



CHAPTER 10

IMPLEMENTATION CONSIDERATIONS

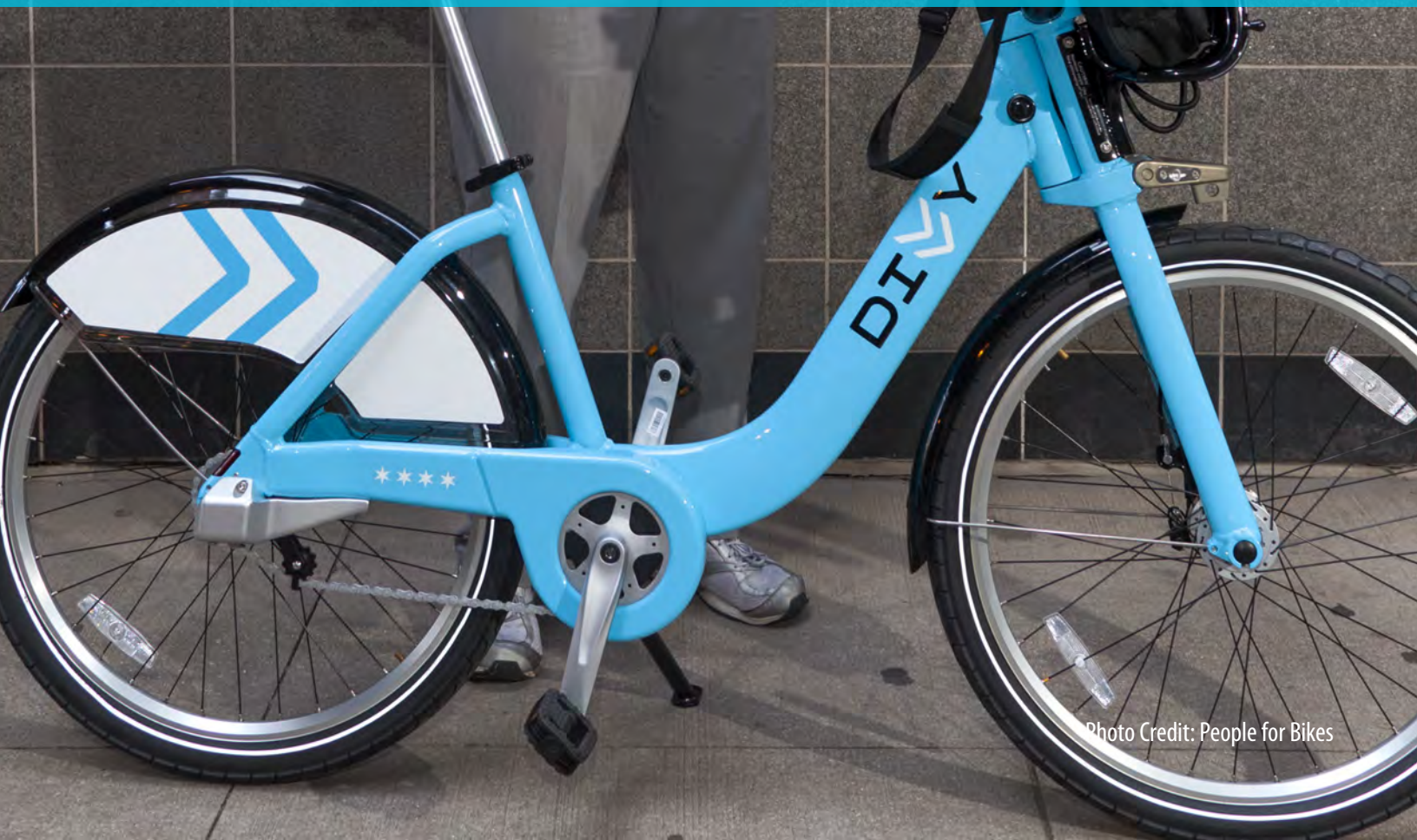


Photo Credit: People for Bikes

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This chapter addresses some of the common considerations that will need to be addressed prior to and during implementation of the bike share system.

REGIONAL COORDINATION

One of the fundamental decisions regarding operations of a bike share program is determining who will manage the system. Depending on its existing staff and organizational capacity, an implementing agency may determine that it can both manage and operate the system. Generally however, private operators represent a more cost effective option based on their existing expertise and intricate knowledge of bike share operations. As it is recommended that Delaware Transit Corporation (DTC) assume management of this program, representatives from the City of Wilmington, DTC and DelDOT should develop a cooperative agreement that delineates the responsibilities of each of the parties to ensure that the implementation of the bike share system is streamlined and cost-effective.

To help manage the launch, day-to-day activities with the contractor, and evaluation of the program, DTC and its partners should consider adding a manager/coordinator position. For the first six months, prior to launch, this position is expected to be full time. Following launch, this position may only require 40 to 70 percent of a full time position.¹⁰³ These duties could therefore be folded into another position. Duties prior to program launch include:

- Manage grant and sponsorship funding (assuming that the City will allow sponsorship on its bicycles and/or stations).
- Coordinate equipment and operator procurement.
- Negotiate contract with the equipment and operations vendor(s).
- Manage and coordinate the regional agreement between the City, DTC, DelDOT and any other regional partners.
- Oversee stakeholder outreach activities (i.e., city council members, community groups, potential funders etc.).
- Manage public outreach related to station siting (e.g.,



Bike Chattanooga

contacting residences and businesses near station locations).

