

**Metro**Los Angeles County  
Metropolitan Transportation AuthorityOne Gateway Plaza  
Los Angeles, CA 90012-2952213.922.2000 Tel  
metro.net**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/privately 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

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Los Angeles, CA 90012-2952213.922.2000 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 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

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**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.

**###**

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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**

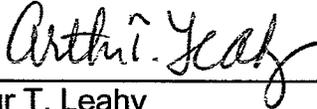
A. October 2013 Motion 66

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



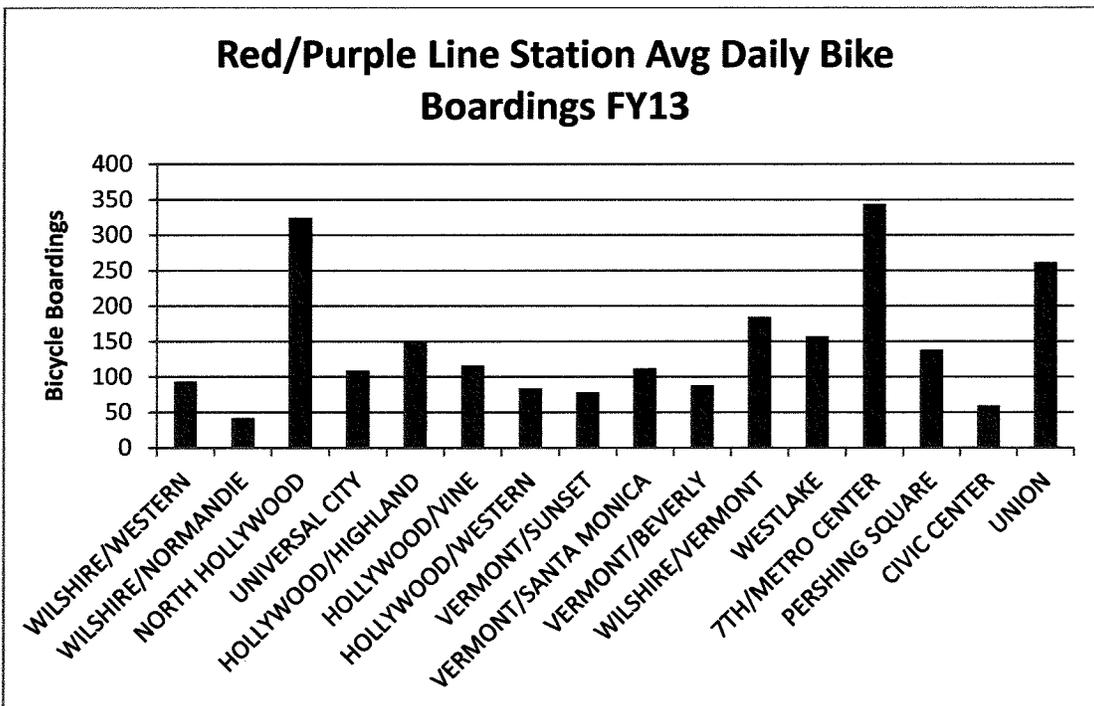
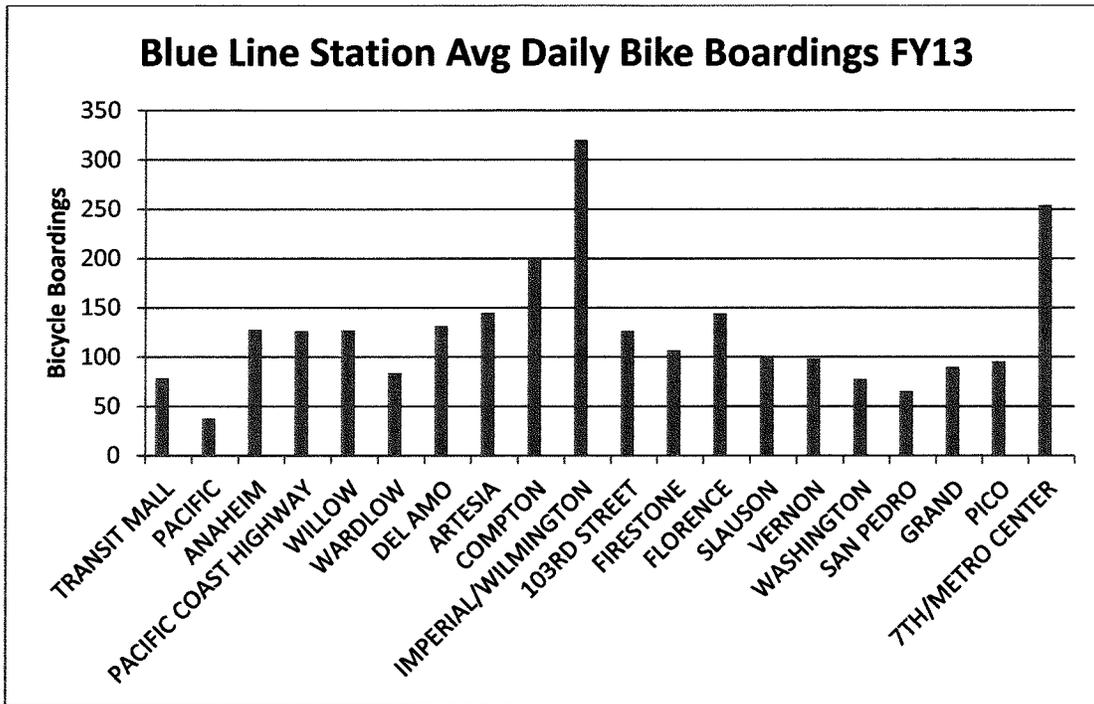
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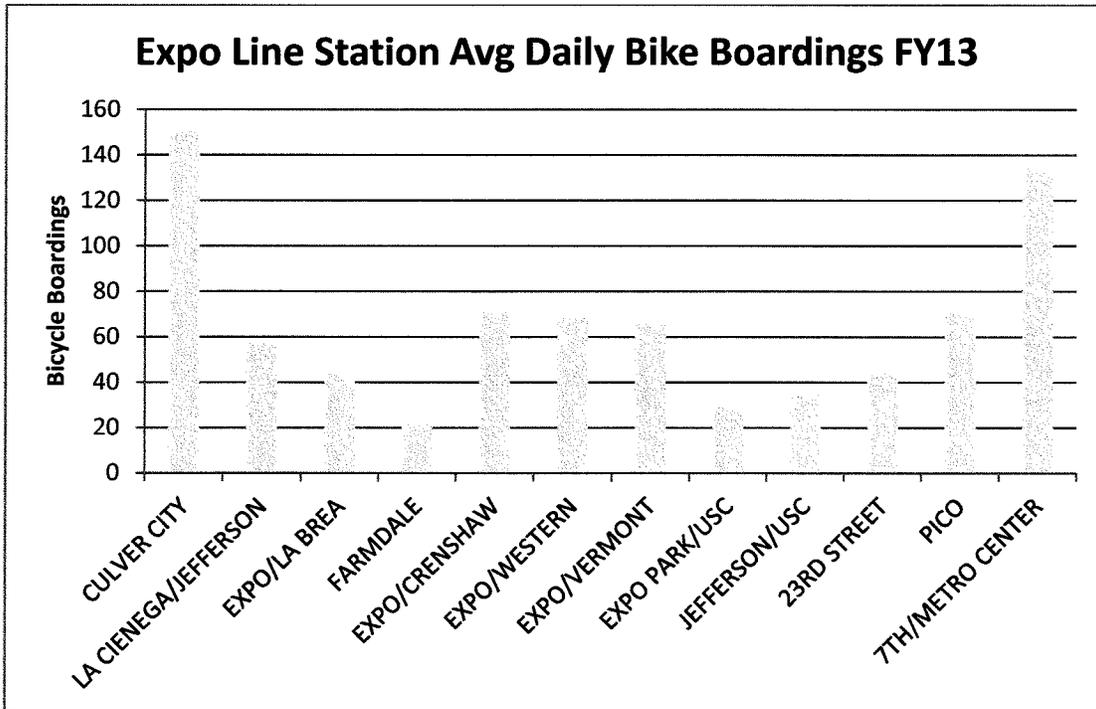
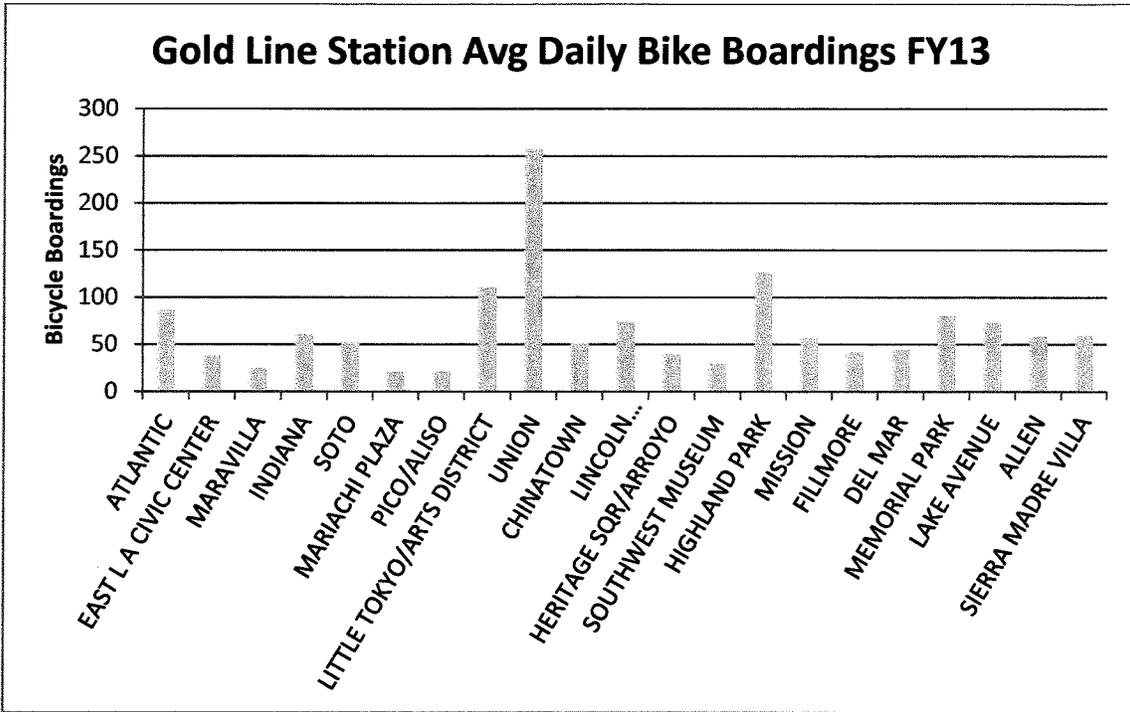
Martha Welborne, FAIA  
Chief Planning Officer



