

**FINAL REPORT**

# **Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study**

Submitted to  
**Martin Luther King, Jr.  
National Historic Site**

Prepared by

**DWA**  
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**April 2007**

## Executive Summary

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The purpose of the Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study was to determine the feasibility of providing a shuttle to serve the tourist attractions in downtown Atlanta. The Superintendent of the Martin Luther King, Jr. National Historic Site surmised that more people would visit the site if it were easier to find. He is not alone in that assumption. A lot of effort has gone into two fairly recent studies. Others agree that getting to the attractions in Atlanta is difficult enough to discourage visitation.

This study was designed to gather and accommodate wide stakeholder input. In fact, the attendance and attention were excellent. The stakeholder input from each meeting and comment sheet helped drive the agenda for the following meeting. This report is the culmination of that input.

In addition to stakeholder meetings, data was gathered through surveys, comment sheets, face-to-face interviews, telephone interviews, and document research. Research extended beyond the region to selected shuttle service providers around the country.

Stakeholders were presented with potential route segments and stops, hours of operation, frequency of service, estimated costs, and funding opportunities. They discussed and agreed on keys to success. This report provides information on vehicle types and fleet size along with methodologies for determining potential revenue from ticket sales.

The report concludes with recommendations, which culminate in a nine-step implementation plan. These steps include:

- ✓ Establish a leader or champion to spearhead the project. This leader could be MARTA, Central Atlanta Progress (CAP), the Atlanta Convention and Visitors Bureau, the downtown Transportation Management Association, or another.
- ✓ Establish a program administrator.
- ✓ Establish an on-going liaison among stakeholders to coordinate with other programs, such as CAP's wayfinding program.
- ✓ Pick one or more segments from those defined in this study.
- ✓ Secure stakeholder support (require ticket sales, marketing).
- ✓ Secure funding (RTP, TIP, etc.).
- ✓ Write RFP for a turnkey operation, providing vehicles, maintenance and operation, and possibly information.
- ✓ Evaluate periodically and review process.
- ✓ Add more segments and stops as warranted.

**April 2001**

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# 1

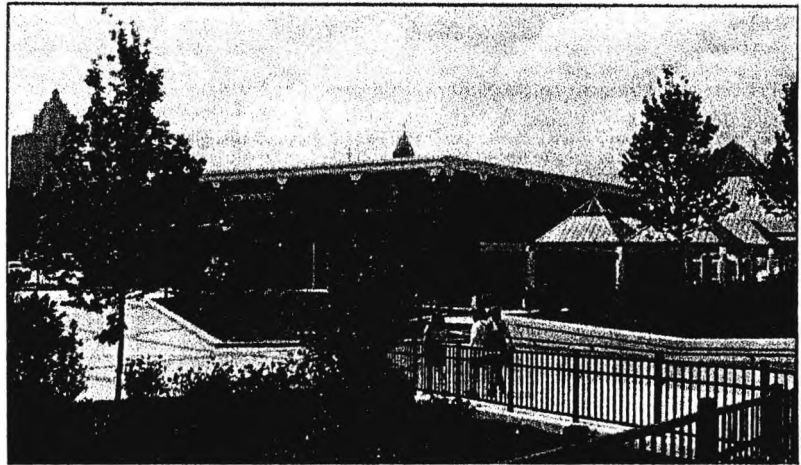
## Study Purpose

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*The Martin Luther King, Jr. National Historic Site is located only 1½ miles east of downtown Atlanta.*

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The Martin Luther King, Jr. National Historic Site includes a modern visitors' center, APEX (African American Panoramic Experience) Museum, Martin Luther King, Jr.'s birth home, Ebenezer Baptist Church, Fire Station No. 6 Museum, and the Martin Luther King, Jr. Center for Nonviolent Social Change. Visitation is highest in January, February, June, July, and August, and lowest in October, November and December. It is located only 2.5 kilometers (1½ miles) east of downtown Atlanta, Georgia.



*Martin Luther King Jr. National Historic Site*

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*Difficulties in getting to the site were inhibiting increased visitations.*

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Visitation to the site falls far short of potential. Out of some 8,000,000 visitors to Atlanta per year, the Martin Luther King, Jr. National Historic Site only receives about 500,000 visitors. Most of those visitors are local school children who arrive on special transportation (usually chartered for a school field trip).

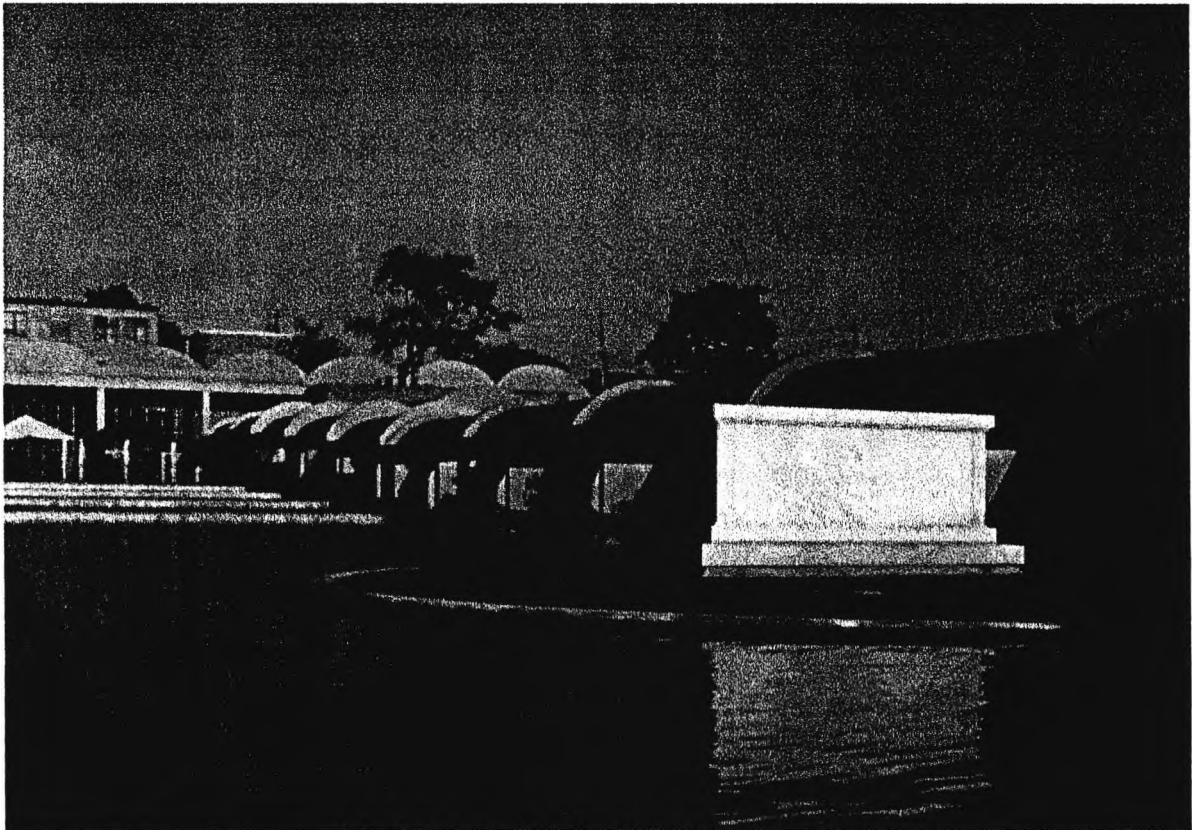
Because directions to the Martin Luther King, Jr. National Historic Site by automobile and transit can be somewhat confusing, it was surmised that difficulties (both real and perceived) getting to the site were inhibiting increased visitations.

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*The results of the study will determine whether or not the stakeholders pursue implementation of a shuttle service.*

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A study was initiated to determine the feasibility of operating a shuttle service connecting the Martin Luther King, Jr. National Historic Site with other points of interest in the downtown area. The study involved stakeholders who would help guide the results. Those results would then determine whether or not the stakeholders would pursue implementation of a shuttle service.



*Martin Luther King Jr. National Historic Site*

# 2

## Data Collection

### Stakeholder Participation

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*An important aspect of developing this project was the identification and involvement of stakeholders.*

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An important aspect of the project was the identification and involvement of stakeholders. Prior to the kick-off meeting, a logical list of participants was developed. A working list of additional stakeholders was created and expanded throughout the meeting. Participants were also encouraged to call the project manager or consultant at any time following the meeting with other names. Additionally, the follow-up comment sheet requested more names for the list. Table 1 is a list of stakeholders who were actively pursued with written invitations and follow-up phone calls.

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*All meetings were open to anyone who wished to attend.*

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The stakeholder list included all major tourist sites and cultural and historic points of interest as far north as Rhodes Hall (1516 Peachtree Street NW), as far south as Zoo Atlanta, as far west as Herndon Home (587 University Place NW) and as far east as Fernbank Science Museum. Also invited were public sector transportation agencies, planning agencies, private sector transportation providers, development authorities, and the news media. An article, which ran in the Atlanta Journal and Constitution shortly after the kick-off meeting, generated community interest.<sup>1</sup> All meetings were open to anyone who wished to attend, and everyone who requested was added to the mailing list.



*Underground Atlanta*

### *Stakeholder Meetings*

**November 21, 2000**

A kick-off meeting, attended by 32 people, was held November 21 at the Martin Luther King, Jr. National Historic Site. Complete meeting notes, including a list of attendees, can be found in Appendix A.



TABLE 1

<b>Invited Stakeholders</b>	
*Adair Greene	Georgia Department of Industry, Trade & Tourism
*Aderhold Properties, Inc.	*Georgia Regional Transportation Authority
*America Sightseeing Atlanta/Guidelines Atlanta	*Georgia Trust, The
*American Coach/Gray Line of America	*Georgia World Congress Center
APEX Museum	*Herndon Home, The
*Atlanta Botanical Garden	*High Museum of Art
*Atlanta City Council, City of Atlanta	*Historic District Development Corporation
*Atlanta Convention & Visitors Bureau	*Historic Oakland Foundation
*Atlanta Cyclorama, The	*Jimmy Carter Library and Museum
*Atlanta Daily World	*Margaret Mitchell House Museum
*Atlanta Development Authority	*Metro Atlanta Chamber of Commerce
Atlanta History Center, The	*Metropolitan Atlanta Rapid Transit Authority
*Atlanta Preservation Center	*National Park Service
*Atlanta Regional Commission	Nucifora Consulting Group
*Atlanta-Fulton Public Library System	*O'Leary Partners, Inc. (Underground Atlanta)
*Bureau of Taxicabs and Vehicle for Hire	*Party Bus
*Carter Center, The	*Pond & Company
Capital City/Trailways of GA	Presenting Atlanta
*Centennial Olympic Park	SCI-TREK
*Center for Puppetry Arts	*Southeastern Bus Sales
*Central Atlanta Progress, Inc.	*Southern Coalition for Advanced Transportation (SCAT)
Children's Museum	State of Georgia Department of Transportation
*City of Atlanta	*Sweet Auburn Festival (Curb Market)
Classic Tours and Destinations	Tours by BJ
*CNN	*Turner Properties, Inc.
*Commuter Shuttle Service D.B.A. Dove/Moore Inc.	*William Breman Jewish Heritage Museum, The
*Day Wilburn Associates, Inc.	*Woodruff Arts Center
*Destinations South, USA	*World of Coca Cola, The
*Event Transportation Associates, Inc.	*Zoo Atlanta
*Fernbank Museum of Natural History	
*Fulton County Arts Council	
*George's Motor Coach	

\*Returned completed survey, wrote letter of interest, attended at least one meeting, or received personal briefing.

