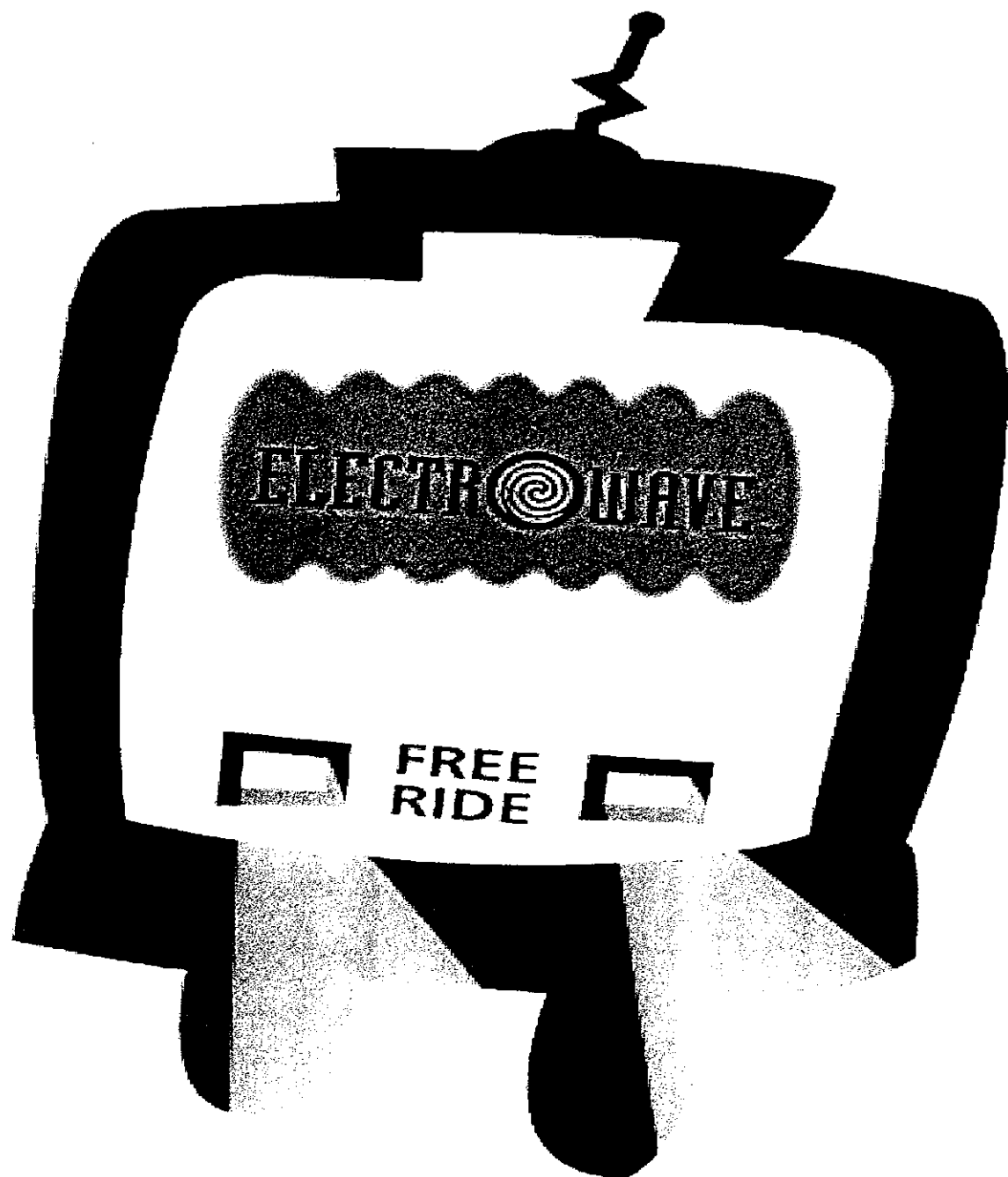


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FLORIDA ALLIANCE FOR CLEAN TECHNOLOGIES
FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION
INTERNATIONAL COUNCIL FOR LOCAL ENVIRONMENTAL INITIATIVES
METROPOLITAN PLANNING ORGANIZATION
A PROJECT OF THE MIAMI BEACH TRANSPORTATION MANAGEMENT ASSOCIATION

ELECTROWAVE
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(as of 11/12/97)

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ELECTROWAVE

MARKETING TASK FORCE COMMITTEE MEETING

November 4, 1997

AGENDA

1. Sponsorship proposals
2. Brochures
3. Scheduling demonstration events
4. Other business

Next Committee Meeting will be held on

ELECTROWAVE

MARKETING TASK FORCE COMMITTEE MEETING

October 22, 1997

AGENDA

1. Sponsorship proposals
2. Brochures
3. Scheduling demonstration events -
4. Other business

Next Committee Meeting will be held on

ELECTROWAVE

MARKETING TASK FORCE COMMITTEE MEETING

October 7, 1997

AGENDA

1. Sponsorship packets and packages
2. Brochures
3. Scheduling events
4. Other business

The exact date for the next meeting will be discussed as the City Commission has begun meeting again every other Wednesday.