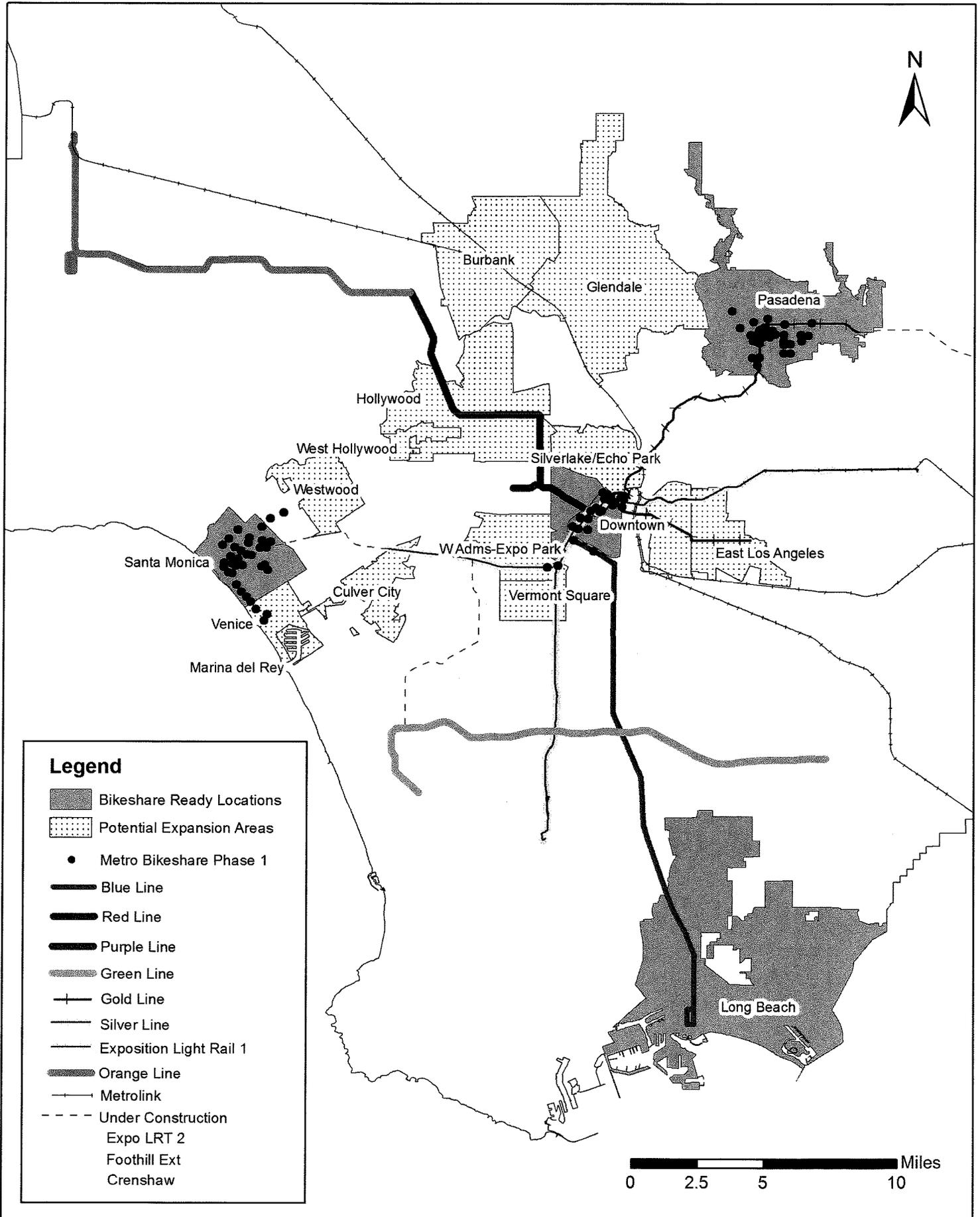
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Arthur T. Leahy  
Chief Executive Officer