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*There was an open discussion and comments were recorded.*

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The project team discussed the purpose of the project and explained the tasks that were to be undertaken. The list of stakeholders was added to as the meeting progressed. The project team explained the kind of information that would be requested from study participants and presented the project schedule. An open discussion, with comments recorded, was held and a survey was distributed. Subsequently, meeting notes were mailed to everyone on the mailing list and survey forms were sent to those who had not attended the meeting. See Appendix B for a copy of the survey form.

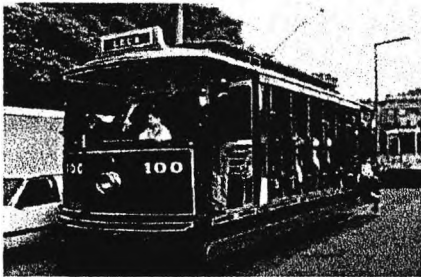
#### **December 8, 2000**

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*A briefing was held at MARTA Headquarters.*

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A briefing was held at MARTA Headquarters for seven MARTA representatives. Notes from the meeting may be found in Appendix A. The scope and purpose of the project were described to the MARTA representatives and notes from the November 21 meeting were distributed. MARTA agreed to send representatives to the next meeting.



*European style trolley*

#### **January 11, 2001**

A stakeholder meeting was held January 11 to further develop information gathered in the first meeting and to obtain more specific input. Notes from the meeting, along with a list of participants, may be found in Appendix A.

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*We broke into smaller groups for discussion of (1) desired service patterns and (2) essential criteria for success.*

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The meeting began with an overview of research results concerning proposed projects in the study area, previous studies on circulator systems, information gathered from interviews around the country, keys to success, preliminary cost information, and results of the survey initiated at the last meeting. The results of the last meeting were summarized and then participants broke into smaller groups for discussion. The areas of discussion were (1) desired service patterns and (2) essential criteria for success. A long list of ideas was generated. Following the meeting, an organized compilation of the ideas was distributed to the mailing list. The list may be found in the meeting notes in Appendix A.



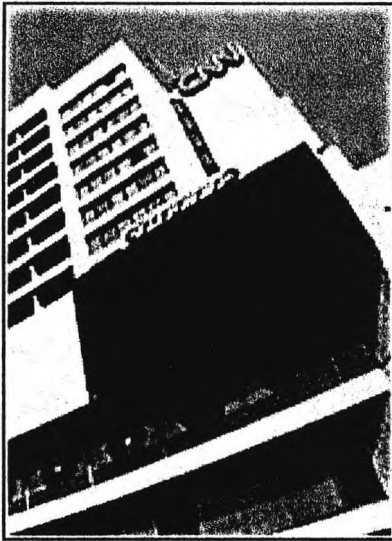
February 23, 2001

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*Five potential segments for shuttle routes were defined.*

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Based on the results of the January meeting, five potential segments for shuttle routes were defined on a map. The segments were presented at the February 23 stakeholders meeting, along with estimated costs. The segments were (1) from downtown to the Martin Luther King, Jr. National Historic Site, (2) from the Martin Luther King, Jr. National Historic Site to the Carter Center, (3) from the Martin Luther King, Jr. National Historic Site to Oakland Cemetery, Cyclorama, and Zoo Atlanta, (4) from Five Points to Rhodes Hall, and (5) from CNN Center to Herndon Home. See Figure 1 for a map of the segments.



*CNN Center*

Funding strategies were listed and discussed. Strategies included shuttle tickets, private sponsorships, advertising, convention packages, federal grants, community improvement district funds, sales tax, and development impact fees.

The meeting ended with a discussion on the essential keys to success and next steps. The essential keys to success are finding a champion and program administrator, widespread marketing, user-friendly routing, and abundant information. Also important are frequent service, one or more hubs, and identifiable vehicles. Detailed information concerning approximate routing may be found in Appendix C, along with a list of essential keys to success.

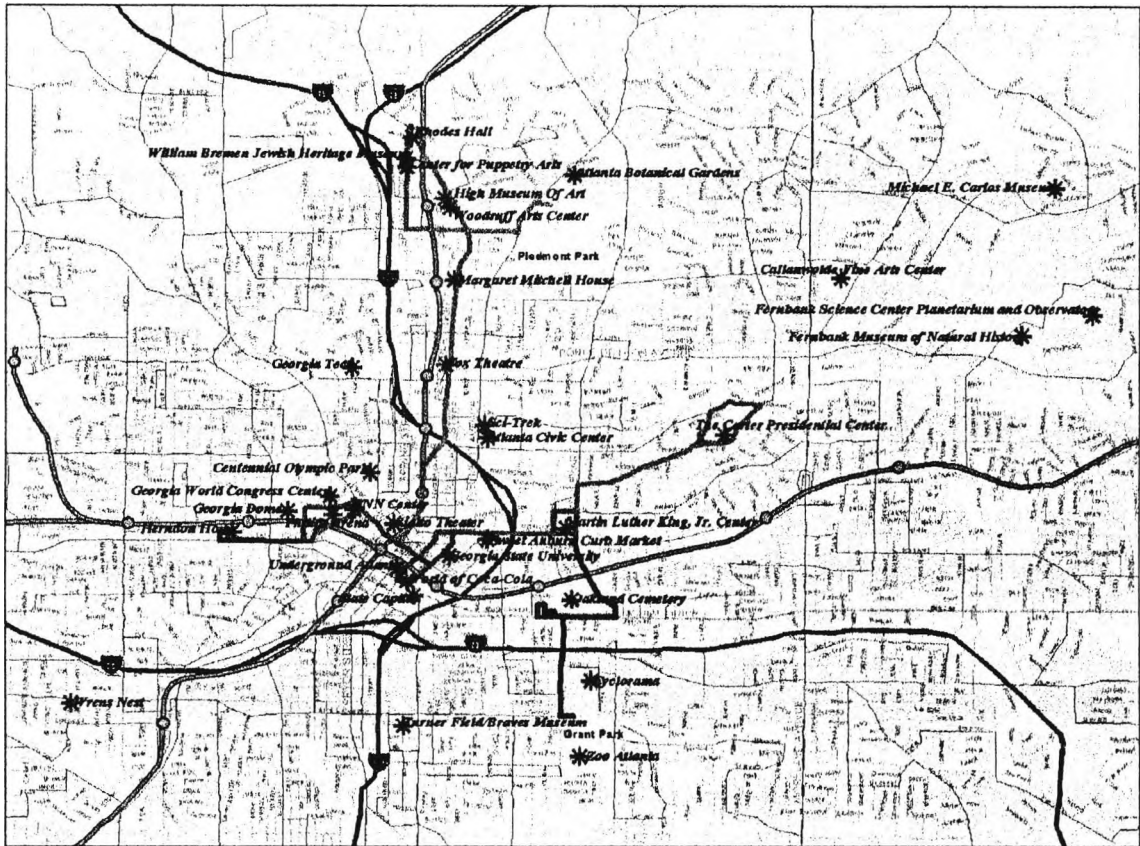
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***Keys to success:***

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- ✓ *Adequate, long-term funding*
    - ✓ *Champion*
  - ✓ *Program administrator*
  - ✓ *Widespread marketing*
  - ✓ *User-friendly routing*
  - ✓ *Abundant information*
    - ✓ *Frequent service*
      - ✓ *Hub(s)*
  - ✓ *Identifiable vehicles*
-

**FIGURE 1**  
**Map of Segments**



**Description of Proposed Segments**

- ❑ Segment One: from downtown to the Martin Luther King, Jr. National Historic Site to the east and the CNN Center to the west
- ❑ Segment two: from the Martin Luther King, Jr. National Historic Site to the Carter Center
- ❑ Segment three: from the Martin Luther King, Jr. National Historic Site to Oakland Cemetery, Cyclorama, and Zoo Atlanta
- ❑ Segment four: from Five Points to Rhodes Hall and the Botanical Gardens
- ❑ Segment five: from the CNN Center to Herndon Home

**Legend**

- \* Points of Interest
- ▬ Segment One
- ▬ Segment Two
- ▬ Segment Three
- ▬ Segment Four
- ▬ Segment Five
- MARTA Stations
- ▬ MARTA Rail Lines
- ▬ Interstates
- ▬ MARTA Bus Routes
- ▬ Streets



*Electric Bus*

A comment sheet was distributed with responses requested in a week. Requested comments included the participant's input on the routing, funding sources, and how much they might be willing to financially support the shuttle service. Six participants returned the comment sheets. They stated that the routing made sense and they felt that a combination of funding would be required. Two responders said they may be able to offer very limited financial support, two said they could sell tickets but would not have hard dollars available. Two did not respond to the financial support question.

The idea surfaced during the meeting that the proposed downtown Transportation Management Association (TMA) might be willing to become the shuttle operation administrator and that the Atlanta Downtown Improvement District (ADID) might be willing to help fund the shuttle.

#### **April 19, 2001**

This meeting was held for the purpose of discussing the draft final report which was distributed by mail to the stakeholders on April 10, 2001. The idea of adding segment two (which runs from the Martin Luther King, Jr. National Historic Site to the Carter Center) to segments one and five for the first phase of implementation was presented. Segment one runs from the CNN Center to the Martin Luther King, Jr. National Historic Site, and segment five runs from the CNN Center to the Herndon Home.

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*Segments one, two, and five  
are recommended for  
the first phase implementation.*

---

Comments had been received requesting that the three segments be combined for phase one implementation. The three segments create a route with very little layover time, while segments one and two run alone have long layover times. This reduction in layover time means that the three segments can be run using only four vehicles. Therefore, the study team agreed to revise the recommendation to include segment two in the first phase of implementation.

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*Technology can help tie  
the shuttle to other  
transit systems in the region.*

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One of the participants suggested that the final report mention the advantage of the shuttle service connecting electronically with other transit services in the region to provide seamless customer information and seamless transfers to and from other transit systems. Notes from the meeting, along with a list of participants, may be found in Appendix A.

### **Reviewed Existing Documentation and Data**

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*Numerous previous studies  
were reviewed.*

---



*30-foot low floor diesel bus.*

During an interview, the Atlanta Convention and Visitors Bureau (ACVB) provided a copy of background information and a recent study titled "Entertaining, exciting, enjoyable Atlanta is accessible on MARTA: A presentation to MARTA" as well as survey results of tourist economic impact studies and tourist perceptions studies. The consultant study team obtained a copy of "Atlanta's Cultural Ring Transit System," a study completed shortly before the 1996 Olympic Games in Atlanta. During a briefing and interview with MARTA, the study team was provided background information and results of a Trolley Bus Survey conducted in 1999. Central Atlanta Progress (CAP) provided the 2000 Action Plan and employer survey information during an interview with the study team.

