

# ATTACHMENT C Metro

Los Angeles County  
Metropolitan Transportation  
Authority  
One Gateway Plaza  
3rd Floor Board Room  
Los Angeles, CA



## Board Report

---

**File #:**2015-0478, **File Type:**Contract

**Agenda Number:**14.

---

### PLANNING AND PROGRAMMING COMMITTEE JUNE 17, 2015

**SUBJECT: METRO COUNTYWIDE BIKESHARE**

**ACTION: ADOPT A BIKESHARE IMPLEMENTATION PLAN AND AWARD CONTRACT**

#### **RECOMMENDATIONS**

APPROVED AS AMENDED:

- A. adopting the **Regional Bikeshare Implementation Plan for Los Angeles County** ("Plan") (Attachment B).
- B. awarding a two-year firm fixed price Contract No. PS272680011357 (RFP No. PS11357), to Bicycle Transit Systems, Inc. (BTS) for the equipment, installation and operations of the Metro Countywide Bikeshare Phase 1 Pilot in the amount of \$11,065,673 contingent upon the execution of an MOU between the City of Los Angeles and Metro. Authorization of future phases will be presented for Board approval contingent upon successful completion and operation of the Phase 1 Pilot, and completion and operation of each subsequent phase, availability of funding and interest of participating communities (Attachment A).
- C. authorizing the Chief Executive Officer (CEO) to take the following actions to implement the Metro Countywide Bikeshare Phase 1 Pilot in downtown Los Angeles ("Pilot"):
  - 1. negotiating and executing a Memorandum of Understanding (MOU) between City of Los Angeles and Metro to set the terms of fiscal and administrative responsibility as described in the January 2015 Receive and File (Attachment C); and
  - 2. amending the Fiscal Year 15/16 bikeshare project budget to include an additional \$2.64M for the capital and operating and maintenance costs of the Metro Countywide Bikeshare Phase 1 Pilot (Attachment D).

#### **ISSUE**

At the January 2014 meeting, the Board approved the CEO to undertake a study of how a Metro-led bikeshare program could be implemented throughout Los Angeles County (Attachment E). The

---

Board also authorized the CEO to procure, contract, and administer the bikeshare program through Motion 58 (Attachment F). Per Board direction and in coordination with the Bikeshare Working Group, staff identified a phased approach to implementing the program and how to apply the Board's commitment of funding up to 50 percent of total capital costs and up to 35 percent of ongoing operations and maintenance (O&M) costs for each participating city. At the January 2015 meeting, the Board received and filed staff's recommended business structure for the Metro Countywide Bikeshare (Attachment C). Per the Board's direction, staff proposes to implement a two-year (FY16 & FY17) Pilot in downtown Los Angeles (DTLA) starting in FY15/16 to test the feasibility of a Countywide Bikeshare system. The Pilot will include a bikeshare system with approximately 65 bikeshare stations and 1,090 bicycles.

Prior to the end of the two-year Pilot, staff will return to the Board for a determination on whether to continue the Pilot and/or expand bikeshare to additional bikeshare-ready communities per the Countywide Bikeshare Implementation Plan ("Plan"). Having one contractor for the duration of the program is key to ensuring countywide interoperability and allowing Metro to pursue Federal and State funding. The continuation of the bikeshare program beyond FY17 is dependent upon Board direction, availability of funding and interest of participating communities.

## **DISCUSSION**

Bikeshare is a program designed for point-to-point local trips using a shared use fleet of bicycles strategically located at docking stations throughout a well-defined project area and within easy access to each other.

Bikeshare programs around the country and world have proven to be a strong first and last-mile short-trip transportation option. Currently there are over 50 bikeshare programs operating in cities in the United States. When coordinated with transit, such programs can facilitate reductions in vehicle miles traveled, reduced travel times, improved access, and growth in bicycling as a viable mode of travel.

### **Implementation Plan**

Subsequent to the January 2014 Board direction, staff coordinated the formation of the Bikeshare Working Group to guide the preparation of the Plan. Group members included Metro staff (including TAP, OMB, and Design Studio), as well as representatives from the cities of Los Angeles and Pasadena. Representatives from the cities of Santa Monica and Long Beach also participated to coordinate their efforts and update the Group on their progress on parallel bikeshare efforts.

Since the initiation of the Plan, Metro has had approximately 20 meetings with either the entire Working Group or individually with the cities of Santa Monica, Pasadena, Los Angeles, West Hollywood, Culver City, Beverly Hills, Long Beach and other interested jurisdictions. Metro has also held public Metro Bicycle Roundtable meetings that included discussions about Metro Countywide Bikeshare. Additionally, in order to gauge whether Metro's technical work is in line with community support, Metro solicited feedback through an online crowdsourcing map that identified potential locations for bikeshare stations in the pilot cities of downtown Los Angeles, Pasadena and Santa Monica in September 2014. Metro had a successful response with over 3,000 people viewing the map, over 5,200 location "likes" and 400 suggested locations were received. To follow up on this first map, in December 2014, Metro requested additional input through a second crowdsourcing map. The

second crowdsourcing map identified potential future bikeshare communities identified through the Plan. Similar to the first map, Metro asked that community members provide feedback regarding Metro identified communities. The input collected from these crowdsourcing maps helped confirm the locations that Metro has identified for bikeshare station locations and potential future bikeshare communities. Final bikeshare station locations will be determined by respective city staff in consultation with Metro and the bikeshare operator.

The Plan envisions a bikeshare system that is accessible to Los Angeles County residents, students, workers and visitors, and that integrates with existing Metro transit services to provide a seamless passenger experience and improve the reliability, efficiency and usefulness of Metro's transportation system. Consistent with findings and recommendations from the Plan, the first phase of the Pilot is recommended to be in DTLA. Up to eight additional communities were identified to be bikeshare ready with Pasadena identified as primed for a second phase of the Pilot. As indicated previously, the continuation of the bikeshare program beyond the Phase 1 of the Pilot is dependent upon Board direction, availability of funding and interest of participating jurisdictions.

### Memorandum of Understanding

The execution of a MOU between the City of Los Angeles and Metro is necessary to implement a bikeshare system where Metro is acting as the lead agency administering the contract to implement bikeshare stations on City of Los Angeles right-of-way. The MOU sets terms of fiscal and administrative responsibility for the Pilot. The financial participation is set at 50/50 split for capital and 35/65 split for O&M per the direction of Metro Board Motion 58 (Attachment F) and the Receive and File report in January 2015 (Attachment C). The agreement outlines the roles and responsibilities of Metro and the City of Los Angeles for the Pilot by setting the procedures for reimbursement of the capital and O&M costs, the rights of advertisement / sponsorship, and the delivery of bikeshare station locations. Execution of a contract between Metro and BTS, is contingent on Metro executing the MOU with the City of Los Angeles.

### Regional Interoperability

True bikeshare interoperability is best achieved through one Countywide Bikeshare vendor system, as bicycles and docks of bikeshare systems are proprietary and are not physically interoperable with one another. In order to develop an interoperable Metro Countywide Bikeshare system in line with the Metro Board's direction, any city or community that would like to participate in a system should ideally use the same vendor system. That vendor should have a proven track record of launching and delivering similarly scaled systems and proven technology.

Santa Monica and Long Beach have chosen to move forward with independent bikeshare systems. However, a more limited level of interoperability can be achieved through operational and/or technological integration of bikeshare facilities throughout the County. Technological integration can occur through web/mobile applications, the TAP system and membership reciprocity. In Motion 58 the Board directed the CEO to develop a Countywide Bikeshare program under the following conditions (Attachment A):

- a. Metro needs to be the lead agency in the county that will manage and procure a robust bicycle share program and
- b. That a single-point agency will also ensure interoperability among the different jurisdictions

---

and can also provide a multi-modal transportation system through the use of the Transit Access Program ("TAP") smart card.

Metro commits to working with Santa Monica and Long Beach who are implementing their own bikeshare program to create an interoperable system and will continue to engage both cities in order to achieve this. To develop an interoperable Metro Countywide Bikeshare system in line with the Metro Board's direction, we have set forward objectives of countywide interoperability for these cities (Attachment G). To accomplish this, Metro included requirements for TAP integration in the Metro Countywide Bikeshare RFP that was released in December 2014. TAP integration is intended to provide consistent access across bikeshare platforms at a minimum, and payment and revenue settlement at its fullest capabilities. Metro is committed to working with a bikeshare vendor and Metro's TAP group to develop and implement a system that, at a minimum, is capable of utilizing the TAP card as a membership card. Additionally, Metro is committed to working with the selected Metro Countywide Bikeshare vendor to provide for physical co-location of bikeshare kiosks/stations as needed. Staff will also work with the cities on fare structure, branding, marketing and education and membership reciprocity.

#### Contract for DTLA Pilot

An RFP for a multi-phased Countywide Bikeshare program was issued on December 15, 2014. The RFP scope included a regional bikeshare system with at least 5 phases including 9 different bikeshare ready communities in Los Angeles County, as identified in the Plan. The scope was tailored to be inclusive of all the regional needs for bikeshare since the best way to ensure regional interoperability is to use one vendor for all of Los Angeles County. Additionally, this procurement approach will best prepare the region for federal and state funding opportunities for future bikeshare phases since the lifetime project costs have been assessed holistically and not piecemealed out.

#### **DETERMINATION OF SAFETY IMPACT**

The Metro Countywide Bikeshare Phase 1 Pilot will not have any adverse safety impacts on Metro employees and patrons.

#### **FINANCIAL IMPACT**

The proposed FY16 project cost is \$7.78M. Of this, \$5.8M is a one-time capital cost and \$1.98M is the Operating and Maintenance (O & M) cost. Attachment D reflects the funding plan for the Pilot. The FY16 budget currently includes \$5.14M for this project. The proposed action will add \$2.64M in Cost Center 4320, Project 405301 - 05.01 (Bikeshare Program).

#### Capital Costs

The capital costs of \$5.8M in FY16 will be funded by Metro, \$3.8M from toll revenues and \$2.0M from two City of Los Angeles Call for Projects grants that are being reallocated to Metro through the June 2015 Call for Projects recertification and deobligation process. The City of Los Angeles has requested to cancel the Call for Projects grants originally programmed to #F3510 - Figueroa Corridor Bike Station and Cycling Enhancements and #F5523 - Expo Line Bike Hubs South Los Angeles, and to reallocate the funds to Metro towards the implementation of the Countywide Bikeshare Phase 1



---

Pilot in Downtown Los Angeles (the "Pilot"). The reallocation of funds to the Pilot is consistent with the original intent of the Call for Projects grants.

#### Operating and Maintenance Costs

Total O & M costs in FY16 are 2.0M. \$1.3M of this will be funded by City of Los Angeles, which includes the City's local match of \$919,539 from the cancelled Call for Projects mentioned above (\$368,213 for the Figueroa Corridor Bike Station and \$551,326 for the Expo Line Bike Hubs South Los Angeles) plus an additional City's contribution of \$364,446. The remaining \$0.7M is estimated to be Metro's share. However, anticipated revenues from user fees and potential title sponsorship may reduce Metro's funding responsibility.

Since this is a multi-year contract, the cost center manager and Chief Planning Officer will be responsible for budgeting the cost in future years, including any phase(s) the Board authorized to be exercised.

#### Impact to Budget

For contracting purposes, \$5.14M is already included in the FY16 budget. This action will add \$2.64M to the budget which will be immediately funded from general funds or other eligible and available local funds. This funding will be restored to the general funds with City of Los Angeles's reimbursements and 2015 Call for Projects fund assignment to ensure revenue neutrality and no impact to other programs supported through the general fund.

### **ALTERNATIVES CONSIDERED**

The Board may choose not to award a contract. This alternative is not recommended, as it is not in line with the June Board Motion 58 directing staff to procure, contract, and administer the bicycle share program.

### **NEXT STEPS**

#### Bikeshare Marketing and Branding

Staff has been coordinating with the Metro Design Studio and the Bikeshare Working Group regarding design and branding of a Metro Countywide Bikeshare system. Metro is working collectively with the participating cities to determine a design that is representative of Metro while exploring opportunities for local identity. Metro's Countywide Bikeshare system will utilize the Metro-Bike color palette for branding and designs which will be finalized once the Pilot contract is executed.

#### Sponsorship

Metro Communications is on schedule to amend the existing Metro system-wide advertising contract to include provisions for a bikeshare title sponsorship starting in June 2015. Communications plans to complete the amendment by fall 2015, well ahead of the estimated Pilot launch in spring 2016. Per the January 2015 Receive and File report in January 2015 (Attachment C), Metro would retain on-bike title sponsorship and reserve the right to sell to sponsor(s) as a source of Metro's funding commitment. On-bike title sponsorship revenue would first be applied towards Metro's financial

commitment. Remaining sponsorship revenues would then be applied towards each city's O&M cost. Any excess sponsorship revenues would then be expended for the bikeshare program under the terms of the MOU. Cities would retain the right to sell advertising or sponsorship at bikeshare stations based on their jurisdiction's policies to meet the local share of capital and operating expenses.

Existing bikeshare systems in Denver, Minneapolis, Washington D.C., Philadelphia and New York have utilized corporate sponsorship/advertisements contracts to generate revenue to cover all or some of the O&M costs in which ads are placed on the bike and/or the kiosks. An average title sponsorship of these bikeshare systems generates \$1,375 of revenue annually per bike. Although markets vary and it is unknown at this time what the Los Angeles region's potential is, based on an average from other programs, Metro estimates that the Pilot could generate \$1.5 million annually from sponsorship revenues.

#### Fare Structure & TAP Integration

Staff will return to the Metro Board in fall 2015 with a recommended fare structure and TAP integration strategy for the Pilot in DTLA.

#### **ATTACHMENTS**

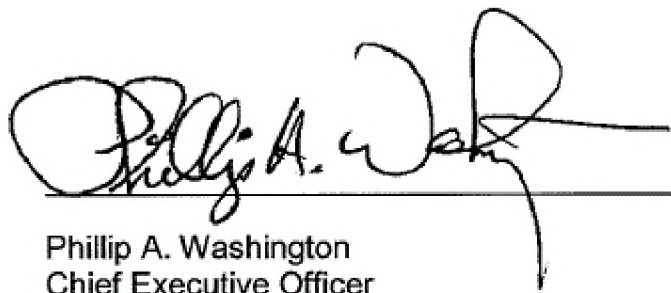
Attachment A - Procurement Summary  
Attachment B - Regional Bikeshare Implementation Plan for Los Angeles County  
Attachment C - Bikeshare Program Receive and File January 2015  
Attachment D - Bikeshare Funding/Expenditure Plan  
Attachment E - Countywide Metro Bikeshare Board Report January 2014  
Attachment F - Metro Board Motion 58  
Attachment G - Interoperability Objectives with Existing Local Bikeshare Programs

Prepared by: Avital Shavit, Transportation Planning Manager V, (213) 922-7518  
Laura Cornejo, Deputy Executive Officer, (213) 922-2885  
Diego Cardoso, Executive Officer, (213) 922-3076  
Cal Hollis, Managing Executive Officer, (213) 922-7319

Reviewed By: Ivan Page, Interim Executive Director, Vendor/Contract  
Management, (213) 922-6383

Nalini Ahuja, Executive Director, Office of Management and Budget, (213) 922-3088

Martha Welborne, Chief Planning Officer, (213) 922-3050



---

Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## METRO COUNTYWIDE BIKESHARE

1.	<b>Contract Number:</b> PS272680011357 (RFP No. PS11357)	
2.	<b>Recommended Vendor:</b> Bicycle Transit Systems, Inc.	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> December 15, 2014	
	<b>B. Advertised/Publicized:</b> December 11-15, 2014	
	<b>C. Pre-proposal Conference:</b> January 6, 2015	
	<b>D. Proposals Due:</b> January 27, 2015	
	<b>E. Pre-Qualification Completed:</b> April 13, 2015	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> March 4, 2015	
	<b>G. Protest Period End Date:</b> June 24, 2015	
5.	<b>Solicitations Picked up/Downloaded:</b> 83	<b>Proposals Received:</b> 5
6.	<b>Contract Administrator:</b> Lily Lopez	<b>Telephone Number:</b> 213-922-4639
7.	<b>Project Manager:</b> Avital Shavit	<b>Telephone Number:</b> 213-922-7518

**A. Procurement Background**

This Board Action is to approve a two-year Pilot program in support of Metro's Countywide Bikeshare program; Contract No. PS27268001357 (RFP PS11357). The contract will provide implementation, installation, operation, and maintenance of equipment as well as publicize a network of publicly-available bicycles in a Regional Countywide Bikeshare System ("System"). The System encompasses five (5) phases within Los Angeles County. The two-year Pilot program will launch in downtown Los Angeles (DTLA) with 65 stations and 1,090 bikes and is a subset of Phase I. The balance of Phase I and future phases will be presented for Board approval contingent upon successful completion and operation of the Pilot, completion and operation of each subsequent phase, cities participation, and available funding. Subsequent phases may be rolled out to maintain and/or expand the System as follows:

- Phase I (remaining balance): continue operations and maintenance (O&M) of the Pilot
- Phase II: Pasadena – 34 stations and 490 bikes
- Phase III: Two Expansion Cities/Communities – 65 stations and 936 bikes
- Phase IV: Two Expansion Cities/Communities - 53 stations and 763 bikes
- Phase V: Three Expansion Cities/Communities - 37 stations and 533 bikes



The RFP was issued in accordance with Metro's Acquisition Policy and Procedure Manual and the contract type is firm fixed price.

Five (5) amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on December 31, 2014, provided revisions to the solicitation documents and provided responses to questions received;
- Amendment No. 2, issued on January 7, 2015, provided documents related to the Pre-Proposal conference convened on January 6, 2015, provided responses to questions received and extended the proposal due date;
- Amendment No. 3, issued on January 15, 2015, provided responses to questions related to the statement of work (SOW) received;
- Amendment No. 4, issued on January 21, 2015 provided responses to questions related to the SOW received;
- Amendment No. 5, issued January 29, 2015, after receipt of proposals, provided clarifications to the SOW

A pre-proposal conference was held on January 6, 2015, attended by thirty-four (34) participants representing twenty-six (26) firms. Twelve (12) questions were asked during the pre-proposal conference and an additional thirty-seven (37) questions were asked during the solicitation phase.

Eighty-three (83) firms downloaded the RFP and were included in the planholders list. A total of five (5) proposals were received on January 27, 2015.

## **B. Evaluation of Proposals/Bids**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Countywide Planning and Development, City of Los Angeles and City of Pasadena was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- |   |     |
|---|-----|
| • Proposer's Expertise and Experience     | 30% |
| • Quality of Equipment and Software       | 25% |
| • Regional Integration and Execution Plan | 20% |
| • Innovation                              | 10% |
| • Cost                                    | 15% |

The evaluation criteria are appropriate and consistent with criteria developed for similar procurements. Several factors were considered when developing these weights, giving the greatest importance to the proposer's expertise and experience. The PET evaluated the proposals according to the pre-established evaluation criteria.

During the week of February 9, 2015, the PET completed its evaluation of the five (5) proposals received and determined that four (4) were within the competitive range. The four (4) firms within the competitive range are listed below in alphabetical order:

1. Bicycle Transit Systems, Inc.
2. CycleHop, LLC
3. Motivate International, Inc.
4. Nextbike, Inc.

One (1) firm, Bewegen Technologies, Inc. was determined to be outside the competitive range and was not included for further consideration as its proposal did not demonstrate it had the required experience on similar projects (bikeshare, carshare, and other sharable transportation service). Additionally, the technology proposed was new and had not been proven successful on a large scale similar to Metro.

After evaluations, the PET determined that oral presentations by the firms within the competitive range were required. During the week of February 17, 2015, the above-mentioned firms were scheduled for oral presentations. The firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the PET's questions. In general, each team addressed the requirements of the RFP, experience with all aspects of the required scope, and stressed each firm's commitment to the success of the project. Each team was asked questions relative to each firm's proposed staffing plans, perceived project issues, implementation of similar projects and previous experience.

At the conclusion of the oral presentations, two of the four firms in the initial competitive range, BTS and Motivate, remained for consideration and were requested to submit Best and Final Offers.

#### **Qualifications Summary of Firms Within the Competitive Range:**

##### **Bicycle Transit Systems, Inc. (BTS)**

BTS specializes in bikeshare system implementation and operation. BTS' team member experience spans over 25 years of sustainable transportation solutions that bring with them a broad base of skills and experience having provided similar services for both the private and public sectors.

The Project Manager has over ten (10) years of bikeshare management experience and has led the launch of several programs across major U.S. metropolitan cities, such as Philadelphia, Boston, Washington, D.C. and New York.

In terms of overall experience, the staff at BTS/B-Cycle collectively have launched and/or operated approximately 40 bikesharing systems comprising of approximately 20,000 of bicycles at 1,500 stations. The BTS/B-Cycle Team recently implemented and currently operates a 500 bicycle system in Philadelphia and operates systems in Oklahoma. B-Cycle, in separate partnerships, implemented and operates 26 bikeshare systems in locations like Colorado (700 bikes), San Antonio (425), Austin (375), Fort Worth (300) and others.

BTS proposed a smart-dock bikeshare system that utilizes a payment kiosk and a docking station to return the bikes. This system has been proven successful in large North American cities similar in scale to Los Angeles as it easily identifies a known place to find bikes and allows users to walk up to a station and pick-up a bike at any moment. Smart-dock bikes unlock in response to a credit card or a member key, providing a secure locking point to deter theft and safely transmit usage.

The current 2.0 system BTS is proposing for the Phase 1 Pilot is a smart-dock system however, BTS is currently working on the development of a 3.0 system that includes a smart-bike that would be ready as early as 2017.

Additionally, the team has a proven on-time delivery and launch record and an established domestic supply chain with B-Cycle (subsidiary of Trek Bicycle Corporation) to furnish the bikes required for the program. BTS has invested in technology research and development for software systems that has allowed for the development of a new software system to address past industry issues, such as:

- Transit integration and interoperability with other bikeshare systems in the region
- Acceptance of multiple payment methods
- Smart-bikes (which work with or without stations)
- Stations with and without kiosks
- A dedicated smartphone app to Metro that will provide real time and scheduled data for the majority of bus and rail options available in the greater Los Angeles area and surrounding counties for transit connectivity.

During oral presentations, BTS demonstrated the bike being proposed for the DTLA Pilot launch.

BTS' team includes DBE and non-DBE subcontractors. BTS has no previous contract with Metro.

### **CycleHop, LLC (CycleHop)**

CycleHop, founded in 2011 in Florida, and as of 2015 headquartered in Santa Monica, California, specializes in bikeshare system implementation and operation. CycleHop's client portfolio includes cities, universities, hotels and businesses within the U.S., and is proposing to partner with Social Bike (Sobi) to implement a smart-bike bikesharing system that places the technology on the bike rather than a docking station. The CycleHop/Sobi team has experience in the bicycle industry, however,

the majority of the experience is related to bike rental and bike parking rather than bikeshare operations.

The smart-bike technology allows users to drop-off bikes anywhere a bike rack is available and relies on the usage of smartphones to locate bikes. Most cities that deploy smart-bikes create bikeshare stations using bike racks and charge a user an additional fee (approximately \$2/per trip) if the bike is not returned to the station. Some of CycleHop/Sobi current projects include bikeshare systems in Phoenix, University of Virginia, Tampa and Hamilton, Canada. CycleHop have planned systems for launch in 2015 for Santa Monica, Atlanta, Providence, Ottawa, Canada and other North American cities. CycleHop has no previous contract with Metro.

CycleHop/Sobi collectively has the fewest operating bikeshare systems compared to the other firms. In addition, a reference for the firm stated there have been delays due to on-bike technology and supply chain issues. The Sobi smart-bicycle technology is so new that they have not had a chance to demonstrate long term viability and large scale reliability. This lack of long-term demonstrated experience and product success resulted in lower scores than the other proposals.

During oral presentations, CycleHop demonstrated the bike being proposed for the DTLA Pilot launch.

CycleHop includes DBE and non-DBE subcontractors.

### **Motivate International, Inc. (Motivate)**

Motivate, founded in 2009 and headquartered in New York City, New York, specializes in bikeshare system implementation and operation. Motivate currently manages bikeshare systems in the U.S., Canada and Australia. Motivate has no previous contract with Metro. Although Motivate has provided financial information at the request of Metro in support of pre-qualification reviews, the data is incomplete and cannot be validated. Motivate also proposed a smart-dock bikeshare system similar to BTS.

During oral presentations, Motivate was not able to demonstrate the bike being proposed for the DTLA Pilot launch as it was under production nor did the firm bring an older existing model for demonstration purposes.

Motivate includes DBE and non-DBE subcontractors.

### **Nextbike, Inc. (Nextbike)**

Nextbike, founded in 2004 and headquartered in Leipzig, Germany, specializes in bikeshare system implementation and operation. Nextbike currently manages bikeshare systems in Australia, New Zealand, United Arab Emirates and throughout Europe and has recently began to expand into the U.S. market. Nextbike has no



previous contract with Metro. Nextbike proposed a smart-bike bikeshare system similar to CycleHop.

Nextbike's experience is primarily in Europe but did not demonstrate it had the required experience on similar projects. Additionally, the smart-bike technology proposed is the newest type of bikeshare technology available and has not been proven successful on a large scale similar to Metro.

During oral presentations, Nextbike demonstrated the bike being proposed for the DTLA Pilot launch.

Nextbike includes a DBE subcontractor.

