



Ashland CarShare

Business Plan

January 2009 – January 2012

1-29-09

Executive Summary

Ashland CarShare is a non-profit carsharing organization providing an alternative to individual car ownership to the residents of Ashland, Oregon. Members will have access to a fleet of fuel efficient vehicles, owned and maintained by the organization, on an hourly basis and pay only for their actual use.

This Business Plan uses very conservative assumptions in utilization and member growth, but envisions growing to 6 vehicles by the end of the first year so Ashland CarShare will be able to serve a wide area of Ashland and provide excellent service to members. The financial projections indicated cover all costs by month 12 and in following years, add vehicles from cash flow.

Ashland CarShare is managed by a volunteer Board of Directors and will hire 2 part time employees to manage the operation. In year 2, these employees will be converted to full time in order to cope with added responsibilities for marketing and fleet expansion.

The Organization

Ashland CarShare (ACS) is a grassroots, non-profit organization dedicated to enhancing the environmental integrity of local and global communities by promoting carsharing and other healthy transportation choices in the Ashland area. These include:

1. Promoting public transportation to the general public

2. Promoting walking and biking as primary forms of transportation.
3. Partnering with other organizations committed to transportation alternatives.

ACS incorporated as an organization in January of 2008 and applied for Federal non-profit status in October of 2008. A team of volunteers has been meeting and laying the foundation for the organization since September of 2007. The Board of Directors was formed in October of 2008. Articles of Incorporation were filed with the State of Oregon in January of 2008. Ashland CarShare has applied for tax-exempt status with the IRS in October of 2008 and is waiting for approval.

The management team consists of the Board of Directors and officers who work closely with the Acting Executive Director. Ultimately the work is divided among committees and the Executive Director.

The Market Trends

Ashland is a prosperous city of 20,000 thousand people, with a wide variety of residents, including 4,000 students and faculty of Southern Oregon University, arts-oriented residents associated with the Oregon Shakespeare Festival, as well as numerous younger and retired households.

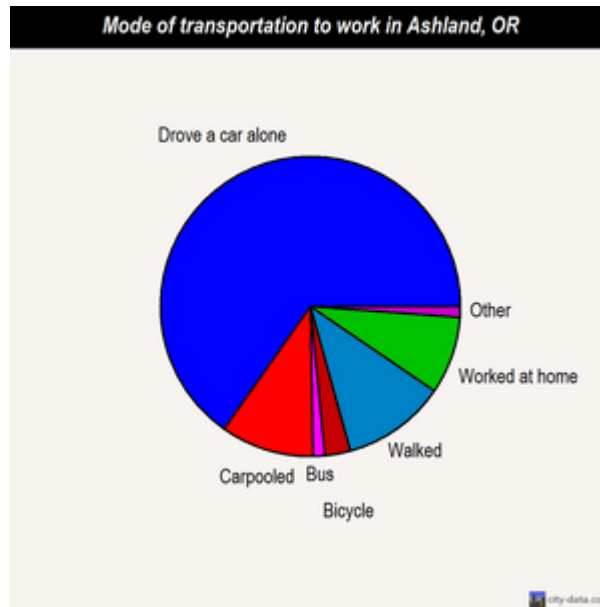
The demographics of the Ashland population are very favorable for carsharing as outlined in the 2005 report *Carsharing: Where and How It Succeeds*, by Adam Millard-Ball*:

- Very well educated with over 70% having a bachelor's degree or higher
- Median income
- Average age close to median 38 years
- 63% of 6,000 workers live and work in Ashland
- Substantial use of alternative modes for commuting (see chart below)

(data from: <http://www.city-data.com/city/Ashland-Oregon.html>)

Rising gasoline prices have changed the driving habits of many people nationwide and in Ashland in particular. More community members are choosing to walk, bike, and utilize public transit before driving. Our new federal administration has indicated a commitment to sustainability and a growing awareness of global warming trends. Rogue Valley Transit District has indicated an increase of 16.5% increase in ridership compared to last year during the summer months of 2008 and ridership continues to grow at about 3-5% per month.

* Adam Millard-Ball, *Carsharing: Where and How It Succeeds*, Transit Cooperative Research Project, Transportation Research Board, National Academy of Science, 2005 Washington, DC.



The North American carsharing industry has been growing steadily since its inception in the United States in Portland, Oregon in 1998. During this period Zipcar grew into a large international company serving 12 major metropolitan areas. Also during this period several nonprofit carsharing companies started and have maintained their status under competitive pressure from Zipcar. These nonprofits include City CarShare in the San Francisco Bay Area, Philly CarShare in Philadelphia and I-Go Carsharing in Chicago. Smaller cities are also served by carsharing companies in Aspen, Colorado; Madison, Wisconsin; Burlington, VT; Ithaca, NY and Bellingham, Washington, to name a few.

Services

Ashland CarShare will provide members access to fuel efficient vehicles on an as needed basis by reservations made on line or by phone. Members will be billed for monthly dues as well as usage fees and support the operations of the program with these fees. The vehicles will be located at strategic locations throughout the community of Ashland. Members will pay by the hour with gas, maintenance, and insurance included.