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*Extensive interviews were  
conducted.*

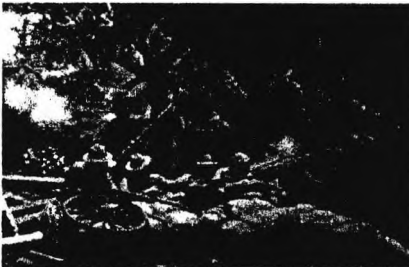
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The Southern Coalition for Advanced Transportation provided materials from a workshop titled "Electric and Hybrid Electric Buses: How to Launch and Maintain a System," and the Georgia Monorail Consortium provided a book titled "A 21<sup>st</sup> century transit solution for 21<sup>st</sup> century Georgia." A telephone interview was held with the Atlanta Regional Commission, and a hosted tour was taken of Underground Atlanta. A two-hour briefing and idea exchange was held with the Federal Transit Administration's Associate Administrator for Research, Demonstration and Innovation.

# 3

## Alternatives Development

### Routes and Stops



*Scene from Atlanta Cyclorama*

Shuttle routing in two previous studies shows remarkable similarities with one another. Large loops hitting a large number of sites accommodated desires to include all stakeholders, but never actually achieved implementation. In one study, frequencies were reduced to one-hour intervals to make the long routing affordable. Loops were so lengthy that most riders would experience long delays.

This study suggests segments that are designed as spurs, rather than loops, to counter these problems. The segments are short, giving two advantages: 1) the rider is not inconvenienced by long waits, and 2) the cost is relatively low. The segments could be implemented individually or in combinations (refer to Figure 1).

### Hours of Operation

Most of the sites represented by the stakeholders operate during the hours of 10:00 AM and 5:30 PM. Therefore, it is recommended that the shuttle run from 10:00 AM to 6:00 PM.

### Headways/frequency

Frequency of service varies from system to system. Pinellas' Suncoast Transit Authority trolley runs every 30 minutes; Philadelphia's PHLASH runs every 10 minutes; American Heritage Tour of Washington, DC runs every 20 minutes; and DASH in Charleston runs every 30 minutes. Previous feasibility studies of shuttles serving downtown Atlanta recommended headways from 5 minutes to 60 minutes. Shuttle operators around the country generally state that headways of greater than 20 minutes will discourage tourists from using a shuttle service. Most of the stakeholders agreed with the 20-minute parameter.



*Open-cabin sightseeing bus*

## Vehicle Types



*Old Fashioned Trolley*

Interviews with various tourist-oriented shuttle services revealed that the vehicle appearance is an important issue. Tourists avoid buses that look like public transportation, but enjoy transportation that appears to be an attraction itself. The stakeholders strongly agreed with the concept that the vehicle must become a part of the enjoyable tourist experience.

The National Park Service has specified that the vehicles must be environmentally friendly and preferably run using alternative fuel.

A concern was voiced at one stakeholder meeting about overhead wires associated with streetcars and trolleys. Neighborhoods in downtown Atlanta are working to eliminate visual pollution and would not agree to additional wires.

An additional issue that should be considered is vehicle maintenance, particularly with innovative vehicles. Maintenance can present an unknown factor that negatively impacts system performance. MARTA's Trolley Bus Survey found that some agencies are performing maintenance every 3,000 miles while others can reasonably provide service every 6,500 miles.<sup>2</sup>

Purchase price is a key factor in selecting the vehicles. MARTA's survey found that trolley prices varied from \$100,000 to \$200,000, with some as high as \$300,000.<sup>3</sup> A recent web search found a reconditioned 1981 33-passenger Boyertown Trolley for sale at \$35,000.<sup>4</sup> However, reconditioned trolleys will not meet the alternate fuel requirements and have limited availability, with quantities potentially as small as one or two vehicles.

## Fleet Size

All calculations below assume round-trip service, average speed of 8 MPH, 20-minute headways, eight (8) hours per day, and each segment run separately.

- Segment 1 from downtown to the Martin Luther King, Jr. National Historic Site will require three vehicles.

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*Vehicles must be:  
Attractive  
Environmentally friendly  
Low maintenance  
Reasonably priced*

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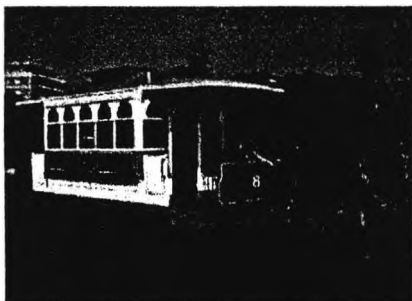
*How many vehicles?  
3 + 2 + 3 + 4 + 1 + 20% spares =  
4-15 vehicles,  
depending on the number of  
segments implemented.*

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- Segment 2 from the Martin Luther King, Jr. National Historic Site to the Carter Center will require two vehicles.
- Segment 3 from the Martin Luther King, Jr. National Historic Site to Oakland Cemetery, Cyclorama, and Zoo Atlanta will require three vehicles.
- Segment 4 from Five Points to Rhodes Hall will require four vehicles.
- Segment 5 from CNN Center to Herndon Home will require one vehicle.

### Capital and Operating Costs

The number of vehicles needed for the operation will vary depending on the number of segments implemented, field conditions, and the spare ratio that is maintained. For full operation, maintaining a 20% spare ratio, 10-15 vehicles will be required. A national trolley survey showed that most trolleys cost \$100,000 to \$200,000, with some costing up to \$300,000. Therefore, vehicle purchase will most likely cost \$1,000,000 -- \$3,000,000.



*Horse-drawn trolley*

A maintenance facility and equipment for the 1994 cultural ring study was \$250,000.<sup>5</sup> This will vary depending on the type of vehicle purchased. If a small number of vehicles are purchased, it may be cost-effective to contract for maintenance rather than purchase a facility. Additionally, it is important to note that under a contract for service the provider would handle the maintenance which would be paid for through the contract fee.

One option to reduce upfront costs is to lease vehicles. Vehicle leasing will probably run \$5,500 - \$6,000/month/vehicle (depending on the vehicle type) for a 2-year lease on a new vehicle.

Maps, uniforms, brochures, and tickets were estimated to run an initial \$75,000.<sup>6</sup> Operating costs include estimates for system operation, maintenance, and administration.

**Table 2**

**Funding Analysis**

Potential Source	Probability	Term of commitment	Issues
Shuttle tickets	High	Long-term	May out-price the service.
Private sponsorships	Medium	Intermittent	May require on-going oversight and management.
Advertising – inside and outside shuttle vehicles, brochures, web sites, maps, tickets, shuttle stops or shelters	Medium	Intermittent	Requires on-going oversight and management.
Convention packages – perhaps selling shuttle tickets as part of an entertainment package	Medium	Intermittent	Requires on-going oversight and management.
Federal Transit Administration (FTA) – funding possibly for a demonstration if there is a unique quality such as technology applied to downtown shuttle	Low	Short-term	Good kick-off, but permanent plan must be in place. Increased chance of obtaining funding if there is strong public/private package with many stakeholders participating.
Federal earmark with help from U.S Representative John Lewis	Low	Short-term	Good kick-off, but permanent plan must be in place.
Tax increment financing or community improvement district (CID) funds	Low	Long-term	Excellent solution in Buckhead but difficult downtown because CID already in place with funding committed elsewhere.
Local option sales tax	Extremely Low	Long-term	Politically infeasible.
City of Atlanta Transportation Impact Fees	Medium	Intermittent	Requires ordinance with approval from City Council.
Funding package that includes many elements of items listed above	High	Long-term with proper maintenance	A responsible party must put together the package and maintain it.

Based on stakeholder input, interviews, and research, the recommended source of revenue is a combination of the following:

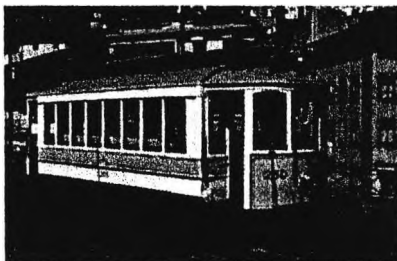
- Shuttle tickets
- Private sponsorships/advertising
- Convention packages
- Federal funds (US DOT grants and earmarks)
- Tax increment/Community Improvement District

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Reliable funding  
is crucial  
to the success  
of the shuttle service.

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Because reliable funding is crucial to the success of the shuttle service, it is recommended that the shuttle program manager consider hiring a broker responsible for ensuring a constant funding stream. Maintaining funding is a dynamic process. Funding opportunities change over time, grant applications must be written and re-written, new sources of revenue must be investigated, ideas for creative advertising must be evaluated, and marketing must be updated. The broker could be paid on a commission basis thus reducing risk for the program manager and increasing incentive for the broker.



*Electric trolley*

At the February 23, 2001 stakeholder meeting, the idea surfaced that the proposed downtown Transportation Management Association (TMA) might be willing to become the shuttle operation administrator and that the Atlanta Downtown Improvement District (ADID) might be willing to help fund the shuttle. If this opportunity does come about, either the TMA or ADID might want to hire a broker, as mentioned above, to help secure additional funding.

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*Trolley ticket prices around the  
country range from  
\$0.75 to \$16.00 or more.  
Some trolley rides are free.*

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The recommended funding package lists shuttle tickets. A short survey of east coast trolley operators shows ticket prices from \$ 0.75 to \$16.00 for somewhat similar services (see Table 3). The ticket prices are usually constrained by prevailing transportation costs in the immediate area. The higher priced services market themselves as providing tourist information as well as transportation.

**Table 3  
Fare Structure**

<i>Transportation Service</i>	<i>Fare</i>
Suncoast Trolleys in Clearwater, FL	\$1.00/ride or \$2.50 one-day unlimited pass
Philadelphia's PHLASH (PA)	\$4.00 for a pass
DASH in Charleston, SC	\$0.75/trip or \$2.00 for one-day unlimited pass
St. Simons Trolley (GA)	\$12.00 for adults and \$6.00 for children
American Heritage Tours in Washington, DC	\$16.00 for adults and \$7.00 for children for one-day continuous service with free re-boarding throughout the day
Future Buckhead shuttle	Free
ACVB report recommended...	\$8.00 for one-day pass for adults and \$5.00 for children
Cultural Ring Study recommended...	\$1.00/trip

Many factors will determine the best fare to charge. A Ridership Revenue Prediction Chart has been created for this project and can be found in Appendix D. The chart may be used to calculate fares and revenue in several ways. For example, by using the chart you can see that if a route segment serves three attractions and they have a total of 1,500,000 visitors, they will have to sell tickets at \$3.00/ticket to 5% of their visitors if they want to raise \$225,000. If the same sites can sell \$10.00 tickets to 2% of their visitors, they will raise \$300,000.