- Serve as the point of contact for the general public and lead any outreach.
- Coordinate with regional partners and provide oversight of any potential marketing efforts (this duty may be coordinated by a third party).

Following launch, a bike share program manager would:

- Coordinate planning and implementation of new stations/expansion.
- Provide oversight of the operations contractor. Ensure that the contractor is following rebalancing, maintenance requirements, etc. as established in the contract.
- Coordinate with other regional partners and ensure quality service.
- Provide oversight of any local marketing efforts (this duty may be coordinated by a third party).
- Serve as first point of contact for the public, stakeholders and the media. Act as a spokesperson for the program.
- Represent the program in the North American

¹⁰³ This range was derived from conversations with existing bike share project managers in the City of Alexandria, VA City of Philadelphia, Arlington County, VA; Montgomery County, MD and Washington, DC

Bikeshare Association (NABSA) should the City select to join.

- Research and coordinate efforts to increase revenue generating (e.g., grant writing, advertising, sponsorship).
- Provide oversight of advertising/sponsorship contractor.
- Report progress/updates to director of agency in charge.

FUNDING

Beyond membership and usage fees, bike share systems in the U.S. have generally used three other types of funding: public, private, and advertising/sponsorship. While most programs use a combination of funding sources, generally, public funds and private foundation grants are used towards capital costs whereas membership and usage fees and advertising/sponsorship revenues are used towards on-going operating costs. Based on the financial projections, user fees are anticipated to cover just over 51 percent of operating expenses in the City. Public funding and private support through sponsorships, donations and advertising will be necessary to meet the program's funding needs. The following section explores those options.

PUBLIC FUNDING

County, state, and federal funds are all important sources of funding for bike share. Like all modes of transportation, bike share usually relies on public support for operations and/or capital funds. Communities choose to subsidize bike share for various economic, mobility, and public health benefits.

Because of limitations on using federal funds for ongoing operations, state and local funding is more commonly used to cover operating expenses. Federal funding for bike share typically comes from the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) and is used to cover capital expenses; many systems have relied on Congestion Mitigation and Air Quality (CMAQ) funding. Different restrictions apply depending from which federal agency funds are sourced. For example, FTA funds may only be used for docks, stations and other equipment but not

for the bicycles themselves. Moreover bike share projects are only eligible for FTA funds if they are located within a three mile radius of transit stops (including bus stops). FHWA funds have fewer restrictions and grant revenue can be used to purchase bicycles as well as other equipment.

When accessing federal funds additional restrictions may apply. FHWA and FTA funds are subject to Buy America regulations, which ensure that transportation projects are built with American-made products. Capital equipment funded through FHWA Buy America requirements stipulate that the product must be produced with at least 90 percent domestically made steel or iron content. FTA Buy America restrictions go even further and require each end product and its components be assembled in the United States. While the new federal transportation bill, FAST Act (Fixing America's Surface Transportation Act) was signed into law as of fall 2015, there is no clear guidance on which funding can be dedicated/ accessed for bike share. However, the FTA and FHWA have provided a list of grants available for bike share capital expenses under <http://1.usa.gov/1MQC2xr>.

As of March 2016, the Federal Transit Administration has announced a new grant program for which bike share may be eligible. The Rides to Wellness Demonstration and Innovative Coordinated Access and Mobility Grants (R2W Demonstration Grants) focus on finding and testing promising, replicable public transportation solutions that support access to care, improved health outcomes, and reduced healthcare costs. More information can be found under: http://www.fta.dot.gov/legislation_law/federal_register_notices.php.

Table 18 provides information about eligibility deadlines and sources of federal funding for bike share implementation.

PRIVATE FUNDING

Private funding sources are various and include grants from private foundations, private gifts and donations from individuals, and private sector investment. These sources have been used in many U.S. cities particularly in those that have smaller non-profit owned bike share systems. Some examples of programs that have been able to access private funding include Zyp Bikeshare (Birmingham, AL);