ELECTROWAVE

MARKETING TASK FORCE COMMITTEE MEETING

October 1, 1997

AGENDA

1. Sponsorships
2. Brochures
3. Other business

The exact date for the next meeting will be discussed as the City Commission has begun meeting again every other Wednesday.

"ELECTROWAVE"

MARKETING TASK FORCE COMMITTEE MEETING

Tuesday, September 16, 1997

AGENDA

1. Discussion and final concerning sponsors/advertisers rates
2. Transportation Stations - status report
3. Material development - work timeline and responsibilities
4. Item for presentation before City Commission

**** Next meeting will be held on _____ in the conference room. Lunch will be provided.**

ELECTROWAVE

MARKETING TASK FORCE COMMITTEE MEETING

September 3, 1997

AGENDA

1. Advertising — process, costs, space...
2. Sponsorships — who, when, rates...
3. Assignments

The exact date for the next meeting will be discussed as the City Commission begins meeting again every other Wednesday beginning Wed., Sept. 10, 1997.

ELECTROWAVE

MARKETING TASK FORCE COMMITTEE MEETING

August 27, 1997

AGENDA

1. Public Relations and Graphic Design bids
2. ELECTROWAVE kick-off activities -- Michael Aller
3. model "transportation station" -- Daniel Jammer

Next meeting will be held on Wednesday, Sept. 3, 1997 here in the conference room. Lunch will be provided.

ELECTRIC SHUTTLE

MARKETING TASK FORCE MEETING

12 noon, Wednesday, August 20, 1997

1. Shuttle stop signage - Discussion
2. Refining sponsorship listing, establishing benefits of sponsorships, and brochure rack rates.
3. Status report on logo and name registration for shuttle project
4. Shuttle kick-off activities - Michael Aller & Nannette Rodriguez
5. Status report on bids for public relations and graphic design

SPECIAL NOTE: Recently, I received a call from the City expressing concerns related to the transit & shuttle information/signage that we have been working on. I have invited to this meeting everyone involved who expressed concerns -- the City, the Miami Design Review Board and MDTA.

Next Meeting - Wednesday, August 27, 1997, 12 noon, in the regular meeting room at Colonial Bank on the Fifth Floor.

ELECTRIC SHUTTLE MARKETING TASK FORCE MEETING

AGENDA

Colonial Bank Building
301 41st Street, 5th Floor Conference Room
Wednesday, August 6, 1997
12 noon

1. Important Priorities:
 - a. Development of Brochure Distribution List
 - b. Barry University - responsibilities - Lucy Unsworth
 - c. Bridge Studio's graphic design proposal
 - e. Design sizes for advertising
 - f. Media vs. Public Relations
 - g. Spokesperson (to deal with media) for project
 - h. Finalize Budget

Other:

**NEXT MARKETING TASK FORCE MEETING - WEDNESDAY, AUGUST 13, 1997,
12 NOON, COLONIAL BANK BUILDING, 5TH FLOOR.**

MBTMA "ELECTROWAVE"

FIRST YEAR MARKETING PLAN

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I. SITUATION ANALYSIS

- A. THE STREETS ARE FULL
- B. A BEGINNING
- C. POTENTIAL WAVE RIDERS
- D. ELECTRIC WAVE OPERATIONS
- E. NOT THE SAME AS METROBUS
- F. FUNDED TO BE A FREE RIDE
- G. LEARNING FROM THE PAST

II. PROBLEMS AND OPPORTUNITIES

- A. PERCEPTION OF LOCAL PUBLIC TRANSPORTATION IN DADE
- B. WHERE TO PARK
- C. TESTING GROUND FOR EXPANSION

III. FIRST YEAR MARKETING OBJECTIVES

- A. POSITIONING
- B. CONSUMER OBJECTIVES
 - RIDERSHIP
 - AWARENESS
- C. ADVERTISING SALES OBJECTIVES
- D. MEASURING THE RESULTS

IV. MARKETING STRATEGY

- A. THE TEAM
- B. TIMING
- C. PUBLIC RELATIONS
- D. ADVERTISING
- E. ONE-ON-ONE TASK FORCE TO BUSINESSES

MBTMA "ELECTROWAVE"

FIRST YEAR MARKETING PLAN

I. SITUATION ANALYSIS

A. THE STREETS ARE FULL - THE LOTS ARE NOT

The immediate purpose for the implementation of the "ELECTROWAVE" shuttle service is to create a viable, environmentally friendly, park-and-ride transportation alternative on South Beach. Phase I, running between 7th Street and 17th Street along Washington Avenue, is intended to reduce the number of vehicles on the roadways in that area, and the parking demand they create, by providing a convenient, no charge mode of transportation from the under-utilized municipal parking facilities.