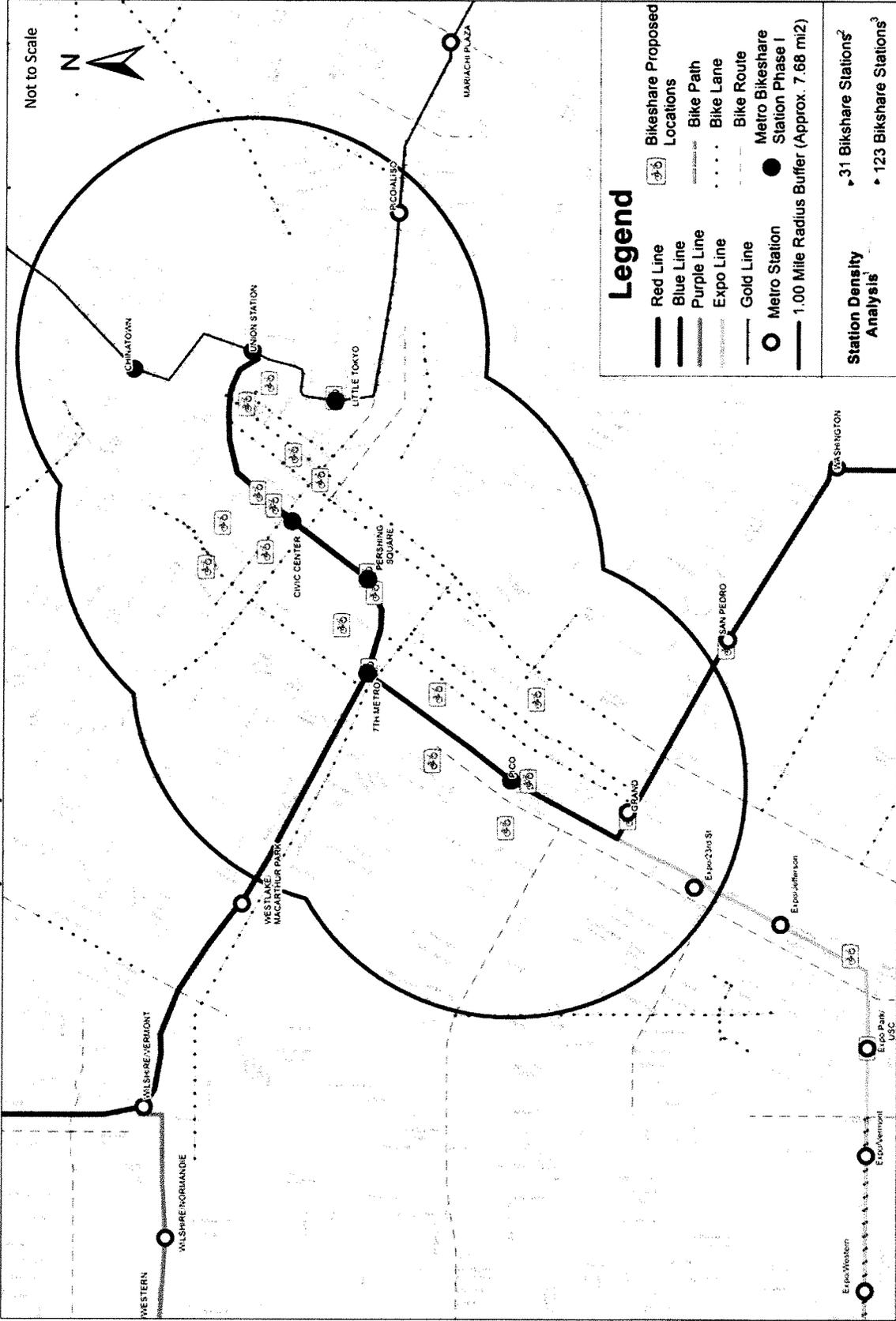




# Potential Bikeshare Expansion Areas



City of LA Bikeshare Preliminary Analysis



Not to Scale



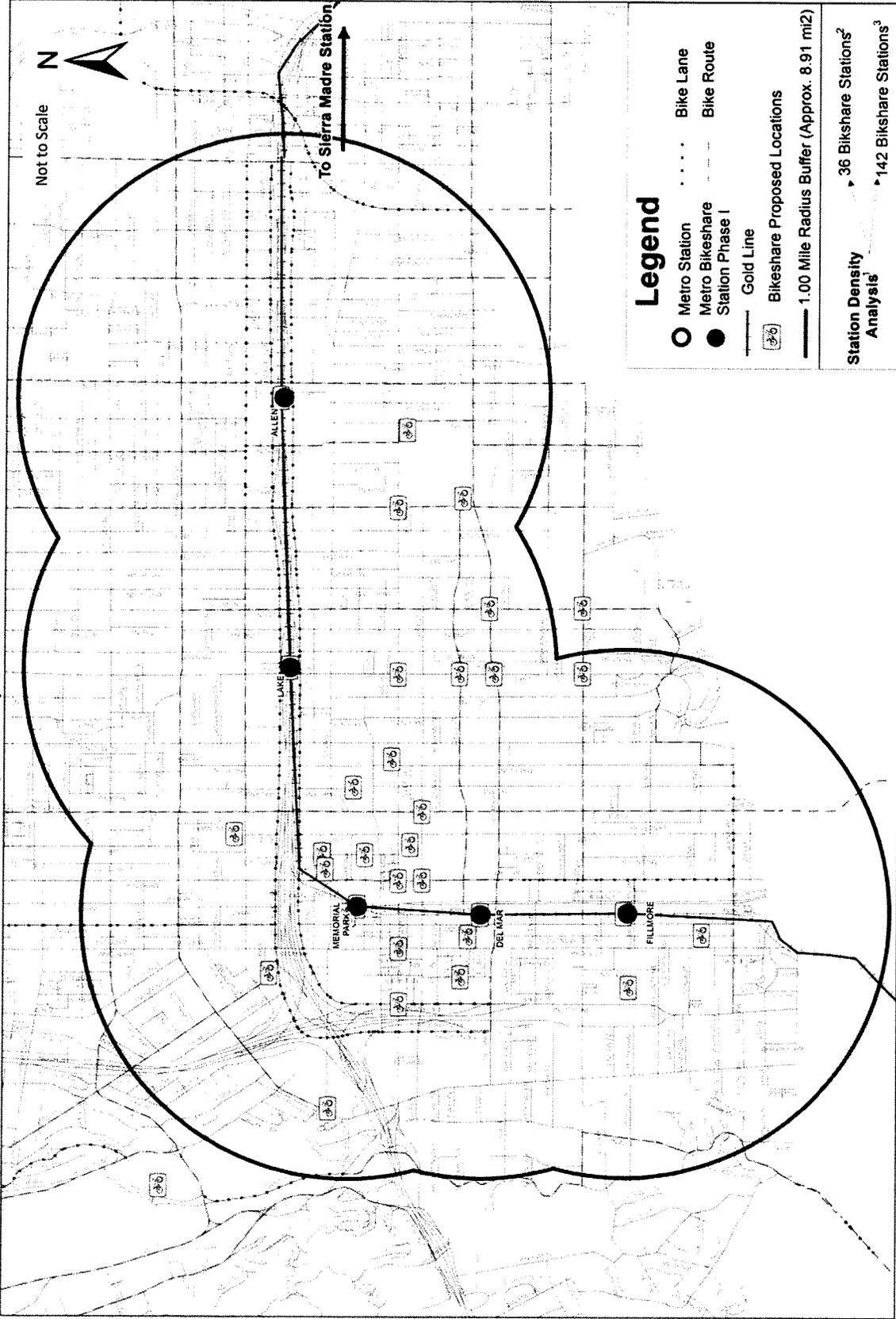
**Legend**

	Red Line		Bikeshare Proposed Locations
	Blue Line		Bike Path
	Purple Line		Bike Lane
	Expo Line		Bike Route
	Gold Line		Metro Bikeshare Station Phase I
	Metro Station		Metro Bikeshare Station Phase I
	1.00 Mile Radius Buffer (Approx. 7.68 mi <sup>2</sup> )		31 Bikeshare Stations <sup>2</sup>
			123 Bikeshare Stations <sup>3</sup>

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 1.1-26, 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.
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**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:

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

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

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

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

<b>TOTAL COST AT METRO AND CITY STATIONS<sup>4</sup></b>	<b>Low Density (107 Stations)<sup>2</sup></b>	<b>High Density (382 Stations)<sup>2</sup></b>
<b>Cost (\$4,500)<sup>3</sup></b>	\$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 Aire 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
San Francisco/ Bay Area Cities, CA PILOT	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)
Washington D.C. (first attempt)	2008	SmartBike (Alta Bikeshare)	120/10	1,050 annual	\$40/year	Owned/Managed and operated by Alta (for-profit)	DDOT funding & Advertising revenue