Table 18: Federal transportation funds for bike share implementation

Source	Purpose	Eligibility	Deadlines/ Application info	Link
Federal Highway Administration (FHWA)	http://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.cfm			
Congestion Mitigation and Air Quality Improvement Program (CMAQ)	To provide funding for transportation projects and programs to help meet the requirements of the Clean Air Act. Funding is available to reduce congestion and improve air quality for areas that do not meet the National Ambient Air Quality Standards for ozone, carbon monoxide, or particulate matter (nonattainment areas) and for former nonattainment areas that are now in compliance (maintenance areas).	Bike share capital and equipment; not operations. Constructing bicycle and pedestrian facilities (paths, bike racks, support facilities, etc.); Non-construction outreach related to safe bicycle use; State bicycle/pedestrian coordinator positions.	Varies based on state and region	http://www.fhwa.dot.gov/environment/air_quality/cmaq/policy_and_guidance/
TIGER Discretionary Grants	To fund capital projects that generate economic development and improve access to reliable, safe and affordable transportation for communities, both urban and rural.	Bike share capital and equipment; not operations	Applications are due April 29, 2016.	https://www.transportation.gov/tiger/tiger-nofo
Surface Transportation Block Grant Program	To promote flexibility in State and local transportation decisions and provides flexible funding to best address State and local transportation needs.	Bike share capital and equipment; not operations	Varies based on state and region	https://www.fhwa.dot.gov/fastact/factsheets/stbgfs.pdf
Surface Transportation Block Grant Program Set-aside (formerly TAP, TE, SRTS, Rec Trails)	To provide funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways.	Bike share capital and equipment; not operations. Under the FAST Act, non-profits are eligible to receive TAP, meaning that non-profit bike share operators are eligible entities.	Varies based on state and region	https://www.fhwa.dot.gov/map21/guidance/guidetap.cfm
Federal Transit Administration (FTA)	https://www.transit.dot.gov/regulations-and-guidance/environmental-programs/livable-sustainable-communities/fta-program-bicycle			
Buses and Bus Facilities Grants Program - 5339	Provides capital funding to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities	Bicycle routes to transit, bike racks, shelters and equipment for public transportation vehicles.	Varies based on state and region	https://www.transit.dot.gov/funding/grants/buses-and-bus-facilities-grants-program-5339
Transit-Oriented Development Planning Pilot Program (Section 2005(b) of MAP-21)	Provides funding to advance planning efforts that support transit-oriented development (TOD) associated with new fixed-guideway and core capacity improvement projects.	Projects that facilitate multimodal connectivity and accessibility or Increase access to transit hubs for pedestrian and bicycle traffic.	Varies based on state and region	
Metropolitan & Statewide and Nonmetropolitan Transportation Planning	Provides funding and procedural requirements for multimodal transportation planning in metropolitan areas and states that is cooperative, continuous, and comprehensive, resulting in long-range plans and short-range programs of transportation investment priorities.	Planning for bicycle facilities in a state or metropolitan transportation network.	Funds flow to states and MPOs	https://www.transit.dot.gov/funding/grants/metropolitan-statewide-planning-and-

Source	Purpose	Eligibility	Deadlines/ Application info	Link
Federal Transit Administration (FTA)	https://www.transit.dot.gov/regulations-and-guidance/environmental-programs/livable-sustainable-communities/fta-program-bicycle			
Urbanized Area Formula Program	Provides grants to Urbanized Areas (UZA) for public transportation capital, planning, job access and reverse commute projects, as well as operating expenses in certain circumstances. These funds constitute a core investment in the enhancement and revitalization of public transportation systems in the nation's urbanized areas, which depend on public transportation to improve mobility and reduce congestion.	Bicycle routes to transit, bike racks, shelters and equipment for public transportation vehicles.	FTA apportions funds to designated recipients, which then sub-allocate funds to state and local governmental authorities, including public transportation providers	https://www.transit.dot.gov/funding/grants/urbanized-area-formula-grants-5307
Fixed Guideway Capital Investment Grants	Provides grants for new and expanded rail, bus rapid transit, and ferry systems that reflect local priorities to improve transportation options in key corridors	Bicycle racks, shelters and equipment.	Varies based on state and region	
Enhanced Mobility of Seniors and Individuals with Disabilities	This program is intended to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary paratransit services. Consolidates New Freedom eligible projects.	Bicycle improvements that provide access to an eligible public transportation facility and meet the needs of the elderly and individuals with disabilities.	Varies based on state and region	https://www.transit.dot.gov/funding/grants/enhanced-mobility-seniors-individuals-disabilities-section-5310
Formula Grants for Rural Areas	This program provides capital, planning, and operating assistance to states to support public transportation in rural areas with populations less than 50,000, where many residents often rely on public transit to reach their destinations.	Bicycle routes to transit, bike racks, shelters and equipment for public transportation vehicles.	Varies based on state and region	https://www.transit.dot.gov/funding/grants/grant-programs/formula-grants-rural-areas-5311
Rides to Wellness Demonstration and Innovative Coordinated Access and Mobility Grants (R2W)	To find and test promising, replicable public transportation healthcare access solutions that support the following goals: increased access to care, improved health outcomes and reduced healthcare costs.	Eligible projects must have implementation-ready capital and operating projects that enhance access, such as: mobility management; health and transportation provider partnerships; technology; and other actions that drive change.	May 31, 2016	http://1.usa.gov/1St3AdQ

Indego (Philadelphia, PA); Nice Ride, MN (Minneapolis/St. Paul MN), as well as the Boulder and Denver B-cycle systems. In Boulder and Denver, private funding has historically made up five to ten percent of their operating funding. Other recommendations include:

- Large employers making large membership commitments.
- Bike share membership offered to city and state employees.
- Corporate membership programs offering reduced annual membership rates and/or employers sponsoring membership costs for their employees.
- Developer incentives used to create a mechanism for developer contributions for funding capital expenditures for a station (proximate to their development).
- Crowdsourcing through individual donations (Kansas City B-Cycle recently raised \$400,000 through crowdsourcing to expand their system).