These parking facilities, which can hold up to 5,100 vehicles, are currently operating at an average rate of 35% of capacity. Yet a study conducted in November 1995, by The Florida Institute for Management of Alternative Transportation at Florida State University, shows that over two-thirds of the South Beach residents surveyed believe parking in the area has gotten worse. Visitors who were surveyed overwhelmingly described the availability and convenience of parking in South Beach as poor. The municipal lots are viewed as inconvenient relative to the final destinations. A dependable shuttle bus system that included these facilities in the route, operating at all hours and at quick intervals, could eliminate the problem.

A study of South Beach workers, conducted by Gold Coast Commuter Service in March 1996, indicates that 78% of people employed in the area drive to work alone every day. While over 75% said they parked at their worksite and had no trouble finding a parking space when they arrived at work, more than 70% said they used their cars during the day for business or personal reasons. 40% indicated they had trouble finding parking upon returning to work. When asked if they would be likely to use a South Beach shuttle bus if it were available, 54% said yes. 58% of those employees who also lived in Miami Beach (60% of those surveyed) indicated they would be likely to use it in commuting.

B. A BEGINNING

It should be clearly understood that the Phase I/South Beach route of the "ELECTROWAVE" is not being undertaken as an end in itself. Phase II, though not addressed in this first-year marketing plan, will extend the system further north in Miami Beach. Ultimately, it is viewed as being part of Dade county's East-West Multimodal Corridor Project that will connect Miami Beach with downtown Miami, the airport, and the seaport by the year 2011.

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C. POTENTIAL "ELECTROWAVE" RIDERS

As an annual average, there are approximately 43,000 adult residents in the initial South Beach service area. Added to this population base are non-resident employees of the area and an average of 6.6 million annual fun-seeking visitors to South Beach.

The revitalization of South Beach, making it the chic, trendy hot spot for night life, brought with it a change in the areas demographic makeup. The median age has been steadily decreasing. Some establishments in the area stay open until 5.00 am on weekends. Club hopping, a popular past time of the younger demographic groups, will be made easier and safer with the "ELECTROWAVE" service.

D. "ELECTROWAVE" OPERATIONS

Service is planned to begin in February of 1998. Initially, there will be seven (7) battery powered vehicles in service (6 on the road while one is being serviced). Each shuttle bus can accommodate 22 passengers.

The 4.2-mile round-trip route will take approximately 30 minutes during weekdays and 60 minutes during peak times. A bus will be available every 6 minutes during weekdays and 11 minutes during peak times.

Vehicles will operate 365 days a year for a total of 6,864 hours per year. Hours of operation will be:

8:00 AM - 2:00 AM, Monday through Wednesday

8:00 AM - 4:00 AM, Thursday through Saturday

10:00 AM - 2:00 AM, Sunday and Holidays

For projection purposes within this plan, average weekly passenger capacity is based on maximum seating capacity. It is estimated that each vehicle can carry 4,290 passengers per week. The fleet, therefore, can carry an estimated 25,740 passengers per week. This projection does not include a passenger turnover factor for each round trip the vehicle makes.

The route is a two-way circulator with 6 vehicles in operation at any given time. The vehicles will travel north bound and south bound on Washington Avenue, between 17th Street and 5th Street, making approximately 27 stops along the entire route. (See Phase 1 Route Map, which follows.)

A Federal grant is pending for constructing a permanent facility on 5th Street to house and service the shuttle fleet. This project is estimated to be completed in three years (if funding permits). In the interim, the vehicles will be housed and serviced in a temporary pre-fabricated building at the City's Fleet Management facility on Terminal Island, off the MacArthur Causeway.

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An RFP for vehicle operations was issued in March 1997. Red Top Transportation, Inc. been selected and contract negotiations have been completed. A final contract is pending City Commission approval.

E. NOT THE SAME AS METROBUS

The existing Metrobus "Route W", is a one-way loop with 24 minute headways. Service hours are 8:00 AM - 8:30 PM, Monday through Saturday, and 10:00 AM - 7:30 PM on Sundays. The route operates with two traditional buses.

Barry University's Institute for Transportation Research & Education surveyed the ridership of Metro Dade Transit Agency's "Route W" to determine if the existing ridership would be impacted by the shuttle service. Survey findings indicated that "Route W" is primarily used by the areas elderly residents for grocery shopping, doctor visits, etc. The study also indicated very low use of the system by visitors and tourists, attributing this to lack of frequent service and limited hours of operation, and fare structure.