Following is a summary of the PET scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>BTS</b>				
3	Proposer's Expertise and Experience	88.00	30.00%	26.40	
4	Quality of Equipment and Software	83.31	25.00%	20.83	
5	Regional Integration and Execution Plan	64.00	20.00%	12.80	
6	Innovation	81.00	10.00%	8.10	
7	Price	53.33	15.00%	8.00	
8	<b>Total</b>		<b>100.00%</b>	<b>76.13</b>	<b>1</b>
9	<b>CycleHop</b>				
10	Proposer's Expertise and Experience	40.67	30.00%	12.20	
11	Quality of Equipment and Software	57.73	25.00%	14.43	
12	Regional Integration and Execution Plan	78.00	20.00%	15.60	
13	Innovation	75.00	10.00%	7.50	
14	Price	86.67	15.00%	13.00	
15	<b>Total</b>		<b>100.00%</b>	<b>62.73</b>	<b>4</b>
16	<b>Motivate</b>				
17	Proposer's Expertise and Experience	84.67	30.00%	25.40	
18	Quality of Equipment and Software	64.94	25.00%	16.24	

<b>19</b>	Regional Integration and Execution Plan	50.00	20.00%	10.00	
<b>20</b>	Innovation	80.00	10.00%	8.00	
<b>21</b>	Price	66.67	15.00%	10.00	
<b>22</b>	<b>Total</b>		<b>100.00%</b>	<b>69.64</b>	<b>2</b>
<b>23</b>	<b>Nextbike</b>				
<b>24</b>	Proposer's Expertise and Experience	53.33	30.00%	16.00	
<b>25</b>	Quality of Equipment and Software	64.29	25.00%	16.07	
<b>26</b>	Regional Integration and Execution Plan	54.00	20.00%	10.80	
<b>27</b>	Innovation	69.00	10.00%	6.90	
<b>28</b>	Price	100.00	15.00%	15.00	
<b>29</b>	<b>Total</b>		<b>100.00%</b>	<b>64.77</b>	<b>3</b>

### **C. Cost Analysis**

The Phase I two-year pilot program recommended price of \$11,065,673 has been determined to be fair and reasonable based upon Metro's Management and Audit Services Department (MASD) audit findings, an independent cost estimate (ICE), a Project Manager's technical analysis, a cost analysis, fact finding, and negotiations. Bikeshare will encompass five (5) phases within Los Angeles County, inclusive of the Phase I two-year pilot program in downtown Los Angeles. Future expanded phases up to \$65,341,029 will be presented for Board approval contingent upon successful completion and operation of the Pilot, completion and operation of each subsequent phase, cities participation and available funding.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated</b>
1.	BTS (Pilot)	\$11,756,151	\$9,781,553	\$11,065,673
	BTS (remaining phases)	\$68,758,718	\$48,755,302	\$65,341,029

### **D. Background on Recommended Contractor**

The recommended firm, BTS, headquartered in Philadelphia, Pennsylvania, has been in business since 2013. BTS' core leadership team consists of experienced planning, product and implementation individuals who have direct hands-on bikeshare experience, such as the launch and operations of a 2,000 bike regional system in Washington, D.C. and the 1,000-bike regional system in Boston. Additionally, the team brings sponsorship experience from its New York Citi Bike program. In addition to the systems mentioned, BTS' team has also worked on

bikeshare systems in Philadelphia, Chicago, San Francisco, Boston, New York, Washington D.C., Chattanooga, Denver, Austin, Houston, Kansas City, Omaha, Charlotte, Santiago, Chile, and Melbourne, Australia.

BTS' core leadership team and also the founding members of BTS previously worked together at Alta Bicycle Share. BTS' business strategy includes decentralization of management and decision making at the local operations center, employee morale, and ensuring leadership has operations experience.

As previously noted, BTS' proposed smart-dock systems aligns with Los Angeles' large, dense environment as the locations are permanently situated and accessible to users.

BTS' manufacturer, B-Cycle, has implemented and operated over 25 systems throughout the U.S., including the first bikeshare system in Denver, and others in cities such as Madison, San Antonio, and Charlotte. B-Cycle offers experience and well-tested technology that is kiosk-based and has three main components, the bicycle, the stations, and the software. The stations are solar-powered, which means that the docks are powered on their own independent of grid power. Each station houses a custom controller board, a proprietary locking mechanism, LED user notification, and an Radio Frequency Identification (RFID) reader for inventory control.

#### **E. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 22% Disadvantaged Business Enterprise (DBE) goal for this solicitation. This contract is funded by the Federal Highway Administration (FHWA) and falls under the Caltrans DBE Program. As such, all DBE groups are counted toward the DBE commitment. Bicycle Transit Systems, Inc. exceeded the goal by making a 22.37% DBE commitment.

<b>Disadvantaged Business Enterprise Goal</b>	<b>22% DBE</b>	<b>Disadvantaged Business Enterprise Commitment</b>	<b>22.37% DBE</b>
---	----------------	---	-------------------

	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Commitment</b>
1.	Say Cargo Express	Hispanic American	0.68%
2.	Accel Employment Services	Asian Pacific American	15.28%
3.	BikeHub	Asian Pacific American	5.48%
4.	Toole Design Group, LLC	Non-Minority Woman	0.93%
	<b>Total Commitment</b>		<b>22.37%</b>

#### **F. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

**G. Prevailing Wages**

Prevailing wage will be applicable to this contract. Metro will monitor and enforce State and Federal (if applicable) prevailing wage guidelines to ensure that workers are paid at minimum, the appropriate prevailing wage rates, and if applicable, the federal prevailing wage rates. In addition, contractors will be responsible for submitting the required documents needed to determine overall compliance with Metro's prevailing wage monitoring.

**H. All Subcontractors Included with Recommended Contractor's Proposal**

	<b>Subcontractor</b>	<b>Services Provided</b>
1.	B-Cycle, LLC	Equipment
2.	Kiosk Information Systems	Equipment
3.	Say Cargo Express	Shipping services
4.	RideScout	Software development
5.	Accel Employment Services	Staffing service
6.	BikeHub	Bike repair services
7.	Toole Design Group, LLC	Design services



June 25, 2015

**Amendment to Item No 14****by****Directors Butts, Dubois, Knabe and Najarian**

The item before this Board is to approve a two year “pilot program” in downtown Los Angeles to test the feasibility of a Countywide Bikeshare system and the adoption of the Regional Bikeshare Implementation Plan for Los Angeles County.

By definition, a pilot program is used to test the design of the full-scale envisioned program which then can be subsequently adjusted. In the case of Metro Bikeshare, the cities of Santa Monica and Long Beach, as well as probably Beverly Hills and West Hollywood, are offering a parallel opportunity to further test variations of the proposed Metro business model using alternative Bikeshare technology.

Contained within the Bike Share Implementation Plan recommendation are a number of still unresolved areas such as Interoperability Objectives, fare structures and sponsorship management and revenue distribution where Metro is envisioned as the “single-point.. lead agency...that will manage and procure a robust bicycle share program...” on a countywide regional basis. We believe it is premature for the Board to adopt this singular agency approach, a concern that has been echoed in letters from the City Managers of Beverly Hills, Santa Monica, Culver City and West Hollywood and Assemblymember Richard Bloom. If the acceptance by small cities of Metro’s proposed terms is imposed as a condition of regional participation, we fear it is unlikely that the Los Angeles county region will successfully achieve the development of a user-friendly, integrated system.

Instead, we believe the most constructive path is to continue to further involve the cities in the resolution of outstanding issues presented in the Plan through regular monthly meetings, accompanied by monthly oral reports by Metro staff to the Planning and Programming Committee, and for a willingness on all sides to make concessions on these matters in an effort to resolve the concerns expressed by the participating cities.

This is an historic moment for Metro and the cities to embark on a pilot program with the City of Los Angeles in Phase 1 and Pasadena in Phase 2 and to support a growing, successful and integrated bike share system in the Westside cities and Long Beach, and eventually throughout all of Los Angeles County.

**We, Therefore, Move** that the Board Approve the staff Recommendations contained in Sections B and C and proceed with the recommended Countywide Bikeshare Phase 1 Pilot.

**We Further Move** that the Board continue the adoption of the **Regional Bikeshare Implementation Plan for Los Angeles County** as described in Section A for a period of five (5) months as follows:

Coordinate a monthly meeting, beginning in July, 2015 with the cities of Long Beach, Santa Monica, Beverly Hills, West Hollywood, Culver City, Pasadena and City of Los Angeles in an effort to reconcile and incorporate the principles outlined below (and in the letter from the city managers) for inclusion in the Regional Bikeshare Implementation Plan for Los Angeles County.

- a. Report back with an oral report to the Planning and Programming Committee on a monthly basis beginning in September, 2015; and
  - b. Return to the Board in the November/December, 2015 cycle with a revised Regional Bikeshare Implementation Plan for Los Angeles County reflecting the progress towards resolution and incorporation of the principles described below.
- 1) Recognize the right for cities to operate independently while still being part of a regional system. Cities need to be able to make choices that best fit their needs without being excluded from the option of participating in a regional system.
- 2) Acknowledge that bike share systems are already being developed by several cities in collaboration with Metro, and facilitate those systems as part of a regional system, rather than being viewed as in competition with Metro, and without imposing a singular model.
- 3) Do not require cities receiving any grant funds (such as Metro's Call for Projects or operating subsidies) to use Metro's chosen bicycle technology.
  - a. Allow cities the discretion to choose the most cost-effective and locally-appropriate technology between BTS/BCycle and CH/SoBi; two systems selected through a competitive process with vendor contracts executed prior to Metro's NTP.
- 4) Recognize that cities must make sound business decisions in order to afford providing on-going bike share operations, even when fully committed to regional integration.
  - a. Allow cities to pursue other revenue sources and retain the option for primary sponsorship, and be identified with the regional system in an alternative way.
  - b. Require revenue decisions, including membership and fare structures, to be established in a cooperative, fair and equal decision-making process with local cities. Recognize the need to coordinate with existing revenue structures.

- 5) Create a decision-making structure for day-to-day countywide bike share oversight and collaboration that represents all system owners, similar to governance structures established for Arlington, Virginia/D.C. bike share.
- 6) Accept Metro's responsibility for collecting and sharing data from all system owners, and funding technology upgrades necessary to facilitate that sharing of information for the purposes of regional integration.

**INCLUSION OF EXPOSITION/VERMONT STATION HUB IN BIKESHARE PILOT**

Motion by Director Ridley-Thomas

June 25, 2015

The Metro Countywide Bikeshare Program will undoubtedly provide increased accessibility and connectivity to our public transit system, while also furthering our goals to reduce vehicle miles travels and improve the livability of the region. Downtown Los Angeles is an ideal location to pilot this effort, given the density, diverse work centers, thriving academic institutions and number of residential units.

While the pilot phase includes a significant number of hubs throughout Downtown Los Angeles and outlying areas, a hub at the Exposition/Vermont Station is not included. A hub at this location would create a significant resource for the surrounding low-income residential communities, facilitate improved access to the significant network of local, Rapids and DASH bus lines at that intersection, as well as improve connections to the Exposition Line, Exposition Park and the University of Southern California. Additional study is merited to determine whether to include this location as part of the pilot project.

**I Therefore Move that the Metro Board of Directors:**

Direct the Chief Executive Officer to assess the feasibility of including the Exposition/Vermont Station as one of the hubs for the Metro Countywide Bikeshare Downtown Los Angeles Pilot Program and report back to the Board of Directors in writing by September 2015 with his recommendation.



**MOTION TO ACCELERATE BIKESHARE IMPLEMENTATION**

*Director Bonin and Director Kuehl*

The Metro Board has made clear its desire for regional interoperability of any bikeshare program that it authorizes for implementation. We believe that intelligent transportation systems and integration of various components of transportation technology can provide a seamless user experience across multiple transportation modes. That is our goal.

Metro staff recommends implementation of a two-year pilot bikeshare program using vendor BTS beginning in 2015 in Downtown LA, and further recommends implementation of four additional phases in areas outside of Downtown starting in 2017 and ending in 2021. A six-year wait for bike share in communities with a large population of cyclists and active transportation makes little sense and encourages other communities to opt-out of the Metro system, undermining efforts at interoperability.

Additionally, With the opening of Expo Line in 2016, and with the need for greater first-mile/last-mile opportunities, it makes sense to accelerate implementation of bike share on the Westside of Los Angeles including the bike-ready areas of Venice and Playa Vista. Possible funding sources for acceleration include title sponsorships.

**WE, THEREFORE, MOVE THAT THE METRO BOARD:**

Instruct the CEO to direct staff to explore funding sources, including title sponsorships, that would accelerate the rollout of all five phases of bikeshare so that implementation is accomplished no later than 2017, and to include both Venice and Playa Vista in the phasing list for the Westside.

Accelerated Bikeshare Plan Costs							
			<u>Capital*</u>		<u>O&amp;M *</u>		
<b>City</b>	<b>Bikes</b>	<b>Stations</b>	<b>Total</b>	<b>50% Share</b>	<b>Annual</b>	<b>65% Share</b>	<b>Community</b>
Beverly Hills	72	5	\$420,428	\$210,214	\$270,000	\$175,500	Westside
Culver City	144	10	\$840,856	\$420,428	\$540,000	\$351,000	Expo Line
Huntington Park	144	10	\$840,856	\$420,428	\$540,000	\$351,000	South LA
Los Angeles	1,090	65	\$5,806,034	\$2,903,017	\$3,201,330	\$2,080,865	DTLA
Los Angeles	936	65	\$5,145,040	\$2,572,520	\$3,119,688	\$2,027,797	Expo / Central / University Park
Los Angeles	605	42	\$3,423,036	\$1,711,518	\$2,024,870	\$1,316,166	Metro Red Line Corridor
Los Angeles	144	10	\$840,856	\$420,428	\$540,000	\$351,000	SFV - Noho
Los Angeles	101	7	\$588,599	\$294,299	\$378,000	\$245,700	Venice & Marina Del Rey
<b>TOTAL - Los Angeles</b>				<u><b>\$7,901,782</b></u>		<u><b>\$6,021,527</b></u>	
Los Angeles County	144	10	\$840,856	\$420,428	\$540,000	\$351,000	East LA
Pasadena	490	34	\$2,618,574	\$1,309,287	\$1,771,350	\$1,151,378	Pasadena
West Hollywood	158	11	\$896,509	\$448,255	\$530,323	\$344,710	Metro Red Line Corridor
<b>TOTAL</b>	<b>4,028</b>	<b>269</b>	<b>\$22,261,643</b>		<b>\$13,455,562</b>		

<b><u>Metro Share 50% capital / 35% O&amp;M</u></b>	<b><u>\$11,130,821</u></b>	<b><u>\$4,709,447</u></b>
<b><u>Cities Share 50% capital / 65% O&amp;M</u></b>	<b><u>\$11,130,821</u></b>	<b><u>\$8,746,115</u></b>

\* Costs based on BTS Original 5 phase proposal implemented by FY21. A Board directed accelerated schedule would require renegotiations with BTS.

**Metro**Los Angeles County  
Metropolitan Transportation AuthorityOne Gateway Plaza  
Los Angeles, CA 90012-2952213.922.2000 Tel  
metro.net**25****PLANNING AND PROGRAMMING COMMITTEE  
JANUARY 14, 2015****SUBJECT: METRO COUNTYWIDE BIKESHARE****ACTION: RECEIVE AND FILE METRO COUNTYWIDE BIKESHARE BUSINESS  
STRUCTURE****RECOMMENDATION**

Receive and file Metro Countywide Bikeshare business structure.

**ISSUE**

At the January 2014 meeting, the Board authorized staff to develop a Countywide Bikeshare Implementation Plan (Plan). The proposed business plan has been developed as part of the Plan and is based on the framework presented to the Board in January 2014 and in response to Board Motion 58 (Attachment A & B). The Metro Bikeshare Phase 1 Pilot in DTLA will apply and test the feasibility of the proposed Bikeshare business plan in preparation for expansion to Pasadena and eight other proposed Bikeshare ready communities. This report identifies the program structure.

**DISCUSSION****Status**

Simultaneously, Metro staff are working on the completion of the Countywide Bikeshare Implementation Plan and initiating a bikeshare pilot project in Downtown Los Angeles. This report addresses the basic structure that would be implemented both for the pilot project and the expanded program in the future. Concerning the pilot project, the Request for Proposals was issued on December 15<sup>th</sup> and responses are due to Metro on January 20<sup>th</sup>.

**Bikeshare Implementation Plan**

In preparing the Plan, we have worked closely with the Bikeshare Working Group including the cities of Santa Monica, Pasadena, and Los Angeles. Our focus has been to identify and define a regional business model that would lay out the financial parameters and commitments by each party. As part of this effort we also identified potential Bikeshare station locations for the pilot cities. In coordination with Los Angeles

and Pasadena, the locations were further vetted through a feasibility site analysis that determined right-of-way availability and public ownership (Attachment C).

During the preparation of the recommended business plan, due to timing constraints associated with their bikeshare funding, Santa Monica decided to procure a bikeshare vendor, independent of Metro's regional effort. We continue to coordinate with Santa Monica and leave open the possibility that Santa Monica could be integrated into the Metro Bikeshare system in the future. We also continue to coordinate with Long Beach, as they too have an existing contract with a bikeshare vendor.

## Business Plan

### **Model: Metro owns and contracts out operations and maintenance of Bikeshare system**

In January the Metro Board directed staff to develop a Bikeshare business plan in which Metro would fund up to 50% of total capital costs per each city and up to 35% of total operations and maintenance (O&M) costs per each city on an on-going basis. Using this framework we have identified the business model wherein the Bikeshare program operates as a publicly owned/private operated system. Under this model Metro owns the Bikeshare infrastructure and contracts out O&M. This is the model that tends to be adopted by larger bikeshare programs, especially those wherein multiple jurisdictions participate in one regional program. The advantages of this model include providing the jurisdiction with the flexibility to expand offerings of Bikesharing as is deemed appropriate and necessary, while bringing the experience and innovation of a tried and tested operator. Our research indicated that a majority of the 20 plus bikeshare programs in the United States operate using this model, including the Bay Area, Boston, Chicago and Washington D.C./Arlington/Alexandria bikeshare programs. Based on program success, program size and multi-jurisdictional collaboration, we have found these programs to be most representative of a Los Angeles region endeavor.

### **Operations Costs: Metro and cities will split Operations & Maintenance (O&M) based on net costs**

Metro would manage the master contract with a single contractor to install and operate a bikeshare system. Metro would establish MOU's, subject to negotiations, with participating local cities to set terms of engagement, contribution levels and advertising responsibilities. In the case of Santa Monica, in the short-term Metro will continue to coordinate with them and explore ways to eventually integrate them into the regional system, at which time they may be eligible for Metro funding.

Under the proposed business model Metro would own the countywide integrated Bikeshare system, including capital elements such as the bikes, kiosks and technology. We would contract for the installation and operations. Metro would contribute up to 50% of capital cost with cities contributing the balance for the initial capital investment. Metro would retain ownership of the regionally integrated system in all cities for the long-term regardless of vendor contracts for systems.



Metro and cities would split O&M costs by 35/65% based on a net (of membership and user fees) balance of the costs. The O&M costs include repair and maintenance of bikes, rebalancing bikes among stations, technology & website, customer service, outreach and marketing. Bikeshare user fees from annual/monthly memberships and daily use fees will pay for a portion of the O&M costs.

**Sponsorship: Metro will negotiate title sponsorships, in close cooperation with participating cities**

Metro will work closely with participating cities in attracting and negotiating a title sponsorship agreement. Metro would retain on-bike title sponsorship and reserve the right to sell to sponsor(s) as a source of Metro's funding commitment. Metro will solicit, in collaboration with local cities, and maintain a separate contract for on-bike title sponsorship and other revenue generating opportunities. Cities would retain the right to sell advertising or sponsorship at Bikeshare stations based on their jurisdiction's policies to meet local share of capital and operating expenses.

On-bike title sponsorship revenue would first be applied towards Metro's financial commitment. Remaining sponsorship revenues would then be applied towards each city's O&M cost. Any excess sponsorship revenues would then be expended for the Bike Share program under the terms of the MOU's to be negotiated with the local communities.

Existing Bikeshare systems in Denver Colorado, Minneapolis Minnesota, Washington DC and New York have utilized corporate sponsorship/advertisements contracts to generate revenue to cover all or some of the O&M costs in which ads are placed on the bike and/or the kiosks. An average title sponsorship in these Bikeshare systems generates \$11,000 of revenue annually per bike. Although markets vary and it is unknown at this time what the Los Angeles region's potential is, based on an average from other programs, we estimate that a Metro Bikeshare system could generate \$1.12 Million annually in the first 3 years with expansion to Downtown Los Angeles and Pasadena.

**Fare Structure: Metro will further explore potential for an integrated fare structure**

We considered two types of fare structures, integrated and conventional. For purposes of the initial pilot, TAP integration will be limited, with the initial fare structure developed with the selected vendor. Under an integrated structure, bikeshare fees are reflective of Metro's bus and rail fare structure and can be set up so as to either treat bikeshare as a part of our system or require a transfer fee from our system to bikeshare (similar to how transfers between Metro and a municipal operator currently function). To accomplish this, a certain level of Transit Access Pass (TAP) integration will be needed. Under a conventional fare structure, bikeshare fees would stand alone and have no relationship to Metro's bus and rail fare structure. We have estimated that an integrated fare structure versus a conventional one would generate twice the ridership on the Bikeshare system and slightly raise ridership on the Metro transit system. As a transportation authority and transit agency, Metro has a unique opportunity to develop a Bikeshare fare structure in which the program can be positioned to best address first and last mile challenges while encouraging transit ridership. We are working with the

TAP group to establish best practices for integrating the bikeshare fare structure and have identified this as an eventual program goal in the technical specifications.

We will continue to work with the TAP group, participating cities and the Bikeshare vendor in exploring opportunities for an integrated fare structure.

#### Jurisdictional Coordination and Public Input

Since the initiation of the Bikeshare Implementation Plan we have had over 16 meetings with either the entire Working Group or individually with the pilot cities of Santa Monica, Pasadena and Los Angeles and have held a Public Metro Bicycle Roundtable meeting that included discussions about Metro Bikeshare. Additionally, in order to gauge whether our technical work is in line with community support, we solicited feedback through an online crowdsourcing map that identified potential locations for Bikeshare stations in the pilot cities of Downtown Los Angeles, Pasadena and Santa Monica in September 2014. We had a successful response with over 3,000 people viewing the map, over 5,200 location “likes” and 400 suggested locations were received. To follow up on this first map, in December 2014, we requested additional input through a second crowdsourcing map. The second crowdsourcing map identified potential future bikeshare communities identified through the Plan. Similar to the first map, we asked that community members provide feedback regarding our identified communities. The input collected from these crowdsourcing maps helped confirm and inform the locations that we have identified for Bikeshare station locations and potential future bikeshare communities. Final Bikeshare station locations will be determined by respective city staff, Metro and the Bikeshare operator.

#### Bikeshare Marketing & Branding

We have been coordinating with the Design Studio and the Bikeshare Working Group regarding design and branding of a regional Metro Bikeshare system. We are working collectively with the pilot cities to determine a design that is representative of the individual jurisdictions and Metro. The Metro Bike Program's identifying color palette will be used in designing the graphic elements of the bikes and/or the docks and we will continue to coordinate with the Working Group and study how other multi-jurisdictional bikeshare programs address the issue of local identity. Concepts will be fully fleshed out once a bikeshare vendor is identified.

#### Bikeshare Request For Proposals

We have released a request for proposals (RFP) for a Bikeshare vendor for Phase 1 Pilot in Downtown Los Angeles (DTLA) in order to test the bikeshare market in the region as well as apply the recommended business plan. As the pilot, this first phase will be launched within a focused area with an estimated 65 to 80 bikeshare stations (Attachment C). We anticipate returning to the Board in Summer 2015 with a recommended bikeshare vendor/operator and expect to roll out the program within 9 months of award of contract and once the MOU between Metro and the City of Los Angeles has been executed.

As part of the Plan, we have identified other bikeshare ready communities that should be considered for future phases. Pasadena has been identified as Phase 2 of the Pilot effort, with an additional eight communities to be considered thereafter (Attachment D). Bikeshare “readiness” was determined by a number of variables, including, but not limited to population and employment density, job and trip attractors, topography, bicycle infrastructure, community support and funding availability. Potential future bikeshare communities beyond DTLA and Pasadena have preliminarily been identified to include Venice, Marina Del Rey, Hollywood / Silverlake / Echo Park, West Hollywood, East Los Angeles, North Hollywood, Korea Town/ Macarthur Park, University Park/USC, and Huntington Park. We will return to the Board once financial readiness, station siting and supporting bicycle infrastructure have been confirmed, and as it is determined each community is ready to be folded into the Metro Bikeshare program.

### **DETERMINATION OF SAFETY IMPACT**

Approval of this program will have no impact on the safety of our employees or patrons.

### **FINANCIAL IMPACT**

We have explored a number of eligible grant opportunities to support the costs of the program including the State Active Transportation Program, (“ATP”) funds, State “Cap & Trade” funds, Federal bicycle and active transportation funds, and all other eligible funding sources.

In our review of Bikeshare programs around the country, we have found that a variety of sources of funding are used by the various cities to support their programs. No one single source of funding covers either capital or operating and maintenance costs, with programs relying on various combinations of user revenues, advertising/sponsorship revenues, federal and local funds.

A \$3.8 Million ExpressLanes grant, previously secured by Metro in partnership with the City of Los Angeles, will pay for the capital costs for the Phase 1 Pilot in DTLA. Funding for future capital expansion may be funded through the Active Transportation Program (ATP), CMAQ or other funding programs. We estimate that considering user fee revenue but not advertising sponsorship revenue, Metro’s 35% O&M share for the DTLA pilot would be approximately \$500,000 annually. Once the program is underway, we will pursue sponsorship and advertising opportunities and anticipate Metro’s 35% net O&M contribution to be covered by sponsorship and advertising revenue. Since the Bikeshare is a multi-year program, the cost center manager and Chief Planning Officer will be accountable for budgeting the O&M and capital costs in future years.

#### **Impact to Budget**

A previously awarded \$3.8 million ExpressLanes grant will pay for the capital costs for Phase I: Downtown Los Angeles (DTLA) Pilot. This fund is not eligible for bus and rail operating and capital expenditures. Staff will coordinate with Regional Programming to determine the best source of funding for O&M and future phases. The final funding



source will be programmed and identified by the department of OMB and Regional Programming. Should other eligible local funding sources become available, they may be used in place of the originally identified funds.

### **NEXT STEPS**

We will negotiate an MOU with the cities and return to the Board for authorization to execute the MOU. We will also return to the Board to request the award of a contract for Metro Bikeshare Pilot in DTLA.

### **ATTACHMENTS**

- A. January 2014 Bikeshare Board Report
- B. Metro Board Motion 58
- C. Map & List of Proposed Bikeshare Locations for Los Angeles, Pasadena
- D. Map & List of 8 Proposed Bikeshare Ready Expansion Communities/Area

Prepared by: Avital Shavit, Transportation Planning Manager V (213) 922-7518  
Laura Cornejo, Deputy Executive Officer (213) 922-2885  
Diego Cardoso, Executive Officer Countywide Planning (213) 922-3076  
Cal Hollis, Managing Executive Officer (213) 922-7319

A handwritten signature in black ink, appearing to read "Martha Welborne", written over a horizontal line.

Martha Welborne, FAIA  
Chief Planning Officer

A handwritten signature in black ink, appearing to read "Arthur T. Leahy", written over a horizontal line.

Arthur T. Leahy  
Chief Executive Officer



Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net

**EXECUTIVE MANAGEMENT COMMITTEE  
JANUARY 16, 2014**

**SUBJECT: BIKE SHARE PROGRAM**

**ACTION: APPROVE DEVELOPMENT OF IMPLEMENTATION PLAN**

**RECOMMENDATION**

Authorize the Chief Executive Officer (CEO) to undertake a study of how a Bike Share Program could be implemented throughout the County, including the following provisions:

- 1) Coordinate with the recommended pilot cities before adopting a plan;
- 2) Funding for the Bike Share Program will be the responsibility of the cities, Metro will only play a coordinating role;
- 3) Complete the study within six months and return to the Board with the recommended approach.