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*Using the Ridership Revenue Prediction Chart, you can predict revenue based on ticket price and the percent of visitors to a site who will purchase transportation.*

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Because most stakeholders offer tickets to their site for about \$5.00, it is unlikely that they will be able to sell transportation tickets for more than \$5.00. A realistic ticket price might be \$4.00, which is slightly less than the average attraction cost, and slightly more than one round-trip on MARTA.

We can begin with an assumption that 2% of the visitors will be willing to purchase transportation. This is, of course, contingent on the service being marketed by venues and operated well. If the service is highly successful, and vigorously marketed, that number could jump significantly.

Given these assumptions, the revenue can be predicted based on the number of sites included in the routing and the number of visitors to each of those sites. For example -- assuming 2% of the visitors will purchase shuttle tickets and tickets cost \$4.00 each -- a routing that includes Centennial Park (1.4 million visitors), World of Coca-Cola (1 million visitors), and the Martin

Luther King, Jr. National Historic Site (500,000 visitors) can reasonably be predicted to generate \$290,000 in revenue.

## Implementation Strategy

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*Possibilities range from forming an exclusive alliance with MARTA to letting a Request for Proposals (RFP) for service.*

---

A range of operational approaches were studied and considered. Possibilities range from forming an exclusive alliance with MARTA to letting a Request for Proposals (RFP) for service. The selected strategy is highly dependent on the administrative structure that is chosen and the willingness of the administrator to pursue time-consuming activities, such as writing an RFP.

---

*SEPTA, Philadelphia's public transit provider, has been operating trolley service since 1979.*

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In a city with extensive transit coverage, it makes sense to take full advantage of the existing transit service. In the Philadelphia area, Southeastern Pennsylvania Transportation Authority (SEPTA) has been operating trolley service since 1979. SEPTA ranks as one of the largest operating trolley bus fleets in the country with a total of 66 trolleys.<sup>7</sup> Others operating trolley services include the Charleston Area Regional Transportation Authority, Dallas Area Rapid Transit Authority, and Central Ohio Transit Authority, just to name a few. VIA Metropolitan Transit of San Antonio racks up over 600,000 annual miles in trolley service.<sup>8</sup> There is an apparent precedence on the national level for the local public transit agency to run trolley service, and that service is sometimes subsidized by the city.

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*A private service in Washington, DC operates a successful trolley tour.*

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A number of for-profit operations successfully provide tourist shuttle service. For example, an Old Town Trolley Tours® advertisement reads,

Tour at your own pace! Old Town Trolley Tours® allows you to get off at any of our convenient stops (close to all attractions). When you are ready, just reboard and it's on with the tour. Spend as much time as you like as you make one complete loop.

Old Town Trolley Tours® are operated in Boston, Savannah, San Diego, Key West and Washington, DC. The Washington, DC tour lists 18 boarding locations.

# 4

## Recommendations

The recommendations made in this report are based heavily on stakeholder input augmented by research. Research was conducted through reports, publications, face-to-face interviews, and telephone interviews. The nine-step implementation action plan is described first, followed by the operational strategy, and finally costs and funding.

### Implementation Action Plan

The implementation action plan should contain the nine steps listed below:

#### **Find a champion.**

**Step 1:** Establish a leader or champion who will spearhead the project. This leader could be MARTA, Central Atlanta Progress (CAP), the Atlanta Convention and Visitors Bureau (ACVB), the downtown Transportation Management Association, or another. ACVB has strong connections to all stakeholders and has a good understanding of hotels, restaurants, and attractions. Additionally, ACVB is the first contact for the customer and already develops maps, brochures, and information. CAP has a strong role in the proposed downtown Transportation Management Association and the Atlanta Downtown Improvement District (ADID). For these reasons, CAP would also be an excellent champion.

#### **Establish an Administrator.**

**Step 2:** Establish a program administrator. For the reasons listed in step 1, the program administrator could be ACVB, CAP, MARTA, or another entity. There could be some overlap in the responsibilities of the champion and administrator. To avoid confusion, the two leaders should mutually agree (in writing) for which of the following duties each is responsible.

#### **Establish a liaison with other projects.**

**Step 3:** Establish an on-going liaison among stakeholders to coordinate with other programs, such as advanced technology programs that coordinate transportation services and CAP's wayfinding program. The champion or program administrator should



spearhead this group and establish regular meetings. The list of stakeholders in Table 1 provides a good starting point.

**Select segment(s).**

**Step 4:** Select one or more segments from those defined in this study. Beginning with a combination of Segments One and Five is recommended. These two segments tie together the major attractions in an east-west corridor, providing a high number of attractions for a reasonable amount of money. As success is built and others provide financial support, more segments may be added.

**Secure stakeholder support.**

**Step 5:** Secure stakeholder support through periodic meetings and the requirement of ticket sales and marketing.

**Secure funding.**

**Step 6:** Secure funding through the regional planning process, including requests in the Regional Transportation Plan and the Transportation Improvement Plan. Secure sponsorships from downtown corporations with the support of Central Atlanta Progress. The program administrator may want to hire a broker to ensure on-going financial support.

**Contract with an operator.**

**Step 7:** Two approaches are feasible. The program administrator may wish to approach MARTA with a request to provide service, or may prefer to begin with a request for proposals (RFP). If an RFP is developed, a turnkey operation including vehicles, maintenance, operation, and perhaps customer information is recommended. The selected proposer will finalize the specific stops and route structure.

**Provide periodic review.**

**Step 8:** Evaluate periodically and review the process. As time goes on, segments can be added and routes should be upgraded and revised.

It is important to keep in mind that field-testing has to occur to confirm written plans, and there must be flexibility in the planning process and in the system implementation.

**Add more segments and stops as warranted.**

**Step 9:** As success is built, and as more stakeholders contribute time and financial support, add segments and shuttle stops. Flexibility will help ensure success.

## Operational Strategy

The following operational strategy may be used regardless of who is chosen as the champion or program administrator.

### *Routes and stops*

There have been several studies of the downtown area with an interest in creating a tourist-oriented shuttle service. Even though they were thorough and well supported, none of the studies has been elevated to implementation. Several steps were taken in designing the route segments to help this study lead to implementation.

The overriding rationale is to keep it simple with point-to-point routing and several strong hubs. The segments are short spurs rather than long loops. A map of the segments may be found in Figure 1. The short spurs allow tourists to move from one attraction to another in a timely fashion. The segment concept permits a phased-in implementation, which was missing from other studies and may be the key to actual implementation.

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*Keep it simple with  
point-to-point routing  
and several strong hubs.*

---



*Oakland Cemetery*

The stakeholders have expressed a strong interest in serving the downtown hotels, as well as the Martin Luther King, Jr. National Historic Site and other attractions, with the first segment. Several stakeholders suggested routing for Segment One that would run north on Peachtree Street and west on Andrew Young International toward the CNN Center, rather than west on Marietta Street toward the CNN Center. The difficulty of the Peachtree Street routing is that turn restrictions prohibit entering Peachtree Street from Decatur Street and prohibit turns from Peachtree northbound onto Andrew Young International. Additionally, when reversing the route, one cannot run eastbound on Andrew Young International because it is a westbound one-way street in the first block west of Peachtree.

These issues should not stop efforts to create routing that is simple, direct, and serves some downtown hotels as well as tourist attractions. Navigating hotel loading areas will bog down the service and frustrate the customers, but reasonable attempts to locate stops around centers of activity should continue to take place. A great deal of work must be done in the field to confirm what works on the road in real traffic situations. Providing transportation is dynamic by nature and providers must be willing to revise and improve service on a periodic basis.

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*The plan  
should not be considered  
permanent or immovable,  
but rather  
a starting point.*

---

The routing suggested in this report follows closely the guiding principles that emerged in this project. These principles are that segments serve the tourist market with simple and fairly direct routing that touches most of the major attractions in downtown Atlanta. The segments allow phased implementation as funding becomes available. The plan should not be considered permanent or immovable, but rather a starting point.

A good starting point would be a combination of Segments One, Two, and Five, providing service from the Carter Center through the Martin Luther King, Jr. National Historic Site to the Herndon Home while serving the attractions in downtown Atlanta.

#### *Hours of operation and headways*

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*Service is offered  
every 20 minutes  
from 10 AM – 6 PM.*

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Based on attraction hours, it is recommended that the shuttle run from 10:00 AM to 6:00 PM. Input provided by shuttle operators around the country and the stakeholders suggests that headways (frequency) of 20 minutes are recommended.

#### *Vehicle types*

The stakeholders identified “attractiveness” as a high value for the shuttle service. The National Park Service has specified that vehicles must be environmentally friendly.

Other values that should be considered are cost and maintenance needs. A discussion of these issues may be found in Section 3: Alternatives Development.

The segment approach recommended in this report allows for the leasing or purchase of a small number of vehicles to begin service. After an evaluation period, additional vehicles could be added to the fleet for implementation of additional segments. The decision as to whether to lease or buy vehicles and the number to be put into service will depend on the number of segment(s) that are implemented and the length of those segments.

### *Fleet size*



*Martin Luther King, Jr.  
National Historic Site*

We estimate that Segments One, Two, and Five combined can be run with four vehicles and one spare. Additional segments will require additional vehicles.

A full-service contract can provide operation without an up-front vehicle acquisition. This may or may not be a good option. The administrator must be flexible enough to consider cost-saving options without overlooking opportunities for using grant-assisted vehicle purchase.

## **Costs and Funding**

### *Capital and operating costs*

Costs will vary widely with the (1) number of segments, (2) decision to lease or buy, (3) maintenance agreements, (4) vehicles chosen, and (5) additional necessities such as uniforms, maps, brochures, tickets, and bus stops. A full discussion can be found in Section 3: Alternatives Development.

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#### Estimated Costs

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Vehicle purchase: \$1,000,000 -- \$3,000,000  
Maintenance facility: ~\$250,000  
Uniforms, brochures, tickets, maps: ~\$75,000  
Annual operating costs: \$1,200,000 -- \$1,700,000

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## *Revenues*

Section 2 outlines options for revenues. A combination of the following is recommended:

- Shuttle tickets
- Private sponsorships/advertising
- Convention packages
- Federal funds (US DOT grants and earmarks)
- Tax increment/Community Improvement District

The shuttle program administrator should also consider hiring a broker responsible for ensuring a constant funding stream. The funding stream is crucial to success.

## **Special Regional Considerations**

### *Sharing Information to Promote User-friendly Transportation*

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*Visitors need information about available transportation and how the various transportation systems tie together.*

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The administrator and the stakeholders will need to work together to ensure success of the shuttle system. They will need to consider the needs of visitors, and encourage visitors to visit not only their attractions, but others as well. To accomplish this the administrator will need to make easily accessible information available about all the various forms of transportation and how they tie together.