F. FUNDED FOR NOW TO BE A FREE RIDE

It is planned that the "ELECTROWAVE" will be free to the user for at least the first two years of operation. After this time, a fare may or may not be charged.

The funding for purchasing and operating the vehicles has come from various funding sources, as outlined below.

FUNDING SOURCES

\$1,300,000 City of Miami Beach Res.#96-21894 (Annual Appropriation)
\$ 712,254 City of Miami Beach (One-time Capital Contribution)
\$ 650,000 FDOT/MPO Corridor Funds
\$ 650,000 FDOT/MPO Service Dev.
\$ 200,000 Clean Cities Coalition - Alternate Fuel Vehicle Grant
\$ 200,000 FP&L (\$150,000 charging station, \$50,000 technical assist.)
\$3,712,254 TOTAL FUNDING

COSTS/BUDGET

\$1,416,497 Purchase of 7 Electric Vehicles
\$1,700,000 Vehicle Operations
\$ 150,492 Project Administration
\$ 126,462 Marketing Budget (does not include in-kind donations)
\$ 319,295 Contingency Reserve for Operations
\$3,712,254 TOTAL COSTS

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G. LEARNING FROM THE PAST

To avoid reinventing the wheel, the operations and marketing efforts of two transportation alternative predecessors were reviewed to determine what did and did not work. While neither was an exact replica of the planned "ELECTROWAVE," much can be learned from their histories.

FREE TRANSPORTATION IN THE ENTERTAINMENT DISTRICT

Dates of Operation:	January 27 - March 4, 1989 (6-week test)
Service Hours:	Friday & Saturday nights, 7:00pm to 2:00am 8 trams/trolleys running at 15 minute intervals
Area Served (route):	54 th Street to Biscayne Boulevard Stops at contributing establishments only
Source of Funding:	\$8,900 in private contributions from businesses who chose to participate, plus \$1,200 grant from VCA.
Cost to Ride:	\$.25
Ridership:	averaged 250 per night

Review of Results:

The test was not continued after the initial 6-week period. Usage of the service was deemed inadequate relative to the cost. Under-utilization was attributed to lack of promotion. The system concept was developed and implemented by the Miami Beach Chamber of Commerce, but relied on each participant to promote, advertise, and publicize the service to its own patrons.

THE BREEZE

Dates of Operation:	July 1992 - December 1994 (Service temporarily discontinued after Hurricane Andrew, August & September 1992)
Service Hours:	Fri- Sat 7:00pm- 4:00am Sun 12:00pm-6:00pm
Area Served (route):	Bayside to Omni to Beach via Venetian Cswy South on Washington Avenue to South Point
Source of Funding:	Metro Dade Transit
Cost to Ride:	free until February 1993 \$1.25 from Miami to Miami Beach \$.25 Miami Beach stops only
Ridership:	averaged 230 per night

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Review of Results:

A survey was conducted of pedestrians on South Beach one month after service began to determine rider potential. Of those surveyed, 70% had come to South Beach by passenger car and parked either on the streets (46%) or in paid parking lots (32%). (Use was not being made of the free Breeze park-and-ride garages.) When asked if they had heard about the Breeze, 64% said *No*. In response to whether they would use a shuttle bus from parking garages if the shuttle was convenient and moderately priced, 72% said *Yes*. Half of the people surveyed said they came to South Beach every weekend.

A survey of Breeze riders, conducted two months after service began, indicated that 32% thought it was a *Good Service*. Many commented that the Breeze should operate more often (i.e. hours, days); run every 15 minutes; and be on time.

A second survey of Breeze riders, conducted at the end of December 1992 (six months), indicated that 74% were Miami Beach residents. When asked how they had become aware of the Breeze, 33% said they had seen the bus stop signs; while 22% of those surveyed said they had seen the bus from their vehicles. When asked how they would make their trip to and from South Beach if the Breeze did not operate, 66% said they would use Metrobus. In this survey group, 35% rated the service as *Good*. As in the first survey, comments were made about lack of timeliness and dependability of service.

Despite the efforts of two campaigns (one for the launch in July and a second in October and November of 1992) these Metro minibuses, which went from the Mainland to Miami Beach, were not attracting passenger car users to park and ride in South Beach. The ridership was 230 per night for 5 vehicles in operation 9 hours a night. Riders were Miami Beach residents, not the transients whose vehicles clogged the South Beach streets and caused the on-street parking shortage. As noted in the research surveys, those who were aware of the service became aware just because it was in the area where they lived.

In hindsight, it would appear that marketing efforts had relied primarily on vehicle visibility and word-of-mouth to create awareness of the service and stimulate trial use. Some advertising was executed in print, radio and on bus exterior posters. Metro Dade Transit's in-house agency offered to support promotions if area business brought up ideas.