**ISSUE**

At the October meeting, the Board approved Motion 66 (Attachment A), providing direction to staff to report back to the Board at the January 2014 meeting with a business case analysis, including recommendations on how to proceed to develop a regional bicycle share program.

At the November Executive Management Committee, we provided information on the Industry Review that was held (Attachment B). Since that time, additional work has been done. We are requesting Board approval to develop a Bike Share Implementation Plan in coordination with pilot cities, with an intent to explore cooperative funding by local participants as the principal source of project funding. We feel that the analysis that will be provided by this six month study is necessary before the pilot cities can launch into a regional bike share program.

## **DISCUSSION**

Bike Share is a program designed for point-to-point local trips using a shared use fleet of bicycles strategically located at docking stations throughout a well-defined project area and within easy access to each other.

Bike Share programs around the country and world have proven to be a strong first and last-mile short-trip transportation option. When coordinated with transit, such programs can facilitate reductions in vehicle miles traveled, reduced travel times, improved access, and growth in bicycling as a viable mode of travel.

### **Funding Sources**

In our review of Bike Share programs around the country, we have found that a variety of sources of funding are used by the various cities to support their programs, and in no case are transit agencies paying for these programs. Some programs are supported by sponsorships, some are funded privately, many cities rely on CMAQ funds (Congestion Mitigation and Air Quality Improvement Program), and other local funds are used. If Metro were to fund a countywide Bike Share program, resources needed to build the transit corridors would be diminished.

### **Area Readiness**

With Metro's regional rail network currently expanding, the region is primed for a Bike Share program that will support and enhance first-last mile connections and intra-jurisdictional local trips. According to the 2000 National Household Travel Survey, bicycling in Los Angeles County accounted for 1% of all trips. For comparison purposes, 3% of trips were made on transit. The 2012 Southern California Association of Governments (SCAG) Regional Transportation Plan Sustainable Communities Strategy (RTP/SCS), notes that between 2000 and 2009, bicycling as a means of transportation increased by 75%.

Pointing to the role of bicycling as a first-last mile solution, a recent sampling of Metro's rail system showed approximately 8,560 daily bike boardings on Metro's rail network, a 42% increase from fiscal year 2012. Average daily bicycle boardings per station are included in Attachment C.

Important to a successful Bike Share program is having the bicycle infrastructure in place to support bicycling. Per the 2012 RTP/SCS, Los Angeles County has almost 1,270 miles of bicycle infrastructure with approximately an additional 1,030 miles planned. Metro rail stations also house a total of 624 bike lockers, 1,231 bike racks and three secured bike parking hubs will be opened within the coming year.

## Bike Share Implementation

Metro's role has been to facilitate Bike Share implementation, including providing funding to local jurisdictions through the Call for Projects and coordinating regional compatibility efforts such as addressing technology and software issues. Metro's 2012 Bike Share Concept Report used a number of key criteria to identify where within Los Angeles County Bike Share would be most successful. Based on the report's findings a Bike Share Working Group was established and several communities have been awarded Call funding, including Long Beach, Los Angeles and Santa Monica.

Supporting the 2012 Concept Report findings, these cities have attempted or are in the process of launching Bike Share within their city boundaries, each with varying degrees of progress and success. Other cities are considering initiating similar efforts. Each of these cities has also acknowledged the importance of a seamless regional system.

In light of the varying degrees of progress each of these cities have made and the growing interest to have a regional, seamless program, both the Bike Share Working Group and Bicycle Roundtable recommended that Metro take a lead role. To ensure a user friendly system and facilitate first-last mile connections across Metro's rail network, it is particularly important that Metro facilitate the development of a Bike Share program where users are able to access Bike Share systems seamlessly throughout key cities in the County. The primary role for Metro may be to create a common platform that can be expanded throughout the County, as local communities dedicate facilities and operating revenues.

Based on area readiness, as identified in the 2012 Concept Report and expressed interest from cities, we would recommend an initial Bike Share launch in three key areas: Downtown Los Angeles, Pasadena and Santa Monica/Venice. We would also coordinate with Long Beach, as they are independently pursuing Bike Share and anticipate launching in early 2014. Areas that should be considered for future early phases and that would further enhance first-last mile connections to our transit system or would facilitate intra-jurisdictional travel may include Boyle Heights, Burbank, Culver City, East Los Angeles, Echo Park/Silver Lake, Glendale, Hollywood, Marina Del Rey, UCLA, USC and West Hollywood (Attachment D). Future Bike Share phasing and timeframes would be confirmed as we develop the Implementation Plan and in conjunction with each jurisdiction as they develop funding programs.

## Bike Share Pilot Launch

Using Metro's rail network as the foundation for the Bike Share program, we identified key rail stations within each of the recommended pilot areas- Downtown Los Angeles, Pasadena, and Santa Monica, then identified a one mile radius around each of these stations to identify the minimum and maximum number of potential Bike Share stations that could be located within these jurisdictions. We assumed two spread options- the densest is based on findings established by the 2012 Mineta Transportation Institute report, "Public Bike Share in North America: Early Operator and User Understanding",

where the recommended distance between docking stations is considered to be approximately every one-quarter mile. The second, less dense distancing is based on minimum densities as cited in the 2012 USDOT/FHWA "Bike Sharing in the United States: State of the Practice and Guide to Implementation" where a half mile distance is noted. For each of the pilot jurisdictions, preliminary potential locations within the public right-of-way have been identified by each city. As such, these locations, in addition to the recommended rail station locations are noted in the three maps included in Attachment E.

Within the Downtown Los Angeles area we identified five key rail stations and created one mile buffers around them: Union Station, Civic Center, Pershing Square, 7<sup>th</sup>/Metro and Pico/Chick Hearn. This netted a 7.68 square mile Bike Share station aggregated buffer area. At a one-quarter mile density, 123 Bike Share stations could potentially be located within this area. At a half mile density, 31 Bike Share stations could potentially be located within this area. Because the Chinatown and Little Tokyo/Arts District stations fall within the buffer range and due to characteristics that indicate bike sharing would be successful, we would also recommend docking stations at these rail stations.

In Pasadena, five rail stations were identified: Fillmore, Del Mar, Memorial Park, Lake and Allen stations. A one mile buffer around each of these stations netted an 8.91 square mile Bike Share aggregated buffer area. At a one-quarter mile density, 142 Bike Share stations could potentially be located within this area. At a half mile density, 36 Bike Share stations could potentially be located within this area.

In Santa Monica, three future Expo Stations were identified: 26<sup>th</sup> Street/Bergamot, 17<sup>th</sup> Street/Santa Monica College and Downtown Santa Monica. A one mile buffer around each of these stations netted a 6.39 square mile Bike Share aggregated buffer area. At a one-quarter mile density, 102 bike share stations could potentially be located within this area. At a half mile density, 25 Bike Share stations could potentially be located within this area.

As indicated in Attachment E, each of the Bike Share aggregated buffer areas have the bicycle infrastructure in place to support bicycling as a form of transportation. Within three miles of the Union Station, Civic Center, Pershing, 7<sup>th</sup>/Metro, Little Tokyo, and Chinatown stations, there are 62.3 miles of bicycling infrastructure. Pasadena has 75 miles of bicycle infrastructure and Santa Monica has 42 miles.

Bike docking locations within the public right-of-way and at Metro rail stations will be solidified as we develop the Implementation Plan and will be finalized based on a number of variables, including sources of demand, availability of space, real estate costs and jurisdictional support.

### Business Model

Three Bike Share business models dominate the industry: (1) Public agency owns capital and contracts for the operations and maintenance, (2) a non-profit public/private



partnership, created specifically to provide Bike Share service owns capital and contracts for the operations and maintenance and (3) private company owns capital, operates and maintains. We have been focusing on the first and third models as potential options for a Metro led Bike Share program.

The first model, public agency owns and contracts operations/maintenance is the model that tends to be adopted by larger jurisdictions and those wherein multiple jurisdictions that have implemented a regional program. The advantages of this model include providing the jurisdiction with the flexibility to expand offerings of Bike Sharing as is deemed appropriate and necessary, while bringing the experience and innovation of a tried and tested operator. A primary disadvantage is the jurisdiction assuming capital investment and all liability. Cities and regions operating under this model include: Alexandria, Arlington, Aspen, Boston, Broward County, Cambridge, Chicago, Columbus, Fort Worth, Houston, Madison, Nashville, Santa Clara County/San Francisco (Bay Area) Pilot, and Washington, D.C. Based on program success, program size and multi-jurisdictional collaboration, we have found the Bay Area, Chicago and Washington D.C./Arlington/Alexandria programs to be most representative of a Los Angeles region endeavor.

Under this model, participating agencies would purchase and own the Bike Share infrastructure- bicycles, docking stations and kiosks. Attachment F breaks down the potential capital investment. Reflecting the minimum and maximum number of potential Bike Share stations per each pilot jurisdiction at a per bike cost of \$4,500 (based on Bay Area, Washington D.C. and vendor estimates of system and bike costs) we find that the total capital investment could range between \$4,815,000 and \$17,190,000. These cost figures do not include potential real estate costs.

The second model, private company owns and operates is akin to what the City of Los Angeles had previously pursued and Long Beach is now pursuing. Advantages of this model are that the burden of liability and cost of implementing a Bike Share program lies with the vendor. The disadvantages may include a profit driven decision making process whereby Bike Share stations are strictly business decisions with limited consideration for equity issues and regional distribution. Cities operating under this model include: Charlotte, Miami Beach, New York City, and Tampa Bay.

Both business models assume revenues would be derived from membership fees, and advertising and/or sponsorships. Via the Industry survey that we conducted all participating vendors confirmed that advertising and sponsorships would be relied upon to some extent. It was noted that in cases where advertising policies are highly restrictive, then sponsorship policies needed to allow for the maximum potential sponsorship revenues. Vendors also confirmed that advertising and/or sponsorship revenues are especially relied upon in models where the vendor is required to carry the full risk. In the few instances where neither advertising or sponsorships are options, the jurisdiction funds the revenue gap.

Discussions with potential pilot cities all indicate that each of their advertising policies prohibits advertising and most limit or prohibit sponsorship opportunities as well.

However, each of the cities also indicated that efforts are underway to re-examine and revise outdoor policies so as to allow some level of sponsorships.

### Preliminary Bike Share Cost Analysis

For this exercise, we examined 14 Bike Share programs currently in place throughout the United States (Attachment G). In doing so we studied their respective business models, membership structures and funding sources. Because the Bay Area, Chicago and Washington D.C./Arlington/Alexandria programs are most reflective of a Los Angeles County-wide effort, many of the cost assumptions are derived from these programs. Locally, we also looked at the model the City of Long Beach is pursuing.

The Preliminary Bike Share Cost Analysis (Attachment H) was developed using several assumptions. These assumptions are as follows:

- Year 1 estimates of 250 stations and 2,500 bikes based on averages from Metro's Preliminary Bike Share Analysis. Year 2 to Year 5 bike fleet growth is based on Metro recommendations for regional Bike Share growth (assuming an average of 25 Bike Share stations per jurisdiction). After 5 years, 10% of fleet is expected to need replacement each year.
- Cost per bike is based on estimates from Washington D.C., Bay Area Pilot, and vendor provided estimates.
- Operating and Maintenance costs per kiosk based on Washington D.C. and Denver systems.
- User Fees in Washington D.C. were \$20,000 per station in the first year. Long Beach's preliminary estimates are \$15,000 per station. Our model assumes a rate structure of \$19,000 per station.
- The \$1,000,000 sponsorship revenue is based on Long Beach's preliminary estimates. New York City's sponsorship was \$8 million in the first year. We have shown a low number due to currently restrictive sponsorship policies in multiple jurisdictions.
- Advertising revenues shown are based on Long Beach's preliminary estimate. We have kept this number low number due to current strict advertising policies in multiple jurisdictions.
- Grant funding assumptions are based on the Bay Area Pilot, Boston Hubway and Washington D.C. trends.

The Cost Analysis is also model neutral, meaning, we do not identify who owns the capital and the cumulative pretax cash flow should be regarded as the program's overall cash flow. It is the cash flow that is typically divided between the jurisdiction(s) and vendor/operator based on negotiated revenue splits.



Per our cost analysis, the bike share program would begin to recover the capital cost and to make a profit in the fifth year of operation. We assumed the program would grow as it becomes a truly regional effort growing from 2,500 bicycles in the initial year to approximately 5,775 bikes by the sixth year. Potential for additional growth would be assessed as part of the Implementation Plan.

Attachment I includes a list of potential funding sources that could be considered for the Bike Share program's capital cost. Availability of listed funds has not yet been analyzed. Funding sources, including private investment opportunities, would be identified through development of the Implementation Plan and brought back to the Board for approval at a future date.

### Implementation Plan

In conducting the industry review it became clear that given the number of agencies involved with a regional Bike Share program, the development and successful implementation requires resolution of a number of issues that need to be addressed prior to releasing a Request For Proposals (RFP) to potential bike share vendors.

Some of the items include identifying the best business model that meets the program purpose and addresses each jurisdiction's financial capacity and flexibility; advertising and sponsorship policies need to be solidified as this will inform the program budget; permitting processes need to be established by each jurisdiction so as to facilitate Bike Share implementation; identifying number and locations for Bike Share stations within the public right-of-way; determining if Metro, each jurisdiction or vender will be responsible for Bike Share marketing, outreach and education; determining revenue split among participating jurisdictions and Metro's role in distributing revenue; coordinating Transit Access Pass (TAP) integration; identifying available real estate or associated costs; identifying a sustainable source of funding; establishing inter-agency agreements; and identifying phase two and three communities. We have therefore concluded that the best approach is to undertake an Implementation Plan to address these issues prior to launching the bike share program by local participating jurisdictions..

### **DETERMINATION OF SAFETY IMPACT**

Approval of this program will have no impact on the safety of our employees or patrons.

### **FINANCIAL IMPACT**

Funding for the study of how a Bike Share Program could be implemented throughout the County is included in the FY14 budget under cost center 4320, project number 405510, task 06.001.11. Once the program is actually underway, no Metro funds are envisioned to be used for the program.

### Impact to Budget

The funding source for this activity is Proposition A Administration dollars. This fund is not eligible for bus and rail operating and capital expenditures. No other source of funds was considered.

### **ALTERNATIVES CONSIDERED**

The Board could decide to not authorize the development of an Implementation Plan. However, this would be contrary to the October 2013 Board directive to examine the implementation of a Regional Bike Share program

### **NEXT STEPS**

Upon approval, we will issue a RFP for the development of an Implementation Plan. It is anticipated that an Implementation Plan can be developed within six months of award.

### **ATTACHMENTS**

- A. October 2013 Bike Share Motion 66
- B. December 2013 Receive and File Bike Share Industry Review Status
- C. Rail System Bike Boardings
- D. Potential Bike Share Expansion Map
- E. Pilot City Maps
- F. Bicycle Share Preliminary Capital Cost Estimates
- G. Bicycle Share Business Models
- H. Preliminary Bicycle Share Cash Flow Analysis
- I. Bicycle Share Funding Options

Prepared by: Laura Cornejo, Director Countywide Planning, (213) 922-2885  
Diego Cardoso, Executive Officer Countywide Planning, (213) 922-3076

---

Martha Welborne, FAIA  
Chief Planning Officer

---

Arthur T. Leahy  
Chief Executive Officer

**MAYOR ERIC GARCETTI,  
SUPERVISOR ZEV YAROSLAVSKY,  
SUPERVISOR DON KNABE,  
DIRECTOR MIKE BONIN, AND DIRECTOR PAM O'CONNOR**

**Countywide Bicycle Share Program**

October 17, 2013

MTA needs to lead and supplement its regional public transportation system by supporting bicycles and bicycle infrastructure in completing the first and/or last leg of a trip (e.g., from a train station to the workplace).

Bicycle ridership will also help reduce dependency on automobiles, particularly for short trips, thereby reducing traffic congestion, vehicle emissions, and the demand for parking.

A bicycle share program will also promote sustainable and environmentally friendly initiatives.

Bicycle share is a program designed for point-to-point short trips using a for-rent fleet of bicycles strategically located at logical stations locations.

Beginning in 1993, a series of successful bicycle share programs were implemented in Europe.

Currently the US is home to a number of bicycle share programs in cities such as Chicago, Denver, Minneapolis, New York City, San Francisco, etc.

According to the Earth Policy Institute, the number of bicycles in the U.S. bicycle share fleet is set to double by the end of 2014.

The Los Angeles region has seen a variety of bicycle share efforts, but none have taken hold because of a lack of regional coordination.

Given its role as the countywide transportation agency, in July 2011 the MTA board passed a motion directing staff to develop a strategic plan for implementing bicycle share in Los Angeles County.

**CONTINUED**

**WE THEREFORE MOVE** that the MTA Board direct the CEO to:

- A. Adopt as policy MTA's support of bicycles as a formal transportation mode.
- B. Convene a bicycle share industry review in November 2013 in order to advise on procuring a regional bicycle share vendor for Los Angeles County.
- C. Report back to the Board at the January 2014 meeting with the results of the industry review, including a business case analysis and recommendations on proceeding with a Request for Proposals (RFP) to implement a regional bicycle share program.
- D. Include in the analysis a phased approach for implementing this program based on area readiness, including, but not limited to, an examination of existing bicycle infrastructure, existing advertising policies, current ridership trends, and transit station locations.

**###**

**Metro**

Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net

**62**

**EXECUTIVE MANAGEMENT COMMITTEE  
NOVEMBER 21, 2013**

**SUBJECT: BIKE SHARE PROGRAM**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

Receive and file this update on the Bike Share Program in response to the October 2013 Board Motion 66 (Attachment A).

**ISSUE**

At the October meeting, the Board approved Motion 66, providing direction to:

- A. Adopt as policy MTA's support of bicycles as a formal transportation mode;
- B. Convene a Bicycle Share Industry review in November 2013 in order to advise on procuring a regional bicycle share vendor for Los Angeles County;
- C. Report back to the Board at the January 2014 meeting with the results of the industry review, including a business case analysis and recommendations on proceeding with a Request for Proposals (RFP) to implement a regional bicycle share program; and
- D. Include in the analysis a phased approach for implementing this program based on area readiness, including, but not limited to, an examination of existing bicycle infrastructure, existing advertising policies, current ridership trends, and transit station locations.

This report provides the status of the Board directive.

**DISCUSSION**

Connected by the Metro transit system, bike share can help address first-last mile gaps around transit stations, increase the station catchment area and can introduce new users to bike transportation by removing barriers, such as bicycle ownership, maintenance, and security and can increase mobility while decreasing automobile use.

Most recently, Metro's role has been to facilitate bike share implementation, including providing funding to local jurisdictions for bike share through the Call for Projects and coordinating regional compatibility efforts such as addressing technology and software issues.

### Status

In response to the Motion, we initiated the first phase of the industry review. We have met with bike share industry stakeholders and municipal planners, convened as the Bike Share Working Group and Metro's Bicycle Roundtable on November 4<sup>th</sup> and November 5<sup>th</sup>, respectively. The goal of the meetings were to gauge what role stakeholders and municipalities deemed appropriate for Metro to take and what opportunities as well as concerns existed by Metro taking on a larger role in a regional bike share effort. In anticipation of the next phase of the industry review which will be to conduct a market survey as well as developing the business case and next steps, we established a rudimentary understanding of the level of flexibility municipalities would need if Metro led a regional effort and highlighted areas that still need to be vetted further.

The following is a summary of the Bike Share Working Group and Bicycle Roundtable input received:

- One contractor, or multiple contractors with compatible technologies is key to achieving regional connectivity
- Metro, as a regional agency, should lead the effort and set the regional framework for cities to leverage at the local level
- A single system with local flexibility
- Bike Share must connect to a larger transit network
- Infrastructure, such as bike lanes and way finding, should support bike share implementation
- Phasing, especially pilot phase is key to success
- Local universities and colleges should be invited to participate
- Increase bike mode Call for Project funding to facilitate regional participation and infrastructure to support bike share

If we move forward with a greater role in establishing a regional bike share program, the following items surfaced during the two meetings as needing to be addressed:

- Revenue Split with Cities: Would Metro serve as a clearing-house or would cities receive their split directly from vendors
- Advertising/Sponsorship: How would differing advertising policies potentially affect proposed business plans
- Software: Develop a program that allows flexibility for evolving software and bike technology
- Payment: Can Transit Access Pass be adapted to allow for bike share payment
- Implementation: Pilot area and subsequent phasing and timing for roll out
- Inter-jurisdictional Operability: Bike redistribution and cost split, multi-jurisdictional membership cards

**NEXT STEPS**

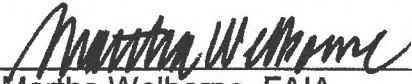
We will return to the Board in January with the results of the market survey, business case and recommended next steps.

**ATTACHMENT**

A. October 2013 Motion 66

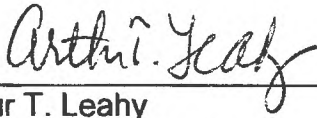
Prepared by: Laura Cornejo, Director, (213) 922-2885  
Diego Cardoso, Executive Officer, (213) 922-3076





---

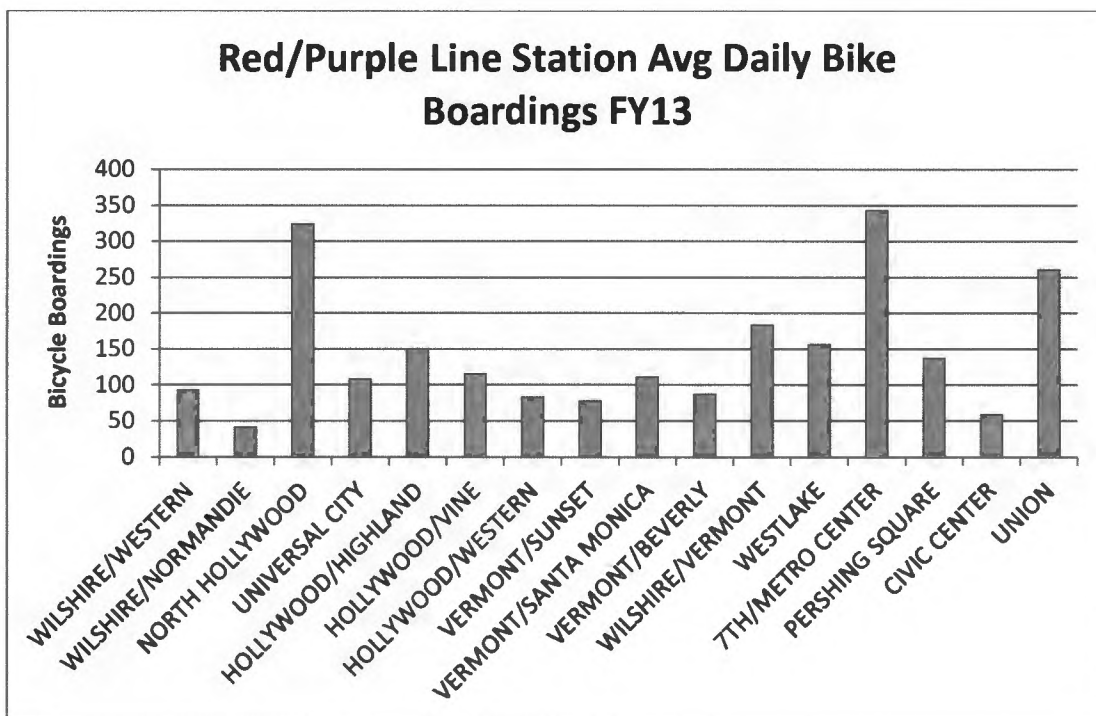
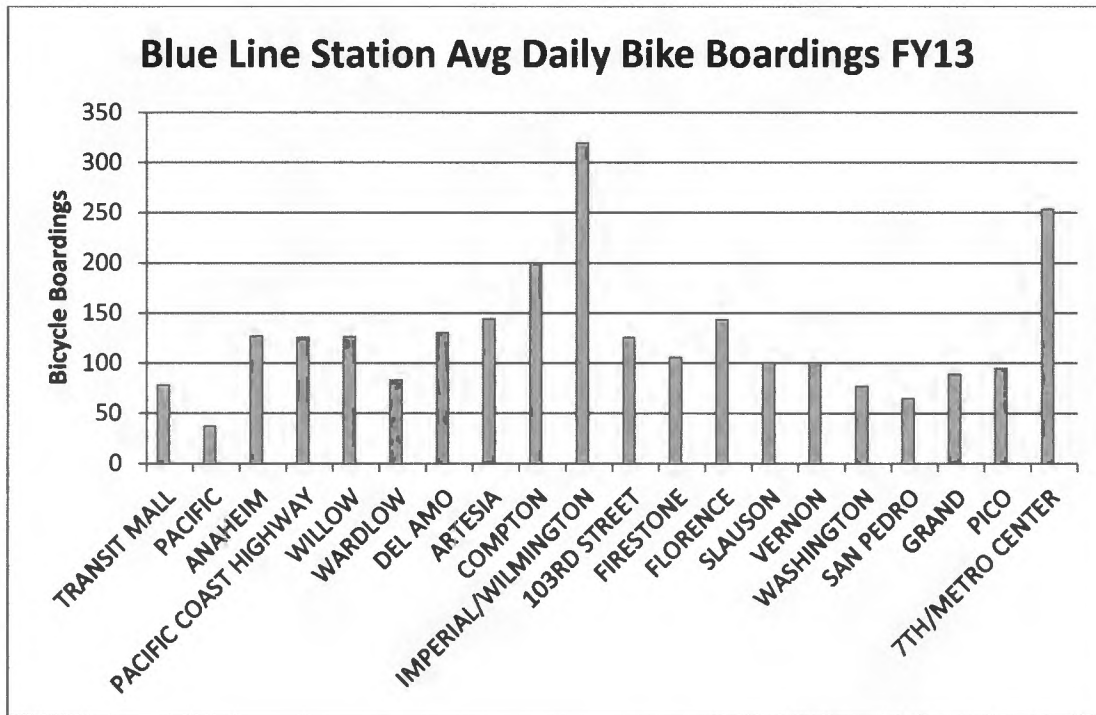
Martha Welborne, FAIA  
Chief Planning Officer