Members will make reservations over the internet or by phone. Once approved by ACS insurance company, members will access vehicles using a “smart” key fob to unlock the vehicle they’ve reserved. The vehicles will be returned to the location they were picked up from. Members are only required to put gas in the car, using a company charge card, if the tank reaches 1/4 during their trip.

Fleet

Ashland Car Share is committed to providing members with fuel efficient models in each category it has vehicles. ACS has already obtained its first Toyota Prius located in the Safeway parking lot located in Ashland at 585 Siskiyou Blvd., centrally located for member convenience.

After the first few hybrid sedans are added, specialty vehicles, such a pickup truck and minivan will be added based on user and public surveys.

Each vehicle will be equipped with a special on-board computer to enable member access and track trip time mileage. This computer communicates with the reservation system allowing access only for the member with the reservation and can be used to recover stolen vehicles. ACS will use the vehicle computer developed by OpenCar (opencar.net) and reservation and call center services offered by Metavera (metavera.com, Toronto, Canada). This technology package is used by more than 20 companies, virtually every independent carsharing operator in North America. It provides a sophisticated reservation system and call-center services to handle the most common member problems. This frees up local staff to do more marketing and direct customer service activities.

Obtaining vehicle insurance is a critical part of the ability of Ashland CarShare to succeed. PIC, in Philadelphia, insures many existing carsharing organizations and has agreed to insure ACS.

ACS secured the lease for their first Toyota Prius through MacMahon Automotive in Philadelphia. The lease is guaranteed by City CarShare in San Francisco and an agreement has been made between ACS and CCS to guarantee future leases until ACS has established substantial credit to lease and/or purchase vehicles on their own.

Customer Groups

ACS has identified the following potential customer groups.

1. Non-Car Owners
2. Those considering selling a car or avoiding having to buy one
3. Occasional/vehicle type specific drivers (pick-up truck, mini-van, etc.)
4. Southern Oregon University faculty, staff and students
5. City of Ashland employees and fleet operations

Ashland Car Share cannot effectively market to all these groups at the start, so ACS will begin with marketing efforts in the community, targeting the first 3 market segments. Once operational details are operating smoothly additional vehicles will be leased and added to the fleet. When a solid operational basis is established, ACS will be ready provide service to institutional customers, including the City of Ashland and Southern Oregon, University faculty, staff and students, during the second year.

Marketing

ACS will use a variety of marketing efforts. Most importantly, an on-going series of public events, promoted using posters and press releases to local news media will tell people about carsharing and the existence of Ashland CarShare. A summary of community marketing efforts already undertaken appears in Appendix 1.

During the next 6 months, ACS will host two “Bring a Friend” member appreciation events at a local coffee shop and a local brew pub to encourage fellowship among existing members and to solicit prospective members. Complimentary beverages will be served and free membership credit will be given to members who bring a friend who establishes a new membership with ACS. Established carshares have reported enormous success with such events and assistance and advice will be sought from said organizations.

A fully featured website will be operational on February 1. The new website will have a convenient, easy-to-use reservation and billing system, updated information and a blog featuring articles from current carshare members.

Ashland CarShare has already established an important partnership with Rogue Valley Transit District which will help support and promote ACS. In addition, ACS has had favorable conversations with officials at Southern Oregon University, and has received an endorsement from Ashland’s newly elected mayor, John Stromberg, both valuable allies in promoting ACS and important potential customers, as well.

A Community Advisory Committee will be established within the first 6 months of operation to act as a sounding board for the Executive Director, Board of Directors, and officers, as well as an opportunity for community input and information gathering. Representatives from sectors such as the City of Ashland, Southern Oregon University, the Chamber of Commerce, the Planning Commission, the Sustainability Group, the Conservation Commission, RVTD, and the Council of Governments will be invited to participate in regular meetings.

ACS members and general public surveys will be undertaken on a regular basis to determine awareness of carsharing and to develop more effective marketing in the community.

Staffing and Management

During the first year of operation ACS will rely on the services of a paid, part time, Executive Director. A second part-time assistant will help with all areas of the operation — including vehicle cleaning, operations, and member outreach. During the first year ACS will rely on a substantial amount of volunteer effort, particularly in the areas of marketing and outreach and Board of Directors oversight.

As the organization grows, the Executive Director will become a full time employee and additional part time staff people will be hired to assist in specific areas, especially marketing and fleet operations.

The initial management team consists of the Board of Directors and officers, working closely with the Executive Director. Ultimately the work is divided among committees and the Executive Director may eventually add staff as membership and work load increases beyond the volunteer capacity of the Board of Directors and other committed individuals.

A local attorney, Jack Davis (Oregon State Bar, 1975), of Davis, Hearn, Saladoff & Bridges has committed to assisting ACS in any reasonable legal capacity pro bono.

Financial

The main strategy of Ashland CarShare is the growth of membership. A large membership base will provide revenue from monthly dues as well as vehicle usage fees. Great support has been shown for ACS as a nonprofit organization. Community meetings have been publicized and held monthly since September of 2007.

ACS intends to finance growth solely through cash flow and grant solicitations. We recognize that this means we will have to grow more slowly than we might like, but that no assessment of members or borrowing is necessary.