Washington D.C., Arlington, VA & Alexandria, VA (second attempt)	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.

	300	310	400	500	520	530	540	550
	2,500	500	750	750	750	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
	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
	17,035,000	9,150,000	12,035,000	13,725,000	15,485,000	14,437,500	14,472,500	14,437,500
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
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
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
	8,750,000	10,300,000	12,625,000	14,950,000	17,275,000	17,275,000	17,275,000	17,275,000
	(8,285,000)	1,150,000	590,000	1,225,000	1,790,000	2,837,500	2,802,500	2,837,500
	-	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
	5,750,000	12,650,000	21,275,000	31,625,000	43,700,000	55,775,000	67,850,000	79,925,000
	17,035,000	26,185,000	38,220,000	51,945,000	67,430,000	81,867,500	96,340,000	110,777,500
	8,750,000	23,050,000	36,675,000	51,625,000	68,900,000	86,175,000	103,450,000	120,725,000
	(8,285,000)	(3,135,000)	(1,545,000)	(320,000)	1,470,000	4,307,500	7,110,000	9,947,500

**Assumptions:**

Year 1 estimates of 250 stations and 2,500 bikes based on averages from Metro Preliminary Bike Share Analysis. Year 2 to Year 3 based on Metro recommendations for regional bike share growth (assuming average density of 25 stations throughout 11 jurisdictions and 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 maintenance.