If, as the surveys noted, 35% of the Breeze riders said the service was *Good*, one has to conclude that 65% found the service *Not Good*. Cited as needing improvement were schedule times and dependability.

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In May 1993, it was formally recognized that the cost to Metro Dade Transit to operate the Breeze was twice as much per hour as it would be if it were contracted out privately.

Ultimately, Breeze service was discontinued because of a lack of funding.

LESSONS TO BE LEARNED

1. In both projects noted above, not enough usage was made of the service to make it worth continuing. The most prominent reason for lack of use was the lack of knowledge that they existed. Mass media advertising, particularly intrusive media, was not used on a scale large enough to have meaning.
2. Disappointing those who do try the product, discourages continued use and virtually kills the possibility of favorable word-of-mouth advertising. If the public is told the buses will run every 15 minutes, they have to actually run every 15 minutes.
3. Depending on individual "committee" members in a cooperative endeavor to take initiative for spearheading marketing efforts is unfair and unrealistic. Everyone has other full time jobs. Concerned participants will make time to execute appropriate tasks delegated to them but cannot and should not be expected to go beyond that.

II. PROBLEMS AND OPPORTUNITIES

A. PERCEPTION OF LOCAL PUBLIC TRANSPORTATION

Over the next twenty years, the population of Dade County is expected to grow by another one million. Adding that much to a community that is already the fourth most congested metropolitan area in the country creates an enormous challenge to the provision of public mobility. As we move into the next century, transit providers will be called on more and more to help the citizens of and visitors to Dade County move more efficiently.

The key to providing efficient and effective transit service lies in the necessity to place commuters close to their destinations with a sure degree of time certainty and low incidence of vehicle transferring. According to market research conducted in 1994 of the county population, the most important improvements to attract potential riders to transit include greater security at transit facilities, buses arriving and departing consistently on time, and having the wait time for transfers reduced.

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Most drivers are reluctant to relinquish the convenience and control that their cars afford them. It is clear that for commuters, the principal objections to mass transit is that it doesn't go to where they want to go, or it doesn't get them there in time. Because these commuters are destination-driven and time-driven rather than dollar-driven, the most effective service will deliver the commuter to the destination faster than if he or she had been driving.

B. WHERE TO PARK

As noted above, a major concern among potential park-and-ride passengers is the security of the parking facilities. This has been addressed by the City of Miami Beach. The municipal garages in the initial service area, having been newly renovated, are well lit and fully patrolled.

Municipal parking facilities within one block of the Phase 1 shuttle route include:

7th Street Garage	496 spaces
11th Street Garage	134 spaces
13th Street Garage	279 spaces
17th Street Garage	1,402 spaces
17th Street Lot	585 spaces

A further inducement to park and ride, albeit a negative incentive, is the increase in rates for street parking meters that has gone into effect in the South Beach area.

C. TESTING GROUND FOR EXPANSION

The "ELECTROWAVE" provides a unique opportunity to position public transit as a trendy, progressive alternative to driving around in South Beach and trying to find a parking space. The vehicles themselves, artistically designed and intimate in size, offer the rider a fun as well as practical transit experience. Several of the Metro Dade bus routes will connect with the "ELECTROWAVE" providing access to Downtown and other areas of Metro Dade County. These routes include C, K, S and FM, tying South Beach to the Mainland via the MacArthur Causeway. The "ELECTROWAVE" stands to be a precursor to the types of transit innovations being planned for the rest of Metro Dade County. These are the innovations that will change the mind-set of the public and set the wheels in motion towards the acceptance of public transit.

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III. 1997 MARKETING OBJECTIVES

A. POSITIONING

It is intended to establish the "ELECTROWAVE" as the definitive form of convenient transportation in order to alleviate the chronic problems of parking, traffic congestion and the accompanying air pollution.

Environmentally friendly and futuristic in design, the system will be the first of its kind in the state of Florida. It is appropriate that the first phase of the "ELECTROWAVE" will be initiated in trend-setting South Beach.

B. CONSUMER OBJECTIVES

1. RIDERSHIP

The primary consumer objective is to get passenger cars off the South Beach streets and into the under-utilized municipal parking garages.

Targeted passenger car users fall into three categories:

- Employees of the areas businesses
- Visitors to the area
 - Local visitors
 - Tourists (domestic and foreign)
 - Conventioneers
- Residents of South Beach

The goal is to average 11,335 riders per week by the end of the first year, which is 45% of capacity. Breaking this down by day and time of day, utilization goals are as follows:

Peak hours:	50.0 hours per week @ 80% capacity
Non-peak hours:	78.0 hours per week @ 30% capacity
Total:	130.0 hours per week @ 45% capacity

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The table that follows delineates hours of operations and anticipated usage.