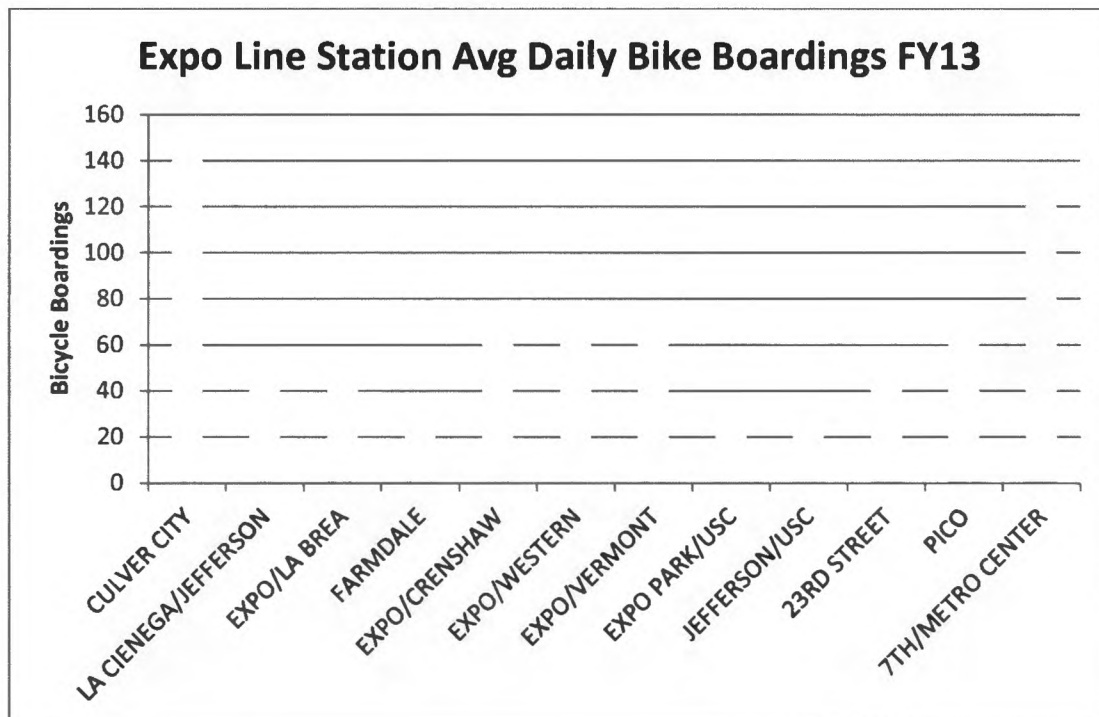
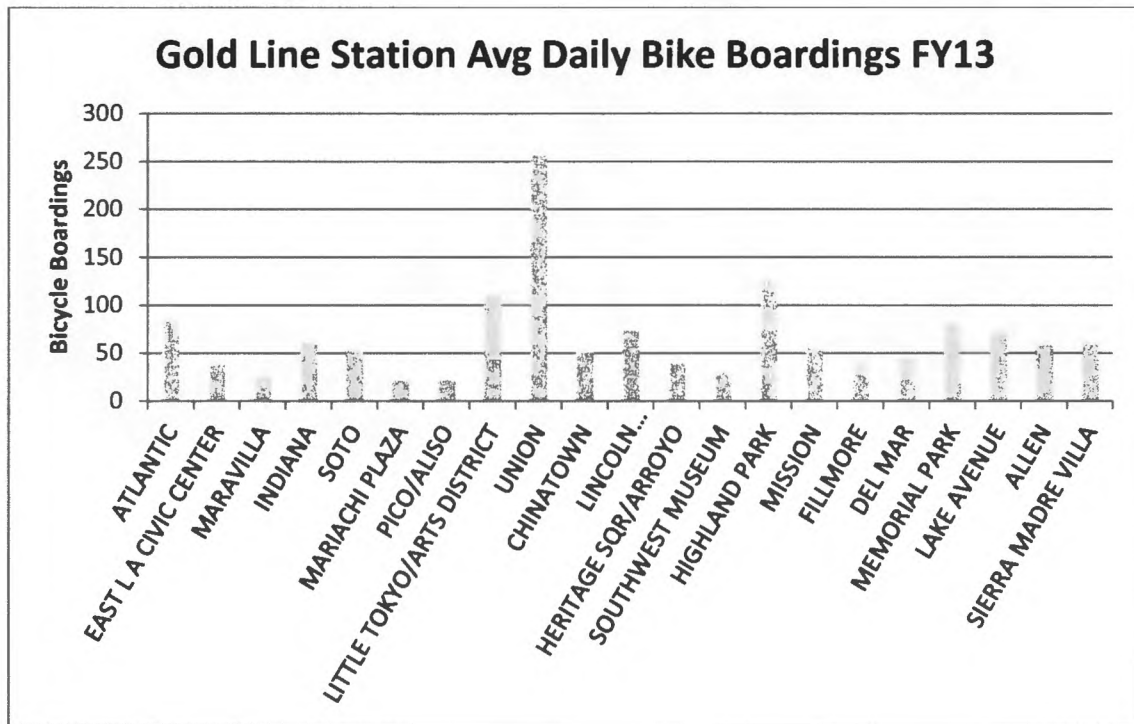


---

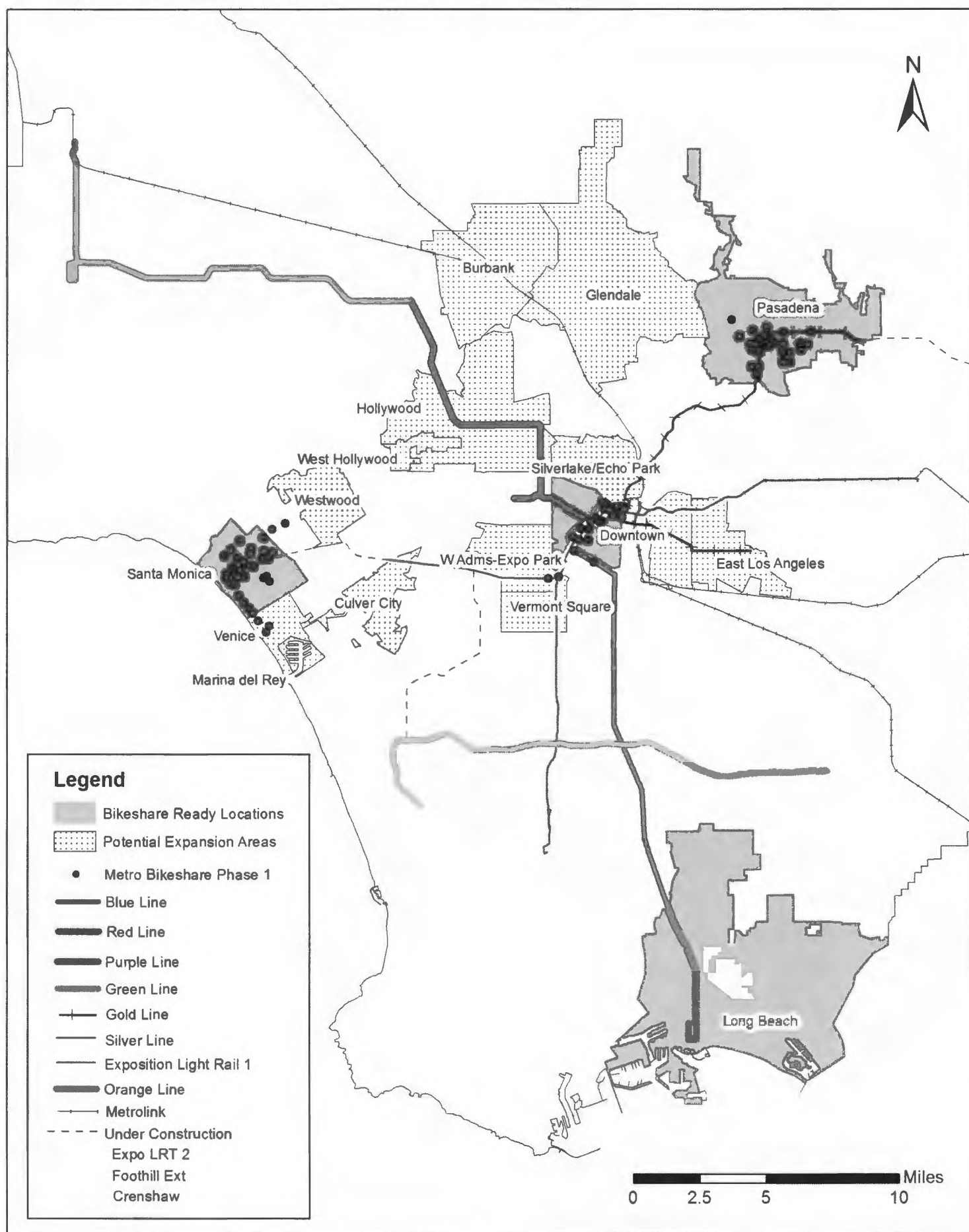
Arthur T. Leahy  
Chief Executive Officer

## ATTACHMENT C

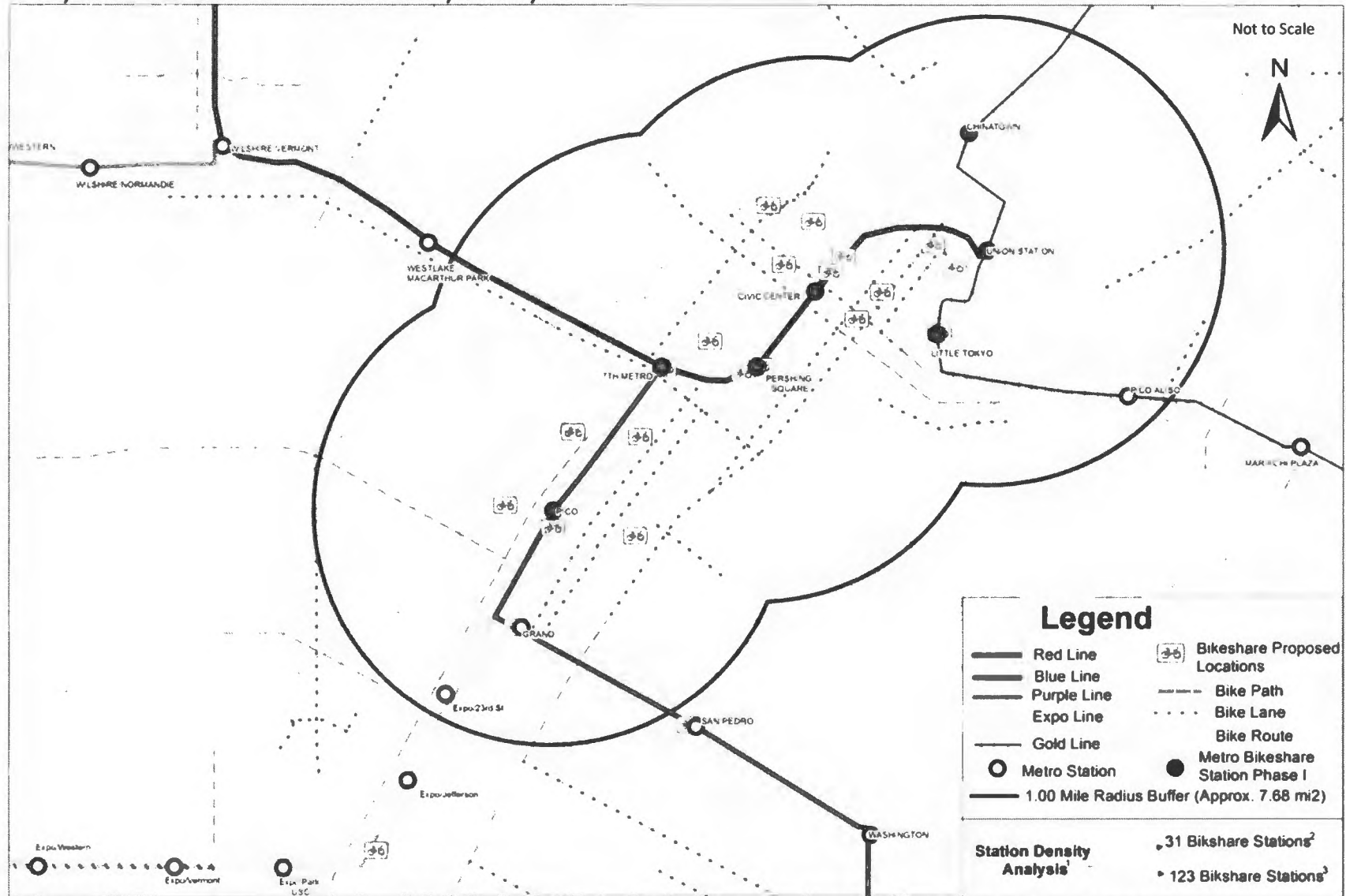




# Potential Bikeshare Expansion Areas



## City of LA Bikeshare Preliminary Analysis



1. "Bike Sharing in the United States: State of the Practice and Guide to Implementation- USDOT/FHWA 2012", indicates a range of 3.5 to 5 bikeshare stations per square mile of service area for most existing systems. For denser urban areas, 14 stations or more per square mile may also be recommended. MTI Report 11-26, Public Bikesharing in North America: Early Operator and User Understanding (2012), found that out of 19 operators 53% preferred distance between docking stations 300 yards to one-quarter mile apart. For this assessment one-quarter mile and one-half mile between docking stations was used.

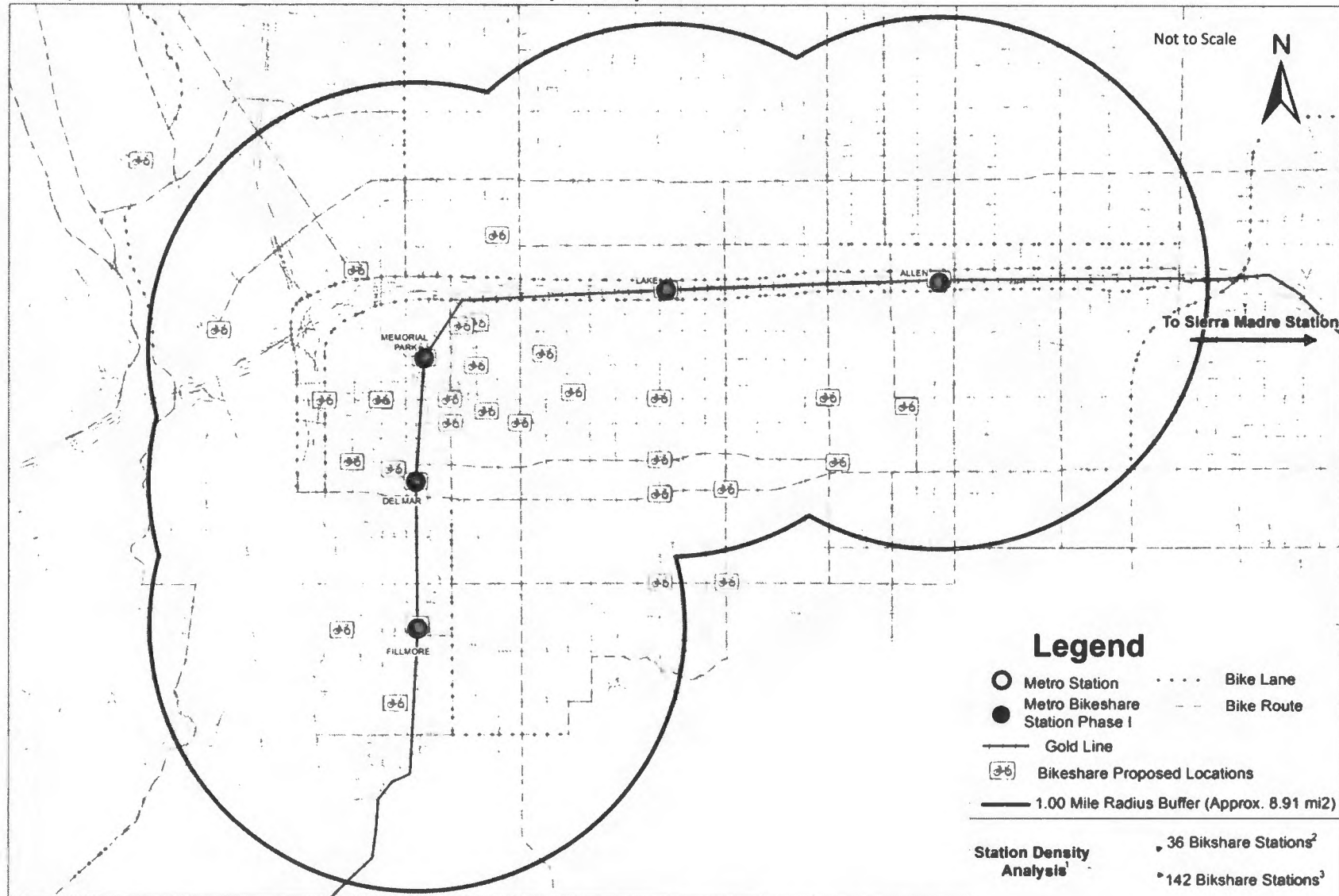
2. 4 bikeshare stations per square mile at one-half mile apart.

3. 16 bikeshare stations per square mile at one-quarter mile apart.

**Disclaimer:** This map is for preliminary analysis only. Actual quantities and locations of bikeshare stations will be determined upon feasibility study and implementation in conjunction with local jurisdictions

Metro Bike Program

## City of Pasadena Bikeshare Preliminary Analysis



1. "Bike Sharing in the United States: State of the Practice and Guide to Implementation- USDOT/FHWA 2012", indicates a range of 3.5 to 5 bikeshare stations per square mile of service area for most existing systems. For denser urban areas, 14 stations or more per square mile may also be recommended. MTI Report 11-26, Public Bikesharing in North America: Early Operator and User Understanding (2012), found that out of 19 operators 53% preferred distance between docking stations 300 yards to one-quarter mile apart. For this assessment one-quarter mile and one-half mile between docking stations was used.

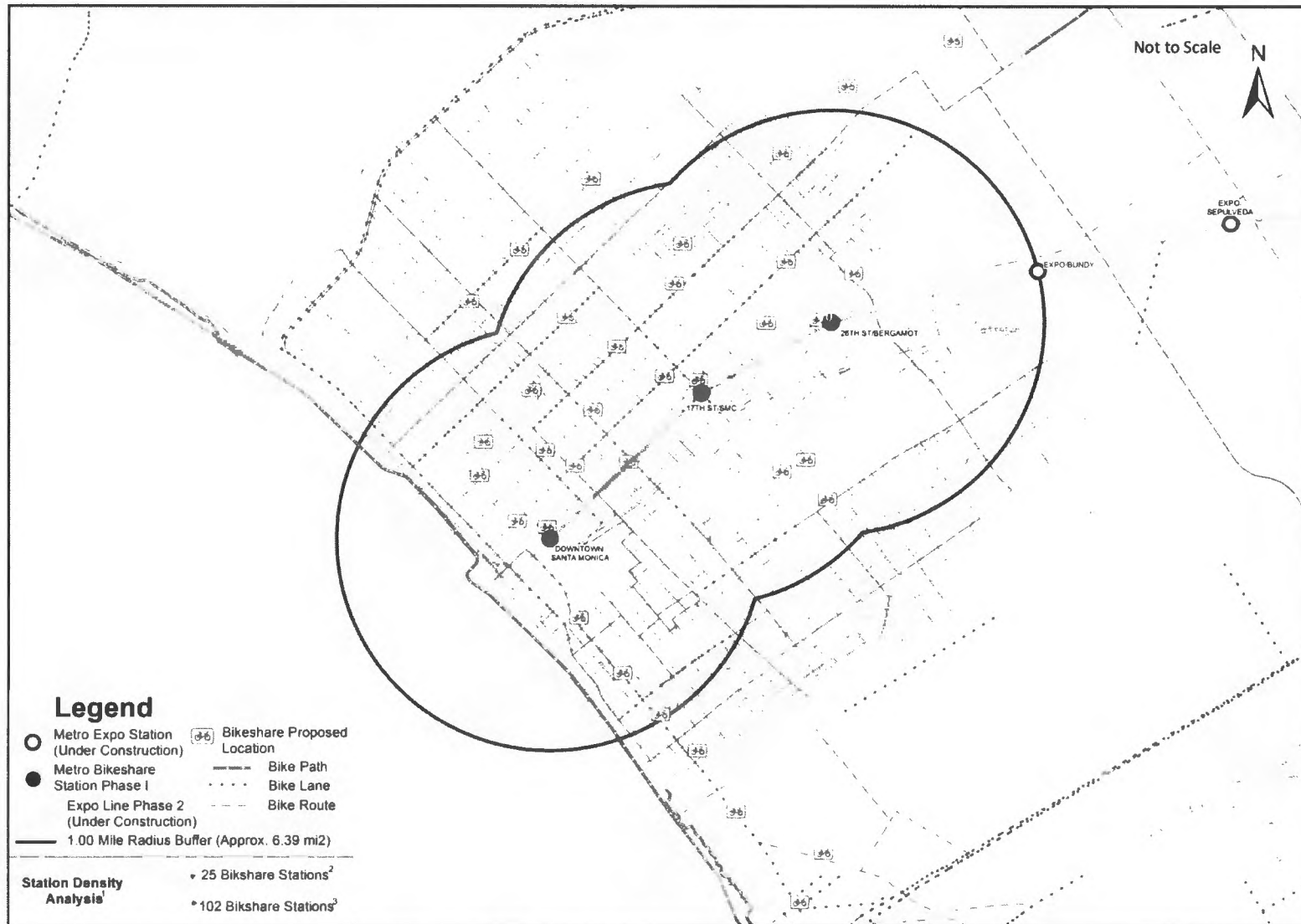
2. 4 bikeshare stations per square mile at one-half mile apart.

3. 16 bikeshare stations per square mile at one-quarter mile apart.

**Disclaimer:** This map is for preliminary analysis only. Actual quantities and locations of bikeshare stations will be determined upon feasibility study and implementation in conjunction with local jurisdictions

Metro Bike Program

## City of Santa Monica Bikeshare Preliminary Analysis



1. "Bike Sharing in the United States: State of the Practice and Guide to Implementation- USDOT/FHWA 2012", indicates a range of 3.5 to 5 bikeshare stations per square mile of service area for most existing systems. For denser urban areas, 14 stations or more per square mile may also be recommended. MTI Report 11-26, Public Bikesharing in North America: Early Operator and User Understanding (2012), found that out of 19 operators 53% preferred distance between docking stations 300 yards to one-quarter mile apart. For this assessment one-quarter mile and one-half mile between docking stations was used.

2. 4 bikeshare stations per square mile at one-half mile apart.

3. 16 bikeshare stations per square mile at one-quarter mile apart.

**Disclaimer:** This map is for preliminary analysis only. Actual quantities and locations of bikeshare stations will be determined upon feasibility study and implementation in conjunction with local jurisdictions

Metro Bike Program



## ATTACHMENT F

### PRELIMINARY BIKE SHARE CAPITAL COST ESTIMATES

Based on figures from bike share locations in other regions across the United States and vendor estimates, cost ranges were calculated for the Los Angeles Region accounting for low and high density station locations and average costs of equipment (bikes per dock), as follows:

LOS ANGELES STATION COST <sup>1</sup>	Low Density (31 Stations) <sup>2</sup>	High Density (123 Stations) <sup>2</sup>
Cost (\$4,500) <sup>3</sup>	\$1,395,000	\$5,535,000

PASADENA STATION COST	Low Density (36 Stations) <sup>2</sup>	High Density (142 Stations) <sup>2</sup>
Cost (\$4,500) <sup>3</sup>	\$1,620,000	\$6,390,000

SANTA MONICA STATION COST	Low Density (25 Stations) <sup>2</sup>	High Density (102 Stations) <sup>2</sup>
Cost (\$4,500) <sup>3</sup>	\$1,125,000	\$4,590,000

Combined regional costs based on costs per stations in each city and the number of Metro stations in each jurisdiction yield potential cost ranges:

TOTAL COST AT METRO STATIONS IN EACH CITY <sup>4</sup>	Metro Stations	Cost (\$4,500) <sup>3</sup>
Los Angeles	7	\$315,000
Santa Monica	3	\$135,000
Pasadena	5	\$225,000
TOTALS	15	\$675,000

TOTAL COST AT METRO AND CITY STATIONS <sup>4</sup>	Low Density (107 Stations) <sup>2</sup>	High Density (382 Stations) <sup>2</sup>
Cost (\$4,500) <sup>3</sup>	\$4,815,000	\$17,190,000

<sup>1</sup> Gold Line Station Pico/Aliso and Blue Line Station Grand are located within the City of Los Angeles buffer area, but not included in calculation due to physical space constraints at station locations.

<sup>2</sup> Methodology for calculating preliminary station ranges is detailed in Bikeshare Preliminary Analysis.

<sup>3</sup> Bicycle per docking station costs calculated based on estimates from Washington D.C., Bay Area Pilot, Denver B-Cycle and Alta Bike Share. Actual costs will vary from location to location. Costs assume 10 bikes will dock at each station.

<sup>4</sup> Cost does not assume any real estate transactions or land use considerations.