The most important factor for Ashland CarShare is attention to details and to the plan. Therefore, we are developing a permanent system of communication and accountability between the Executive Director and the board of directors and its officers.

ACS will recruit a local, community-minded Certified Public Accountant to serve on the Board of Directors. Several contacts have been made and current Board members are reaching out to personal and professional contacts to realize this goal as soon as possible.

As demonstrated in the attached spreadsheet, additional vehicles will be incorporated into the fleet over the course of a 2 year period. Cash flow projections indicate that a contingency fund will continually be built up to accommodate unexpected expenses as well.

Following the lead of other successful nonprofit carsharing companies, ACS will offer two membership plans

- For occasional users:
Share A Little membership — \$75 per year membership with usage at \$7.95 per hour + 30¢ per mile
- For more frequent users:
Share A Lot membership — \$25 per month (or \$250 per year) membership with

usage charged at \$3.95 per hour + 30¢ per mile; in addition *Share A Lot* members will receive a free monthly bus pass from Rogue Valley Transit District

As noted above gas and insurance coverage is included in these rates. Once approved new members will pay a non-refundable \$100 application fee. In addition, members may be assessed various penalties and fees in the event that their actions cause trip problems for other members. These fees are not net revenue since they are mostly offset by additional time and money expenditures to resolve the issues.

From the members’ point of view, a comparison of vehicle usage under the two rate plans is shown below:

Ashland Carshare Rate Plan Comparison

Includes monthly fee: \$25	Share A Little	Share A Lot - no fee
1 average CS trips/mo.	4 25 \$ 48.30	\$ 39.30
2 average CS trips/mo	8 50 \$ 71.60	\$ 78.60
3 average CS trips/mo.	12 75 \$ 94.90	\$117.90
4 average CS trips/mo.	16 100 \$118.20	\$157.20

This illustrates that taking only 2 average carsharing trips per month, the \$3.95 per hour + 30¢ per mile *Share A Lot* membership plan is a more economical choice.

A 36 month *Pro Forma* spreadsheet showing growth, revenues, expenses and cash flow is included in Appendix 2. This spreadsheet has been reviewed and approved by Dave Brook, founder of the first commercial carsharing company in the US, former Flexcar employee and now Carsharing Consultant located in Portland, Oregon.

Important assumptions about this model include:

- Conservative growth of 15 new members per month
- Very conservative revenues from vehicle usage at 4 hour per day, increasing to 6 hours per day (the normal target for carsharing companies)
- Expansion to 6 vehicles within the year of operation; and further vehicles added in the second year
- Economical usage rate of \$3.95 per hour + 30¢ per mile

In the second year of operation, further expansion is envisioned: 3 cars providing service for the City of Ashland, 3 cars added in neighborhood service during the summer and 3 more cars serving Southern Oregon University in the fall. Vehicles in the 3rd year would be added as usage and customers demands and are not included in the calculations.

Contact Information

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Acting Executive Director

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Medford, OR 97504-9075

Appendix 1

Ashland CarShare Marketing Efforts to Date

- An information table with an ACS representative has been present at The Earth Day Celebration at ScienceWorks in April of 2008, at two downtown Farmer's Markets in July and September of 2008, International CarFree Day in September of 2007 and 2008, as well as two days in front of the Ashland Food Co-op in December of 2008.
- A basic, informational website was created and 25,000 hits have been accounted for since it went live in June of 2008. Updates, links to other existing carshares, and contact information has been available on this site.
- A movie night was held in October of 2008, attended by 15 people. *The Lorax* and *Who Killed the Electric Car?* Were shown and refreshments were sold to fundraise.
- Presentations were made to the Ashland Conservation Commission in August of 2008.
- Articles ran in the Ashland Daily Tidings in September of 2007, July of 2008, and December of 2008.
- An article ran in the Medford Tribune in December of 2008.
- A highly successful Member Drive was held in December of 2008. It was covered by all three local television stations and in a detailed, front page article in the Ashland Daily Tidings. It was attended by approximately 40 people supportive of carsharing. Prospective member surveys were completed by 29 attendees.
- Approximately 400 fliers have been distributed and posted at local businesses and public bulletin boards throughout Ashland for general meetings, member drive, and movie night.
- ACS has contracted with Project A to design a new website (scheduled to be completed at the end of the month) which will provide members with access to the reservation system, up to date information, newsletter, a blog, and other carshare and transportation related links.

28 community members (see member list, Appendix 5) have indicated their intent to apply for membership when applications are available on the website at the end of the month.

Appendix 2. Ashland CarShare Board of Directors

Becky Brown, Acting Executive Director is the founder of Ashland CarShare. She made the decision to live car-free in September of 2007 and has been working to make carsharing a reality in Ashland ever since. Becky is a single mom and has three children (ages 12, 10 and 7) who live life without school. Becky was an elementary school teacher in California for 9 years and prior to contracting with ACS was self-employed, providing shipping and fulfillment services for internet based businesses. She currently serves on the Board of Directors for the Rogue Valley Community Development Corporation as secretary. Becky is a homeschooling activist and speaks annually at homeschool conferences and workshops. She writes about her adventures at <http://lifewithoutschool.blogspot.com/> .