HOURS OF OPERATION

P = PEAK HOURS N = NON-PEAK HOURS

	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>
8-9a	P	P	P	P	P	N	////
9-10a	P	P	P	P	P	N	////
10-11a	N	N	N	N	N	N	N
11a-12p	N	N	N	N	N	N	N
12-1p	P	P	P	P	P	P	P
1-2p	P	P	P	P	P	P	P
2-3p	N	N	N	N	N	P	P
3-4p	N	N	N	N	N	P	P
4-5p	P	P	P	P	P	P	P
5-6p	P	P	P	P	P	P	P
6-7p	N	N	N	N	N	N	N
7-8p	N	N	N	N	N	N	N
8-9p	N	N	N	N	N	N	N
9-10p	N	N	N	N	P	P	N
10-11p	N	N	N	N	P	P	N
11p-12a	N	N	N	N	P	P	N
12-1a	N	N	N	N	P	P	N
1-2a	N	N	N	N	N	N	N
2-3a	////	////	////	N	N	N	////
3-4a	////	////	////	N	N	N	////

50.0 Peak hours = $\frac{3.000 \text{ minutes}}{60 \text{ min/RT}} = 50 \text{ Round Trips}$

78.0 Non-Peak hours = $\frac{4.680 \text{ minutes}}{30 \text{ min/RT}} = 156 \text{ Round Trips}$

130.0 Total hours = 206 Round Trips

22 seats/vehicle

80% capacity = 17.5 seats

30% capacity = 6.5 seats

PEAK RIDERS: 50 RTs x 17.5 seats = 875 passengers x 6 vehicles = 8,400

NON-PEAK RIDERS: 156 RTs x 6.5 seats = 1,014 passengers x 6 vehicles = 6,085

TOTAL WEEKLY RIDERSHIP GOAL: 11,335

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2. AWARENESS

The very act of accomplishing the primary consumer objective will provide the means for addressing the secondary consumer objective, which is to begin improving the perception of local mass transit among residents and visitors.

The objective is to make the public aware of the "ELECTROWAVE's" position as one progressive link in an evolving transportation chain. By citing the economic, ecological and travel convenience contributions being made by the "ELECTROWAVE," a positive perception for expansion can begin to be established.

Awareness goals will, therefore, be two-fold:

1. 65% local awareness of what the "ELECTROWAVE" is (name recognition; product identification) after three months of operation;
2. 65% positive association made with the name among locals who have heard of it by years' end.

C. ADVERTISING AND SPONSORSHIP SALES OBJECTIVES

Recognizing that the marketing budget allocated is not adequate relative to the tasks that must be accomplished, it is planned to generate additional marketing funds through advertising sales. This will take the form of barter as well as cash sales, trading advertising/sponsorship opportunities in the "ELECTROWAVE" in exchange for other services needed.

One such barter arrangement is currently being finalized with Spec's Music. They will supply on-board music in exchange for advertising within the "ELECTROWAVE". Royalty and licensing fees, had the MBTMA tried to implement this alone, would have made the playing of current music on-board an impossibility and would have required an expensive license for use of music.

An inexpensive packet has been designed describing the costs and opportunities available for advertising sponsorship, which will be utilized by members of the MBTMA Marketing Committee to solicit participants. There is a possibility, however, that sponsorship opportunities may be sold to a single source for resale, based on guidelines set by the MBTMA.

The goal is to generate a minimum of \$100,000 during the first year in cash and other services, thereby doubling the marketing budget. Cash collected through sponsorships will be deposited in the City's shuttle project budget.

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D. MEASURING THE RESULTS

1. USAGE

A capital expenditure of more than \$3 million for a project surely warrants some assurance that the investment is paying off. In this case, because no fare is being charged, the pay-off is in users rather than number of sales or dollar volume. The vehicles will be equipped with counting devices (type to be determined) so that ridership can be quantified daily. A monthly progress report derived from accurate weekly records will eliminate any question of the degrees to which the goals for usage are being achieved.

2. AWARENESS

In order to determine whether or not we are achieving the goals stated earlier for awareness of the service and positive perception of the service, the *MBTMA* will conduct surveys in the area. This information can be used to determine if there is any need for modifications in marketing tactics and/or operations. (These surveys will be funded from the *MBTMA* contract management budget rather than the shuttle marketing budget.)

IV. MARKETING STRATEGY

A. THE TEAM

Marketing of the project is being guided by the members of the "ELECTROWAVE" Marketing Task Force, under the chairmanships of the President of the Miami Beach Transportation Management Association, and its Executive Director.

The following companies, selected from respondents to RFP's, have been retained to execute various segments of the marketing effort:

<i>Rubin, Barney & Birger:</i>	public relations
<i>Bridge Studios:</i>	graphic design and production

It should be noted that in each case, payments made to these firms reflect only a part of the actual value of the services that will be received. Each has agreed to forego a significant portion of its normal fees for time and service.