In recent years the Better Bike Share partnership has been providing funding for strategies to address barriers to and increase the use of bike share systems in underserved communities. The Partnership has also funded projects focusing on the development, implementation, and documentation of outreach strategies which has been well received in cities like Philadelphia where outreach to underserved communities has helped increase the number of Indego users. More information can be found at <http://betterbikeshare.org/grants/>.

ADVERTISING AND SPONSORSHIP

Advertising and sponsorship are important funding streams used in many U.S. bike share systems. In most cities, sponsorship or advertising on the bicycles themselves is generally accepted as they are free to circulate throughout the City and are not fixed street furniture. However, as stations are more permanent fixtures and may be considered street furniture, they may be subject to a City's signage and advertising rules. If these are restrictive to the type and amount of advertising and/or sponsorship allowed, this could constrain an important source of operational funding.

There are several levels of sponsorship typical to bike share systems:



Figure 42: Citibank is the title sponsor for the bike share system in New York City

- Title sponsorship: includes branding of all elements of the system including name, color, and representation on all sponsorship elements including at the station, on the bikes, on electronic media, and all other components (see **Figure 42**).
- Presenting sponsorship: in these systems, branding is already developed, e.g. the bright colored bicycles and the name Indego in Philadelphia. A single sponsor (such as in Seattle, WA or Boston, MA) or multiple sponsors (such as in Birmingham, AL) purchase the right for system-wide logo placement, typically on all bicycle fenders or at all stations, and may negotiate for other sponsorship elements (see **Figure 43**). In Philadelphia, Independence Blue Cross Blue Shield has their logo and colors on every bike fender as well as placement on the program website and other media. Presenting sponsorship tends to garner in the order of \$400 to \$600 per bicycle per year. Sponsorship opportunities are also available to smaller organizations who sponsor particular station locations and bicycles.
- Individual sponsorship offerings: in this model sponsorship offerings are broken into individual



Figure 43: Alaska Airlines is the presenting sponsor for Pronto Bike Share in Seattle, WA

elements and sold off to many smaller sponsors. This is often the model followed in the period prior to presenting sponsorship (such as in San Antonio B-cycle), but may also suit markets with smaller capacity or a desire for broader community support (such as in Boulder).

Advertising revenue varies greatly depending on the community. Outdoor advertisers typically price advertising space based on a number of factors such as traffic counts, the visibility of the location, and the demographic profile of the surrounding community. While the most valuable advertising space is on the stations themselves, Wilmington will likely only be able to sell advertising space on bicycles, as station advertising would violate existing signage and off-premise advertising restrictions in the City. True on-bicycle advertising is rare, and more often systems sell branding opportunities (bicycle sponsorships) in-lieu of advertising.

Currently the City of Wilmington's Code of Ordinances defines a billboard as a "sign, other than one indicating a business conducted on the premises, upon which is painted, posted or lettered by any means advertising matter of any character, or which is designed for such purposes." The

Code only allows billboards and off-premise advertisement in certain zoning districts. However, according to the City's Legal Department, the legality of the manner in which the City regulates billboards and off-premise advertisement is being examined in light of the recent U.S. Supreme Court decision in *Reed v. Town of Gilbert*. This review is looking at whether the regulation can be interpreted based on content (i.e., off-premise advertising is subject to different standards than on premise advertising).

Moving forward, it is recommended that the City's legal department make a ruling or recommendation on whether sponsorship and advertising opportunities will be available at bike share stations. Given that a preliminary review of ordinances indicates there are restrictions, but not prohibition, the City could consider:

- Allowing advertising/sponsorship on bike share stations located in zoning districts that allow billboards.
- Placing bike share stations throughout the City without regard to the zoning code and seek variances where needed.
- Discussing acceptable locations for advertising with the City's Zoning Manager and other regulating

agencies throughout the City.

- Using a combined approach of the above steps.

TRANSIT INTEGRATION

A bike share system represents a unique opportunity for the City of Wilmington and DTC/DART to increase the use of bicycles for short trips and to complement the investments made on the regional transit system. Bike share is especially effective in providing a first and last mile connection to transit and in this way expanding the reach of the transit system. Bike share has the potential to increase the utility of the transit system and help divert trips currently made by automobile modes to other modes.

Several systems have utilized Federal Transit Administration (FTA) grants for capital expenditures (e.g., Chattanooga, TN and Boston, MA) and others are utilizing new federal grant funding rules to place bike share stations within a three-mile radius of transit stops.

CURRENT MANAGEMENT STRUCTURE

Transit agencies are starting to show interest in owning and operating bike share programs, e.g., LA Metro in Los Angeles, CA and Valley Regional Transit in Boise, ID that runs the GREENbike Boise program. The transit system in Wilmington and many cities around Delaware are managed by DART which contracts out its service operations and undertakes union negotiations as necessary. As the regional transit agency under the umbrella of the Delaware Department of Transportation, DTC/DART provides transportation services statewide with over 500 buses and 70 bus routes including its 8 Resort Transit seasonal routes, and demand responsive paratransit service. DART reported transporting 12.4 million passenger trips in fiscal year 2013. DART also provides Delaware RideShare that matches people with rides throughout the state.