Holly Christiansen has been car-free for 15 years and is very passionate and active in social and environmental issues. She holds a B.S. in Biology from San Diego State University and spent 2 1/2 years in Senegal, serving in the Peace Corps in a sustainable agriculture program. She has lived in Ashland for 8 years and currently does volunteer work for Thrive (dedicated to promoting slow food and eating local), the Klamath Sisikiyou Wildlands Center, Oregon Shakespeare Festival, Bike Swap, and Ashland CarShare. Living a simple life, in a work-trade situation for the past 3 years, has enabled her to have more time to follow personal pursuits and goals as well as dedicate time for community improvement. She has also served on the Board of Directors for Midwives on Missions of Service. Her work experience includes organic farming and gardening, retail, and experience in small business. Her interests are knitting, crocheting, embroidering, reading, hiking, food preservation, permaculture, edible and medicinal wild plants, and midwifery.

Vicki Bamman, J.D. began her service career more than 30 years ago. While attending evening classes at Monterey College of Law, she served as Assistant Director with Meals on Wheels of the Monterey Peninsula and she was subsequently affiliated with Legal Services for Seniors. After completing her studies, Vicki became the Assistant Director/Development Director with the Alliance on Aging; Executive Director with Ombudsman for Long-Term Care (8 years); and, in semi-retirement, she was Development Director with CASA in Medford, Oregon.

Ms. Bamman served on the Board of Directors of Meals on Wheels of the Salinas Valley and was a Supervisorial appointee to the Monterey County Older Americans Advisory Council. From 1999-2003, Vicki volunteered her services coordinating the Special Assistance section of the California International Airshow, hosting more than 700 special-needs guests each year. Most recently, she served on the Rogue Valley Council of Governments/Senior Advisory Council.

In 2008, Vicki recognized that semi-retirement was not for her...and she launched Ashland's first and only commercial dog daycare. Her creative imagination resulted in a popular Ashland attraction, Miss Molly's Pet Taxi, and the "Miss Molly's" business offers a

variety of pet services (Miss Molly is her dog). She earned a J.D. from Monterey College of Law and attended Miami University (OH) as an undergraduate.

Shawn Salter is the father of three beautiful children ages 10, 5 and 3 and the partner of an equally beautiful, amazing and passionate woman, Wendy. Shawn and his family relocated to Ashland from Madison, WI in 2006. Shawn has been an alternative transportation advocate and practitioner for 9 years primarily cycling, busing or walking as a means to commute to his place of work. He has worked for the past 8 years in the field of computer software development where he has worked for governmental and non-profit organizations that purport to serve individuals and families with low income. He is currently tele-working 4 out of 5 days from his home office where he enjoys taking breaks to engage in the family's homeschooling endeavors, whatever that may be. Shawn is a devoted meditation practitioner and is also a certified meditation instructor who has facilitated meditation classes on a volunteer basis at various organizations around the Rogue Valley.

Michael Sheats has lived in the Rouge Valley for ten years. He lives in Talent with his wife and two kids. They get around the valley using, one car, bikes and their feet. Michael traveled for years hiking, biking, skiing and snowboarding his way around the county. He currently works part-time as a skills trainer for Jackson County. He and his wife were foster parents for 5 years, working closely with the Department of Human Services and Community Works.

Jennifer Gannett is a committed environmental and animal advocate who moved to Ashland in 2007 when her partner began working for the Klamath-Siskiyou Wildlands Center. A graduate of Lewis and Clark Law School, she has worked as an attorney in Manhattan and as a litigation fellow for the Animal Protection Litigation Section of The Humane Society of the United States. Jennifer has lived car free in Washington D.C., San Francisco and Manhattan and car "lite" in many other places. Jennifer has previous volunteer experience with numerous nonprofits, including Shelter Legal Services, the Women's Center (Cambridge, MA), the San Francisco SPCA, the Oregon Humane Society, NY SAVE and Jackson County's Friends of the Animal Shelter and was recently appointed to the Advisory Board of the newly formed environmental group Rogue Riverkeeper. She lives with three rescued cats, her partner and their young son, who can often be heard chatting away in his bike trailer as he is towed around town. Her interests include knitting and other crafty endeavors, animal welfare issues, women's issues, politics, vegetarian cooking, socializing, nature walks, reading, yoga and travel.

James Dills grew up in the North West without a car for most of his life. In 1995, at 17 years old, he hitchhiked from Eugene, Oregon, to Costa Rica to find himself. He is passionate about music, art, volunteerism, writing and acting. Currently, he is a Supplements Buyer at the Ashland Food Cooperative. In October 2008, he finished building his first home with his neighbors.

Appendix 3 Recent Media

December 13, 2008

Sharing the load

By Kira Rubenthaler

Ashland Daily Tidings



Jim Craven | Daily Tidings

Lithia Toyota sales representative Charlie Whitley shows Brown the layout of the Prius on Friday.

With a \$29,000 grant, a red Toyota Prius and a board of directors, Ashland CarShare is almost ready to put its wheels on the ground.

The organization — in which members pay to share use of a common vehicle — is holding a celebration Sunday, and founder and acting executive director Becky Brown hopes to have the car on the road by the end of January.