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B. TIMING

Outlined below is the timetable for accomplishing the various marketing components needed prior to the start of service.

JUNE 1997

- Obtain phone number for "ELECTROWAVE" information

JULY 1997

- Release RFP's for graphic design, marketing, & public relations

AUGUST 1997

- Select source for logo design
- Select source for brochure design and layout, stationery design, advertising, copy and layout, and production supervision
- Select source for public relations
- Begin planning launch event

SEPTEMBER 1997

- Approve final logo design
- Approve route signage & information station
- Develop advertising rate card and sponsorship package
- Continue planning launch event

OCTOBER 1997

- Produce and install brochure racks in vehicles
- Produce route signage & information station
- Design brochure
- Approve final stationery design
- Produce stationery
- Secure on-board audio source
- Begin to solicit sponsors or sell to single source for resale
- Develop plan for Opening Ceremonies
- Finalize wraps on all vehicles
- Finalize launch event

NOVEMBER 1997

- Finalize advertising revenue
- Produce brochure
- Develop press kit
- Finalize pro bono media plan
- Obtain approval for information stations
- Begin media relations
- Finalize contracts with advertisers

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DECEMBER 1997

- Continue PR activities
- Finalize pro bono advertizing
- Conduct long-lead media FAM tours
- Begin distribution of brochures
- Place route information stations
- Conduct South Beach orientation training for drivers

JANUARY 1998

- Conduct media FAM tours
- Begin teaser PR campaigning
- Produce and circulate MBTMA Newsletter
- Finalize arrangements with Spec's Music for music on all "ELECTROWAVE" vehicles
- Finalize launch event

FEBRUARY 1998

- Begin designing ridership survey to be conducted at end of 1st quarter

C. PUBLIC RELATIONS

Public relations activities planned by Rubin, Barney & Birger will include:

- conducting informal media audit
- creating an "ELECTROWAVE" news bureau
- preparing press kits
- training spokesperson
- writing and issuing news releases
- implementing a pre-launch teaser campaign
- coordinating media FAM trips
- arranging editorial briefings

Besides promoting the "ELECTROWAVE's" value as a service to South Beach visitors, workers and residents, public relations must accomplish the on-going task of positioning the "ELECTROWAVE" as one link in the evolving transit system that will tie Miami Beach to the airport, seaport and Downtown Miami.

Working with the City of Miami Beach, the Miami Beach Chamber of Commerce, the Greater Miami Convention & Visitors Bureau, and the Miami Beach Convention Center, public relations must inform the rest of the traveling world of this fun new convenience added to the South Beach experience. Other sources of information include articles in in-flight airline magazines, meeting and convention publications, and travel magazines (both consumer and travel industry).

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D. ADVERTISING

Advertising, in the form of broadcast, print, outdoor, internet and direct mail will be used to achieve the local awareness needed to reach the ridership goals in this marketing plan. It is planned that no advertising will be paid for — 'no-charge' public service time and space will be sought from virtually every local medium.

Commitments to provide for free advertising support have already been obtained from the following:

- | | |
|---|---|
| <i>FP&L:</i> | "ELECTROWAVE" article included in newsletter mailed to all Florida residents and businesses |
| <i>City of Miami Beach:</i> | "ELECTROWAVE" flier included with City's water bill mailed to all residents and businesses |
| <i>Metro Dade Transit:</i> | advertising the "ELECTROWAVE" on inside & outside of buses, metrorail, and metromover; distribution of "ELECTROWAVE" route map and brochure |
| <i>A.K. Media:</i> | advertising the "ELECTROWAVE" on outdoor billboards throughout Metro Dade County and on bus shelters on Miami Beach |
| <i>Miami Beach Convention Center:</i> | "ELECTROWAVE" insert in Convention Center packets and the Jackie Gleason Theatre (TOPA) program; distribution of "ELECTROWAVE" route map and brochure |
| <i>Welcome Magazine:</i> | "ELECTROWAVE" cover and article included in publication (over 220,000 publications distributed to hotels weekly) |
| <i>Greater Miami Convention and Visitor's Bureau:</i> | "ELECTROWAVE" information in all promotion packets |
| <i>American Airlines:</i> | "ELECTROWAVE" article included in in-flight magazine |

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E. BUSINESS TO BUSINESS

During the month prior to commencement of "ELECTROWAVE" operations, the *MBTMA* staff will issue a newsletter to the business establishments in the South Beach commercial district regarding employee usage of the system. The *MBTMA* will work closely with the merchants in this area to cultivate cooperation.

As a follow-up, the *MBTMA* staff will personally call these businesses to answer any questions as well as to insure that employees have been properly informed about using the "ELECTROWAVE". After one month, the *MBTMA* will conduct a survey to determine the rate of usage of the "ELECTROWAVE".