BIKE SHARE AND TRANSIT TAX BENEFITS

Currently federal law allows only three types of commuter benefits: for parking and transit, an employee can have commuting costs deducted from their pre-tax paycheck, reducing the amount of their salary on which they must pay taxes. For parking, an employee can deduct up to \$250 dollars a month and for transit, \$130 a month. The bike commuter benefit is a post-tax benefit, where an employer

can compensate an employee for up to \$20 a month for bike commuting expenses. An individual cannot combine the transit and bike benefits. As of early 2016, bike share expenses (e.g., memberships and fees) do not qualify for pre-tax commuter benefits. Legislative efforts to make bike share expenses qualify for federal pre-tax commuter benefits have been trumped in the last two sessions of congress.

FARE PAYMENT TECHNOLOGY

DARTCards provide a means to pay for transit fare and transfer throughout the region. They are pre-purchased, stored-value cards that can be used to purchase a daily pass or per ride bus fare on any DART fixed bus route in Delaware at a 20 to 40 percent discount off the regular fare. DART cards are paper cards with a magnetic strip that identifies each card and the current value. The magnetic strip is similar to that found on a credit card. DARTCards are inserted into the farebox which deducts the appropriate fare from it and prints out the remaining value on the back of the card. According to the DART website, "DARTCards record a maximum of 26 transactions on the back of the DARTCard. When a DARTCard becomes full with 26 transactions, a message on the bottom of the back of the card reads "Remaining Value on Next Card". Any remaining value on the original DARTCard is transferred onto a new stored value card issued by the fare box. If the amount left on the card is less than the fare amount, a DARTCard can be inserted into the farebox and the difference can be paid with another DARTCard, or in cash. Once the value on the card has been used, the purchase of a new card is required.



Figure 44: Los Angeles Bike share will be the first bike share in the U.S. to fully integrate fare payment technology (credit: LA Metro)

DARTCards can be purchased from any DART First State transportation store, fare card outlet, online (by visiting <https://www.dartfirststate.com/dartcards.ejs>) and by mail or phone from DART First State. DARTcards are available in seven denominations from \$9.60 to \$65 offering a value of \$12 to \$108. As of February 14, 2016 bus fares increased from \$1.75 to \$2.00 for cash fares; \$ 0.70 to \$ 0.80 for reduced fares; and from \$3.70 to \$4.20 for daily passes.

POTENTIAL TRANSIT INTEGRATION WITH BIKE SHARE

There are four levels of integration between transit and bike share. These include:

Level 1 – Geographic Integration

Placing bike share stations so that they are at or visible to transit users getting off the bus or commuter rail. The bike share program should:

- Work with DART, AMTRAK and SEPTA to provide bike share stations at transit stations.
- Appropriately locate stations and provide safety messaging to encourage riders to follow the rules of the road.
- Incorporate bike share stations into transit service maps and vice versa.

Level 2 – Branding and Marketing Integration

If DART is to take ownership of the program, it should undertake a coordinated naming and branding effort that may conclude that the bike share program should have similar branding elements to the existing transit program and be co-marketed with other transit options. These opportunities may include:

- Developing a brand and name for the bike share system that reflects the region’s transit system (e.g., naming the system DART Bike or similar).
- Creating promotional materials that are consistent with DART’s route maps and other existing transit materials.
- Selecting a color and iconography for bike share equipment that is consistent with the branding of other regional transit services.
- Selecting a pricing structure for bike share that is consistent with transit fares.
- Making additions to the DART website (www.dartfirststate.com) that may include:
 - Providing a link to the bike share website in the Services or Spotlight sections of the website.
 - Including a more prominent bicycling section on the website that provides information on



Figure 45: Capital Bikeshare in Washington, DC branded its bicycles and Circulator buses with the same fonts and colors

how to integrate bicycling into transit trips.

- Providing bike share locations on the detailed maps of nearby stops in the Live Bus Tracking section of the website.
- Providing an interactive online map that includes existing bus routes and location of bike share stations.
- Coordinating with third party app developers to include bike share locations in transit app development.
- Advertising the Bike Share system on the City of Wilmington, DART, DeIDOT and WILMAPCO and websites.
- Including bike share marketing materials at DART First State transportation stores, fare card outlets, bus stops and on the buses themselves.

Level 3 – Semi-Integrated Fare Payment

DART would need to work with the selected equipment vendor to determine if the DARTCard fare payment system is compatible with the bike share vendor's fare payment technologies. If this is possible, the easiest level of fare integration is to use a common fare payment card but maintain two distinct and separate fare payment user accounts (i.e., users would need to register for and maintain a transit fare account and a bike share membership account). DART would have to update its current fare payment system to allow for the use of RFID technology.

Given the DARTCard is currently an "anonymous" payment system (i.e., it is not tied to a credit card or other accountability chain), users that want to sign up for bike share would need to register their DARTCard account so that is attached to an individual, not an anonymous guest. This is necessary to create an accountability chain for any lost or damaged bicycles. This integration would also require back-end processing for each account, adding some operational costs to the implementation of the system.