**DISCLAIMER: This cost analysis is for preliminary analysis only. Actual costs will depend on the number of bike share stations determined by a feasibility study, vendor technology and land use considerations.**



## BICYCLE SHARE BUSINESS MODELS

### BIKE SHARE BUSINESS MODELS

- Modern Information Technology-based bicycle share capital development appears in three forms:
  - 1) Public agency owns and contracts with private (for-profit or non-profit) company for operations
    - Advantages: Expands offerings of jurisdiction's transportation service, while bringing the experience and innovation of a tried and tested operator
    - Disadvantages: Jurisdiction assumes all liability
    - Cities operating under this model: Alexandria, Arlington, Aspen, Boston, Broward County, Cambridge, Chicago, Columbus, Fort Worth, Houston, Madison, Nashville, Santa Clara County & San Francisco Pilot, and Washington D.C.
  - 2) Non-profit public/private partnership, created specifically to provide bike share service, owns and contracts with private (for-profit or non-profit) company for operations
    - Entities can include city, county, chamber, public health department, redevelopment agency, or the private sector
    - Advantages: Receives funding from the jurisdiction, while relieving liability from the jurisdiction
    - Disadvantages: Splitting control amongst multiple stakeholders is difficult
    - Cities operating under this model: Chattanooga, Boulder, Des Moines, Denver, Milwaukee, Minneapolis, Oklahoma City, Omaha, San Antonio, and Salt Lake City, and San Antonio
  - 3) Private company owns and operates
    - Advantages: Relieves jurisdiction from committing resources
    - Disadvantages: Does not ensure equity, quality service, and may fail if not profitable in first few years
    - Cities operating under this model: Charlotte, Miami Beach, New York City, and Tampa Bay

### CAPITAL/OPERATIONAL COSTS & FUNDING SOURCES

- Direct Capital Costs
  - Bicycles
  - Docking stations
  - Kiosks or User interface technology
  - Real estate transactions
- Direct Operational Costs
  - Administration: Website, Mobile apps, Registrations
  - Redistribution of bicycles: Manual redistribution and/or pricing incentives
  - System monitoring: Call centers and on-call repair
  - Maintenance: Keeping bicycles, software, etc. in running order
  - Power supply: Maintaining solar, battery, or grid power supply
  - Data Reporting: Maintenance, planning and real time data
- Associated Capital Costs
  - Construction of infrastructure: Bicycles, docks, kiosks or user interface
  - Streetscape improvements

## ATTACHMENT G-2

- Associated Operational Costs
  - Insurance
  - Maintenance of infrastructure and bikeways
  - Bicycle safety training and education
- Real Estate Costs
  - Land Use Negotiations:
    - Metro Property: Where Metro does not own sufficient land, negotiations with private owner or entity
    - Public Right-of-Way: Negotiations with Cities or County of Los Angeles
    - Private Property: Negotiations with private owner
  - Spatial Considerations:
    - Sidewalk: ADA compliance, right-of-way negotiations
    - In-Street: Removal of street parking negotiations, safety considerations
- Funding Sources
  - Municipalities: Federal, state, local or other grants and funding
  - Advertising: Kiosk or Station advertising
  - Sponsorship: Title, presenting, station, dock, bike/fender, web, helmets, or other opportunities
  - Memberships & user fees
  - Public-private partnerships: Sponsorship or corporate donor

The business model matrix below captures the business models and funding sources for bike share for 14 systems in the United States:

**COMPARISON TABLE OF EXISTING UNITED STATES BIKE SHARE PROGRAMS**

<b>JURISDICTION</b>	<b>LAUNCH DATE</b>	<b>SYSTEM NAME</b>	<b>SYSTEM SIZE (BIKES/ STATIONS)</b>	<b>ANNUAL/ CASUAL MEMBERS, RIDES</b>	<b>FARES</b>	<b>BUSINESS MODEL</b>	<b>FUNDING SOURCES</b>
<b>Boston &amp; Cambridge, MA</b>	July 2011	Hubway (Alta Bike Share)	600/60	36,000 annual/ 30,000 casual, 140,000 rides (in 4 months)	\$85/year \$20/month \$12/3-day \$5/day	Owned/Managed by County, operated by Alta (for-profit)	\$4.5 m (75% public FTA/CMAQ, 25% private). Each municipality responsible for own sponsorship
<b>Boulder, CO</b>	May 2011	Boulder B-Cycle	110/15	1,171 annual/ 6,200 casual	\$50/year \$15/week \$5/day	Owned/Managed by Non-Profit & operated by B-Cycle (non-profit)	Revenue from parking fees, citations; Transportation and Distribution Services
<b>Broward County (Fort Lauderdale), FL</b>	December 2011	Broward County B-Cycle	200/27	37,000 rides (in 1 year)	\$45/year \$25/week \$5/day	Owned/Managed by Broward County, operated by Broward County B-Cycle (non-profit)	\$1.1 m (63% private, 27% public)
<b>Chattanooga, TN</b>	July 2012	Bike Chattanooga (Alta Bikeshare)	300/30	400 annual, 12,600 rides (in 6 months)	\$75/year \$6/day	Owned/Managed by Non-Profit, operated by Alta (for-profit)	\$2 m CMAQ

JURISDICTION	LAUNCH DATE	SYSTEM NAME	SYSTEM SIZE (BIKES/ STATIONS)	ANNUAL/ CASUAL MEMBERS, RIDES	FARES	BUSINESS MODEL	FUNDING SOURCES
Chicago, IL	June 2013	Divvy (Alta Bikeshare)	750/68	3,7000 annual, 50,000 trips (in 1 month)	\$75/year \$7/day	Owned/Managed by City, operated by Alta (for-profit)	\$22 m in fed/local grants
Denver, CO	April 2010	Denver B-Cycle	520/52	2,659 annual/ 40,600 casual, 100,000 rides	\$65/year \$30/Month \$20/week \$6/day	Owned/Managed by Non-Profit, operated by B-Cycle (non-profit)	Capital \$1.5 m (CDOT, EPA, FHWA, gifts); 16% public (Vehicle registration tax), 84% private
Des Moines, IA	Sept 2010	Des Moines Bicycle Collective B-Cycle	22/5	20 annual, 109 rides	\$50/year \$30/month \$6/day	Owned/Managed by Non-Profit, operated by B-Cycle (non-profit)	Capital \$120,000 funded by private contributors, sponsorships
Fullerton, CA	TBD: Planned for Fall 2014	BikeLink (Bike Nation)	TBD: Planned 165/15	N/A	\$75/annual, \$45/annual (student), \$12/week, \$5/day	Owned/Managed and operated by Bike Nation (for-profit)	Capital \$1.48 m (OCTA federal grants, local Mobile Source Air Pollution Reduction Review Committee Grant)

<b>JURISDICTION</b>	<b>LAUNCH DATE</b>	<b>SYSTEM NAME</b>	<b>SYSTEM SIZE (BIKES/ STATIONS)</b>	<b>ANNUAL/ CASUAL MEMBERS, RIDES</b>	<b>FARES</b>	<b>BUSINESS MODEL</b>	<b>FUNDING SOURCES</b>
<b>Miami Beach, FL</b>	Mar 2011	DecoBike	800/91	2,500 annual/ 338,828 casual	\$15/month (regular) \$25/month (deluxe) \$35/month (visitors) \$24/day (visitors)	Owned/Managed and operated by DecoBike (for-profit)	\$4 m Private investor DecoBike – revenues split between DecoBike and City
<b>Minneapolis, MN</b>	June 2010	NiceRide Minnesota B-Cycle	1,300/145	3,521 annual/ 37,103 casual	\$60/year \$30/month \$5/day	Owned/Managed & operated by Non- Profit	Capital \$5.3 m (FHWA); 63% public funds; 37% private funds.
<b>New York City, NY</b>	May 2013	Citibike (Alta Bikeshare)	5,700/330	80,000 annual (in 3 months)	\$95/year \$25/week \$10/day	Owned /Managed and operated by Alta (for-profit)	Private financing
<b>San Antonio, TX</b>	March 2011	San Antonio B-Cycle	210/23	1,000 annual/ 2,800 casual, 16,100 rides (in 6 months)	\$60/year \$24/week \$10/day	Owned/Managed by City and operated by B-Cycle (non-profit)	\$840,000 DOE/CDC funds, \$235,000 and \$58,000 in station sponsorships

JURISDICTION	LAUNCH DATE	SYSTEM NAME	SYSTEM SIZE (BIKES/ STATIONS)	ANNUAL/ CASUAL MEMBERS, RIDES	FARES	BUSINESS MODEL	FUNDING SOURCES
<b>San Francisco/ Bay Area Cities, CA PILOT</b>	August 2013	Bay Area Bikeshare (Alta Bikeshare)	700/34	2,080 annual, 14,591 trips (in 1 month)	\$88/year \$22/3-day \$9/day	Owned/Managed by Bay Area AQMD, operated by Alta (for-profit)	\$4.3 m Metropolitan Transportation Commission (Bay Area Climate Initiatives – CMAQ), \$1.4 m Clean Air Grant (BAAQMD)
<b>Washington D.C. (first attempt)</b>	2008	SmartBike (Alta Bikeshare)	120/10	1,050 annual	\$40/year	Owned/Managed and operated by Alta (for-profit)	DDOT funding & Advertising revenue
<b>Washington D.C., Arlington, VA &amp; Alexandria, VA (second attempt)</b>	Sept 2010 & 2011	Capital (CaBi) Bikeshare (Alta Bikeshare)	1,200/140	19,200 annual/ 105,644 casual	\$75/year \$25/month \$15/3-day \$7/day	Owned/Managed by DDOT & City of Arlington, operated by Alta (for-profit)	Capital \$8 m fed (CMAQ)/state funds. Minimal private sponsorships & revenue.



	250	300	375	450	525	525	525	525	525	
	2,500	500	750	750	750	525	525	525	525	
	250	50	75	75	75	-	-	-	-	
4,500	11,250,000	2,250,000	3,375,000	3,375,000	3,375,000	2,362,500	2,362,500	2,362,500	2,362,500	2
	35,000	-	35,000	-	35,000	-	35,000	-	35,000	
100	5,750,000	6,900,000	8,625,000	10,350,000	12,075,000	12,075,000	12,075,000	12,075,000	12,075,000	12
	17,035,000	9,150,000	12,035,000	13,725,000	15,485,000	14,437,500	14,472,500	14,437,500	14,472,500	14
100	4,750,000	5,700,000	7,125,000	8,550,000	9,975,000	9,975,000	9,975,000	9,975,000	9,975,000	9
100	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1
100	3,000,000	3,600,000	4,500,000	5,400,000	6,300,000	6,300,000	6,300,000	6,300,000	6,300,000	6
	8,750,000	10,300,000	12,625,000	14,950,000	17,275,000	17,275,000	17,275,000	17,275,000	17,275,000	17
	(8,285,000)	1,150,000	590,000	1,225,000	1,790,000	2,837,500	2,802,500	2,837,500	2,802,500	2
	-	4,000,000	1,000,000	-	-	-	-	-	-	
	11,285,000	13,535,000	16,945,000	20,320,000	23,730,000	26,092,500	28,490,000	30,852,500	33,250,000	35
	5,750,000	12,650,000	21,275,000	31,625,000	43,700,000	55,775,000	67,850,000	79,925,000	92,000,000	104
	17,035,000	26,185,000	38,220,000	51,945,000	67,430,000	81,867,500	96,340,000	110,777,500	125,250,000	139
	8,750,000	23,050,000	36,675,000	51,625,000	68,900,000	86,175,000	103,450,000	120,725,000	138,000,000	155
	(8,285,000)	(3,135,000)	(1,545,000)	(320,000)	1,470,000	4,307,500	7,110,000	9,947,500	12,750,000	15

#### Assumptions:

Year 1 estimates of 250 stations and 2,500 bikes based on averages from Metro Preliminary Bike Share Analysis. Year 2 to Year 11 based on Metro recommendations for regional bike share growth (assuming average density of 25 stations throughout 11 jurisdictions). 10% of fleet expected to need replacement each year.

10 bikes per station. Cost per bike divides total system costs over the number of bikes.

Cost per bike based on estimates from Washington D.C., Bay Area Pilot, and bike share vendors.

\*

Operation and Maintenance costs per station based on Washington D.C. and Denver systems, with 85% of fleet requiring major repairs.

\*\* User Fees in Washington D.C. were \$20,000 per station in first year. Long Beach estimates \$15,000 per station. To be conservative, we used a lower return.

\*\*\* The \$1,000,000 sponsorship revenue is based on Long Beach's estimates. New York City Sponsorship was \$8,000,000 in first year, but a low number due to strict sponsorship policies in multiple jurisdictions.



**Bicycle Share Funding Options**  
(in millions)

<b>Fund Type</b>	<b>\$</b>	<b>Allocation Process</b>	<b>Programming Action Needed by the Board</b>	<b>Eligibility Criteria &amp; Parameters</b>	<b>Applications in Existing Bike Share Programs</b>
<b>Federal</b>					
<b>ATP</b>	\$116.6 yearly**	Discretionary	No (Programming is made by CTC & SCAG)	<b>Capital and non-infrastructure active transportation projects.</b> **State guidelines have not been finalized.	
<b>CMAQ</b>	\$18 yearly	Discretionary	Yes	<b>Capital and non-infrastructure costs.</b> For projects that reduce single occupancy vehicle driving and improve air quality.	Has been used by Capital Bikeshare for infrastructure in Washington DC & Virginia.
<b>JARC</b>	\$8.35 Total	FTA grant	No	<b>Capital and non-infrastructure costs for commute and reverse commute options for low income individuals in Long Beach &amp; City of LA.</b> FTA does not officially recognize bike share as public transit so the purchase and operation costs of individual bikes may be restricted. Station infrastructure may be covered.	Capital Bikeshare is using JARC to provide free membership, bike education programs and free helmets to low income participants.
<b>Local</b>					
<b>CRD (Toll Lane Revenue)</b>	\$4.2 - \$5.2 yearly*	Discretionary	Yes	<b>Capital costs for active transportation &amp; first-last mile solutions.</b> Must be located within three miles of either the I-110 & I-10 Corridor ) or provide regionally significant improvements for the 110 or 10 Corridor. *Fund estimate applies to FY14 only. Future funding contingent on 1-10 & 110 HOT lane project approval	
<b>Local Return - Measure R 15% - PC20%</b>	\$245 yearly	Formula By Population	No	<b>Capital costs.</b> Local cities could elect to use their share to pay for future phases or as a match.	Local sales tax funds have been used to match/supplement federal grants in many bike share schemes.
<b>MR 25% Highway Operational Improvements</b>	\$345 total	Discretionary to only Arroyo Verdugo and Malibu Las Virgenes Subregions	Yes	<b>Capital costs.</b> Potential to fund future bike share phases for cities within the subregion.	

**MOTION BY:  
MAYOR ERIC GARCETTI & DIRECTORS ZEV YAROSLAVSKY,  
MIKE BONIN, JOHN FASANA & DON KNABE**

**Item 58 — Bicycle Share Program Implementation Plan**

In October 2013, the MTA Board adopted, as policy, bicycle use as a formal transportation mode.

Staff was asked to: a) conduct an industry review on procuring a regional bike share vendor; b) prepare a business case analysis and recommendations on proceeding with a Request for Proposals to implement a regional bicycle share program; 3) make recommendations on a phased approach for implementing this program.

Bicycle share offers an alternative means of transportation for short trips that might otherwise have been made by vehicles.

A recent study named "The Bike-Sharing Planning Guide" (Institute for Transportation & Development Policy, December 2013) said "bike-share, more than any other form of urban transport, has the ability to improve and transform our cities."

This means a robust and regional bicycle share program needs to be adopted to address first-mile and last-mile transportation challenges.

An MTA bicycle share program will help connect and expand its transportation coverage to multiple jurisdictions along its transit system.

This is why MTA needs to be the lead agency in the county that will manage and procure a robust bicycle share program.

A single-point agency will also ensure inter-operability among the different jurisdictions and can also provide a multi-modal transportation system through the use of the Transit Access Program ("TAP") smart card.

MTA can also simplify the management of the program by having one agency provide proper accountability and proper management.

MTA needs to also provide a fair-share of funding to support the initiation and maintenance and operations (O&M) costs for the program.

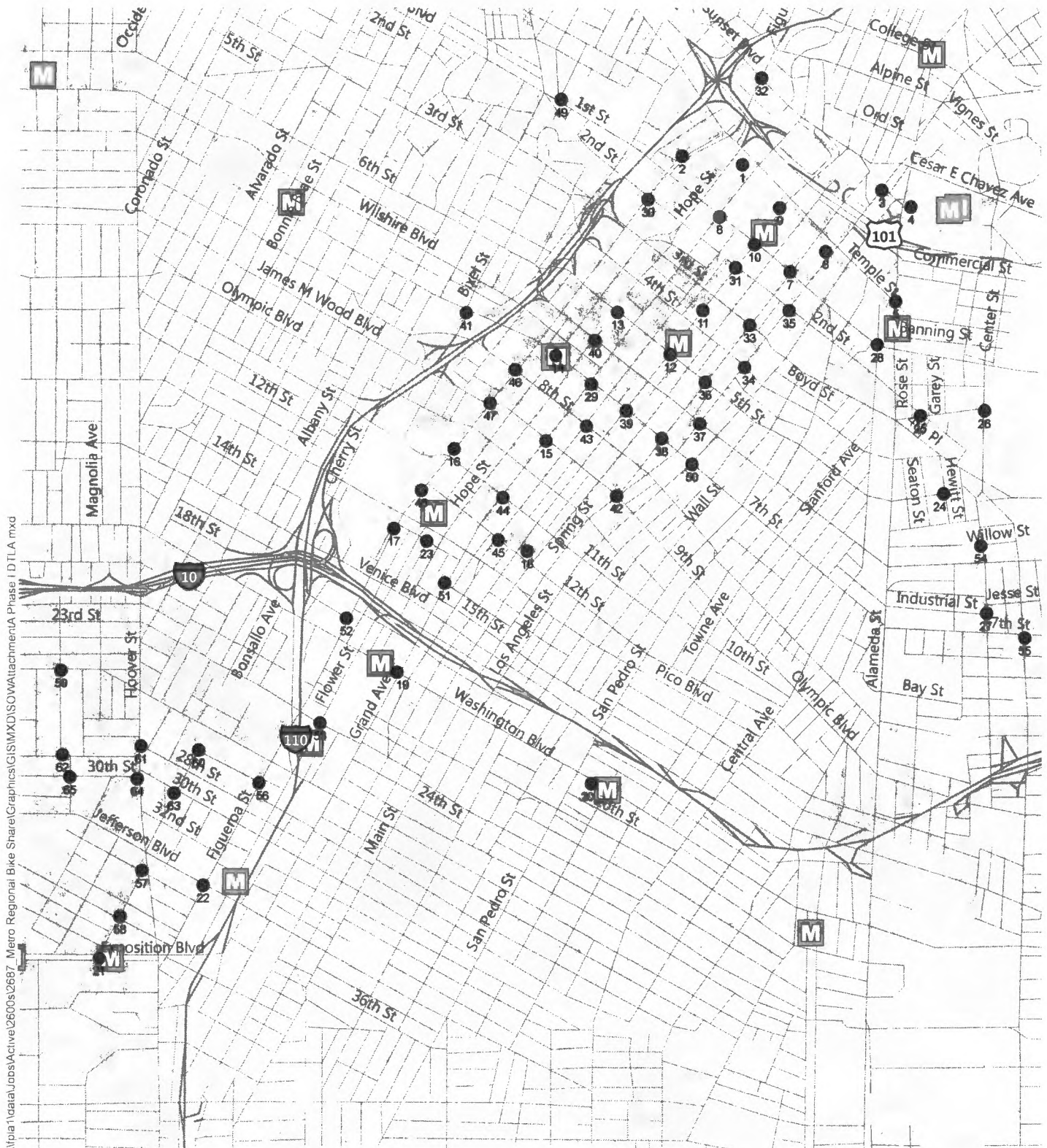
WE, THEREFORE, MOVE that the MTA CEO:

- A. Undertake a study of how a Bike Share Program could be implemented throughout the County.
- B. Procure, contract and administer the bicycle share program once the implementation study is completed.
- C. Implement the program in a phased approach and partner with the cities identified in the Phase I of the bicycle share program so MTA funds at least:
  - 1. Up to 50% of total capital costs per each city
  - 2. Up to 35% of total O&M costs per each city (on-going)
- D. Identify a financial business plan that includes:
  - 1. User fees
  - 2. Advertising fees
  - 3. Corporate sponsors
  - 4. A recommendation on a revenue split for all fees/revenues identified above.
- E. Prioritize eligible grants to support the costs of the program including:
  - 1. State Active Transportation Program ("ATP") funds
  - 2. State "Cap & Trade" funds
  - 3. Federal bicycle and active transportation funds
  - 4. All other eligible funding sources
- F. Develop a robust system-wide branding and educational effort that supports the use of bicycle share as part of the implementation study.
- G. Update on all of the above at the April 2014 Board meeting.

**DIRECTOR O'CONNOR'S MOTION REGARDING BIKE SHARE:**

- 1. Is there a firm timeline for Metro's procurement?**
- 2. How will this effort related to the procurement Long Beach is pursuing**
- 3. How will this effort work with Santa Monica's RFP/market test?**
- 4. Will there be coordination with the subregions? What form will that take?**
- 5. Has LA solved its legal outdoor advertising problem?**
- 6. Will there be flexibility for different business case models to operate within the Metro umbrella?**
- 7. Will the Metro's Bikeshare program go beyond the Metro stations? Can the program be expanded to include greater coverage for cities?**
- 6. What does Metro being the lead agency mean? Is this a clearing house for revenue sharing? What other elements are included?**
- 7. What funding is available for phasing the rollout of the program during the first year of implementation on both capital and operating expenditures? How will allocations be made?**
- 8. How will the system enable jurisdictions to make choices about how (what sources) they want to fund the operating gap?**

**This motion should be fortified with a fact sheet that informs regional cities on the "nuts and bolts" of the business model Metro is pursuing, the timeline for implementation, and subregional coordination.**



**M** Metro Rail Station

## Recommended Regional Expansion Stations

- Phase I - 65 Stations

Phase I Pilot  
Downtown Los Angeles, CA

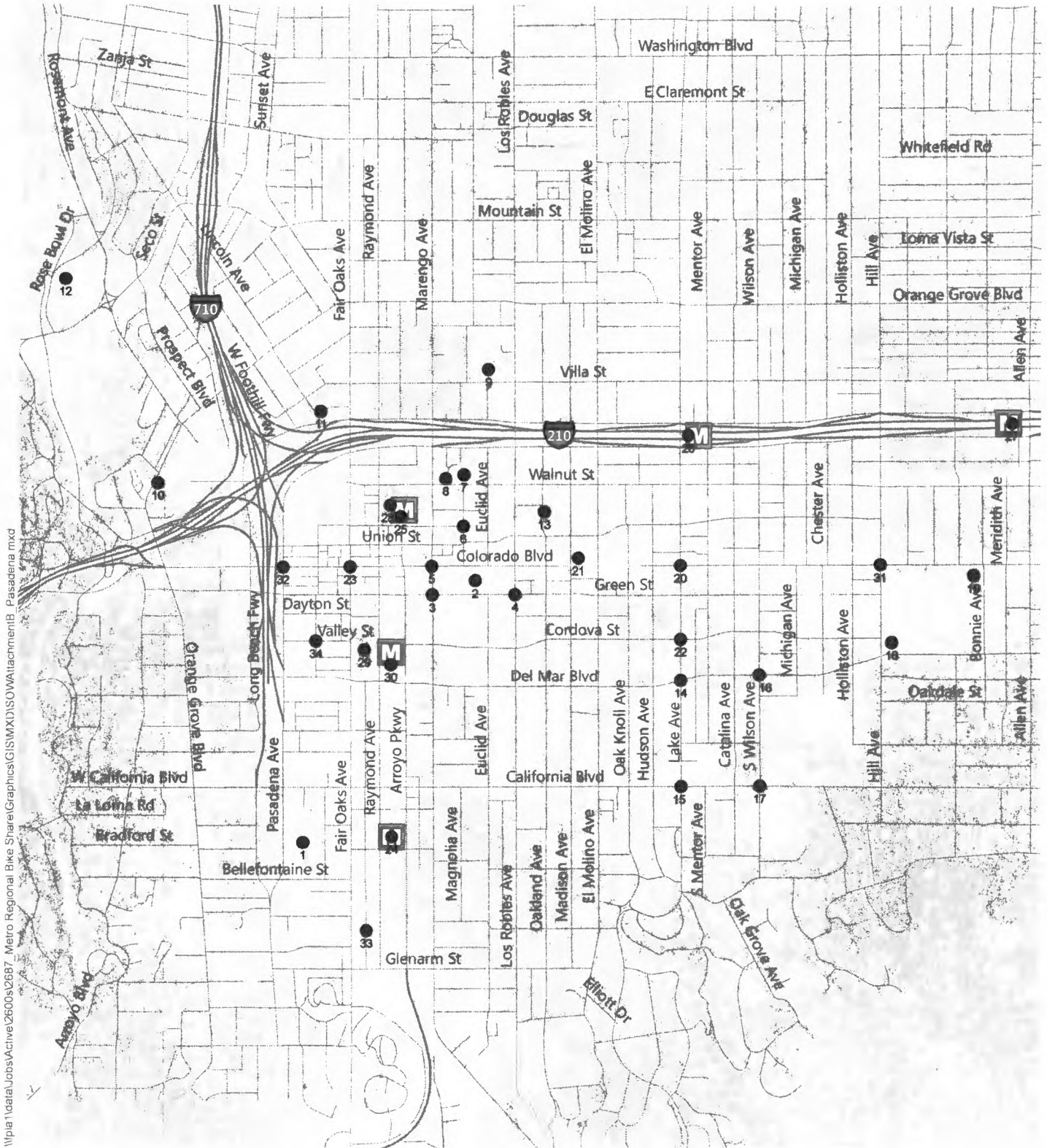
# Recommended Regional Expansion Stations

## *Phase I Pilot: Downtown Los Angeles*

ID	Station	ID	Station
1	<b>Hope / Temple</b>	34	<b>4th / Main</b>
2	Figueroa / Diamond (Figueroa Plaza)	35	2nd / Main
3	<b>North Main / Olvera</b>	36	<b>5th / Spring</b>
4	Alameda (Union Station)	37	6th / Main
5	<b>Alameda / Temple</b>	38	<b>7th / Spring</b>
6	Main / Temple (City Hall)	39	7th / Hill
7	<b>1st / Spring</b>	40	<b>6th / Hope</b>
8	1st / Grand	41	7th / Bixel
9	<b>Hill / Temple (Grand Park)</b>	42	<b>9th / Main</b>
10	1st / Hill	43	8th / Olive
11	<b>Hill (Angel's Flight)</b>	44	<b>11th / Grand</b>
12	5th / Hill (Pershing Square)	45	12th / Olive
13	<b>5th / Hope stairs (Library)</b>	46	<b>8th / Figueroa</b>
14	7th / Flower (Metro Center)	47	9th / Figueroa
15	<b>9th / Grand</b>	48	<b>12th / Figueroa</b>
16	11th / Figueroa	49	1st / Toluca
17	<b>Pico / Figueroa (Convention Center)</b>	50	<b>7th / Los Angeles</b>
18	12th / Hill (DPW)	51	14th / Grand
19	<b>Washington / Grand (Grand Station)</b>	52	<b>18th / Figueroa</b>
20	Washington (San Pedro Station)	53	23rd / Flower
21	<b>Exposition (Expo Park/USC Station)</b>	54	<b>Willow / Mateo</b>
22	Jefferson / Figueroa (Jefferson/USC Station)	55	7th / Santa Fe
23	<b>Cameron / Flower (Pico Station)</b>	56	<b>27th / Figueroa</b>
24	5th / Hewitt	57	34th / Trousdale
25	<b>3rd / Traction</b>	58	<b>36th / Trousdale</b>
26	3rd / Santa Fe	59	W Adams Blvd / Ellendale Pl
27	<b>Industrial / Mateo</b>	60	<b>W 27th St / University Ave</b>
28	1st / Central	61	W 28th St / Hoover St
29	<b>7th / Grand</b>	62	<b>Ellendale Pl / W 29th St</b>
30	2nd / Figueroa	63	University Ave / W 30th St
31	<b>2nd / Hill</b>	64	<b>McClintock Ave / W 30th St</b>
32	Cesar E Chavez / Figueroa	65	Orchard Ave / W 30th St
33	<b>3rd / Spring</b>		

Note: Tentative locations are for planning purposes only and are subject to relocation based on policy and physical constraints.