\*\* User Fees in Washington D.C. were \$20,000 per station in first year. Long Beach estimates \$15,000 per station. To be consistent with other jurisdictions, we used \$15,000 per station.

\*\*\* The \$1,000,000 sponsorship revenue is based on Long Beach's estimates. New York City Sponsorship was \$8,000,000 in 1st year. Other jurisdictions may be split between jurisdictions.

may be split between jurisdictions

**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 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:

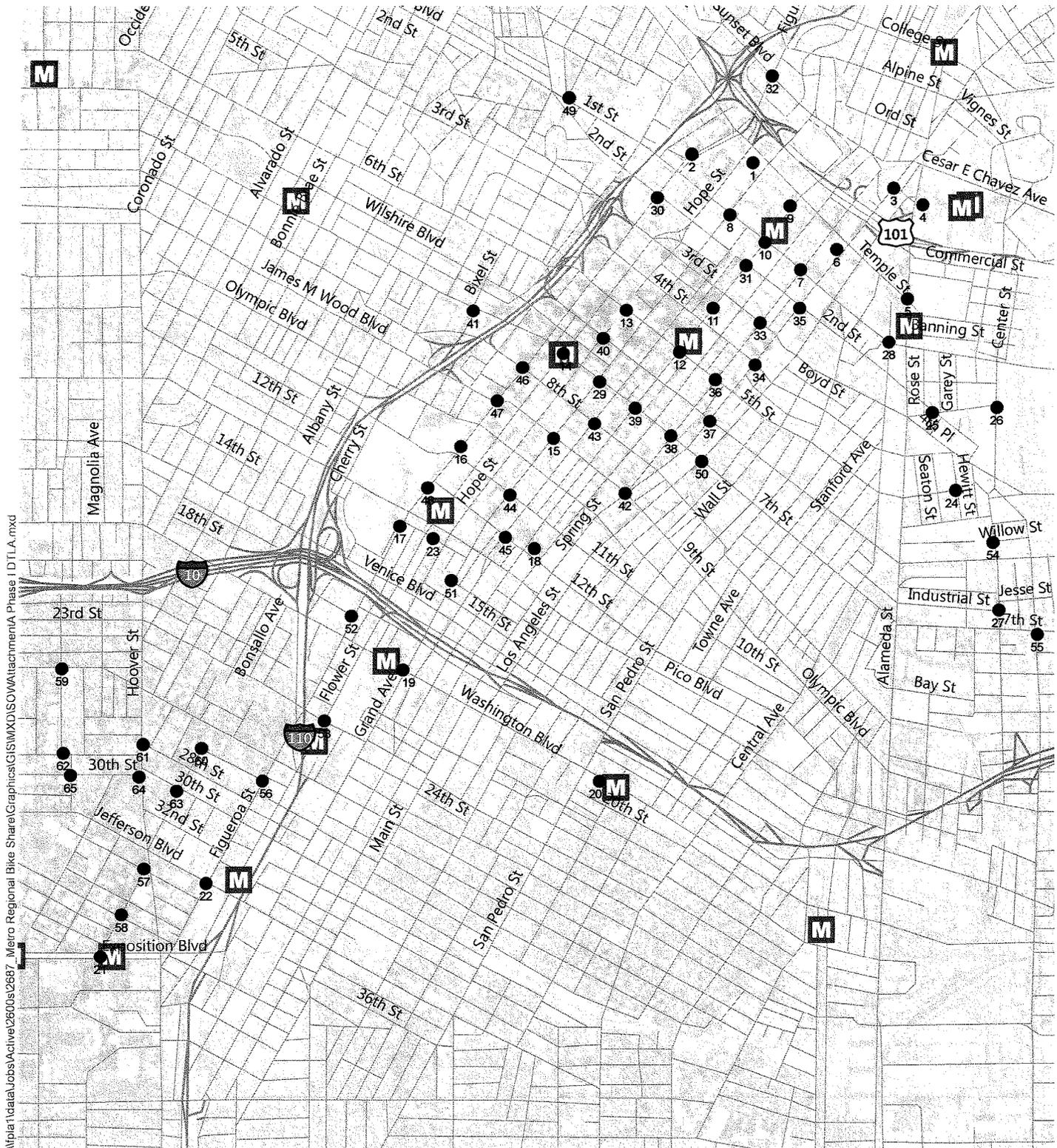
- A. Undertake a study of how a Bike Share Program could be implemented throughout the County.
- B. Procure, contract and administer the bicycle share program once the implementation study is completed.
- C. Implement the program in a phased approach and partner with the cities identified in the Phase 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.
- D. Identify the necessary resources to support the program.
- G. Update on all of the above at the April 2014 Board meeting.