Accountability is ensured by the user of the bike share system as detailed account information is associated with the DARTCard. Most bike share systems require the use of credit cards to ensure accountability, which introduces equity concerns. However, Indego, Philadelphia's bike share system, has piloted a means for people to pay for bike share

memberships with cash. The existing DARTCard card offers the opportunity for users to pay with cash, so such a system could potentially be extended to bike share memberships.

Level 4 – Fully-Integrated Fare Payment

A fully integrated fare payment system could be achieved if bike share payments and transit fare payments are fully integrated into a single card and payment processing system. This would mean that cash "loaded" onto a DARTCard could be used to pay for either bike share or transit fare from a single account. This level of integration would also enable bike share fees to be charged directly to the transit pass.

This type of fare payment integration is more complicated and would require a full back-end payment system integration which could introduce both technical and administrative challenges. Some of these difficulties include: linking of software systems, separation of memberships and user fees for each service, management of agreements for the distribution of funds from bundled membership fee programs, and user access to federal pre-tax commuter benefits.

Finally, while the cost of implementing a fully integrated fare payment system would likely be high, operational costs may be low in the long run, as there would be an absence of repetitive membership and database administration.

PUBLIC OUTREACH

Communication and outreach with key stakeholders and the general public should be continued throughout the planning and implementation of the proposed program. More specifically, outreach should focus on the following aspects:

- *Stakeholder outreach:* maintaining regular contact with stakeholders will help keep up enthusiasm and momentum for the program and garner support for the project. Continued stakeholder outreach may also help identify partnerships that will assist the program with financial, marketing and institutional support.
- *Online:* Creation of a web-based map where public input can be given on specific station locations (set forth in this report). This would be different from the project's crowdsourcing map in that it would

enable the general public to vote up or down recommended station locations, rather than ask them for potential locations where bike share could work.

- *Location specific outreach:* As specific sites are identified, it will be important to reach out to property owners, businesses and neighbors within the immediate area of those sites to inform and educate them about the program, as well as receive input on the specific locations.
- *Elected officials:* the City, DART and DelDOT should continue to brief local, regional and state elected officials about the bike share launch. Briefings should include where and when the proposed system will be implemented in the City, talking points about how bike share will benefit the region, and an ask to enlist their support for bike share.
- *Media outreach:* To the extent possible, the media should be leveraged to increase public awareness and input prior to system installation. Such general awareness will reduce the possibility of and surprise responses to bike share in general, as well as negative feedback at specific locations.

SOCIAL EQUITY

Bike share represents a great opportunity for the City to continue to provide transportation options for lower income and minority communities. Implementation of a bike share program may also bring additional connectivity to underserved communities that will benefit from additional investment in transportation options. The following section identifies the different strategies for ensuring the social and geographic equity of a bike share program in Wilmington.

OUTREACH TO MINORITY AND LOW INCOME COMMUNITIES

The adoption of bike share in minority and low-income communities has not been significant to date. While some programs like Indego in Philadelphia or Zyp Bikeshare in Birmingham have begun implementing targeted marketing strategies focusing on minority and low income communities, bike share programs continue to face

challenges in reaching these communities. Some of these challenges include:

- *Location and surrounding bicycle friendly infrastructure:* In most systems, the first phases of bike share implementation have been focused in high demand and revenue generating locations such as downtown and high activity centers. Low income neighborhoods, typically located on the outskirts of the system, may not have comfortable facilities for bicycling and have only experienced the installation of very few and sparsely situated stations. While the proposed phasing plan takes station density and location into account, placing station locations at no further than ¼ mile away from each other, it will be important for the City to continue developing its bicycle infrastructure network throughout these areas to provide for comfortable facilities for residents to ride.
- *Cost barrier to entry and communication:* Most bike share systems require an annual one-time fee paid at the beginning of the year to access the system. Although bike share is one of the most affordable transportation options in cities where it has been implemented, the one-time fee represents one of the largest barriers for low-income residents to using the system. The City should offer alternative payment plans such as those implemented in

Indego Welcomes 2016 Ambassador Cohort!



Figure 46: Indego's Ambassador Program is a strategy by the City of Philadelphia to reach out to various communities

Philadelphia or Washington DC where users can sign up for the program with an amortized monthly fee.

- *System access and verification:* Bike share is possible because of the accountability created by the use of credit cards. However, this requirement has made it difficult for low-income residents to access the program as many people in these communities do not possess credit cards. The City should consider offering alternative payment and verification procedures to allow for residents to register and access the system more easily. This has been done in Philadelphia and in Arlington County, VA where the City has put in place alternative payment methods that have allowed users to sign up by registering with local nonprofits and other organizations.
- *Outreach:* Because of the lack of available funding for targeted outreach, bike share program managers and operators have tended to focus their outreach resources on early-adopter, downtown and tourist markets which can generate enough revenue to cover the costs of implementation. This has left many residents in low-income and minority disenfranchised. To counter this issue, the City should consider building an Outreach Coordinator position into its startup budget. This position should focus on the targeted marketing, outreach and promotion of bike share throughout these communities.