**M** Metro Rail Station

## Recommended Regional Expansion Stations

● Phase II - 34 Stations

Phase II Regional Expansion Area  
Pasadena, CA



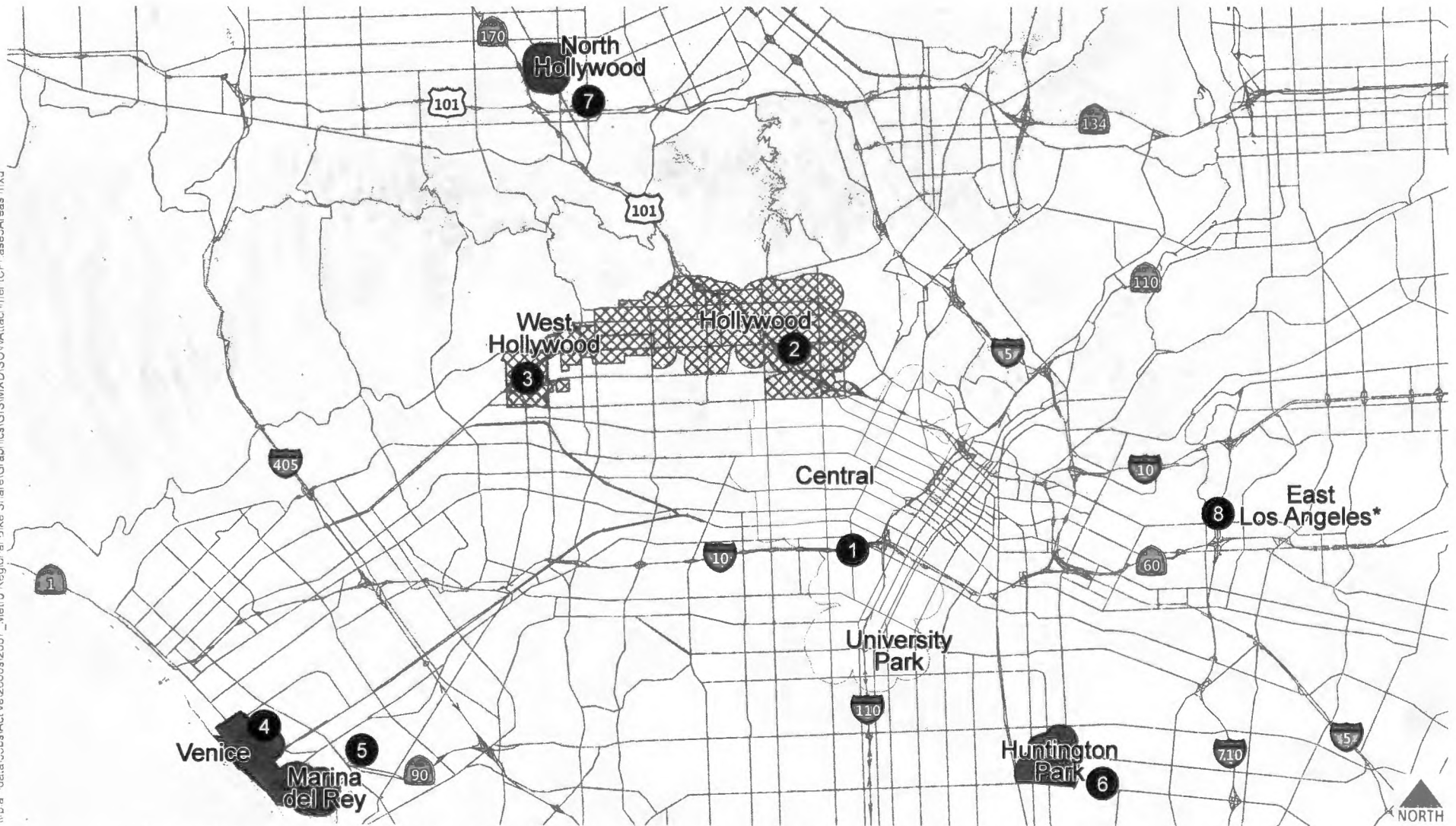
## Recommended Regional Expansion Stations

### *Phase II: Pasadena*

ID	Station
1	<b>Huntington Hospital</b>
2	Garfield (Paseo Colorado)
3	<b>Green / Marengo</b>
4	Green / Los Robles
5	<b>Colorado / Marengo</b>
6	Garfield / Holly (Pasadena City Hall)
7	<b>Pasadena Library</b>
8	Garfield / Walnut (Library west)
9	<b>Villa / Euclid (Villa Park)</b>
10	Orange Grove / Walnut
11	<b>Lincoln / Eureka / Maple</b>
12	Arroyo (Rose Bowl)
13	<b>Union / Oakland (Fuller Seminary)</b>
14	Del Mar / Lake
15	<b>California / Lake</b>
16	Del Mar / Wilson
17	<b>California / Wilson</b>
18	Del Mar / Hill (Pasadena Community College)
19	<b>Colorado / Bonnie (Pasadena Community College)</b>
20	Colorado / Lake
21	<b>Colorado / Madison</b>
22	Cordova / Lake
23	<b>Colorado / Fair Oaks</b>
24	Raymond / Fillmore (Fillmore Station)
25	<b>Holly (Memorial Park Station)</b>
26	Lake (Lake Station)
27	<b>Allen (Allen Station)</b>
28	Memorial Park
29	<b>Central Park</b>
30	Del Mar / Arroyo (Del Mar Station)
31	<b>Colorado / Hill</b>
32	Colorado / Pasadena
33	<b>Edmondson Alley</b>
34	Valley / DeLacey

Note: Tentative locations are for planning purposes only and are subject to relocation based on policy and physical constraints.

\\fa-a\data\jobs\Act vel\2600s\2687\_Metro Regional Bike Share\Graphics\GIS\MXD\ISO\Attachments\CPPhase3Areas.mxd



\* A specific boundary for the East Los Angeles Expansion Area has not yet been identified.

### Preliminary Regional Expansion Areas

Phase III - 65 Stations



Phase IV - 53 Stations



Phase V - 37 Stations



Expansion Area

Attachment C

Preliminary Regional Expansion Areas

# Preliminary Regional Expansion Areas

## *Phase III, IV, and V Communities*

---

#	Community
---	-----------

---

### ***Phase III – 65 Stations***

- |   |                           |
|---|---------------------------|
| 1 | Central / University Park |
|---|---------------------------|

### ***Phase IV – 53 Stations***

- |   |                |
|---|----------------|
| 2 | Hollywood      |
| 3 | West Hollywood |

### ***Phase V – 37 Stations***

- |   |                   |
|---|-------------------|
| 4 | Venice            |
| 5 | Marina Del Rey    |
| 6 | Huntington Park   |
| 7 | North Hollywood   |
| 8 | East Los Angeles* |
- 

Note: A specific boundary for the East Los Angeles Expansion Area has not yet been identified.

## BIKESHARE FUNDING / EXPENDITURE PLAN

				FY 15/16	FY 16/17	TOTALS
Bikes and Docks				Phase 1: DTLA Pilot +65 Stations & O&M (1.5 yrs)		
	Total Bikes			1,090	1,090	
	Total Stations			65	65	
Capital Costs						
	Bikes			1,090		
	Stations			65		
	Cost/station	\$89,323.60	TOTAL	\$5,806,034		\$5,806,034
City/Metro Contributions	Metro Contribution (50% Capital)			\$2,903,017		
	Los Angeles Contribution (50% Capital)			\$2,903,017		
Expresslanes Grant (split btw City & Metro)				\$3,792,893		
Balance of Capital Cost				\$2,013,141		
Reallocated CFP Grants F3510 and F5523				\$2,013,141		
Balance of Capital Cost				\$0		
Operation and Maintenance (O&M) Costs						
			Pre-Launch	\$1,249,113		
			Operations & Maintenance	726,249	\$3,284,277	
	Metro Contribution (35% Gross O&M) - DTLA			\$691,377	\$1,149,497	\$1,840,874
	Los Angeles Contribution (65% Gross O&M) - DTLA			\$1,283,985	\$2,134,780	\$3,418,765
			TOTAL	\$1,975,362	\$3,284,277	\$5,259,639
Total cost/yr (capital + Annual O&M)				\$7,781,396	\$3,284,277	\$11,065,673
Revenues						
Total Estimated User Revenue*				\$267,010	\$1,275,574	\$1,542,584
Estimated Title Sponsorship**		Annual per bike	\$1,375	\$374,599	\$1,498,397	\$1,872,996
TOTAL				\$641,609	\$2,773,971.25	\$3,415,580
as % of operating cost				32%	84%	

\* Estimates based on Metro Countywide Bikeshare Implementation Plan

\*\* Estimate based on a per bicycle average from Denver B-Cycle, Minneapolis Nice Ride, New York CitiBike and Philadelphia Indego bikeshare systems.



**Metro**

Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

Attachment E

213.922.2000 Tel  
metro.net

**EXECUTIVE MANAGEMENT COMMITTEE  
JANUARY 16, 2014**

**SUBJECT: BIKE SHARE PROGRAM**

**ACTION: APPROVE DEVELOPMENT OF IMPLEMENTATION PLAN**

**RECOMMENDATION**

Authorize the Chief Executive Officer (CEO) to undertake a study of how a Bike Share Program could be implemented throughout the County, including the following provisions:

- 1) Coordinate with the recommended pilot cities before adopting a plan;
- 2) Funding for the Bike Share Program will be the responsibility of the cities, Metro will only play a coordinating role;
- 3) Complete the study within six months and return to the Board with the recommended approach.

**ISSUE**

At the October meeting, the Board approved Motion 66 (Attachment A), providing direction to staff to report back to the Board at the January 2014 meeting with a business case analysis, including recommendations on how to proceed to develop a regional bicycle share program.

At the November Executive Management Committee, we provided information on the Industry Review that was held (Attachment B). Since that time, additional work has been done. We are requesting Board approval to develop a Bike Share Implementation Plan in coordination with pilot cities, with an intent to explore cooperative funding by local participants as the principal source of project funding. We feel that the analysis that will be provided by this six month study is necessary before the pilot cities can launch into a regional bike share program.

## **DISCUSSION**

Bike Share is a program designed for point-to-point local trips using a shared use fleet of bicycles strategically located at docking stations throughout a well-defined project area and within easy access to each other.

Bike Share programs around the country and world have proven to be a strong first and last-mile short-trip transportation option. When coordinated with transit, such programs can facilitate reductions in vehicle miles traveled, reduced travel times, improved access, and growth in bicycling as a viable mode of travel.

### **Funding Sources**

In our review of Bike Share programs around the country, we have found that a variety of sources of funding are used by the various cities to support their programs, and in no case are transit agencies paying for these programs. Some programs are supported by sponsorships, some are funded privately, many cities rely on CMAQ funds (Congestion Mitigation and Air Quality Improvement Program), and other local funds are used. If Metro were to fund a countywide Bike Share program, resources needed to build the transit corridors would be diminished.

### **Area Readiness**

With Metro's regional rail network currently expanding, the region is primed for a Bike Share program that will support and enhance first-last mile connections and intra-jurisdictional local trips. According to the 2000 National Household Travel Survey, bicycling in Los Angeles County accounted for 1% of all trips. For comparison purposes, 3% of trips were made on transit. The 2012 Southern California Association of Governments (SCAG) Regional Transportation Plan Sustainable Communities Strategy (RTP/SCS), notes that between 2000 and 2009, bicycling as a means of transportation increased by 75%.

Pointing to the role of bicycling as a first-last mile solution, a recent sampling of Metro's rail system showed approximately 8,560 daily bike boardings on Metro's rail network, a 42% increase from fiscal year 2012. Average daily bicycle boardings per station are included in Attachment C.

Important to a successful Bike Share program is having the bicycle infrastructure in place to support bicycling. Per the 2012 RTP/SCS, Los Angeles County has almost 1,270 miles of bicycle infrastructure with approximately an additional 1,030 miles planned. Metro rail stations also house a total of 624 bike lockers, 1,231 bike racks and three secured bike parking hubs will be opened within the coming year.

## Bike Share Implementation

Metro's role has been to facilitate Bike Share implementation, including providing funding to local jurisdictions through the Call for Projects and coordinating regional compatibility efforts such as addressing technology and software issues. Metro's 2012 Bike Share Concept Report used a number of key criteria to identify where within Los Angeles County Bike Share would be most successful. Based on the report's findings a Bike Share Working Group was established and several communities have been awarded Call funding, including Long Beach, Los Angeles and Santa Monica.

Supporting the 2012 Concept Report findings, these cities have attempted or are in the process of launching Bike Share within their city boundaries, each with varying degrees of progress and success. Other cities are considering initiating similar efforts. Each of these cities has also acknowledged the importance of a seamless regional system.

In light of the varying degrees of progress each of these cities have made and the growing interest to have a regional, seamless program, both the Bike Share Working Group and Bicycle Roundtable recommended that Metro take a lead role. To ensure a user friendly system and facilitate first-last mile connections across Metro's rail network, it is particularly important that Metro facilitate the development of a Bike Share program where users are able to access Bike Share systems seamlessly throughout key cities in the County. The primary role for Metro may be to create a common platform that can be expanded throughout the County, as local communities dedicate facilities and operating revenues.

Based on area readiness, as identified in the 2012 Concept Report and expressed interest from cities, we would recommend an initial Bike Share launch in three key areas: Downtown Los Angeles, Pasadena and Santa Monica/Venice. We would also coordinate with Long Beach, as they are independently pursuing Bike Share and anticipate launching in early 2014. Areas that should be considered for future early phases and that would further enhance first-last mile connections to our transit system or would facilitate intra-jurisdictional travel may include Boyle Heights, Burbank, Culver City, East Los Angeles, Echo Park/Silver Lake, Glendale, Hollywood, Marina Del Rey, UCLA, USC and West Hollywood (Attachment D). Future Bike Share phasing and timeframes would be confirmed as we develop the Implementation Plan and in conjunction with each jurisdiction as they develop funding programs.

## Bike Share Pilot Launch

Using Metro's rail network as the foundation for the Bike Share program, we identified key rail stations within each of the recommended pilot areas- Downtown Los Angeles, Pasadena, and Santa Monica, then identified a one mile radius around each of these stations to identify the minimum and maximum number of potential Bike Share stations that could be located within these jurisdictions. We assumed two spread options- the densest is based on findings established by the 2012 Mineta Transportation Institute report, "Public Bike Share in North America: Early Operator and User Understanding",



where the recommended distance between docking stations is considered to be approximately every one-quarter mile. The second, less dense distancing is based on minimum densities as cited in the 2012 USDOT/FHWA "Bike Sharing in the United States: State of the Practice and Guide to Implementation" where a half mile distance is noted. For each of the pilot jurisdictions, preliminary potential locations within the public right-of-way have been identified by each city. As such, these locations, in addition to the recommended rail station locations are noted in the three maps included in Attachment E.

Within the Downtown Los Angeles area we identified five key rail stations and created one mile buffers around them: Union Station, Civic Center, Pershing Square, 7<sup>th</sup>/Metro and Pico/Chick Hearn. This netted a 7.68 square mile Bike Share station aggregated buffer area. At a one-quarter mile density, 123 Bike Share stations could potentially be located within this area. At a half mile density, 31 Bike Share stations could potentially be located within this area. Because the Chinatown and Little Tokyo/Arts District stations fall within the buffer range and due to characteristics that indicate bike sharing would be successful, we would also recommend docking stations at these rail stations.

In Pasadena, five rail stations were identified: Fillmore, Del Mar, Memorial Park, Lake and Allen stations. A one mile buffer around each of these stations netted an 8.91 square mile Bike Share aggregated buffer area. At a one-quarter mile density, 142 Bike Share stations could potentially be located within this area. At a half mile density, 36 Bike Share stations could potentially be located within this area.

In Santa Monica, three future Expo Stations were identified: 26<sup>th</sup> Street/Bergamot, 17<sup>th</sup> Street/Santa Monica College and Downtown Santa Monica. A one mile buffer around each of these stations netted a 6.39 square mile Bike Share aggregated buffer area. At a one-quarter mile density, 102 bike share stations could potentially be located within this area. At a half mile density, 25 Bike Share stations could potentially be located within this area.

As indicated in Attachment E, each of the Bike Share aggregated buffer areas have the bicycle infrastructure in place to support bicycling as a form of transportation. Within three miles of the Union Station, Civic Center, Pershing, 7<sup>th</sup>/Metro, Little Tokyo, and Chinatown stations, there are 62.3 miles of bicycling infrastructure. Pasadena has 75 miles of bicycle infrastructure and Santa Monica has 42 miles.

Bike docking locations within the public right-of-way and at Metro rail stations will be solidified as we develop the Implementation Plan and will be finalized based on a number of variables, including sources of demand, availability of space, real estate costs and jurisdictional support.

### Business Model

Three Bike Share business models dominate the industry: (1) Public agency owns capital and contracts for the operations and maintenance, (2) a non-profit public/private

partnership, created specifically to provide Bike Share service owns capital and contracts for the operations and maintenance and (3) private company owns capital, operates and maintains. We have been focusing on the first and third models as potential options for a Metro led Bike Share program.

The first model, public agency owns and contracts operations/maintenance is the model that tends to be adopted by larger jurisdictions and those wherein multiple jurisdictions that have implemented a regional program. The advantages of this model include providing the jurisdiction with the flexibility to expand offerings of Bike Sharing as is deemed appropriate and necessary, while bringing the experience and innovation of a tried and tested operator. A primary disadvantage is the jurisdiction assuming capital investment and all liability. Cities and regions operating under this model include: Alexandria, Arlington, Aspen, Boston, Broward County, Cambridge, Chicago, Columbus, Fort Worth, Houston, Madison, Nashville, Santa Clara County/San Francisco (Bay Area) Pilot, and Washington, D.C. Based on program success, program size and multi-jurisdictional collaboration, we have found the Bay Area, Chicago and Washington D.C./Arlington/Alexandria programs to be most representative of a Los Angeles region endeavor.

Under this model, participating agencies would purchase and own the Bike Share infrastructure- bicycles, docking stations and kiosks. Attachment F breaks down the potential capital investment. Reflecting the minimum and maximum number of potential Bike Share stations per each pilot jurisdiction at a per bike cost of \$4,500 (based on Bay Area, Washington D.C. and vendor estimates of system and bike costs) we find that the total capital investment could range between \$4,815,000 and \$17,190,000. These cost figures do not include potential real estate costs.

The second model, private company owns and operates is akin to what the City of Los Angeles had previously pursued and Long Beach is now pursuing. Advantages of this model are that the burden of liability and cost of implementing a Bike Share program lies with the vendor. The disadvantages may include a profit driven decision making process whereby Bike Share stations are strictly business decisions with limited consideration for equity issues and regional distribution. Cities operating under this model include: Charlotte, Miami Beach, New York City, and Tampa Bay.

Both business models assume revenues would be derived from membership fees, and advertising and/or sponsorships. Via the Industry survey that we conducted all participating vendors confirmed that advertising and sponsorships would be relied upon to some extent. It was noted that in cases where advertising policies are highly restrictive, then sponsorship policies needed to allow for the maximum potential sponsorship revenues. Vendors also confirmed that advertising and/or sponsorship revenues are especially relied upon in models where the vendor is required to carry the full risk. In the few instances where neither advertising or sponsorships are options, the jurisdiction funds the revenue gap.

Discussions with potential pilot cities all indicate that each of their advertising policies prohibits advertising and most limit or prohibit sponsorship opportunities as well.

However, each of the cities also indicated that efforts are underway to re-examine and revise outdoor policies so as to allow some level of sponsorships.

### Preliminary Bike Share Cost Analysis

For this exercise, we examined 14 Bike Share programs currently in place throughout the United States (Attachment G). In doing so we studied their respective business models, membership structures and funding sources. Because the Bay Area, Chicago and Washington D.C./Arlington/Alexandria programs are most reflective of a Los Angeles County-wide effort, many of the cost assumptions are derived from these programs. Locally, we also looked at the model the City of Long Beach is pursuing.

The Preliminary Bike Share Cost Analysis (Attachment H) was developed using several assumptions. These assumptions are as follows:

- Year 1 estimates of 250 stations and 2,500 bikes based on averages from Metro's Preliminary Bike Share Analysis. Year 2 to Year 5 bike fleet growth is based on Metro recommendations for regional Bike Share growth (assuming an average of 25 Bike Share stations per jurisdiction). After 5 years, 10% of fleet is expected to need replacement each year.
- Cost per bike is based on estimates from Washington D.C., Bay Area Pilot, and vendor provided estimates.
- Operating and Maintenance costs per kiosk based on Washington D.C. and Denver systems.
- User Fees in Washington D.C. were \$20,000 per station in the first year. Long Beach's preliminary estimates are \$15,000 per station. Our model assumes a rate structure of \$19,000 per station.
- The \$1,000,000 sponsorship revenue is based on Long Beach's preliminary estimates. New York City's sponsorship was \$8 million in the first year. We have shown a low number due to currently restrictive sponsorship policies in multiple jurisdictions.
- Advertising revenues shown are based on Long Beach's preliminary estimate. We have kept this number low due to current strict advertising policies in multiple jurisdictions.
- Grant funding assumptions are based on the Bay Area Pilot, Boston Hubway and Washington D.C. trends.

The Cost Analysis is also model neutral, meaning, we do not identify who owns the capital and the cumulative pretax cash flow should be regarded as the program's overall cash flow. It is the cash flow that is typically divided between the jurisdiction(s) and vendor/operator based on negotiated revenue splits.

Per our cost analysis, the bike share program would begin to recover the capital cost and to make a profit in the fifth year of operation. We assumed the program would grow as it becomes a truly regional effort growing from 2,500 bicycles in the initial year to approximately 5,775 bikes by the sixth year. Potential for additional growth would be assessed as part of the Implementation Plan.

Attachment I includes a list of potential funding sources that could be considered for the Bike Share program's capital cost. Availability of listed funds has not yet been analyzed. Funding sources, including private investment opportunities, would be identified through development of the Implementation Plan and brought back to the Board for approval at a future date.

### Implementation Plan

In conducting the industry review it became clear that given the number of agencies involved with a regional Bike Share program, the development and successful implementation requires resolution of a number of issues that need to be addressed prior to releasing a Request For Proposals (RFP) to potential bike share vendors.

Some of the items include identifying the best business model that meets the program purpose and addresses each jurisdiction's financial capacity and flexibility; advertising and sponsorship policies need to be solidified as this will inform the program budget; permitting processes need to be established by each jurisdiction so as to facilitate Bike Share implementation; identifying number and locations for Bike Share stations within the public right-of-way; determining if Metro, each jurisdiction or vendor will be responsible for Bike Share marketing, outreach and education; determining revenue split among participating jurisdictions and Metro's role in distributing revenue; coordinating Transit Access Pass (TAP) integration; identifying available real estate or associated costs; identifying a sustainable source of funding; establishing inter-agency agreements; and identifying phase two and three communities. We have therefore concluded that the best approach is to undertake an Implementation Plan to address these issues prior to launching the bike share program by local participating jurisdictions..

### **DETERMINATION OF SAFETY IMPACT**

Approval of this program will have no impact on the safety of our employees or patrons.

### **FINANCIAL IMPACT**

Funding for the study of how a Bike Share Program could be implemented throughout the County is included in the FY14 budget under cost center 4320, project number 405510, task 06.001.11. Once the program is actually underway, no Metro funds are envisioned to be used for the program.

### Impact to Budget

The funding source for this activity is Proposition A Administration dollars. This fund is not eligible for bus and rail operating and capital expenditures. No other source of funds was considered.

### **ALTERNATIVES CONSIDERED**

The Board could decide to not authorize the development of an Implementation Plan. However, this would be contrary to the October 2013 Board directive to examine the implementation of a Regional Bike Share program

### **NEXT STEPS**

Upon approval, we will issue a RFP for the development of an Implementation Plan. It is anticipated that an Implementation Plan can be developed within six months of award.

### **ATTACHMENTS**

- A. October 2013 Bike Share Motion 66
- B. December 2013 Receive and File Bike Share Industry Review Status
- C. Rail System Bike Boardings
- D. Potential Bike Share Expansion Map
- E. Pilot City Maps
- F. Bicycle Share Preliminary Capital Cost Estimates
- G. Bicycle Share Business Models
- H. Preliminary Bicycle Share Cash Flow Analysis
- I. Bicycle Share Funding Options

Prepared by: Laura Cornejo, Director Countywide Planning, (213) 922-2885  
Diego Cardoso, Executive Officer Countywide Planning, (213) 922-3076

---

Martha Welborne, FAIA  
Chief Planning Officer

---

Arthur T. Leahy  
Chief Executive Officer



**MAYOR ERIC GARCETTI,  
SUPERVISOR ZEV YAROSLAVSKY,  
SUPERVISOR DON KNABE,  
DIRECTOR MIKE BONIN, AND DIRECTOR PAM O’CONNOR**

**Countywide Bicycle Share Program**

October 17, 2013

MTA needs to lead and supplement its regional public transportation system by supporting bicycles and bicycle infrastructure in completing the first and/or last leg of a trip (e.g., from a train station to the workplace).

Bicycle ridership will also help reduce dependency on automobiles, particularly for short trips, thereby reducing traffic congestion, vehicle emissions, and the demand for parking.

A bicycle share program will also promote sustainable and environmentally friendly initiatives.

Bicycle share is a program designed for point-to-point short trips using a for-rent fleet of bicycles strategically located at logical stations locations.

Beginning in 1993, a series of successful bicycle share programs were implemented in Europe.

Currently the US is home to a number of bicycle share programs in cities such as Chicago, Denver, Minneapolis, New York City, San Francisco, etc.

According to the Earth Policy Institute, the number of bicycles in the U.S. bicycle share fleet is set to double by the end of 2014.

The Los Angeles region has seen a variety of bicycle share efforts, but none have taken hold because of a lack of regional coordination.

Given its role as the countywide transportation agency, in July 2011 the MTA board passed a motion directing staff to develop a strategic plan for implementing bicycle share in Los Angeles County.

**CONTINUED**

**WE THEREFORE MOVE** that the MTA Board direct the CEO to:

- A. Adopt as policy MTA's support of bicycles as a formal transportation mode.
- B. Convene a bicycle share industry review in November 2013 in order to advise on procuring a regional bicycle share vendor for Los Angeles County.
- C. Report back to the Board at the January 2014 meeting with the results of the industry review, including a business case analysis and recommendations on proceeding with a Request for Proposals (RFP) to implement a regional bicycle share program.
- D. Include in the analysis a phased approach for implementing this program based on area readiness, including, but not limited to, an examination of existing bicycle infrastructure, existing advertising policies, current ridership trends, and transit station locations.

**###**



Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net

**62**

**EXECUTIVE MANAGEMENT COMMITTEE  
NOVEMBER 21, 2013**

**SUBJECT: BIKE SHARE PROGRAM**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

Receive and file this update on the Bike Share Program in response to the October 2013 Board Motion 66 (Attachment A).