E. Prioritize eligible grants to support the costs of the program including:

**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.**



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**M** Metro Rail Station

### Recommended Regional Expansion Stations

● Phase I - 65 Stations

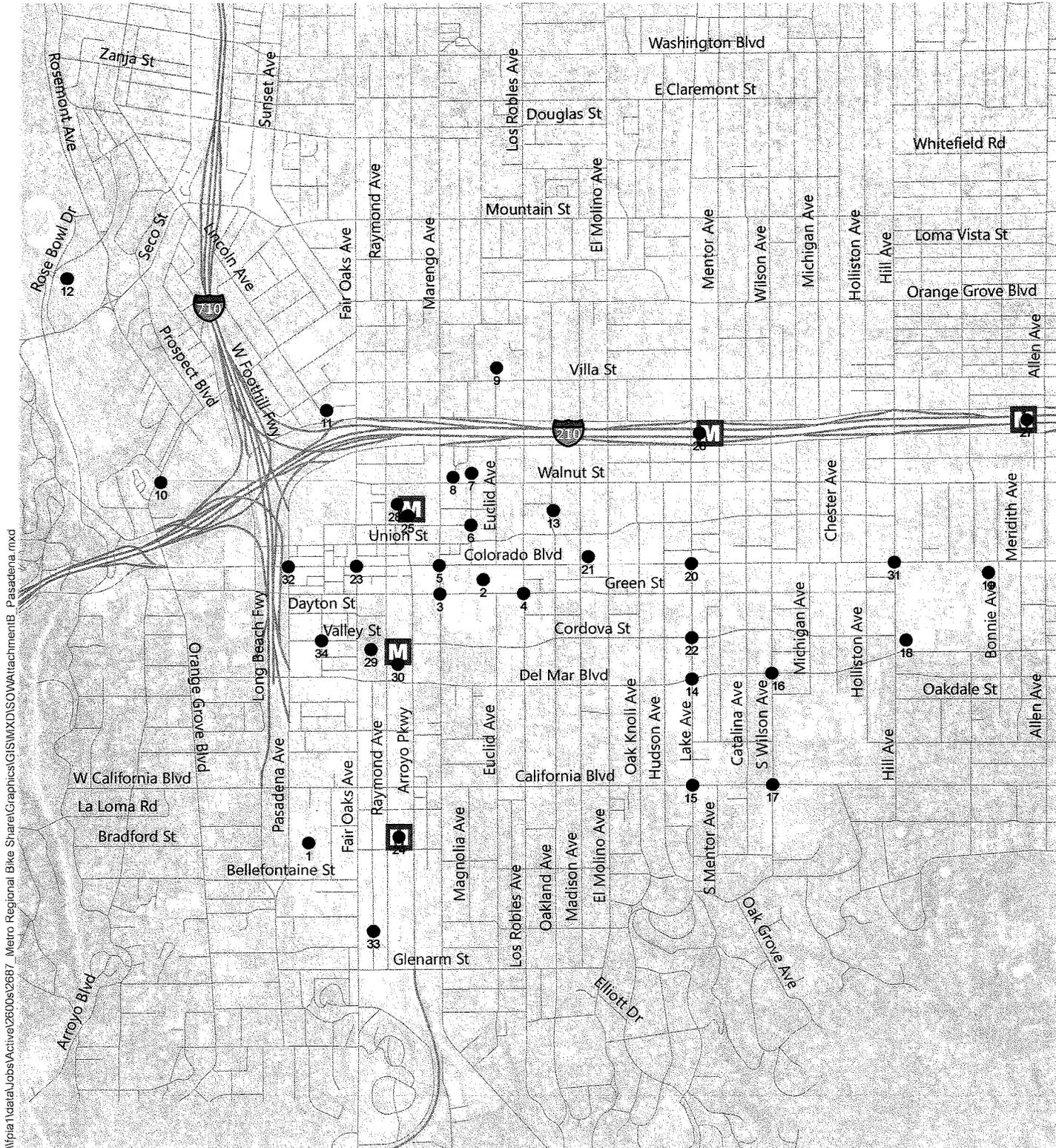
Phase I Pilot  
Downtown Los Angeles, CA

# Recommended Regional Expansion Stations

## *Phase I Pilot: Downtown Los Angeles*

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

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



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**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*