TARGETED OUTREACH STRATEGIES

There are two key aspects of a successful community outreach strategy to help reach both minority and low-income communities: 1) finding local individual champions and 2) partnering with key existing organization(s).

- *Local champions:* A key aspect of the community outreach strategy that has been tried in both Philadelphia and Birmingham is to find individuals in targeted communities to adopt bike share and spread the word in the specific communication means in their communities. These folks have been neighbors, community organizers and other committed individuals with a proven

means to influence their local communities. These residents have also been able to advise the City the best messaging and means to communicate to their communities. The City should consider implementing this strategy as part of increasing the knowledge and presence of bike share in different communities.

- *Community organizations:* Experience from existing programs has found that it is not difficult to find community organizations that want to partner with bike share systems. The City should therefore focus on establishing partnerships with established local organizations that people trust, can help increase awareness of bike share and promote bicycling as a viable transportation option in the City.

EVALUATION

Establishing performance measures and regularly tracking progress will inform City staff, advocates and the community at large as to whether or not the goals of the program are being achieved (as outlined in **Chapter 5**). Effective performance measurements must be detailed enough to give meaningful indicators about system performance, yet be simple enough to collect and report on a regular basis. The proposed performance measures can be developed using three different input sources:

- Automatically generated system data,
- A proposed annual user survey, and
- Figures that the program administrative and marketing staff can track internally over time.

Performance measures can also help track the overall quality of service of a bike share system. However, as noted by existing systems, the more stringent the performance standards, the higher the contracted operation costs will be. It is therefore recommended that the City and DART work with any potential operator to strike a balance of operational excellence and affordability in clearly delineating the performance standards within the contractual structure. Some of the data items collected by various bike share systems include, but are not limited to:

- Equity achievement.
- System operations:
 - Bike redistribution metrics.

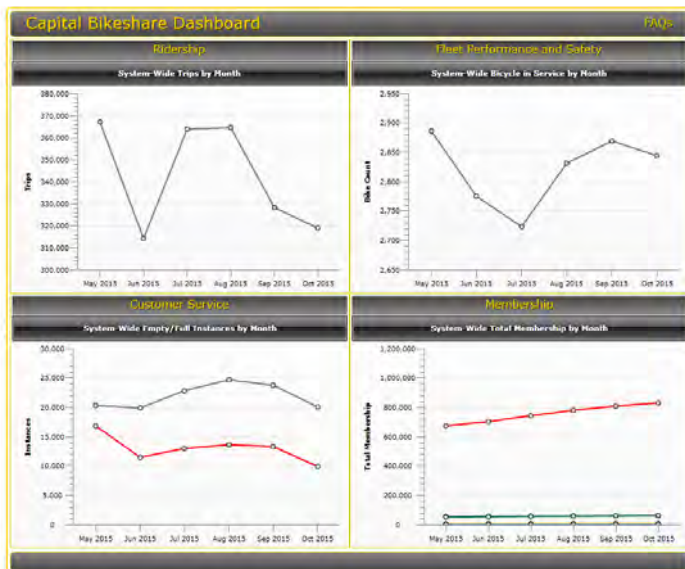


Figure 47: Screenshot of Capital Bikeshare dashboard allows users to track progress of program

- Fleet size on street.
- Overall equipment maintenance (stations and bicycles).
- Station cleaning (standard and graffiti).
- Station and docking point functionality.
- Customer service (calls, emails, inquiries, etc.).
- System accuracy (station inventory, financial and ride reporting).
- System and website functionality.
- System marketing.
- Membership:
 - Number of members.
 - Number of users.
- Ridership:
 - Rides per bike per day.
 - Rides per member.
 - Rides per user type.