Brown began working on the project after going car-free a year ago, and she recently received a jump start with a \$29,000 grant from the Oregon Department of Transportation's Public Transit Division.

The Rogue Valley Transportation District received the grant from ODOT several years ago to start a vanpool program, but the project never got off the ground, according to Paige Townsend, a senior planner with RVTD.

When ODOT contacted her saying it needed to redirect the funds, Townsend recommended Ashland CarShare, because it shares RVTD's mission of encouraging alternative transportation and reducing the number of single-occupant vehicles on the road, she said.

The organization has applied for nonprofit status, and the grant is allowing Ashland CarShare to lease its first vehicle, obtain reservation software, design a logo and new Web site and pay a car-share consultant "so this can be successful in the long run," Brown said.

Ashland CarShare will celebrate its recent success Sunday from 2 to 5 p.m. at the Ashland Community Center, 73 Winburn Way. Refreshments will be available, The Hickory Notes will play music and RVTD will present the Transportation Hero Award at 3 p.m. The public will have a chance to see the Prius and learn more about the program.

How it works

Under a car-share program, members pay a monthly fee plus an hourly and per-mile rate to use a car owned by the organization. Fuel, insurance, and maintenance of the car are all included.

"It's really to me, ultimately, the convenience of having access to a car without the hassle of owning a car," Brown said.

Ashland CarShare members will make reservations online or by phone and have their own electronic key. Safeway has donated a parking spot near the RVTB bus stop on Siskiyou Boulevard, so the car will be easily accessible by bus or bicycle, Brown said.

When the car-share program expands, additional cars will ideally be located at various places around town to increase accessibility, Brown said.

To become a member of Ashland CarShare, people will pay a one-time joining fee of \$50, undergo a credit check and provide a copy of their driving record. Applicants will be screened to ensure they are not a liability to the organization, Brown said.

Members can choose the "share-a-lot" plan, which includes a free RVTB bus pass, and pay \$25 per month plus \$3.95 per hour and 30 cents per mile. The "share-a-little" plan charges no monthly fee and costs \$7.95 per hour and 30 cents per mile.

About 30 people have expressed interest in joining, Brown said, and she plans to start off with about 15 members before adding more cars to the program in the spring. She hopes to eventually bring in different types of vehicles, such as a van and a truck.

Mayor-elect John Stromberg has pledged to be the first member of Ashland CarShare because he thinks "it is a promising transportation alternative for Ashland," Stromberg said.

"What intrigues me is that, in a car-share system, the percentage of time that the car is actually in use is much greater than for a single-owner car," he said.

If the program were successful, the City of Ashland might be able to participate in car-sharing, Stromberg said.

Good for the environment

Several Bay Area cities have reduced their fleets by car-sharing, said Rick Hutchinson, CEO of City CarShare, which guaranteed Ashland CarShare's lease to obtain its first vehicle.

The San Francisco-based organization has helped several car-sharing programs start up around the country, and they were happy to help Brown, Hutchinson said.

"She's really done an incredible job of getting Ashland CarShare started," he said. "They're right on mission."

Car sharing is often marketed as a money-saver, Hutchinson said. In the Bay Area it costs \$500 to \$700 a month to own a car, he added, whereas the average City CarShare member spends \$50 a month.

Car sharing also has a positive impact on the environment, he said.

Each car-share vehicle results in six to 15 fewer cars on the road, he said. A study showed that City CarShare prevented 25 million pounds of carbon dioxide emissions in 2008, and 30,000 fewer miles were driven on Bay Area roads every day, he said.

Studies also show that people who use car-share programs tend to shop locally more and drive less, he said.

CityCarShare launched its program in 2001 and has since grown to 310 vehicles, with about 11,000 people using the cars on a regular basis, he said.

The United States has more than 20 car-sharing programs with several starting up this year, and worldwide more than 350,000 people participate in car sharing, Brown said.

For a car-sharing program to succeed, it's important that the organization be mission-based and not profit-based, Hutchinson said.

"Car sharing is about its environmental and social impact," he said.

Communities have to understand the concept to be able to embrace the program and help sustain it, he added.

In Ashland, getting Southern Oregon University staff and students involved will help the project succeed, he said.

It's also key to keep car-sharing prices affordable to all constituencies, such as student and the elderly, he said.

Ashland CarShare will be good for the town, but if it's successful it will set a precedent that a small community of motivated people can make a car-sharing program work, Hutchinson said.

Car-sharing programs have succeeded in major urban centers, and Ashland CarShare will set an example for smaller cities, board member Vicki Bamman said.

That pioneering component can also help attract funding if the model can be replicated elsewhere, she said,

"I firmly believe that Ashland is an ideal location to introduce the car-share concept to Southern Oregon," she said, "because Ashland is a progressive, environmentally-conscious community."

For more information on Ashland CarShare, visit www.ashlandcarshare.org or call Becky Brown at 890-1936.

Staff writer Kira Rubenthaler can be reached at 482-3456 ext. 225 or krubenthaler@dailytidings.com.