**ISSUE**

At the October meeting, the Board approved Motion 66, providing direction to:

- A. Adopt as policy MTA's support of bicycles as a formal transportation mode;
- B. Convene a Bicycle Share Industry review in November 2013 in order to advise on procuring a regional bicycle share vendor for Los Angeles County;
- C. Report back to the Board at the January 2014 meeting with the results of the industry review, including a business case analysis and recommendations on proceeding with a Request for Proposals (RFP) to implement a regional bicycle share program; and
- D. Include in the analysis a phased approach for implementing this program based on area readiness, including, but not limited to, an examination of existing bicycle infrastructure, existing advertising policies, current ridership trends, and transit station locations.

This report provides the status of the Board directive.

**DISCUSSION**

Connected by the Metro transit system, bike share can help address first-last mile gaps around transit stations, increase the station catchment area and can introduce new users to bike transportation by removing barriers, such as bicycle ownership, maintenance, and security and can increase mobility while decreasing automobile use.

Most recently, Metro's role has been to facilitate bike share implementation, including providing funding to local jurisdictions for bike share through the Call for Projects and coordinating regional compatibility efforts such as addressing technology and software issues.

### Status

In response to the Motion, we initiated the first phase of the industry review. We have met with bike share industry stakeholders and municipal planners, convened as the Bike Share Working Group and Metro's Bicycle Roundtable on November 4<sup>th</sup> and November 5<sup>th</sup>, respectively. The goal of the meetings were to gauge what role stakeholders and municipalities deemed appropriate for Metro to take and what opportunities as well as concerns existed by Metro taking on a larger role in a regional bike share effort. In anticipation of the next phase of the industry review which will be to conduct a market survey as well as developing the business case and next steps, we established a rudimentary understanding of the level of flexibility municipalities would need if Metro led a regional effort and highlighted areas that still need to be vetted further.

The following is a summary of the Bike Share Working Group and Bicycle Roundtable input received:

- One contractor, or multiple contractors with compatible technologies is key to achieving regional connectivity
- Metro, as a regional agency, should lead the effort and set the regional framework for cities to leverage at the local level
- A single system with local flexibility
- Bike Share must connect to a larger transit network
- Infrastructure, such as bike lanes and way finding, should support bike share implementation
- Phasing, especially pilot phase is key to success
- Local universities and colleges should be invited to participate
- Increase bike mode Call for Project funding to facilitate regional participation and infrastructure to support bike share

If we move forward with a greater role in establishing a regional bike share program, the following items surfaced during the two meetings as needing to be addressed:

- Revenue Split with Cities: Would Metro serve as a clearing-house or would cities receive their split directly from vendors
- Advertising/Sponsorship: How would differing advertising policies potentially affect proposed business plans
- Software: Develop a program that allows flexibility for evolving software and bike technology
- Payment: Can Transit Access Pass be adapted to allow for bike share payment
- Implementation: Pilot area and subsequent phasing and timing for roll out
- Inter-jurisdictional Operability: Bike redistribution and cost split, multi-jurisdictional membership cards

**NEXT STEPS**

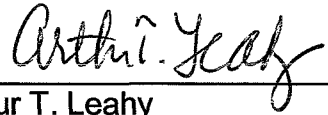
We will return to the Board in January with the results of the market survey, business case and recommended next steps.

**ATTACHMENT**

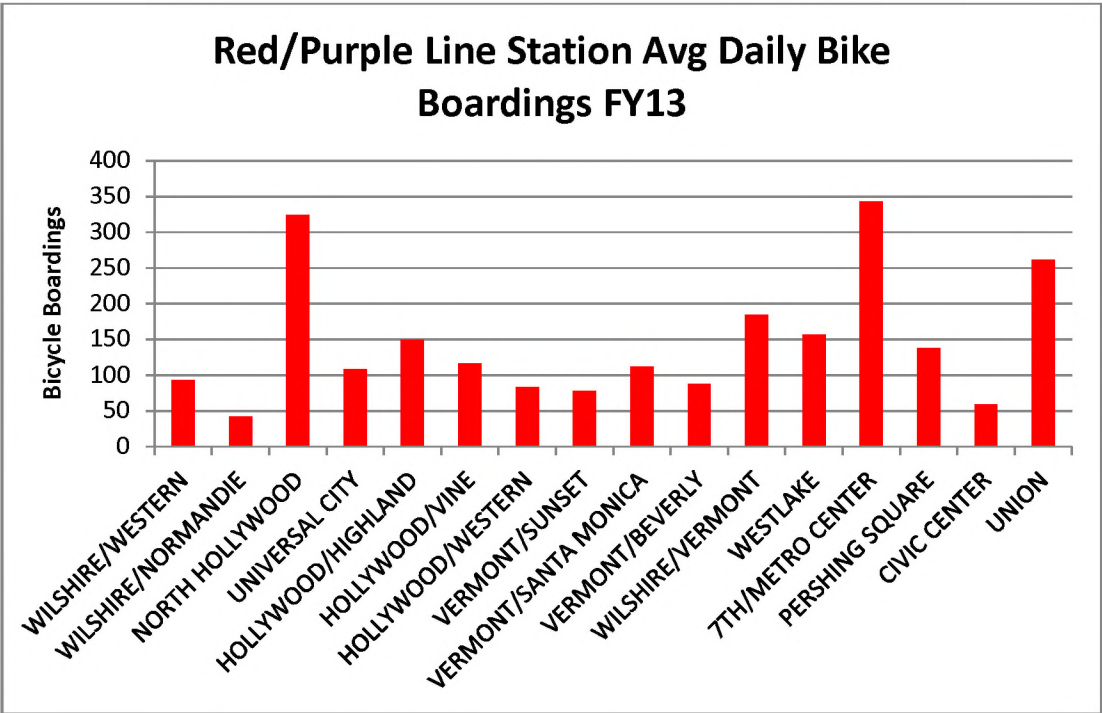
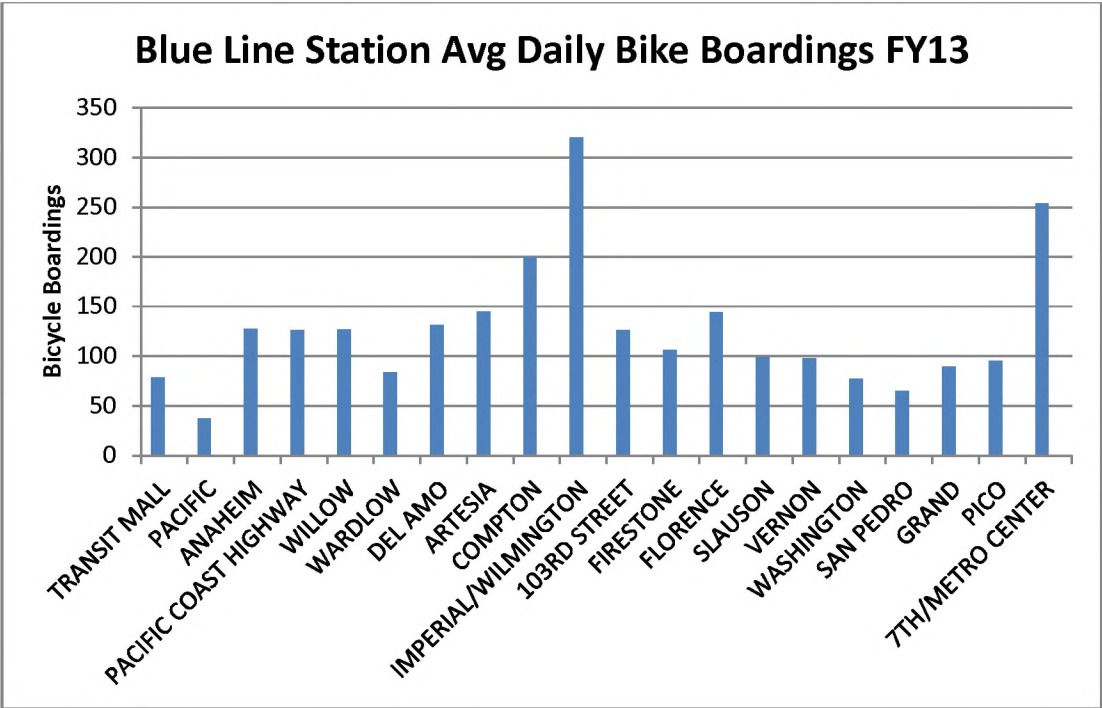
A. October 2013 Motion 66

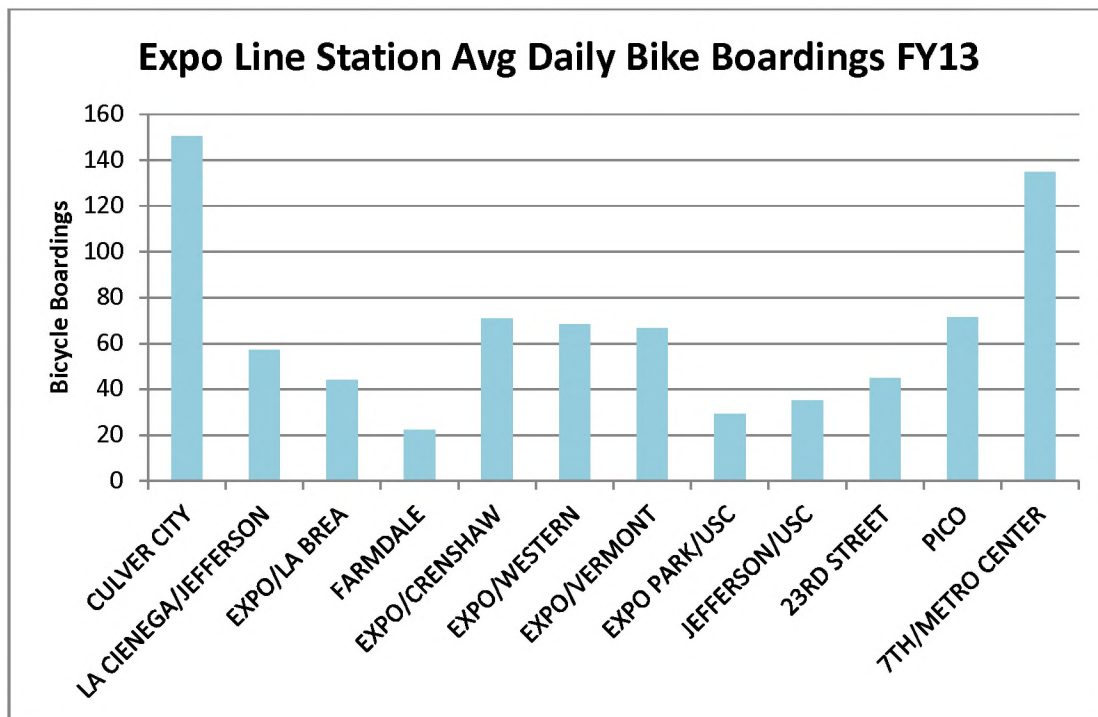
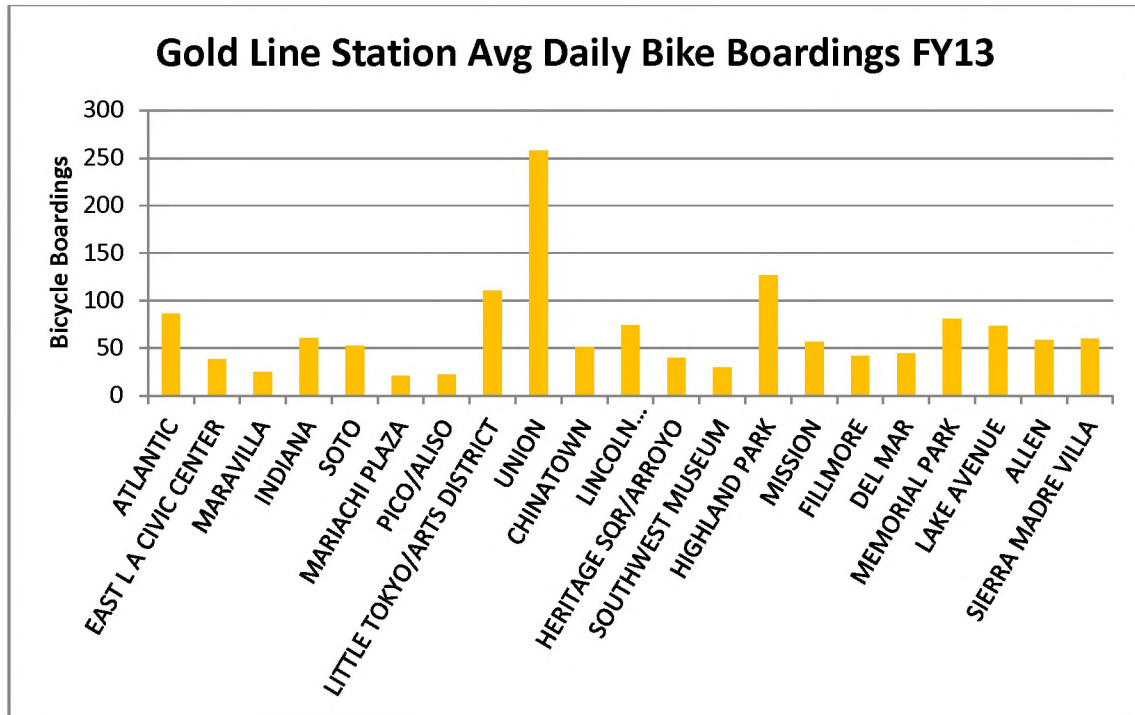
Prepared by: Laura Cornejo, Director, (213) 922-2885  
Diego Cardoso, Executive Officer, (213) 922-3076

  
\_\_\_\_\_  
Martha Welborne, FAIA  
Chief Planning Officer

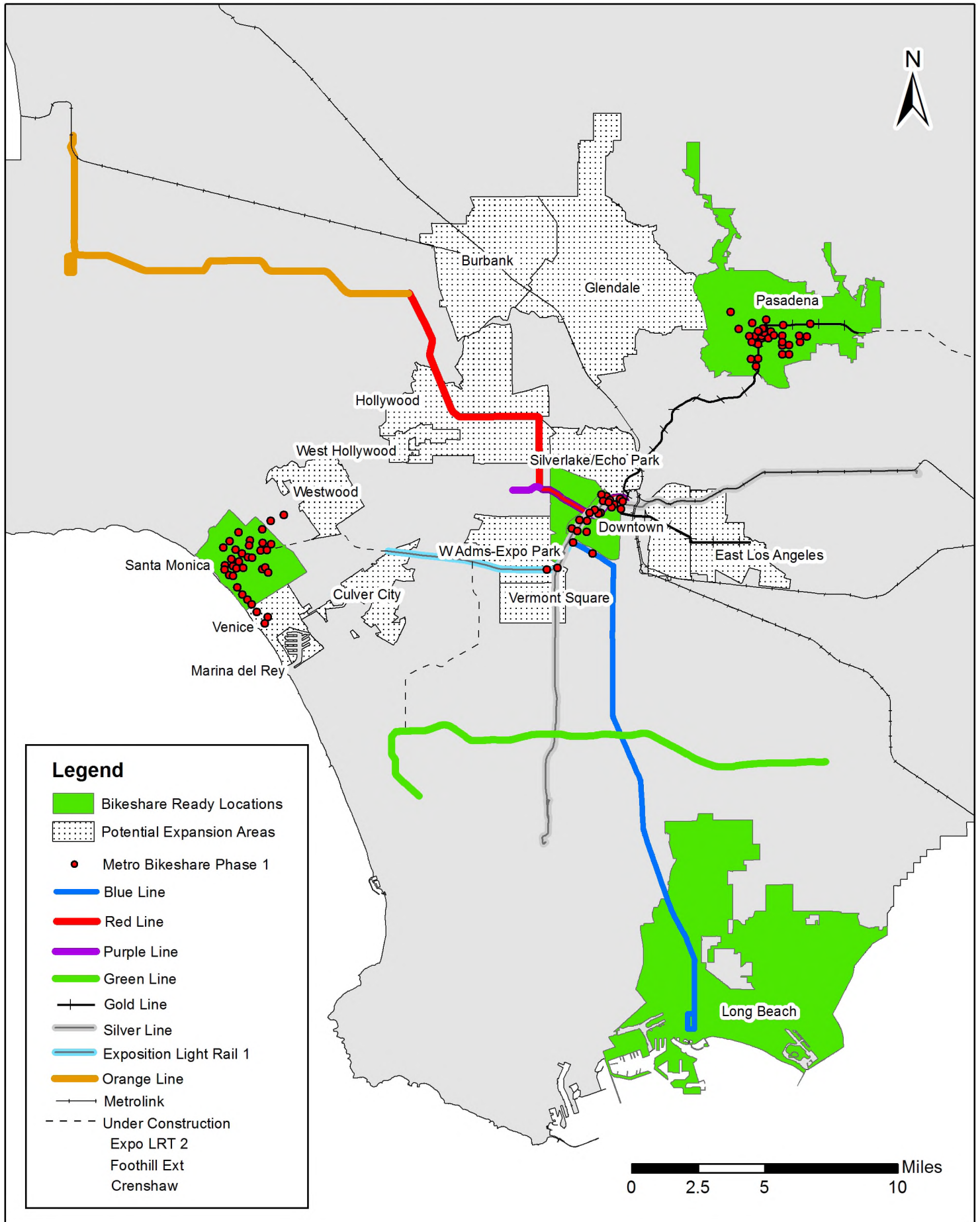
  
\_\_\_\_\_  
Arthur T. Leahy  
Chief Executive Officer





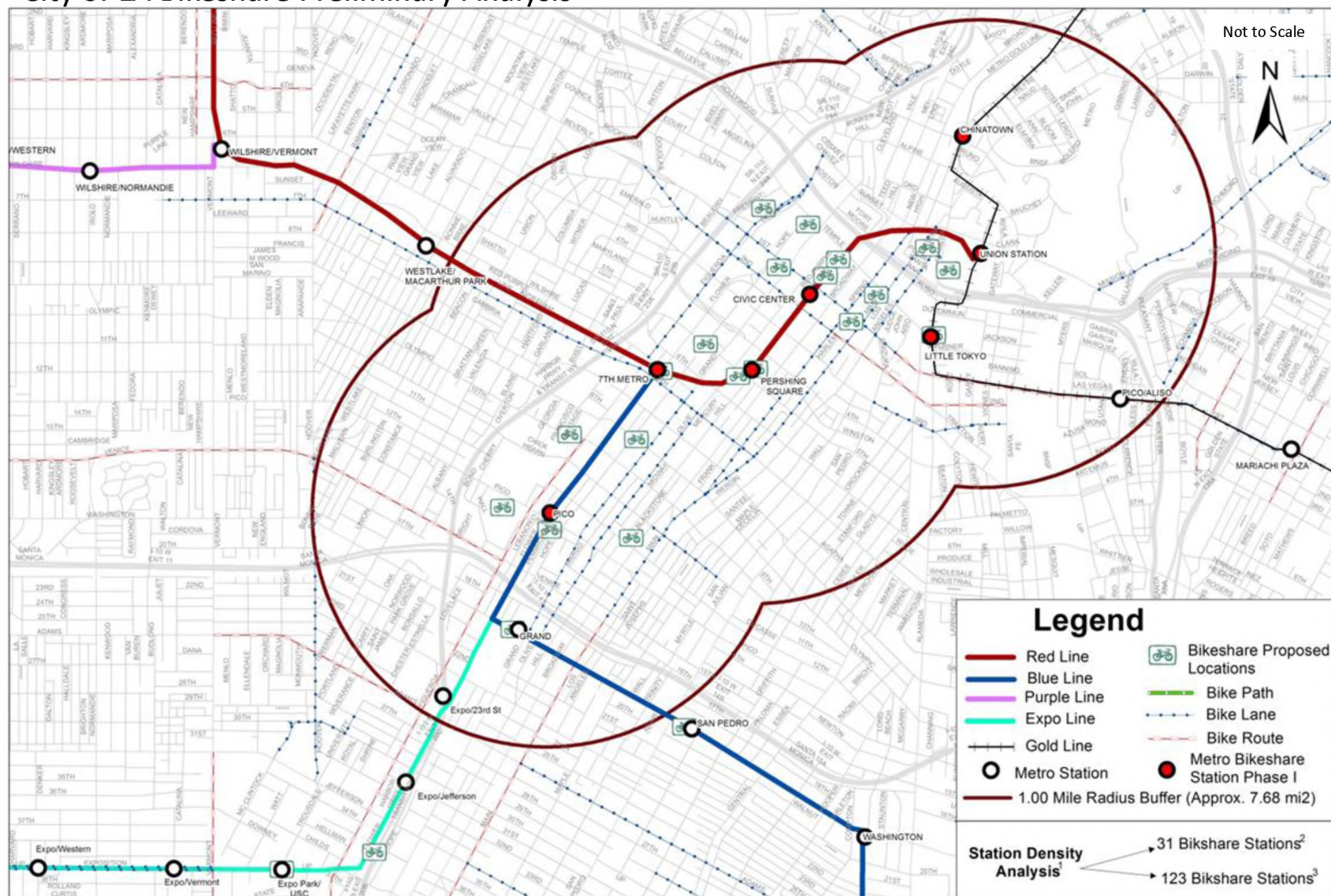


# Potential Bikeshare Expansion Areas





## City of LA Bikeshare Preliminary Analysis



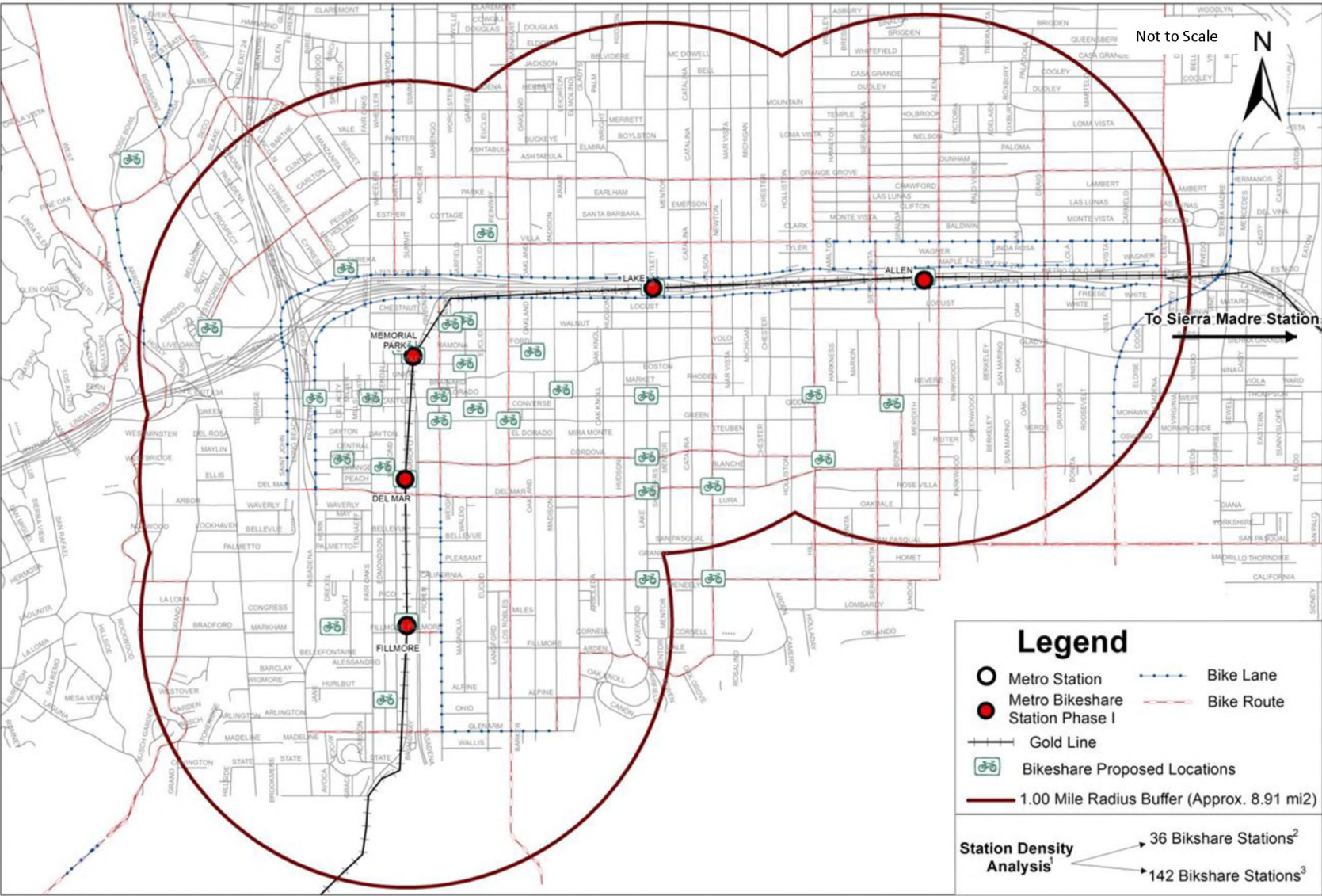
1. "Bike Sharing in the United States: State of the Practice and Guide to Implementation- USDOT/FHWA 2012", indicates a range of 3.5 to 5 bikeshare stations per square mile of service area for most existing systems. For denser urban areas, 14 stations or more per square mile may also be recommended. MTI Report 11-26, Public Bikesharing in North America: Early Operator and User Understanding (2012), found that out of 19 operators 53% preferred distance between docking stations 300 yards to one-quarter mile apart. For this assessment one-quarter mile and one-half mile between docking stations was used.

2. 4 bikeshare stations per square mile at one-half mile apart.
3. 16 bikeshare stations per square mile at one-quarter mile apart.