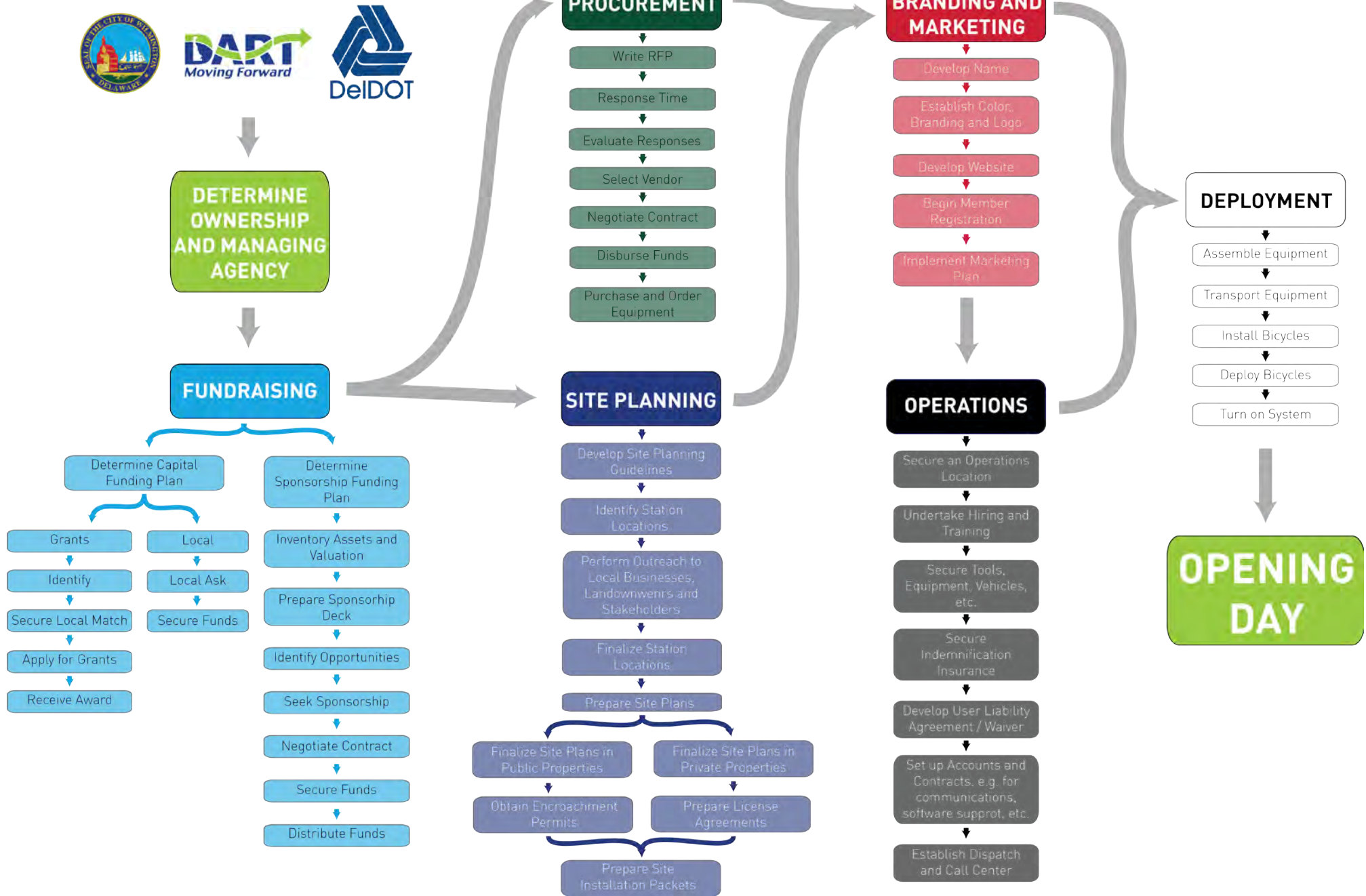
As with other transit operation contracts, basic performance levels for each set of metrics should be clearly defined within the contract requirements. The operating contract should also include incentives to surpass basic performance measure levels, as well as penalties for failing to meet that level.

IMPLEMENTATION STEPS AND TIMELINE

The steps that will be involved to implement a bike share system in Wilmington are identified on **Figure 48**. These steps fall into the following categories:

- *Fundraising:* securing funding for capital and operations should start early and continue even after the system has launched. Fundraising is likely to be the critical path through the project with the timeliness of capital funding often unknown given grant allocation timelines and sponsorship often requiring months to identify and negotiate. Funding is often pieced together from various sources and so may require the attention of a dedicated staff person.
- *Procurement:* for an agency managed program, the agency must write and advertise an RFP, going through a formal selection process, and enter into a contract with the successful vendor(s). This could be achieved as separate RFP' for equipment and operations separately or as part of a single RFP.
- *Site Planning and Permitting:* Selecting the most appropriate station locations is critical to ensuring that the system will have high usage. Once all sites are selected and fieldwork has been conducted to confirm that all locations meet all siting requirements, the program operator should work with the City of Wilmington, DART, DeIDOT, and other agencies to secure all necessary permits for station deployment.
- *Branding and Marketing:* the program manager should develop a system brand and marketing strategy to promote the program. Community outreach and membership drives prior to the official launch can be useful to promote the program and build excitement.
- *Operations:* During implementation, the operations team uses this time to find an operations location, develop user agreements, operating protocols, and securing any necessary subcontractors. A call center and fleet rebalancing dispatch are also established during this period.
- *Deployment:* In this step, the installation team

Figure 44: Implementation Steps



assembles bicycles, stations and other equipment and installs it in place. Typically, the stations are installed ahead a few weeks ahead of launch and the bicycles are distributed to the stations the day prior or the day of launch. Marketing and promotion activities should ramp up during this time as the program becomes more visible.

- *Launch/Opening Day:* The launch of the system should

be a high-profile event, with important city officials and other dignitaries invited to participate. This is a one-time marketing event for the system and should be advertised and the press asked to participate.

It is estimated that the proposed bike share system could be launched in approximately 18 months from beginning this process, as noted in **Table 19**.

Table 19 - Proposed Implementation Timeline

Critical Path Item	Month																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Finalize ownership structure and any necessary agreements																		
Fundraising																		
Procurement																		
Finalize deployment area and begin site planning and permitting																		
Develop a Branding and Marketing																		
Begin Planning for Operations																		
Begin Deployment of Equipment																		
Launch System																		