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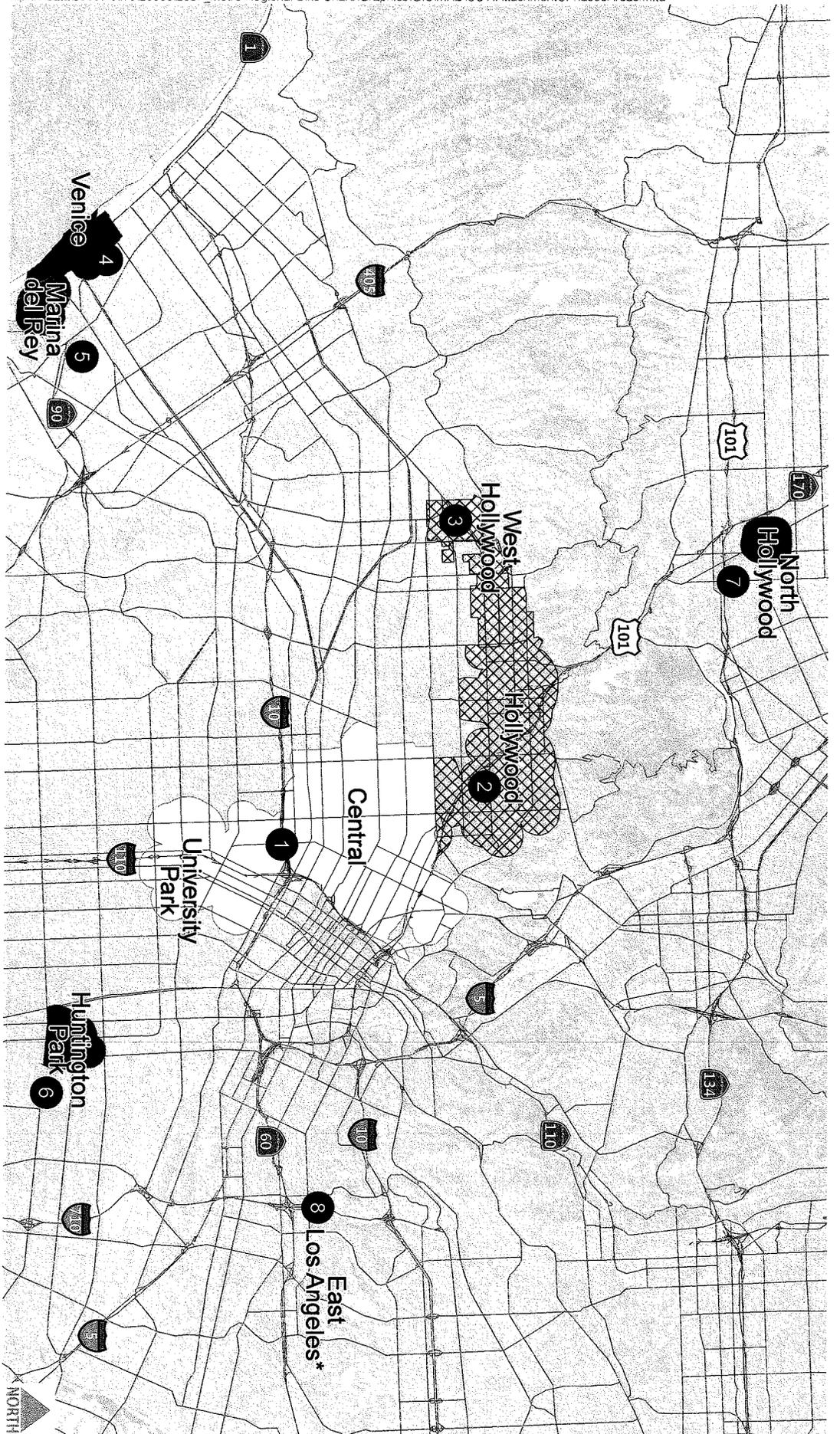
**ID Station**

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- 1 Huntington Hospital
  - 2 Garfield (Paseo Colorado)
  - 3 Green / Marengo
  - 4 Green / Los Robles
  - 5 Colorado / Marengo
  - 6 Garfield / Holly (Pasadena City Hall)
  - 7 Pasadena Library
  - 8 Garfield / Walnut (Library west)
  - 9 Villa / Euclid (Villa Park)
  - 10 Orange Grove / Walnut
  - 11 Lincoln / Eureka / Maple
  - 12 Arroyo (Rose Bowl)
  - 13 Union / Oakland (Fuller Seminary)
  - 14 Del Mar / Lake
  - 15 California / Lake
  - 16 Del Mar / Wilson
  - 17 California / Wilson
  - 18 Del Mar / Hill (Pasadena Community College)
  - 19 Colorado / Bonnie (Pasadena Community College)
  - 20 Colorado / Lake
  - 21 Colorado / Madison
  - 22 Cordova / Lake
  - 23 Colorado / Fair Oaks
  - 24 Raymond / Filmore (Fillmore Station)
  - 25 Holly (Memorial Park Station)
  - 26 Lake (Lake Station)
  - 27 Allen (Allen Station)
  - 28 Memorial Park
  - 29 Central Park
  - 30 Del Mar / Arroyo (Del Mar Station)
  - 31 Colorado / Hill
  - 32 Colorado / Pasadena
  - 33 Edmondson Alley
  - 34 Valley / DeLacey
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Note: Tentative locations are for planning purposes only and are subject to relocation based on policy and physical constraints.

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\* 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

Preliminary Regional Expansion Areas

Attachment C

# Preliminary Regional Expansion Areas

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

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# Community

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***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.