**Disclaimer: This map is for preliminary analysis only. Actual quantities and locations of bikeshare stations will be determined upon feasibility study and implementation in conjunction with local jurisdictions**



# City of Pasadena Bikeshare Preliminary Analysis



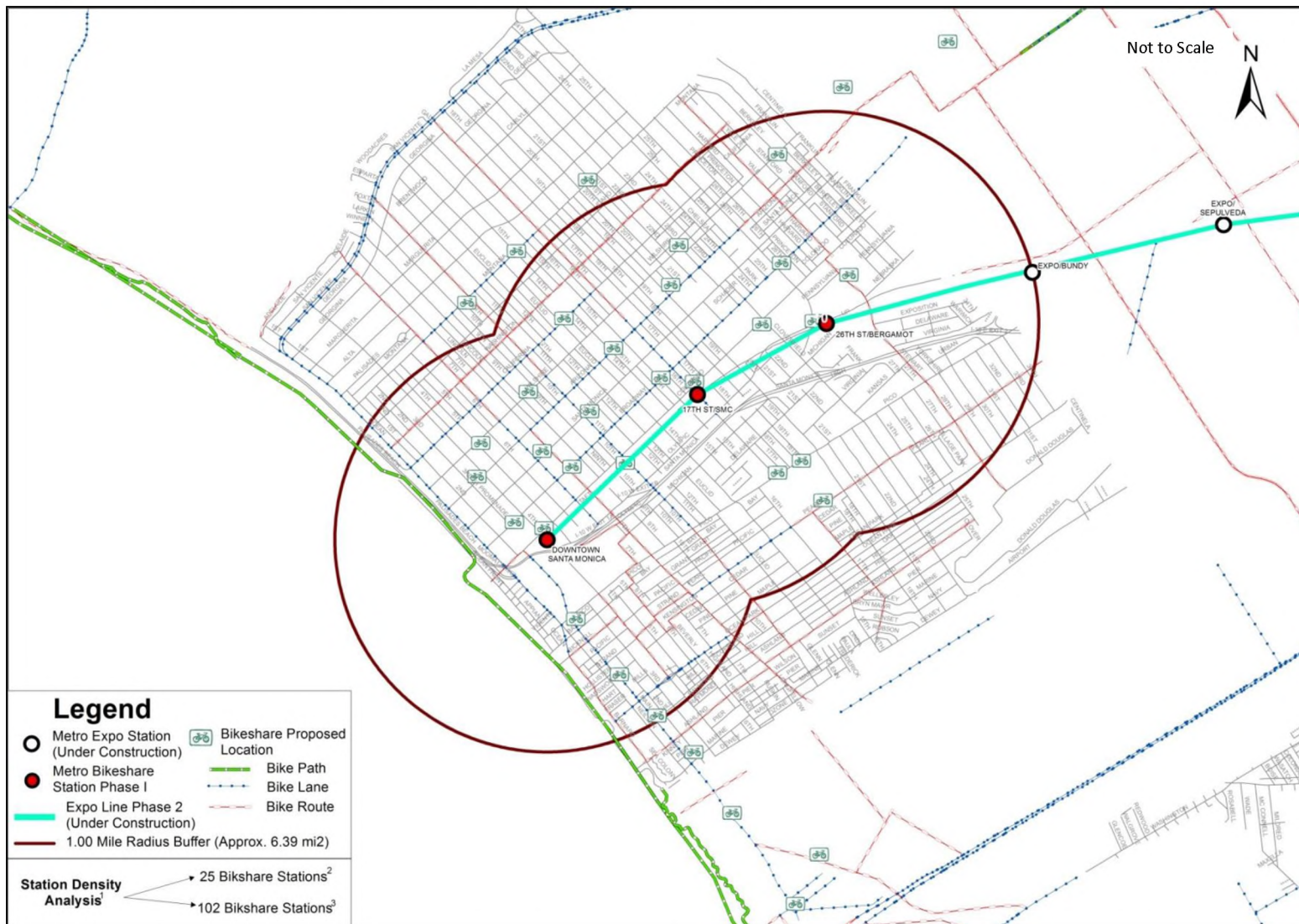
1. "Bike Sharing in the United States: State of the Practice and Guide to Implementation- USDOT/FHWA 2012", indicates a range of 3.5 to 5 bikeshare stations per square mile of service area for most existing systems. For denser urban areas, 14 stations or more per square mile may also be recommended. MTI Report 11-26, Public Bikesharing in North America: Early Operator and User Understanding (2012), found that out of 19 operators 53% preferred distance between docking stations 300 yards to one-quarter mile apart. For this assessment one-quarter mile and one-half mile between docking stations was used.

- 2. 4 bikeshare stations per square mile at one-half mile apart.
- 3. 16 bikeshare stations per square mile at one-quarter mile apart.

**Disclaimer:** This map is for preliminary analysis only. Actual quantities and locations of bikeshare stations will be determined upon feasibility study and implementation in conjunction with local jurisdictions



## City of Santa Monica Bikeshare Preliminary Analysis



1. “Bike Sharing in the United States: State of the Practice and Guide to Implementation- USDOT/FHWA 2012”, indicates a range of 3.5 to 5 bikeshare stations per square mile of service area for most existing systems. For denser urban areas, 14 stations or more per square mile may also be recommended. MTI Report 11-26, Public Bikesharing in North America: Early Operator and User Understanding (2012), found that out of 19 operators 53% preferred distance between docking stations 300 yards to one-quarter mile apart. For this assessment one-quarter mile and one-half mile between docking stations was used.

2. 4 bikeshare stations per square mile at one-half mile apart.

3. 16 bikeshare stations per square mile at one-quarter mile apart.

**Disclaimer: This map is for preliminary analysis only. Actual quantities and locations of bikeshare stations will be determined upon feasibility study and implementation in conjunction with local jurisdictions**

## ATTACHMENT F

### PRELIMINARY BIKE SHARE CAPITAL COST ESTIMATES

Based on figures from bike share locations in other regions across the United States and vendor estimates, cost ranges were calculated for the Los Angeles Region accounting for low and high density station locations and average costs of equipment (bikes per dock), as follows:

LOS ANGELES STATION COST <sup>1</sup>	Low Density (31 Stations) <sup>2</sup>	High Density (123 Stations) <sup>2</sup>
Cost (\$4,500) <sup>3</sup>	\$1,395,000	\$5,535,000

PASADENA STATION COST	Low Density (36 Stations) <sup>2</sup>	High Density (142 Stations) <sup>2</sup>
Cost (\$4,500) <sup>3</sup>	\$1,620,000	\$6,390,000

SANTA MONICA STATION COST	Low Density (25 Stations) <sup>2</sup>	High Density (102 Stations) <sup>2</sup>
Cost (\$4,500) <sup>3</sup>	\$1,125,000	\$4,590,000

Combined regional costs based on costs per stations in each city and the number of Metro stations in each jurisdiction yield potential cost ranges:

TOTAL COST AT METRO STATIONS IN EACH CITY <sup>4</sup>	Metro Stations	Cost (\$4,500) <sup>3</sup>
Los Angeles	7	\$315,000
Santa Monica	3	\$135,000
Pasadena	5	\$225,000
TOTALS	15	\$675,000

TOTAL COST AT METRO AND CITY STATIONS <sup>4</sup>	Low Density (107 Stations) <sup>2</sup>	High Density (382 Stations) <sup>2</sup>
Cost (\$4,500) <sup>3</sup>	\$4,815,000	\$17,190,000

<sup>1</sup> Gold Line Station Pico/Aliso and Blue Line Station Grand are located within the City of Los Angeles buffer area, but not included in calculation due to physical space constraints at station locations.

<sup>2</sup> Methodology for calculating preliminary station ranges is detailed in Bikeshare Preliminary Analysis.

<sup>3</sup> Bicycle per docking station costs calculated based on estimates from Washington D.C., Bay Area Pilot, Denver B-Cycle and Alta Bike Share. Actual costs will vary from location to location. Costs assume 10 bikes will dock at each station.

<sup>4</sup> Cost does not assume any real estate transactions or land use considerations.

**DISCLAIMER: This cost analysis is for preliminary analysis only. Actual costs will depend on the number of bike share stations determined by a feasibility study, vendor technology and land use considerations.**



## BICYCLE SHARE BUSINESS MODELS

### BIKE SHARE BUSINESS MODELS

- Modern Information Technology-based bicycle share capital development appears in three forms:
  - 1) Public agency owns and contracts with private (for-profit or non-profit) company for operations
    - Advantages: Expands offerings of jurisdiction's transportation service, while bringing the experience and innovation of a tried and tested operator
    - Disadvantages: Jurisdiction assumes all liability
    - Cities operating under this model: Alexandria, Arlington, Aspen, Boston, Broward County, Cambridge, Chicago, Columbus, Fort Worth, Houston, Madison, Nashville, Santa Clara County & San Francisco Pilot, and Washington D.C.
  - 2) Non-profit public/private partnership, created specifically to provide bike share service, owns and contracts with private (for-profit or non-profit) company for operations
    - Entities can include city, county, chamber, public health department, redevelopment agency, or the private sector
    - Advantages: Receives funding from the jurisdiction, while relieving liability from the jurisdiction
    - Disadvantages: Splitting control amongst multiple stakeholders is difficult
    - Cities operating under this model: Chattanooga, Boulder, Des Moines, Denver, Milwaukee, Minneapolis, Oklahoma City, Omaha, San Antonio, and Salt Lake City, and San Antonio
  - 3) Private company owns and operates
    - Advantages: Relieves jurisdiction from committing resources
    - Disadvantages: Does not ensure equity, quality service, and may fail if not profitable in first few years
    - Cities operating under this model: Charlotte, Miami Beach, New York City, and Tampa Bay

### CAPITAL/OPERATIONAL COSTS & FUNDING SOURCES

- Direct Capital Costs
  - Bicycles
  - Docking stations
  - Kiosks or User interface technology
  - Real estate transactions
- Direct Operational Costs
  - Administration: Website, Mobile apps, Registrations
  - Redistribution of bicycles: Manual redistribution and/or pricing incentives
  - System monitoring: Call centers and on-call repair
  - Maintenance: Keeping bicycles, software, etc. in running order
  - Power supply: Maintaining solar, battery, or grid power supply
  - Data Reporting: Maintenance, planning and real time data
- Associated Capital Costs
  - Construction of infrastructure: Bicycles, docks, kiosks or user interface
  - Streetscape improvements

## ATTACHMENT G-2

- Associated Operational Costs
  - Insurance
  - Maintenance of infrastructure and bikeways
  - Bicycle safety training and education
- Real Estate Costs
  - Land Use Negotiations:
    - Metro Property: Where Metro does not own sufficient land, negotiations with private owner or entity
    - Public Right-of-Way: Negotiations with Cities or County of Los Angeles
    - Private Property: Negotiations with private owner
  - Spatial Considerations:
    - Sidewalk: ADA compliance, right-of-way negotiations
    - In-Street: Removal of street parking negotiations, safety considerations
- Funding Sources
  - Municipalities: Federal, state, local or other grants and funding
  - Advertising: Kiosk or Station advertising
  - Sponsorship: Title, presenting, station, dock, bike/fender, web, helmets, or other opportunities
  - Memberships & user fees
  - Public-private partnerships: Sponsorship or corporate donor

The business model matrix below captures the business models and funding sources for bike share for 14 systems in the United States:

### COMPARISON TABLE OF EXISTING UNITED STATES BIKE SHARE PROGRAMS

JURISDICTION	LAUNCH DATE	SYSTEM NAME	SYSTEM SIZE (BIKES/ STATIONS)	ANNUAL/ CASUAL MEMBERS, RIDES	FARES	BUSINESS MODEL	FUNDING SOURCES
<b>Boston &amp; Cambridge, MA</b>	July 2011	Hubway (Alta Bike Share)	600/60	36,000 annual/ 30,000 casual, 140,000 rides (in 4 months)	\$85/year \$20/month \$12/3-day \$5/day	Owned/Managed by County, operated by Alta (for-profit)	\$4.5 m (75% public FTA/CMAQ, 25% private). Each municipality responsible for own sponsorship
<b>Boulder, CO</b>	May 2011	Boulder B-Cycle	110/15	1,171 annual/ 6,200 casual	\$50/year \$15/week \$5/day	Owned/Managed by Non-Profit & operated by B-Cycle (non-profit)	Revenue from parking fees, citations; Transportation and Distribution Services
<b>Broward County (Fort Lauderdale), FL</b>	December 2011	Broward County B-Cycle	200/27	37,000 rides (in 1 year)	\$45/year \$25/week \$5/day	Owned/Managed by Broward County, operated by Broward County B-Cycle (non-profit)	\$1.1 m (63% private, 27% public)
<b>Chattanooga, TN</b>	July 2012	Bike Chattanooga (Alta Bikeshare)	300/30	400 annual, 12,600 rides (in 6 months)	\$75/year \$6/day	Owned/Managed by Non-Profit, operated by Alta (for-profit)	\$2 m CMAQ

JURISDICTION	LAUNCH DATE	SYSTEM NAME	SYSTEM SIZE (BIKES/ STATIONS)	ANNUAL/ CASUAL MEMBERS, RIDES	FARES	BUSINESS MODEL	FUNDING SOURCES
<b>Chicago, IL</b>	June 2013	Divvy (Alta Bikeshare)	750/68	3,7000 annual, 50,000 trips (in 1 month)	\$75/year \$7/day	Owned/Managed by City, operated by Alta (for-profit)	\$22 m in fed/local grants
<b>Denver, CO</b>	April 2010	Denver B-Cycle	520/52	2,659 annual/ 40,600 casual, 100,000 rides	\$65/year \$30/Month \$20/week \$6/day	Owned/Managed by Non-Profit, operated by B-Cycle (non-profit)	Capital \$1.5 m (CDOT, EPA, FHWA, gifts); 16% public (Vehicle registration tax), 84% private
<b>Des Moines, IA</b>	Sept 2010	Des Moines Bicycle Collective B-Cycle	22/5	20 annual, 109 rides	\$50/year \$30/month \$6/day	Owned/Managed by Non-Profit, operated by B-Cycle (non-profit)	Capital \$120,000 funded by private contributors, sponsorships
<b>Fullerton, CA</b>	TBD: Planned for Fall 2014	BikeLink (Bike Nation)	TBD: Planned 165/15	N/A	\$75/annual, \$45/annual (student), \$12/week, \$5/day	Owned/Managed and operated by Bike Nation (for-profit)	Capital \$1.48 m (OCTA federal grants, local Mobile Source Air Pollution Reduction Review Committee Grant)

JURISDICTION	LAUNCH DATE	SYSTEM NAME	SYSTEM SIZE (BIKES/ STATIONS)	ANNUAL/ CASUAL MEMBERS, RIDES	FARES	BUSINESS MODEL	FUNDING SOURCES
<b>Miami Beach, FL</b>	Mar 2011	DecoBike	800/91	2,500 annual/ 338,828 casual	\$15/month (regular) \$25/month (deluxe) \$35/month (visitors) \$24/day (visitors)	Owned/Managed and operated by DecoBike (for-profit)	\$4 m Private investor DecoBike – revenues split between DecoBike and City
<b>Minneapolis, MN</b>	June 2010	NiceRide Minnesota B-Cycle	1,300/145	3,521 annual/ 37,103 casual	\$60/year \$30/month \$5/day	Owned/Managed & operated by Non- Profit	Capital \$5.3 m (FHWA); 63% public funds; 37% private funds.
<b>New York City, NY</b>	May 2013	Citibike (Alta Bikeshare)	5,700/330	80,000 annual (in 3 months)	\$95/year \$25/week \$10/day	Owned /Managed and operated by Alta (for-profit)	Private financing
<b>San Antonio, TX</b>	March 2011	San Antonio B-Cycle	210/23	1,000 annual/ 2,800 casual, 16,100 rides (in 6 months)	\$60/year \$24/week \$10/day	Owned/Managed by City and operated by B-Cycle (non-profit)	\$840,000 DOE/CDC funds, \$235,000 and \$58,000 in station sponsorships

JURISDICTION	LAUNCH DATE	SYSTEM NAME	SYSTEM SIZE (BIKES/ STATIONS)	ANNUAL/ CASUAL MEMBERS, RIDES	FARES	BUSINESS MODEL	FUNDING SOURCES
<b>San Francisco/ Bay Area Cities, CA PILOT</b>	August 2013	Bay Area Bikeshare (Alta Bikeshare)	700/34	2,080 annual, 14,591 trips (in 1 month)	\$88/year \$22/3-day \$9/day	Owned/Managed by Bay Area AQMD, operated by Alta (for-profit)	\$4.3 m Metropolitan Transportation Commission (Bay Area Climate Initiatives – CMAQ), \$1.4 m Clean Air Grant (BAAQMD)
<b>Washington D.C. (first attempt)</b>	2008	SmartBike (Alta Bikeshare)	120/10	1,050 annual	\$40/year	Owned/Managed and operated by Alta (for-profit)	DDOT funding & Advertising revenue
<b>Washington D.C., Arlington, VA &amp; Alexandria, VA (second attempt)</b>	Sept 2010 & 2011	Capital (CaBi) Bikeshare (Alta Bikeshare)	1,200/140	19,200 annual/ 105,644 casual	\$75/year \$25/month \$15/3-day \$7/day	Owned/Managed by DDOT & City of Arlington, operated by Alta (for-profit)	Capital \$8 m fed (CMAQ)/state funds. Minimal private sponsorships & revenue.

PRELIMINARY BICYCLE SHARE CASH FLOW

		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Bikes and Docks												
Total Bikes		2,500	3,000	3,750	4,500	5,250	5,775	5,775	5,775	5,775	5,775	
Total Stations		250	300	375	450	525	525	525	525	525	525	
Capital cost												
	Bikes	2,500	500	750	750	750	525	525	525	525	525	7,875
	Stations	250	50	75	75	75	-	-	-	-	-	525
	Cost/bike	4,500	11,250,000	2,250,000	3,375,000	3,375,000	2,362,500	2,362,500	2,362,500	2,362,500	2,362,500	35,437,500
	Vehicles	Cost	35,000	-	35,000	-	35,000	-	35,000	-	35,000	175,000
O&M*												
		\$ 23,000	5,750,000	6,900,000	8,625,000	10,350,000	12,075,000	12,075,000	12,075,000	12,075,000	12,075,000	104,075,000
Total cost/yr (cap + exp)			17,035,000	9,150,000	12,035,000	13,725,000	15,485,000	14,437,500	14,472,500	14,437,500	14,437,500	139,687,500
Revenue												
	User Fees**	\$ 19,000	4,750,000	5,700,000	7,125,000	8,550,000	9,975,000	9,975,000	9,975,000	9,975,000	9,975,000	85,975,000
	Sponsor/yr***	\$ 1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
	Ads/kiosk****	\$ 12,000	3,000,000	3,600,000	4,500,000	5,400,000	6,300,000	6,300,000	6,300,000	6,300,000	6,300,000	54,300,000
	Total		8,750,000	10,300,000	12,625,000	14,950,000	17,275,000	17,275,000	17,275,000	17,275,000	17,275,000	150,275,000
Yearly free cash flow			(8,285,000)	1,150,000	590,000	1,225,000	1,790,000	2,837,500	2,802,500	2,837,500	2,802,500	10,587,500
Cumulative cash flow												
Total Grants*****			-	4,000,000	1,000,000	-	-	-	-	-	-	5,000,000
Capital			11,285,000	13,535,000	16,945,000	20,320,000	23,730,000	26,092,500	28,490,000	30,852,500	33,250,000	35,612,500
O&M			5,750,000	12,650,000	21,275,000	31,625,000	43,700,000	55,775,000	67,850,000	79,925,000	92,000,000	104,075,000
Total cost			17,035,000	26,185,000	38,220,000	51,945,000	67,430,000	81,867,500	96,340,000	110,777,500	125,250,000	139,687,500
Total Revenue			8,750,000	23,050,000	36,675,000	51,625,000	68,900,000	86,175,000	103,450,000	120,725,000	138,000,000	155,275,000
Cum pretax cash flow			(8,285,000)	(3,135,000)	(1,545,000)	(320,000)	1,470,000	4,307,500	7,110,000	9,947,500	12,750,000	15,587,500

**Disclaimer:** Cumulative Pretax Cash Flow may be split between jurisdictions and vendor/operator based on negotiated revenue split.

Inputs

**Assumptions:**

Year 1 estimates of 250 stations and 2,500 bikes based on averages from Metro Preliminary Bike Share Analysis. Year 2 to Year 5 bike fleet growth based on Metro recommendations for regional bike share growth (assuming average density of 25 stations throughout 11 jurisdictions). After 5 years, 10% of fleet expected to need replacement each year.

10 bikes per station. Cost per bike divides total system costs over the number of bikes.

Cost per bike based on estimates from Washington D.C., Bay Area Pilot, and bike share vendors.

\* Operation and Maintenance costs per station based on Washington D.C. and Denver systems, with 85% of fleet requiring maintenance.

\*\* User Fees in Washington D.C. were \$20,000 per station in first year. Long Beach estimates \$15,000 per station. To be conservative, this model assumes a lower return.

\*\*\* The \$1,000,000 sponsorship revenue is based on Long Beach's estimates. New York City Sponsorship was \$8,000,000 in 1st year. We have shown a low number due to strict sponsorhsip policies in multiple jurisdictions.

\*\*\*\* Advertising revenues shown is based on Long Beach estimate. We have kept this number low due to strict advertising policies in multiple jurisdictions.

\*\*\*\*\* Grant funding based on Bay Area Pilot, Boston Hubway and Washington D.C. trends.



**Bicycle Share Funding Options**  
(in millions)

<i>Fund Type</i>	<i>\$</i>	<i>Allocation Process</i>	<i>Programming Action Needed by the Board</i>	<i>Eligibility Criteria &amp; Parameters</i>	<i>Applications in Existing Bike Share Programs</i>
<b>Federal</b>					
<b>ATP</b>	\$116.6 yearly**	Discretionary	No (Programming is made by CTC & SCAG)	<b>Capital and non-infrastructure active transportation projects.</b> **State guidelines have not been finalized.	
<b>CMAQ</b>	\$18 yearly	Discretionary	Yes	<b>Capital and non-infrastructure costs.</b> For projects that reduce single occupancy vehicle driving and improve air quality.	Has been used by Capital Bikeshare for infrastructure in Washington DC & Virginia.
<b>JARC</b>	\$8.35 Total	FTA grant	No	<b>Capital and non-infrastructure costs for commute and reverse commute options for low income individuals in Long Beach &amp; City of LA.</b> FTA does not officially recognize bike share as public transit so the purchase and operation costs of individual bikes may be restricted. Station infrastructure may be covered.	Capital Bikeshare is using JARC to provide free membership, bike education programs and free helmets to low income participants.
<b>Local</b>					
<b>CRD (Toll Lane Revenue)</b>	\$4.2 - \$5.2 yearly*	Discretionary	Yes	<b>Capital costs for active transportation &amp; first-last mile solutions.</b> Must be located within three miles of either the I-110 & I-10 Corridor ) or provide regionally significant improvements for the 110 or 10 Corridor. *Fund estimate applies to FY14 only. Future funding contingent on I-10 & 110 HOT lane project approval	
<b>Local Return</b> - Measure R 15% - PC20%	\$245 yearly	Formula By Population	No	<b>Capital costs.</b> Local cities could elect to use their share to pay for future phases or as a match.	Local sales tax funds have been used to match/supplement federal grants in many bike share schemes.
<b>MR 25% Highway Operational Improvements</b>	\$345 total	Discretionary to only Arroyo Verdugo and Malibu Las Virgenes Subregions	Yes	<b>Capital costs.</b> Potential to fund future bike share phases for cities within the subregion.	

**MOTION BY:**

**MAYOR ERIC GARCETTI & DIRECTORS ZEV YAROSLAVSKY  
& MIKE BONIN**

**Item 58 – Bicycle Share Program Implementation Plan**

In October 2013, the MTA Board adopted, as policy, bicycle use as a formal transportation mode.

Staff was asked to: a) conduct an industry review on procuring a regional bike share vendor; b) prepare a business case analysis and recommendations on proceeding with a Request for Proposals to implement a regional bicycle share program; 3) make recommendations on a phased approach for implementing this program.

Bicycle share offers an alternative means of transportation for short trips that might otherwise have been made by vehicles.

A recent study named “The Bike-Sharing Planning Guide” (Institute for Transportation & Development Policy, December 2013) said “bike-share, more than any other form of urban transport, has the ability to improve and transform our cities.”

This means a robust and regional bicycle share program needs to be adopted to address first-mile and last-mile transportation challenges.

An MTA bicycle share program will help connect and expand its transportation coverage to multiple jurisdictions along its transit system.

This is why MTA needs to be the lead agency in the county that will manage and procure a robust bicycle share program.

A single-point agency will also ensure inter-operability among the different jurisdictions and can also provide a multi-modal transportation system through the use of the Transit Access Program (“TAP”) smart card.

MTA can also simplify the management of the program by having one agency provide proper accountability and proper management.

**MTA needs to also provide a fair-share of funding to support the initiation and maintenance and operations (O&M) costs for the program.**

**WE, THEREFORE, MOVE that the MTA CEO:**

- 1. Undertake a study of how a Bike Share Program could be implemented throughout the County.**
- 2. Procure, contract and administer the bicycle share program once the implementation study is completed.**
- 3. Implement the program in a phased approach and partner with the cities identified in the Phase I of the bicycle share program so MTA funds at least:**
  - A. Up to 50% of total capital costs per each city**
  - B. Up to 35% of total O&M costs per each city (on-going)**
- 4. Identify a financial business plan that includes:**
  - A. User fees**
  - B. Advertising fees**
  - C. Corporate sponsors**
  - D. A recommendation on a revenue split for all fees/revenues identified above.**
- 5. Prioritize eligible grants to support the costs of the program including:**
  - A. State Active Transportation Program ("ATP") funds**
  - B. State "Cap & Trade" funds**
  - C. Federal bicycle and active transportation funds**
  - D. All other eligible funding sources**
- 6. Develop a robust system-wide branding and educational effort that supports the use of bicycle share as part of the implementation study.**
- 7. Update on all of the above at the April 2014 Board meeting.**

**Metro Countywide Bikeshare:**  
**Interoperability Objectives with Existing Local Bikeshare Programs**

In order to create an interoperable Metro Countywide Bikeshare system in which a customer could travel as seamlessly as possible between jurisdictions across the county, standards are necessary to ensure that users have a consistent experience. Cities that have executed a contract with a bikeshare vendor prior to issuance of a notice to proceed for Metro's selected vendor are identified as "existing bikeshare programs". To participate in the Metro Countywide Bikeshare Program and be eligible to receive the capital and net operations and maintenance (O&M) financial support, cities with "existing bikeshare programs" are asked to work with Metro to achieve the following interoperability objectives.

**1. Branding & Marketing**

Existing systems that would like to be included in the Countywide Bikeshare program and receive financial support must include in their branding image and all marketing media recognition of their being a part of the Metro Countywide System.

**2. Title Sponsorship**

Existing systems that request financial support from Metro to participate in the Countywide Bikeshare program must reserve the title sponsorship (and associated revenues) on the bikes for Metro. Sponsorship revenues will first be applied towards Metro's financial commitment. Excess revenues will then be applied toward each community's share of operating and maintenance costs. Existing cities could elect to maintain local sponsorship and may then forgo Metro financial support.

**3. Membership Reciprocity**

Existing systems that participate in the Countywide Bikeshare program, will provide reciprocal membership access and privileges to the Metro Bikeshare system. This reciprocity will allow a single membership to access multiple bikeshare systems. Allocation of membership revenues will be negotiated between Metro and existing cities. Metro and existing cities will cooperate in implementing systems that allow a TAP card to be a member identifier in each system. Metro and existing cities will equitably devote resources to make the necessary accommodations to achieve this objective.

#### **4. Reciprocal Docks**

Docks or racks should be co-located in limited areas where existing cities systems and Metro Countywide Bikeshare overlap and utilize different bikeshare technology. Metro will reserve one ad panel space on the kiosk for the host community to use for their own ad generating revenue opportunities if permitted under local ordinances.

#### **5. Unified Fare Structure**

Existing cities and Metro will work towards a unified Metro Bikeshare fare structure that meets the financial objectives of the parties.