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*A well-designed brochure, with inviting information, could be widely distributed by all the attractions as well as hotels.*

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The purpose is to ensure that the tourist knows how to enter the shuttle system and knows how to visit venues that are not covered by the shuttle system. The visitor should have one source of information that tells him or her what attractions are in Atlanta, a little bit about each attraction, how to get to each one, and how to get from one attraction to another. The visitor may begin in a hotel that is accessible only by taxi, so the first step will be a taxi ride to the attraction or an entry point of the MARTA system, or an entry point of the shuttle system. A well-designed brochure, with inviting information, could be widely distributed by all the attractions as well as hotels.

*Using Technology to Create Seamless Transportation*

The shuttle system should work with other transit providers in the region as they pull together in an effort to provide seamless transportation. In Step 3 of the Implementation Action Plan we mentioned the need to establish a liaison with other projects.

One of the goals of the transit providers in the region is to establish one source of information for trip itinerary planning. This will make it possible for a person to dial one phone number or visit one web page to receive information about going from any origin in the region to any destination regardless of whether they will use MARTA, Gwinnett County's transit, CCT, or Clayton County's transit. If the shuttle system is part of this information source, there will be tremendous opportunity for disseminating shuttle information.

Another initiative in the region is to create a transit fare system that allows a customer to travel from one transit system to another using only one fare medium such as a smart card. Again, there are some very obvious benefits to the shuttle system being a participant in such a regional initiative.

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*There will be great benefit  
to participating in  
electronic information sharing and  
electronic fare collection.  
It will make the shuttle  
available to a larger audience  
and it will help provide  
seamless public transportation  
in the region.*

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<sup>1</sup> The Atlanta Constitution, "Park service wants to give tourists a list," by Shelia M. Poole, December 2, 2000, Business Section.

<sup>1</sup> Summary of Findings for Trolley Bus Survey, Marketing Department, MARTA, February 11, 1999, page 4.

<sup>1</sup> Ibid.

<sup>1</sup> <http://www.nomadtransportation.com/index.html>

<sup>1</sup> Op. Cit. Summary of Findings for Trolley Bus Survey, page 3.

<sup>1</sup> Ibid.

<sup>1</sup> Ibid.

<sup>1</sup> Ibid.



# **APPENDIX A**

**Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study**

November 21, 2000 -- Meeting Notes

**SUBJECT:** MLK Historic Site Stakeholders Meeting  
**MEETING DATE:** November 21, 2000, 8:00 AM – 8:45 AM  
**TODAY'S DATE:** November 21, 2000  
**PREPARED BY:** Harriet Smith  
**ATTENDEES:** List attached  
**LOCATION:** MLK National Historic Site Theater

Frank Catroppa opened the meeting at 8:00 AM with a welcome.

Rod Wilburn gave an overview and introduced Harriet Smith. Harriet followed the agenda outlined in the attached PowerPoint presentation.

After self-introductions the audience was encouraged to list other stakeholders. The list included:

- MARTA (who had been invited)
- Private operators
- Retail shopping
- Hotels
- World Congress Center
- Georgia DOT (who had been invited)
- Fox Theater (who had been invited)

The meeting was opened for discussion.

- Bill Howard from the Atlanta Convention and Visitors Bureau (ACVB) mentioned that ACVB has done a study that showed two primary routes – one from the center of the city to the north and one from the center of the city to the east.
- Paul Kelman said that Central Atlanta Progress (CAP) has conducted a study in conjunction with the forming of a downtown transportation management association (TMA) and found that the primary concerns are traffic congestion, getting around, and getting lost. There are about a dozen employer-run shuttles currently operating in Atlanta. There may be opportunity for leveraging.
- Daniel O'Leary from Underground Atlanta mentioned that Underground could be the hub from which a transit service operates.
- Debi Starnes mentioned that the City of Atlanta is trying to get rid of some of the overhead wires and that she hopes that the shuttle service will not create more overhead wires. Aesthetics are important and shouldn't be forgotten.
- There was discussion about electric vehicles and how they might serve the area, and about the attractiveness of the vehicle that will beckon tourists.

## Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study

- Zoo Atlanta has 2,000,000 visitors a year and interest continues to grow now that the pandas are in residence. As attendance grows traffic and transportation problems will increase.
- At the Carter Center transportation is a big issue. A lot of tourists aren't sure how to get there or how they will get back.
- Cost is a big concern. We don't want the service priced so high that it discourages ridership, but we want high quality service. High quality service means that the size of the loop is not large and there is frequent service.
- Unfortunately, a trolley in traffic cannot move any faster than the vehicles around it. Perhaps the shuttle can be given priority such as signal priority or lane priority.
- Other issues related to cost are parking cost and availability, frequency of service, trip length, and discounted passes.
- Our efforts should be coordinated with neighborhood development.

Frank Catroppa thanked everyone for attending and promised that we will keep them informed.

The meeting was adjourned at 8:45 AM.

Attending the meeting were:

Tom E. Aderhold  
Aderhold Properties, Inc.

Harold M. Barnette

Harry Boxler  
City of Atlanta  
Bureau of Planning

Julie Herron Carson  
Atlanta Botanical  
Garden

Frank Catroppa  
National Park Service

F. H. Boyd Coons  
Atlanta Preservation Center

Jo Ann Haden-Miller  
Convention & Visitors Bureau

Jay Hakes  
Carter Library

Darrell Howard  
Georgia Regional Transportation  
Authority

H. W. (Bill) Howard  
Convention & Visitors Bureau

Joseph F. Jordan  
Atlanta-Fulton Public Library System

Paul B. B. Kelman, AICP  
Central Atlanta Progress, Inc.

Renee Kemp-Rotan  
City of Atlanta  
Department of Planning,

Jacqueline P. King  
High Museum of Art

Drew Marchman  
Woodruff Arts Center

Mary Kate McKenna  
Central Atlanta Progress, Inc.

Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study

Thomas N. Morton  
Pond & Company

Saudia Muwwakkil  
National Park Service

Daniel E. O'Leary  
O'Leary Partners, Inc.

Ronald W. Osterloh  
Pond & Company

Tim Polk  
City of Atlanta  
Department of Planning

David Porter  
World of Coca Cola, The

Dan Raudebaugh  
Southern Coalition for Advanced  
Transportation (SCAT)

Jennifer Self  
Southern Coalition for Advanced  
Transportation (SCAT)

Harriet R. Smith  
Day Wilburn Associates, Inc.

Debi Starnes  
City of Atlanta

Michael Syphoe  
Historic District Development  
Corporation

Tevi Taliaferro  
Historic Oakland Foundation

Martha L. Teall  
Georgia Trust, The  
Rhodes Hall

Lilliana Tobon  
CNN

Rod Wilburn  
Day Wilburn Associates, Inc.

Mtamanika Youngblood  
Historic District Development  
Corporation

**Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study**  
December 8, 2000 – Meeting Notes

**SUBJECT:** MLK Jr. National Historic Site Transit Study  
**MEETING DATE:** December 8, 2000, 2:00 PM – 3:30 PM  
**TODAY'S DATE:** December 8, 2000  
**PREPARED BY:** Harriet Smith  
**ATTENDEES:** List attached  
**LOCATION:** MARTA Headquarters, 4<sup>th</sup> floor conference room

Ms. Smith briefed the participants on the November 21 meeting by distributing and reviewing the overhead slides and the survey. She also read the input as recorded in her November 21 meeting notes.

Discussion centered on the unresolved questions such as where the system will go, who will pay for it, who will "own" it, and how will fares be charged? Ms. Wiggins asked if Georgia DOT will be involved. Without supporting infrastructure such as preferential treatment, the transit vehicles will be stuck in traffic along with everyone else. With rising traffic, this will not allow much advantage to the traveler. Steve Kish from GDOT was invited and, hopefully, will attend the next meeting.

Ms. Smith asked if there is any aspect we can emphasize to make the project more attractive for federal funding. Ms. Wiggins said that multiple partnerships with a great deal of involvement will be helpful. She emphasized that if partners are not willing to financially invest in the system, it probably will not find federal support.

Ms. Jones mentioned that she had completed a trolley study for MARTA in February 1999, and had found that commuters and tourist are not compatible. Tourists prefer leisure rides with a lot of information while commuters want to move from A to B as quickly and quietly as possible. Ms. Jones provided Ms. Smith with the results of her studies.

The MARTA representatives thanked Ms. Smith for the briefing and agreed that Mr. Saunders will attend the January 11 meeting. Mr. Brown will try to attend the meeting also. The meeting ended at 3:30 PM.

*Attending were:*

Harriet Smith, DWA, 404-249-7550  
Leslie Jones, MARTA, 404-848-5940  
Tony Hobson, AG, 404-351-8424  
Kelly Hayden, MARTA, 404-848-5966  
Jim Brown, MARTA, 404-848-5341  
George Saunders, MARTA, 404-848-5158  
Tony Griffin, MARTA, 404-848-5620  
Alice Wiggins, MARTA, 404-848-5026

**Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study**  
January 11, 2001 -- Meeting Notes

**SUBJECT:** Shuttle System Feasibility  
**MEETING DATE:** January 11, 2001, 9:00 AM – 11:00 AM  
**NOTES PREPARED:** January 15, 2001  
**PREPARED BY:** Harriet R. Smith  
**ATTENDEES:** List attached  
**LOCATION:** Martin Luther King, Jr. National Historic Site, Multi-purpose Room, 450 Auburn Avenue NE, Atlanta

Frank Catroppa opened the meeting and welcomed all in attendance. He introduced Harriet Smith.

Harriet asked for self-introductions. Following introductions, she gave the attached presentation. The group was then divided into two breakout groups to discuss criteria and service patterns. The breakout groups were encouraged to discuss criteria that make shuttle service feasible and their ideas about service patterns.

The purpose of the meeting was to gather information and ideas. Although consensus was sometimes reached, it was not a condition. The free flow of ideas and information was encouraged. Therefore, some of the comments may be contradictory. All comments will be considered in formulating recommendations.

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Comments fell into 13 categories. Those categories are listed below, along with associated issues and ideas that emerged during the breakout sessions.

1) COST AND FUNDING

- a) Funding is by far the most critical issue. Where will we get the money?
- b) In discussing cost it was suggested that there could be a park-ride site that includes fare on the proposed transit system. There could be passes that offer discounts to sites and discounted parking. A multi-attraction pass could include a shuttle pass or there could be a discount pass in convention packages. Package could include discounts for entrance fees to sites.
- c) Perhaps businesses could help fund the shuttle. For example, if there is a shuttle to art and antique areas, there could be sponsorship from the commercial enterprises that are being served.
- d) Funding could come from: ridership, sponsors, advertising, grants, restaurant tax, or liquor tax. We can try to leverage funds with other programs that may not be transportation related. We need to be aware of other studies and reports that may not be transportation related to allow the opportunity for leveraging.



## Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study

- e) Funding sources should be identified early on – will need to find a combination of sources -- check other systems and find out how they got the money – TEA-21 allows cultural transportation funds – federal category money usually is easier to get.
- f) Will require a public/private partnership – don't expect profit but don't want to lose money.
- g) Sites could offer discounted shuttle passes.
- h) Keep in mind that there are other regional shuttle projects so it may be difficult to fund.
- i) The average entrance fee for participating sites seems to be around \$5 -- \$6.
- j) Could include restaurants, shopping, and hotels -- could get support from them.
- k) Find operating costs – long-term funding
  - i) Downtown CID
  - ii) Need mixed funding – government, hotels, attractions, restaurants
  - iii) Ridership
  - iv) Corporate support and advertising

### 2) INFORMATION

- a) We will need an excellent map with information about where all the sites are located. (Bill Howard mentioned maps and guides that are available from the Atlanta Convention and Visitors Bureau and said that more are in development stages.)
- b) Information must be readily available and abundant so that the tourist never feels lost or disserved.
- c) Riders should be able to understand the system – using good clear information -- and then make best choices.
- d) Help tourists understand what they can see and how they can get there without a car.
- e) The vehicle is only a part of attractiveness. The user information side is important.
- f) Need to give information not only about shuttles, but also about taxis and MARTA so the tourists will know alternatives.
- g) Customer information is extremely important
  - i) Sites, details, options
  - ii) Way finding signs
  - iii) Umbrella information on all options
  - iv) Other languages
  - v) Web site
- h) Give information along the route about the site you are getting ready to visit – all sites along the route – use brochures as well as aural information.
- i) The shuttle system must be user friendly.
- j) Need to let tourists know they can get around Atlanta for a lower price than renting and parking a car.
- k) Atlanta Convention and Visitors Bureau (ACVB) will get information out to people if we get the information to ACVB.

3) MARKETING

- a) A strong marketing campaign is imperative.
- b) First point of contact for conventioners is housing companies who book conventions – could sell passes from first point of contact.
- c) Collective marketing package could be sold to attendees (housing companies).
- d) Conventioners don't think of Atlanta as a tourist destination so we must attract them to the tourist sites.
- e) Need to change from present perception to the future idea that Atlanta could be a tourist destination – need little successes along the way.
- f) Long-term vision is important but we need some successes along the way.
- g) Should be able to see photos of attractions, read information about attractions, and purchase tickets on-line.

4) AUDIENCE

- a) The audience will not be families because we do not have the ability (with this service) to attract families to Atlanta. The target audience will be the business and convention traveler who is already in Atlanta but is not visiting the local attractions.
- b) Secondary audience might be families and local tourists.
  - i) Understand difference between convention and family market (maybe folks from suburbs).
  - ii) Tourist and commuters see things differently.
  - iii) Not just out of town tourists but local folks.
  - iv) May be used by employees of sites but don't dilute focus and lose key groups.
- c) We will not target the commuter because the commuter's needs and the tourist's needs are different. The commuter wants the fastest and least distracting ride to the destination whereas the tourist would like entertainment along the way.

5) ROUTING

- a) A theme (such as history, culture, music) will attract tourists. At the same time it is important that the sites hang together geographically. Dispersing trips over a large area will make the ride too long and tedious, and will make it harder to attract riders.
- b) Look at key corridors and planned land uses for the future and how all work together.
- c) Stops should not be too frequent because we don't want to discourage walking.
- d) There needs to be a hub from which all service pulses. Underground Atlanta and the Martin Luther King, Jr. National Historic Site were suggested as potential hubs.
- e) Hotels are good trip origins, convenient to the hotel guest. Perhaps one route could pick up hotel guests and bring them to the pulse point.
- f) Need sufficient stops in clusters.
- g) "Set" of attractions may create a theme.

6) LENGTH OF WAIT AND LENGTH OF TRIP

- a) Transfers generally have a negative impact on transit ridership. However, the “pain” of the transfer can be mitigated with timed transfers, good information, and weather protection.
- b) If the vehicles are entertaining to ride and if the tourist is receiving a lot of information during the trip (about sights along the route or other information), the trip will seem shorter.
- c) Without priority treatment, the transit vehicle is stuck in traffic along with everyone else.
- d) The frequency of service is critical. We cannot expect tourists to wait more than 10 or 20 minutes for a transit vehicle.
- e) As the ride time and wait time increase, ridership decreases. As the frequency increases, so does the cost.
- f) Logistics of the operation must be efficient.
- g) To decide how many attractions – look at how sites may be related and at cross-market attractions and diversity – with enough information tourist can decide which site to visit.

7) VEHICLE

- a) The vehicles must be easily identifiable.
- b) Vehicles and sites should be family friendly (stroller, small steps, seniors, and small children).
- c) The technology and logistics should be environmentally friendly.
- d) If use trolley, we must look at the vehicles themselves – why have some other cities discontinued trolleys – are they too uncomfortable?
- e) Gadsden has implemented trolleys with success although they faced opposition initially.
- f) Vehicle should be fun to distract from length of trip.
- g) Technology is exciting.

8) ECONOMIC DEVELOPMENT

- a) Tourism is related to economic development.
- a) Make sure tourists can spend money in neighboring area – economic development will happen if surrounding neighborhoods are attractive.

9) BUILD IN STAGES

- a) We might want to begin with a demonstration and build on the original system.
- b) Any future project needs to be placed in the RTP and TIP as soon as possible.
- c) Don't leave anyone out because of size or location – use phasing – keep everyone in the long-term plan.

10) ADMINISTRATION

- a) Who will be the champion of the project?
- b) Who will be the administrator of the transit system?

11) PARKING

- a) Consider a central park/ride facility.
- b) Don't want the parking facility seen as a parking lot for everyone – only for the shuttle.
- c) Don't want parking to be the main reason that one chooses a site.
- d) GRTA is looking at a parking management study.
- e) What is average parking expense and how attractive is alternate (based on cost)?

12) EXPECTATIONS AND OTHER ISSUES

- a) Control expectations – need to be sure everyone understands all the parameters – how the phasing will work, how long it will take for fruitful impact.
- b) How can we lower number of auto trips?
- c) We do need ridership targets and they could be a partial measure of success.
- d) Find a way to work with what's here rather than starting fresh – work with ACVB, Central Atlanta Progress, and MARTA.
- e) Once we establish patterns, don't make a lot of changes – let people learn the system and feel comfortable.
- f) Consider seasonal variations as well as days of service.
- g) Taxis and limos need to have a role and that role hasn't been decided yet.
- h) Important to tie into other systems – work with GRTA for regional coordination.
- i) Need to work together.
- j) Details may determine whether someone uses system or not – if it looks attractive and interesting riders are attracted.
- k) If we make shuttle ticket sales an add-on to other tickets sales, we might sell larger number of shuttle tickets than people will actually use. This would not help increase attendance at sites.
- l) How will you measure success – money? Not necessarily -- helping sites reach their goals and missions might be a way to measure success.

13) EXTERNAL ISSUES

- a) Need substantial agreement among all parties.
- b) Technology already available -- can link to MARTA and others.
- c) Could create a regionally delivered system including Alabama, Savannah, and Chattanooga.
- d) Tourism is not viewed as part of the economic plan for Atlanta.
- e) Tourists must be included in business plan for Atlanta or we will not ever get enough tourists.

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Following breakout groups, all participants were informed of next steps and asked to mention any further issues. Next steps include:

- Prepare summary materials
- Stakeholder meeting (date, time, location)
- Select and refine alternative
- Prepare report
- Stakeholder review
- Final report

The meeting was adjourned.

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List of those who attended the January 11, 2001 meeting:

Ms. Jennifer M. Ball Central Atlanta Progress, Inc.	Assistant Chief of Operations Officer Fernbank Museum of Natural History
Ms. Carla Bamatraf Day Wilburn Associates, Inc.	Ms. Jo Ann Haden-Miller Director, Cultural Tourism Convention & Visitors Bureau
Mr. Harry Boxler Principal Planner City of Atlanta	Ms. Kay T. Hamner The Carter Center
Mr. Cary S. Burgess CPP Senior VP of Operations Zoo Atlanta	Mr. Tony Hobson Adair Greene
Ms. Connie Cannon Metropolitan Atlanta Rapid Transit Authority	Mr. Darrell Howard Planner Georgia Regional Transportation Authority
Ms. Julie Herron Carson Marketing Director Atlanta Botanical Garden	Mr. H. W. (Bill) Howard Vice President, Marketing Tourism and Communications Convention & Visitors Bureau
Mr. Frank Catroppa Superintendent National Park Service Martin Luther King, Jr., National Historic Site	Ms. Renee Kemp-Rotan Chief, Urban Design City of Atlanta
Ms. Gail Eaton Senior Vice President, Director of Marketing Zoo Atlanta	Ms. Phyllis Lazarus William Breman Jewish Heritage Museum, The
Mr. William Fleming Director Development Finance Atlanta Development Authority	Mr. David Manuel Director of Community Relations Woodruff Arts Center
Mr. Donald George President George's Motor Coach	Mr. James McFarland Atlanta Daily World
Ms. Jennifer Grant-Warner	Dr. Carole Merritt Director Herndon Home, The

Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study

Mr. Bill Miller  
Director of Administrative Services  
Georgia World Congress Center

Mr. Thomas N. Morton  
Principal  
Pond & Company

Ms. Saudia A. Muwwakkil  
National Park Service  
Martin Luther King, Jr., National  
Historic Site

Mr. Daniel E. O'Leary  
O'Leary Partners, Inc.

Mr. Tim Polk  
Deputy Commissioner  
City of Atlanta

Mr. David Porter  
Attractions Operations Manager  
World of Coca Cola, The

Mr. Dan Raudebaugh  
Southern Coalition for Advanced  
Transportation (SCAT)

Mr. George Saunders  
Sr. Account Executive/Visitors Pass  
Program  
Metropolitan Atlanta Rapid Transit  
Authority

Mr. Kevin J. Shannon  
Director of Public Affairs  
Southern Coalition for Advanced  
Transportation (SCAT)

Ms. Harriet R. Smith  
Day Wilburn Associates, Inc.

Ms. Helen Smith  
Destinations South, USA

Mr. Steve Smith  
Turner Properties, Inc.

Mr. Waymon Story  
Director Sales and Marketing  
American Coach/Gray Line of America

Ms. Mary Rose Taylor  
Margaret Mitchell House Museum

Ms. Martha L. Teall  
Rhodes Hall Director  
Georgia Trust, The  
Rhodes Hall

Ms. Lilliana Tobon  
Manager, CNN Studio Tour  
CNN

Ms. Jacquie Wansley  
General Manager  
World of Coca Cola, The

Mr. Rod Wilburn  
Principal  
Day Wilburn Associates, Inc.

**Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study**  
January 11, 2001 -- Meeting Notes

**SUBJECT:** Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study Stakeholder Meeting  
**MEETING DATE:** January 23, 2001, 9:00 AM – 11:00 AM  
**PREPARED BY:** Harriet R. Smith  
**ATTENDEES:** List attached  
**LOCATION:** 450 Auburn Avenue NE, Multi-purpose Room

Frank Catroppa opened the meeting and welcomed all in attendance. He introduced Harriet Smith who led the discussion. Following are comments that were recorded during the meeting.