Appendix 5**Membership List**

Becky Brown	2023 Siskiyou Blvd. Ashland, OR 97520
Trace Harding & Holly Chistiansen	334 Bridge St. Ashland, OR 97520
James Dills	797 Park St. Ashland, OR 97520
Shawn Salter & Wendy Scharp	77 California St. #6 Ashland, OR 97520
Michael Sheats & Ruby Henrie	126 Beth Ann Circle Talent, OR 97540
Jennifer Gannett & Chris Len	180 S. Mountain Ave. Ashland, OR 97520
Pam Lott	798 Oak St. Ashland, OR 97520
Louise M. Pare	671 Park Street Ashland, OR 97520
Terry Hill	1257 Siskiyou Blvd #210 Ashland, OR
Steve Fenwick	P.O. Box 338 Ashland, OR 97520
Stephen & Diane Kish	137 Nob Hill St. Ashland, OR 97520
Amy Johnson	735 Ashland Street Ashland, OR 97520
Kimberley Healey	302 Beach St. Ashland, OR 97520
John Spillman & Karen Volpert	102 Granite St. Ashland, OR 97520
Liisa Wale	115 Lincoln St #2 Ashland, Oregon

Kat Smith	276 B St. #2 Ashland, OR 97520
Sayla Eisner-Mix	208 Hargadine St #3 Ashland, OR 97520
Karen & Guy Perrin	2934 Barbara St. Ashland, OR 97520
Catherine Foster	983 Oak St. Ashland, OR 97520
Laura K. Joyce	222 Van Ness Avenue Ashland OR 97520
Sheryl Grunde	1233 Calypso Ct. Ashland, OR 97520
Karl Haynes	P.O. Box 967 Ashland, OR 97520

Appendix 6

36 Month Pro Forma Spreadsheet

Ashland Carshare Assumptions		Launch	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
New members added	15 per month	10	15	15	15	15	15	15	15	15	15	15	15	15
Total members	20% attrition rate	10	25	40	55	70	85	99	112	125	138	151	163	175
New vehicles added	varies per month	1			2			1			1			1
Total vehicles		1	1	1	3	3	3	4	4	4	5	5	5	6
Member to vehicle ratio	calculated	10	25	40	18	23	28	25	28	31	28	30	33	29
Vehicle utilization (hours per member)	4 hours/day	120	120	120	360	360	360	480	480	480	600	600	600	720
(miles/month)	5 miles/hour	600	600	600	1800	1800	1800	2400	2400	2400	3000	3000	3000	3600
Revenue - hourly charge	\$ 3.95 per hour	\$ -	\$ 474	\$ 474	\$ 1,422	\$ 1,422	\$ 1,422	\$ 1,896	\$ 1,896	\$ 1,896	\$ 2,370	\$ 2,370	\$ 2,370	\$ 2,844
- mileage charge	\$ 0.30 per mile	\$ -	\$ 180	\$ 180	\$ 540	\$ 540	\$ 540	\$ 720	\$ 720	\$ 720	\$ 900	\$ 900	\$ 900	\$ 1,080
Membership fee	\$ 25.00 per month	\$ -	\$ 625	\$ 1,000	\$ 1,375	\$ 1,750	\$ 2,125	\$ 2,465	\$ 2,799	\$ 3,127	\$ 3,450	\$ 3,767	\$ 4,079	\$ 4,386
Total revenues	per month	\$ -	\$ 1,279	\$ 1,654	\$ 3,337	\$ 3,712	\$ 4,087	\$ 5,081	\$ 5,415	\$ 5,743	\$ 6,720	\$ 7,037	\$ 7,349	\$ 8,310
Expenses - Vehicle lease	\$ 480 per month	\$ 850	\$ 480	\$ 480	\$ 1,440	\$ 1,440	\$ 1,440	\$ 1,920	\$ 1,920	\$ 1,920	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,880
Vehicle insurance	\$ 186 per month	\$ 460	\$ 186	\$ 186	\$ 558	\$ 558	\$ 558	\$ 744	\$ 744	\$ 744	\$ 930	\$ 930	\$ 930	\$ 1,116
Maintenance cost	\$ 20 per month	\$ -	\$ 20	\$ 20	\$ 60	\$ 60	\$ 60	\$ 80	\$ 80	\$ 80	\$ 100	\$ 100	\$ 100	\$ 120