Objectives

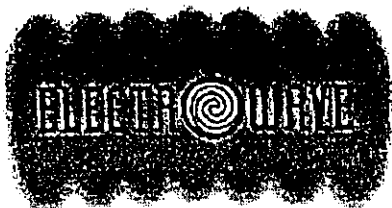
- Create climate of enthusiasm and acceptance among target audiences
- Generate ridership of Florida's first electric shuttle system in Miami Beach.
- Maintain effective communications between Miami Beach Transportation Management Association and general public



Strategy



- Communicate project benefits: free transportation, environmentally safe, eases parking and traffic problems
- Incorporate key messages into media campaign, i.e., available, user-friendly, free, frequent & fun
- Leverage successful electric bus programs in other cities



Key Audiences



- Tourists
- Residents
- Employees/Employers
- Local Visitors
- Convention Attendees
- City Officials



Media Relations



- Target Media: Anglo & Hispanic
 - Print: South Florida
 - » Daily/weekly newspapers
 - » Consumer magazines
 - » Targeted trade publications (national)
 - Broadcast & Radio
 - » Local network affiliates
 - » Local and select syndicators
 - » Miami-based international outlets



Media Relations (continued)



- Conduct Media Training
 - Identify spokespersons and media train
 - Prepare spokespersons for interviews
 - Fine tune message points



Media Relations (continued)



- Create Teaser Campaign
 - peaks interest of targeted media
 - item sent every other day
 - initiate one week prior to launch event



Media Relations



● Sample Teasers

- 1st -- Pack of batteries with note: "Charged up and ready to cruise"
- 2nd -- Map of South Beach "Soon it will be easier to see all that South Beach offers"
- 3rd & Final -- Oversized dollar bill "You won't need this to Catch The Wave!"
(Include brochure, press kit, launch invite)



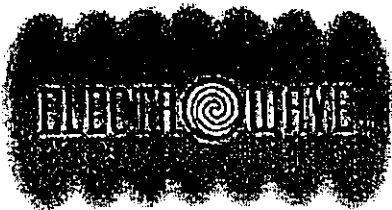
Budget



To conduct the program described herein, our professional fee would be \$40,000 plus out-of-pocket expenses. However, one of the ElectroWave's sponsors, Florida Power & Light (FPL), is a long-standing client of the firm and has requested our involvement with the project.

In light of this, we are offering pro bono services for 20 percent of the fee, and FPL will cover 20 percent (specifically our time involved with participation and offering strategic counsel to the ElectroWave Marketing Committee).

Therefore, we will bill the remaining fee of \$24,000, plus out-of-pocket expenses to the MBTMA.



Budget (continued)

RUBIN
BARNEY
&
BIRGER

We will track hours for each assignment and prepare detailed activity reports. Certain out-of-pocket expenses, such as postage, travel, etc., will be billed to you on a net basis with no markup. Other out-of-pocket expenses such as photography, typesetting, art work, production, audio/visual work, etc., are billed on a net basis with a standard agency markup of 17.65 percent. We encourage clients to direct bill out-of-pocket expenses when possible to avoid the firm's standard markup.

Statements are mailed at the beginning of each month and contain supportive invoices for expenses. They are due and payable upon receipt.



TRAILBLAZING SIGNS

The use of a distance "countdown" system on trailblazer signs for destinations which are eight km or more from the interchange or intersection is **highly** recommended. The use of the distance "count down" system for destinations eight km or less from the exit, should be considered when a motorist could drive through highly developed areas, or through a "Y" intersection, or multiple strip developments to reach their destination. The use of the countdown distance system should be based upon specific site/area conditions.

MOTORIST SERVICES SIGNS

Motorist services signing may be used when such services are infrequent, and not within sight of the interchange.

Limited and Non-Limited Access Highways - General Criteria

- Requests for motorist services signing (except Logo signing) shall be directed to the District Traffic Operations Engineer.
- Signing for motorist services is considered supplemental to overall signing.
- Motorist services signs, including signing for state agency buildings, have a white legend on blue background, except for multi-modal facilities.
- The name of the operating agency, community, group, individual's name or enterprise shall not appear on the service sign, except for state agency buildings, and other facilities meeting the criteria established in this section.
- Symbol signs for Hospital, Airport, Amtrak, Greyhound, Cruise-based Seaports and Commuter Rail may be used in urban or rural areas, at the discretion of the District Traffic Operations Engineer.
- Tourist Information Centers will use word legend signs.
- In no case shall signing be erected that would function primarily as advertisements for businesses.
- Signs for a Hospital may be erected on the State Highway System in advance of the interchange or intersection which provides the most practical route to that facility when:
 - The hospital facility has an emergency room open 24 hours each day, seven days a week. Where more than one hospital meeting the criteria is available from any one interchange or intersection, only the hospital

New 4/96

Sign Section II 16