**ROUTING**

- Need connection among Margaret Mitchell House, Carter Center, and MLK center.
- Downtown hotels will provide our customer base and must be served by the system.
- CNN should be the hub rather than Underground. (We explained that there could be multiple hubs.) Then Underground and CNN could be hubs. The hub needs to be motor coach assessable, so that large tours can be dropped at the hub. Many tours come into Atlanta by motor coach.
- Extend Western end of segment 5 to the Atlanta University, historic Ashby/MLK area. Include the proposed Historic Westside Village.
- Add Center for Puppetry Arts on the map.
- Service could be less frequent to reduce cost. (Bill Howard)
- May need smaller sized vehicle.
- Atlanta History Center needs to be included.
- Entertainment centers (Buckhead) need to be included for nighttime service.
- MARTA should be included and the service should be coordinated with MARTA.

**FUNDING ANALYSIS**

- Ambassador program is a good model. (Bill Howard)
- CAP is working with downtown to form a TMA. The TMA is funded by the Atlanta downtown improvement district (ADID). Perhaps the DID could help fund and the TMA could take the administrative/management lead. Potential downtown TMA is meeting March 7 at the 191 Club. The DID is at the end of its 6-year cycle. As it considers moving forward it might be willing to increase millage to help fund the shuttle.

**DISCUSSION**

- A strong campaign is needed just like in the ambassador program. We need to work with the boards of the individual venues to develop understanding and gain support.
- Chamber of Commerce needs to be included. (Scott Brady).

Attending the meeting were:

Mr. Harry Boxler, Principal Planner  
City of Atlanta

Ms. Julie Herron Carson  
Marketing Director  
Atlanta Botanical Garden

Mr. Frank Catroppa, Superintendent  
National Park Service  
Martin Luther King, Jr. National Historic  
Site

Mr. Johnny Dunning Jr.  
Metropolitan Atlanta Rapid Transit  
Authority

Mr. Fritz Englemann  
Southeastern Bus Sales

Mr. Jesse Flanigan III, Director  
Bureau of Taxicabs and Vehicle for Hire  
Atlanta Police Department

Mr. William Fleming  
Director, Development Finance  
Atlanta Development Authority

Mr. Aaron Gross  
Sweet Auburn Festival

Ms. Jo Ann Haden-Miller  
Director, Cultural Tourism  
Convention & Visitors Bureau

Mr. Jay E. Hakes, Director  
Jimmy Carter Library and Museum

Mr. Rusty Harper  
Turner Properties, Inc.

Mr. H. W. (Bill) Howard  
Vice President, Marketing Tourism and  
Communications  
Convention & Visitors Bureau

Mr. Paul B. Kelman AICP  
Vice President  
Central Atlanta Progress, Inc.

Ms. Rachel MacNabb  
Zoo Atlanta

Mr. James McFarland, Publisher Assistant  
Atlanta Daily World

Mr. Tim Monkhouse  
Event Transportation Associates, Inc.

Mr. Thomas N. Morton, Principal  
Pond & Company

Ms. Veronica Williams Njoku  
Director  
Fulton County Arts Council

Mr. Daniel E. O'Leary  
O'Leary Partners, Inc.

Mr. David Porter  
Attractions Operations Manager  
World of Coca Cola, The

Harriet R. Smith  
Senior Transportation Engineer  
Day Wilburn Associates, Inc.

Ms. Helen Smith  
Destinations South, USA

Mr. Steve Smith  
Director, Government Affairs  
Turner Properties, Inc.



Ms. Gail Solomon  
America Sightseeing Atlanta/Guidelines  
Atlanta

Ms. Tevi Taliaferro  
Preservation Coordinator  
Historic Oakland Foundation

Ms. Mary Rose Taylor  
Margaret Mitchell House Museum

Ms. Martha L. Teall  
Rhodes Hall Director

Ms. Lilliana Tobon  
Manager, CNN Studio Tour

James R. Wilburn, AICP  
Principal  
Day Wilburn Associates, Inc.

**Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study**  
April 19, 2001 -- Meeting Notes

**SUBJECT:** Shuttle System Feasibility  
**MEETING DATE:** April 19, 2001, 9:00 AM – 10:00 AM  
**NOTES PREPARED:** April 19, 2001  
**PREPARED BY:** Harriet R. Smith  
**ATTENDEES:** List attached  
**LOCATION:** Martin Luther King, Jr. National Historic Site, Multi-purpose Room, 450 Auburn Avenue NE, Atlanta

Frank Catroppa opened the meeting and welcomed everyone. Harriet Smith led the discussion. The purpose of the meeting was to discuss the draft final report which had been distributed by mail.

The draft report recommended segments one and five for first phase implementation. Segment one runs from the CNN Center area to the Martin Luther King, Jr. National Historic Site. The only comments received thus far on content of the draft requested that we consider adding segment two to the first phase implementation. Segment two runs from Martin Luther King, Jr. National Historic Site to the Carter Center. Segment two may be added with addition of only one more bus. The large layover times in segments one and two are reduced because of route configuration and the combination segment provides a cost effective solution. This solution is in line with the objectives of the routing which is to link in a logical manner as many sites as possible in a cost effective manner and user-friendly manner. Therefore, the final report will recommend a combination of segments one, two, and five for the first phase of implementation.

We discussed the nine-step implementation plan.

- Find a champion.
- Establish an administrator.
- Establish a liaison with other projects.
- Select segment(s).
- Secure stakeholder support.
- Secure funding.
- Contract with an operator.
- Provide periodic review.
- Add more segments and stops as warranted.

Questions were solicited during the presentation. The question was raised as to whether the champion would have to provide some seed money to get the project moving. The answer is "yes." That is the only way to get the project off the ground. And stakeholders will have to support the shuttle financially and by providing information to their visitors.

We asked for more issues and comments from the participants. They were:

- The shuttle service will benefit more than the attractions.

## Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study

- We need to introduce into the report some information about providing more seamless transportation through technology.
- Vehicle maintenance may be accomplished through a partnership.
- Perhaps there could be a timeframe attached to the implementation plan.

Following the solicitation of comments we listed the next steps. They are to finalize the report, identify the champion, and start the implementation plan.

DWA will finalize the report and submit it to Frank Catroppa. Frank said he will then present the report to Atlanta Convention and Visitors Bureau and Central Atlanta Progress and ask if either would be willing to take the role of champion.

Attending the meeting were:

Mr. Frank Catroppa, Superintendent  
National Park Service  
Martin Luther King, Jr. National Historic Site

Ms. Kay T. Hamner  
The Carter Center

Mr. Darrell Howard, Planner  
Georgia Regional Transportation Authority

Tom La Rock, Senior Vice President,  
Government Relations & External Affairs  
Zoo Atlanta

Mr. James McFarland, Publisher Assistant  
Atlanta Daily World

Mr. Dan Moore  
APEX Museum

Ms. Saudia A. Muwwakkil, Public Affairs  
Specialist

National Park Service  
Martin Luther King, Jr., National Historic Site

Thelma J. Purnell, Senior Regional  
Transportation Planner  
Metropolitan Atlanta Rapid Transit  
Authority

Harriet R. Smith, Senior Transportation  
Engineer  
Day Wilburn Associates, Inc.

Benny Stacey, General Manager  
George's Motor Coach

Shannon Uschold, Marketing Director  
Center for Puppetry Arts

James R. Wilburn, AICP, Principal  
Day Wilburn Associates, Inc.

# APPENDIX B

**Martin Luther King, Jr. National Historic Site  
Transportation System Analysis  
Survey Form**

Your name: \_\_\_\_\_

Company or Agency: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

(1) Do you have a need for shuttle service? Why or why not? \_\_\_\_\_

(2) Please list the days and hours you are open to the public. \_\_\_\_\_

(3) Please list characteristics of your visitors with estimated percentages. Even very rough numbers are helpful. Please add your own words or thoughts to help explain.

- \_\_\_\_\_ % school field trips
- \_\_\_\_\_ % planned convention excursions
- \_\_\_\_\_ % guided tours (not convention)
- \_\_\_\_\_ % out of town tourists (not guided)
- \_\_\_\_\_ % local tourists (not guided)
- \_\_\_\_\_ % sports fans
- \_\_\_\_\_ % art, culture, or music enthusiasts
- \_\_\_\_\_ % history enthusiasts
- \_\_\_\_\_ % Others: \_\_\_\_\_

(4) How much time do visitors usually spend at your site? \_\_\_\_\_

(5) Using your best guess, how do visitors travel to your site? (Please check all that apply and give percentages -- even very rough numbers are helpful.) \_\_\_\_\_ Automobile

- \_\_\_\_\_ Taxi
- \_\_\_\_\_ MARTA bus
- \_\_\_\_\_ MARTA rail
- \_\_\_\_\_ Walk or bicycle
- \_\_\_\_\_ Large tour buses (provide names of tour operators) \_\_\_\_\_
- \_\_\_\_\_ Small guided tours (provide names of tour operators) \_\_\_\_\_

What other points of interest do your guests visit while in Atlanta? To what other locations do they ask directions? \_\_\_\_\_

# APPENDIX C

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## Approximate Routing for Proposed Segments

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### DRAFT - FOR DISCUSSION PURPOSES ONLY

#### **SEGMENT 1 - Downtown to Martin Luther King, Jr. National Historic Site:**

From Martin Luther King Jr. Drive (circular drive between World of Coca Cola and Underground Atlanta) right onto to Martin Luther King Jr. Drive, right on Central Avenue. Central Avenue become Peachtree Center Avenue. Right on Auburn, left on Jackson Street, right on Irwin, right on Boulevard, right on Auburn Avenue, left on Courtland Street, right on Martin Luther King Jr. Drive, right into circular drive between World of Coca Cola and Underground Atlanta, right onto to Martin Luther King Jr. Drive, right on Central Avenue, left on Decatur (which becomes Marietta Street), left on Centennial Olympic Park Drive, right on Magnum Street, right on International, right on Marietta Street (which become Decatur) left on Central Avenue, right on Gilmer Street, right on Courtland Street, right on Martin Luther King Jr. Drive, right into circular drive between World of Coca Cola and Underground Atlanta.

Distance is approximately six (6) miles. Annual operating costs (assuming 20 minute frequencies, 8-11 MPH, with operation 10:00 AM - 6:00 PM daily) would run \$257,000 - \$395,000. These figures do not include vehicle purchase, promotion and marketing, maintenance facility, signs, maps, bus stops, or oversight.

#### **SEGMENT 2 - Martin Luther King, Jr. National Historic Site to Carter Center:**

From loading area on Irwin Street, left on Boulevard to Freedom Parkway. Right on Freedom Parkway, circle Carter Center and return via Freedom Parkway to Boulevard. Left on Boulevard, right on Auburn Avenue, right on Jackson Street, right on Irwin Street to loading area.

Distance is approximately four (4) miles. Annual operating costs (assuming 20 minute frequencies, 8-11 MPH, with operation 10:00 AM - 6:00 PM daily) would run \$232,000 - \$263,000. These figures do not include vehicle purchase, promotion and marketing, maintenance facility, signs, maps, bus stops, or oversight.