Repair cost	\$ 40 per month	\$ -	\$ 40	\$ 40	\$ 120	\$ 120	\$ 120	\$ 160	\$ 160	\$ 160	\$ 200	\$ 200	\$ 200	\$ 240
Cleaning cost	\$ 40 per month	\$ 40	\$ 40	\$ 40	\$ 120	\$ 120	\$ 120	\$ 160	\$ 160	\$ 160	\$ 200	\$ 200	\$ 200	\$ 240
Parking	\$ - per month	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Website Design/fees		\$ 1,050												
Vehicle computer wireless cost	\$ 40 per month	\$ 1,475	\$ 40	\$ 40	\$ 120	\$ 120	\$ 120	\$ 160	\$ 160	\$ 160	\$ 200	\$ 200	\$ 200	\$ 240
New vehicle/location setup	\$ 200 per vehicle	\$ 175	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ 200
Average MPG of vehicles	45 mpg													
Fuel (cost per gallon)	\$ 3.95 per gallon	\$ -	\$ 53	\$ 53	\$ 158	\$ 158	\$ 158	\$ 211	\$ 211	\$ 211	\$ 263	\$ 263	\$ 263	\$ 316
Variable costs	\$ 1,006 /vehicle./mo	\$ 4,050	\$ 859	\$ 859	\$ 2,976	\$ 2,576	\$ 2,576	\$ 3,635	\$ 3,435	\$ 3,435	\$ 4,493	\$ 4,293	\$ 4,293	\$ 5,352
Staff - General Manager	\$ 12,000 per year (gross)	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Contract Consultant(s)		\$ 4,100												
Staff - Customer Service	\$ 6,000 per year	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Staff - Marketing Director	\$ - per year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Staff - Fleet Manager	\$ - per year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Staff costs	\$ 1,500 per month	\$ 4,100	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Overhead - Office rent	\$ - per month	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reservation/billing system	\$ 20 per car + \$4	\$ 750	\$ 60	\$ 60	\$ 100	\$ 100	\$ 100	\$ 120	\$ 120	\$ 120	\$ 140	\$ 140	\$ 140	\$ 160
Call center/emergency resp.	\$ 100 per month	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Marketing/advertising	\$ 500 per month	\$ 75	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Phones/internet	\$ 100 per month	\$ 40	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Supplies, mailing	\$ 100 per month	\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Office costs	\$ 820 per month	\$ 1,065	\$ 860	\$ 860	\$ 900	\$ 900	\$ 900	\$ 920	\$ 920	\$ 920	\$ 940	\$ 940	\$ 940	\$ 960
Total Expenses	\$ 3,326 per month	\$ 9,215	\$ 3,219	\$ 3,219	\$ 5,376	\$ 4,976	\$ 4,976	\$ 6,055	\$ 5,855	\$ 5,855	\$ 6,933	\$ 6,733	\$ 6,733	\$ 7,812
Net profit/loss	per month	\$ (9,215)	\$ (3,219)	\$ (1,940)	\$ (3,722)	\$ (1,639)	\$ (1,264)	\$ (1,968)	\$ (774)	\$ (440)	\$ (1,190)	\$ (14)	\$ 304	\$ (463)
Grants	Prelaunch expenses:	9,900			9,900			9,900						
Cash flow (cumulative)	Total investment needed	\$ 685	\$ (2,534)	\$ (4,473)	\$ 1,705	\$ 66	\$ (1,198)	\$ 6,734	\$ 5,960	\$ 5,520	\$ 4,329	\$ 4,316	\$ 4,620	\$ 4,157