#### **SEGMENT 3 - Martin Luther King, Jr. National Historic Site to Oakland Cemetery, Cyclorama, and Zoo Atlanta:**

From loading area on Irwin Street, right on Boulevard, right on Memorial Drive, right on Oakland Avenue, right into Oakland Cemetery. From Oakland Cemetery out Biggers, left on George Street, left on Memorial Drive, right on Cherokee Avenue, left into Grant Park at Georgia Avenue. Return via Cherokee (northbound), left on Memorial Drive, right on Oakland Avenue into Oakland Cemetery. From Oakland Cemetery go out Biggers Avenue, left on George Street, left on Memorial Drive, left on Boulevard, left on Auburn Avenue, right on Jackson Street, right on Irwin Street to loading area.

Distance is approximately five (5) miles. Annual operating costs (assuming 20 minute frequencies, 8-11 MPH, with operation 10:00 AM - 6:00 PM daily) would run \$252,000 - \$394,000. These figures do not include vehicle purchase, promotion and marketing, maintenance facility, signs, maps, bus stops, or oversight.

**SEGMENT 4 – Five Points to Rhodes Hall:**

From Peachtree Street and Edgewood Avenue go north on Peachtree, left on Spring Street, left on 14<sup>th</sup> Street, left on Piedmont Road, right into Botanical Gardens, left onto Piedmont Road, right on 14<sup>th</sup> Street, left on Peachtree Street to Edgewood Avenue.

Distance is approximately eight (8) miles. Annual operating costs (assuming 20 minute frequencies, 8-11 MPH, with operation 10:00 AM – 6:00 PM daily) would run \$337,000 - \$526,000. These figures do not include vehicle purchase, promotion and marketing, maintenance facility, signs, maps, bus stops, or oversight.

**SEGMENT 5 – Herndon Home:**

From Centennial Olympic Park Drive/Walker Street and Magnum Street go south on Walker Street, right on Martin Luther King Drive, right on Vine Street, right on University Place, right on Walnut Street, left on Martin Luther King Drive, left on Walker Street to Techwood Drive.

Distance is approximately one (1) mile. Annual operating costs (assuming 20 minute frequencies, 8-11 MPH, with operation 10:00 AM – 6:00 PM daily) would run \$108,000 - \$132,000. These figures do not include vehicle purchase, promotion and marketing, maintenance facility, signs, maps, bus stops, or oversight.



# APPENDIX D

## Essential Keys to Success

Essential element	Purpose
<b>Champion</b>	Spearhead the effort and garner needed support both now and in the future.
<b>Program administrator</b>	Provide oversight. Even if the shuttle system is under contract, someone must administer and oversee the contract.
<b>Marketing</b>	Without widespread, vigorous marketing, the shuttle is doomed.
<b>User-friendly routing</b>	Routing must take tourists where they want to go in a timely fashion.
<b>Abundant, user-friendly information</b>	Customers must never feel lost or abandoned.
<b>Frequent service</b>	Long waits will not attract riders.
<b>At least one hub</b>	There needs to be some place(s) where people will congregate and generate excitement about the shuttle. A critical mass of riders queuing up for the shuttle in a visible place will attract more riders.
<b>Identifiable "fun" vehicles</b>	Tourists are not attracted to ordinary buses.

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<b>Identifiable "fun" vehicles</b>	Tourists are not attracted to ordinary buses.

# APPENDIX E

## Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study

Type of visitor	Number	2% @ \$5.00/day	5% @ \$5.00/day	7% @ \$5.00/day	10% @ \$5.00/day	2% @ \$10.00/day	5% @ \$10.00/day	7% @ \$10.00/day	10% @ \$10.00/day
Convention	4,000,000	\$400,000	\$1,000,000	\$1,400,000	\$2,000,000	\$800,000	\$2,000,000	\$2,800,000	\$4,000,000
Fulton Co. visitors	9,000,000	\$900,000	\$2,250,000	\$3,150,000	\$4,500,000	\$1,800,000	\$4,500,000	\$6,300,000	\$9,000,000
Site visitors	100,000	\$10,000	\$25,000	\$35,000	\$50,000	\$20,000	\$50,000	\$70,000	\$100,000
Site visitors	200,000	\$20,000	\$50,000	\$70,000	\$100,000	\$40,000	\$100,000	\$140,000	\$200,000
Site visitors	300,000	\$30,000	\$75,000	\$105,000	\$150,000	\$60,000	\$150,000	\$210,000	\$300,000
Site visitors	400,000	\$40,000	\$100,000	\$140,000	\$200,000	\$80,000	\$200,000	\$280,000	\$400,000
Site visitors	500,000	\$50,000	\$125,000	\$175,000	\$250,000	\$100,000	\$250,000	\$350,000	\$500,000
Site visitors	600,000	\$60,000	\$150,000	\$210,000	\$300,000	\$120,000	\$300,000	\$420,000	\$600,000
Site visitors	700,000	\$70,000	\$175,000	\$245,000	\$350,000	\$140,000	\$350,000	\$490,000	\$700,000
Site visitors	800,000	\$80,000	\$200,000	\$280,000	\$400,000	\$160,000	\$400,000	\$560,000	\$800,000
Site visitors	900,000	\$90,000	\$225,000	\$315,000	\$450,000	\$180,000	\$450,000	\$630,000	\$900,000
<b>Site visitors</b>	<b>1,000,000</b>	<b>\$100,000</b>	<b>\$250,000</b>	<b>\$350,000</b>	<b>\$500,000</b>	<b>\$200,000</b>	<b>\$500,000</b>	<b>\$700,000</b>	<b>\$1,000,000</b>
Site visitors	1,500,000	\$150,000	\$375,000	\$525,000	\$750,000	\$300,000	\$750,000	\$1,050,000	\$1,500,000
Site visitors	2,000,000	\$200,000	\$500,000	\$700,000	\$1,000,000	\$400,000	\$1,000,000	\$1,400,000	\$2,000,000
Site visitors	2,500,000	\$250,000	\$625,000	\$875,000	\$1,250,000	\$500,000	\$1,250,000	\$1,750,000	\$2,500,000
Site visitors	3,000,000	\$300,000	\$750,000	\$1,050,000	\$1,500,000	\$600,000	\$1,500,000	\$2,100,000	\$3,000,000
Site visitors	3,500,000	\$350,000	\$875,000	\$1,225,000	\$1,750,000	\$700,000	\$1,750,000	\$2,450,000	\$3,500,000
Site visitors	4,000,000	\$400,000	\$1,000,000	\$1,400,000	\$2,000,000	\$800,000	\$2,000,000	\$2,800,000	\$4,000,000
Site visitors	4,500,000	\$450,000	\$1,125,000	\$1,575,000	\$2,250,000	\$900,000	\$2,250,000	\$3,150,000	\$4,500,000
Site visitors	5,000,000	\$500,000	\$1,250,000	\$1,750,000	\$2,500,000	\$1,000,000	\$2,500,000	\$3,500,000	\$5,000,000
Site visitors	5,500,000	\$550,000	\$1,375,000	\$1,925,000	\$2,750,000	\$1,100,000	\$2,750,000	\$3,850,000	\$5,500,000

## Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study

This is a two-page ridership revenue prediction table. The highlighted example shows that an attraction with 1,000,000 visitors can raise at least \$200,000 by selling shuttle tickets to 7% of its customers at \$3.00 per ticket, or 5% of its customers at \$4.00/ticket, or 2% of its customers at \$10.00/ticket.

Type of visitor	Number	2% @ \$3.00/day	5% @ \$3.00/day	7% @ \$3.00/day	10% @ \$3.00/day	2% @ \$4.00/day	5% @ \$4.00/day	7% @ \$4.00/day	10% @ \$4.00/day
Convention	4,000,000	\$240,000	\$600,000	\$840,000	\$1,200,000	\$320,000	\$800,000	\$1,120,000	\$1,600,000
Fulton Co. visitors	9,000,000	\$540,000	\$1,350,000	\$1,890,000	\$2,700,000	\$720,000	\$1,800,000	\$2,520,000	\$3,600,000
Site visitors	100,000	\$6,000	\$15,000	\$21,000	\$30,000	\$8,000	\$20,000	\$28,000	\$40,000
Site visitors	200,000	\$12,000	\$30,000	\$42,000	\$60,000	\$16,000	\$40,000	\$56,000	\$80,000
Site visitors	300,000	\$18,000	\$45,000	\$63,000	\$90,000	\$24,000	\$60,000	\$84,000	\$120,000
Site visitors	400,000	\$24,000	\$60,000	\$84,000	\$120,000	\$32,000	\$80,000	\$112,000	\$160,000
Site visitors	500,000	\$30,000	\$75,000	\$105,000	\$150,000	\$40,000	\$100,000	\$140,000	\$200,000
Site visitors	600,000	\$36,000	\$90,000	\$126,000	\$180,000	\$48,000	\$120,000	\$168,000	\$240,000
Site visitors	700,000	\$42,000	\$105,000	\$147,000	\$210,000	\$56,000	\$140,000	\$196,000	\$280,000
Site visitors	800,000	\$48,000	\$120,000	\$168,000	\$240,000	\$64,000	\$160,000	\$224,000	\$320,000
Site visitors	900,000	\$54,000	\$135,000	\$189,000	\$270,000	\$72,000	\$180,000	\$252,000	\$360,000
<b>Site visitors</b>	<b>1,000,000</b>	\$60,000	\$150,000	<b>\$210,000</b>	\$300,000	\$80,000	<b>\$200,000</b>	\$280,000	\$400,000
Site visitors	1,500,000	\$90,000	\$225,000	\$315,000	\$450,000	\$120,000	\$300,000	\$420,000	\$600,000
Site visitors	2,000,000	\$120,000	\$300,000	\$420,000	\$600,000	\$160,000	\$400,000	\$560,000	\$800,000
Site visitors	2,500,000	\$150,000	\$375,000	\$525,000	\$750,000	\$200,000	\$500,000	\$700,000	\$1,000,000
Site visitors	3,000,000	\$180,000	\$450,000	\$630,000	\$900,000	\$240,000	\$600,000	\$840,000	\$1,200,000
Site visitors	3,500,000	\$210,000	\$525,000	\$735,000	\$1,050,000	\$280,000	\$700,000	\$980,000	\$1,400,000
Site visitors	4,000,000	\$240,000	\$600,000	\$840,000	\$1,200,000	\$320,000	\$800,000	\$1,120,000	\$1,600,000
Site visitors	4,500,000	\$270,000	\$675,000	\$945,000	\$1,350,000	\$360,000	\$900,000	\$1,260,000	\$1,800,000
Site visitors	5,000,000	\$300,000	\$750,000	\$1,050,000	\$1,500,000	\$400,000	\$1,000,000	\$1,400,000	\$2,000,000
Site visitors	5,500,000	\$330,000	\$825,000	\$1,155,000	\$1,650,000	\$440,000	\$1,100,000	\$1,540,000	\$2,200,000