The following assumption are made:

- Security deposits or coop share costs are not included in calculations.
- Member application fees are not included since, after discounting, they tend to approximately equal to actual processing cost.
- Vehicle usage revenues are realized the following month.
- Miscellaneous member penalties and credits are not included.
- Cash flow totals reflects the total investment needed to sustain the operation.
- Calculations based on vehicle utilizations assumptions. Members and Members Added only affect membership fees.
- Staff costs are "gross" not "take home".
- If purchasing vehicles, set Vehicle Lease expense to \$0; see line 40 for cash needed to purchase.

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Year 2	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
15	15	15	15	15	15	15	15	15	15	15	15
188	199	211	223	234	245	256	267	277	288	298	308
6	6	2	8	1	1	1	11	2	13	13	13
31	33	8	28	9	10	11	24	13	22	23	24
900	900	1200	1200	1350	1500	1650	1650	1950	1950	1950	1950
4500	4500	6000	6000	6750	7500	8250	8250	9750	9750	9750	9750
\$ 3,555	\$ 3,555	\$ 4,740	\$ 4,740	\$ 5,333	\$ 5,925	\$ 6,518	\$ 6,518	\$ 7,703	\$ 7,703	\$ 7,703	\$ 7,703
\$ 1,350	\$ 1,350	\$ 1,800	\$ 1,800	\$ 2,025	\$ 2,250	\$ 2,475	\$ 2,475	\$ 2,925	\$ 2,925	\$ 2,925	\$ 2,925
\$ 4,688	\$ 4,985	\$ 5,277	\$ 5,564	\$ 5,846	\$ 6,124	\$ 6,397	\$ 6,665	\$ 6,929	\$ 7,189	\$ 7,444	\$ 7,695
\$ 9,593	\$ 9,890	\$ 11,817	\$ 12,104	\$ 13,204	\$ 14,299	\$ 15,389	\$ 15,658	\$ 17,557	\$ 17,816	\$ 18,071	\$ 18,322
\$ 2,880	\$ 2,880	\$ 3,840	\$ 3,840	\$ 4,320	\$ 4,800	\$ 5,280	\$ 5,280	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240
\$ 1,116	\$ 1,116	\$ 1,488	\$ 1,488	\$ 1,674	\$ 1,860	\$ 2,046	\$ 2,046	\$ 2,418	\$ 2,418	\$ 2,418	\$ 2,418
\$ 120	\$ 120	\$ 160	\$ 160	\$ 180	\$ 200	\$ 220	\$ 220	\$ 260	\$ 260	\$ 260	\$ 260
\$ 240	\$ 240	\$ 320	\$ 320	\$ 360	\$ 400	\$ 440	\$ 440	\$ 520	\$ 520	\$ 520	\$ 520
\$ 240	\$ 240	\$ 320	\$ 320	\$ 360	\$ 400	\$ 440	\$ 440	\$ 520	\$ 520	\$ 520	\$ 520
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 240	\$ 240	\$ 320	\$ 320	\$ 360	\$ 400	\$ 440	\$ 440	\$ 520	\$ 520	\$ 520	\$ 520
\$ -	\$ -	\$ 400	\$ -	\$ 200	\$ 200	\$ 200	\$ -	\$ 400	\$ -	\$ -	\$ -
\$ 395	\$ 395	\$ 527	\$ 527	\$ 593	\$ 658	\$ 724	\$ 724	\$ 856	\$ 856	\$ 856	\$ 856
\$ 5,231	\$ 5,231	\$ 7,375	\$ 6,975	\$ 8,047	\$ 8,918	\$ 9,790	\$ 9,590	\$ 11,734	\$ 11,334	\$ 11,334	\$ 11,334
\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 160	\$ 160	\$ 200	\$ 200	\$ 220	\$ 240	\$ 260	\$ 260	\$ 300	\$ 300	\$ 300	\$ 300
\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
\$ 960	\$ 960	\$ 1,000	\$ 1,000	\$ 1,020	\$ 1,040	\$ 1,060	\$ 1,060	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
\$ 10,691	\$ 10,691	\$ 12,875	\$ 12,475	\$ 13,567	\$ 14,458	\$ 15,350	\$ 15,150	\$ 17,334	\$ 16,934	\$ 16,934	\$ 16,934
\$ (2,381)	\$ (1,098)	\$ (2,984)	\$ (658)	\$ (1,462)	\$ (1,254)	\$ (1,051)	\$ 239	\$ (1,676)	\$ 623	\$ 882	\$ 1,138
\$ 1,777	\$ 679	\$ (2,305)	\$ (2,963)	\$ (4,425)	\$ (5,680)	\$ (6,731)	\$ (6,492)	\$ (8,168)	\$ (7,545)	\$ (6,662)	\$ (5,525)

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Year 3	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36
15	15	15	15	15	15	15	15	15	15	15	15
318	327	337	346	356	365	374	382	391	399	408	416
13	13	13	13	13	13	13	13	13	13	13	13
24	25	26	27	27	28	29	29	30	31	31	32
2340	2340	2340	2340	2340	2340	2340	2340	2340	2340	2340	2340
11700	11700	11700	11700	11700	11700	11700	11700	11700	11700	11700	11700
\$ 9,243	\$ 9,243	\$ 9,243	\$ 9,243	\$ 9,243	\$ 9,243	\$ 9,243	\$ 9,243	\$ 9,243	\$ 9,243	\$ 9,243	\$ 9,243
\$ 3,510	\$ 3,510	\$ 3,510	\$ 3,510	\$ 3,510	\$ 3,510	\$ 3,510	\$ 3,510	\$ 3,510	\$ 3,510	\$ 3,510	\$ 3,510
\$ 7,942	\$ 8,184	\$ 8,423	\$ 8,657	\$ 8,888	\$ 9,115	\$ 9,338	\$ 9,558	\$ 9,773	\$ 9,985	\$ 10,194	\$ 10,399
\$ 20,695	\$ 20,937	\$ 21,176	\$ 21,410	\$ 21,641	\$ 21,868	\$ 22,091	\$ 22,311	\$ 22,526	\$ 22,738	\$ 22,947	\$ 23,152
\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240
\$ 2,418	\$ 2,418	\$ 2,418	\$ 2,418	\$ 2,418	\$ 2,418	\$ 2,418	\$ 2,418	\$ 2,418	\$ 2,418	\$ 2,418	\$ 2,418
\$ 260	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260
\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520
\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 1,027	\$ 1,027	\$ 1,027	\$ 1,027	\$ 1,027	\$ 1,027	\$ 1,027	\$ 1,027	\$ 1,027	\$ 1,027	\$ 1,027	\$ 1,027
\$ 11,505	\$ 11,505	\$ 11,505	\$ 11,505	\$ 11,505	\$ 11,505	\$ 11,505	\$ 11,505	\$ 11,505	\$ 11,505	\$ 11,505	\$ 11,505
\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
\$ 17,105	\$ 17,105	\$ 17,105	\$ 17,105	\$ 17,105	\$ 17,105	\$ 17,105	\$ 17,105	\$ 17,105	\$ 17,105	\$ 17,105	\$ 17,105
\$ 1,217	\$ 3,590	\$ 3,832	\$ 4,071	\$ 4,305	\$ 4,536	\$ 4,763	\$ 4,986	\$ 5,206	\$ 5,421	\$ 5,633	\$ 5,842
\$ (4,307)	\$ (718)	\$ 3,115	\$ 7,185	\$ 11,491	\$ 16,027	\$ 20,790	\$ 25,776	\$ 30,982	\$ 36,403	\$ 42,036	\$ 47,878