



**Appendix B: Ann Arbor Bike Share
Schedule & Deliverables**

Prepared for:
City of Ann Arbor
Submitted June 10, 2013

PROJECT PARTNERS

Clean Energy Coalition thanks our Bike Share Stakeholder Group planning team. Without the collaborative efforts of the following organizations and individuals, Ann Arbor would not be able to poised to be the first city in Michigan to launch a bike share system.

Bike Share Stakeholder Group Members (November 2011- present):

- Amber Miller, Ann Arbor Development Authority
- John Mouat, Ann Arbor Transportation Authority*
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Members with a star joined in November of 2012.



TABLE OF CONTENTS

A. ORGANIZATION OVERVIEW.....5

B. PROJECT BACKGROUND.....5

C. LAUNCH SCHEDULE.....6

D. LAUNCH WORK PLAN.....8

E. DELIVERABLES FOR PROGRAM OPERATIONS14

ORGANIZATION

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A. ORGANIZATION OVERVIEW

Founded in 2005, Clean Energy Coalition is incorporated as a nonprofit in the State of Michigan. The organization received its 501(c)3 designation from the IRS in January 2006. Clean Energy Coalition was created with start-up funding from the U.S. Department of Energy, the Michigan Energy Office, and the City of Ann Arbor. The mission of the Clean Energy Coalition is to promote clean energy technologies as a way to create healthier, energy independent communities. Clean Energy Coalition's base of operations is in a sustainably renovated building in Ann Arbor, Michigan's Riverfront district. To date, the organization has managed over 40 federal, state, local, and foundation grants for innovative energy projects valued at over \$60M. Clean Energy Coalition operates a diverse array of programs and services to municipal, residential, and commercial clients.

Clean Energy Coalition is an outgrowth of the Ann Arbor Area Clean Cities (AACC) program. AACC has been operating in Washtenaw County since 1999. In 2005, the stakeholders of AACC voted to create a new nonprofit entity to house this program. Their decision was to expand the scope of this new entity, beyond the parameters of Clean Cities and the Ann Arbor area, to include the advancement of "clean energy" throughout the State of Michigan. Clean energy includes: technologies associated with improved sources of energy; more efficient use of energy; and better management of energy waste. Bike sharing supports Clean Energy Coalition's mission by increasing transportation options for Ann Arbor residents, commuters and visitors, while reducing the city's reliance on petroleum.

B. PROJECT BACKGROUND

In 2011 the City of Ann Arbor and University of Michigan began documenting the opportunity bike sharing presents to reduce congestion, improve air quality, meet sustainability goals, improve public health and facilitate economic activity within Ann Arbor. In 2011, the City of Ann Arbor's Transportation Division prepared two reports; the first examined the feasibility of bike sharing and the second explored cost/revenue models. Concurrently, in September 2011, the University of Michigan identified bike sharing as an opportunity to meet the University's ambitious sustainability goals. Clean Energy Coalition, in response to local interest in bike sharing, agreed to serve as facilitator of a Bike Share Stakeholder Group which would identify funding opportunities for bike sharing and develop an operating model for an Ann Arbor bike share system that could service the needs of both the city and University.

In partnership with the University of Michigan (U-M), the Ann Arbor Downtown Development Authority (DDA), the City of Ann Arbor, and the Ann Arbor Transportation Authority (AATA), Clean Energy Coalition applied for \$1.4 million in Congestion Mitigation and Air Quality (CMAQ) funds to purchase and operate a bike share system in Ann Arbor for FY 2013 and FY 2014. AATA served as the required Act 51 sponsor for the CMAQ grant application. In April 2011, Southeast Michigan Council of Governments (SEMCOG) supported the request for CMAQ funds, but decreased the potential funding award to \$500,000 in FY 2013 and \$100,000 in FY 2014 and added the stipulation that funds may only be utilized for the project's capital expenditures. Clean Energy Coalition made adjustments to the originally proposed project budget to operate with reduced capital funding. In August 2012, SEMCOG announced CMAQ funding had been approved, but that a 20% local match would be required as a result of the passage of the federal MAP-21 legislation. The required match is \$125,000 in FY 2013 and \$25,000 in FY 2014 to secure the full \$600,000 of CMAQ funding. Clean Energy Coalition is requesting \$125,000 from the City of Ann Arbor's FY 2014 budget and \$25,000 from the City's FY 2015 budget to serve as the local match for the project. Program operations will be funded through a three-year operations grant from the University of Michigan for \$600,000. Additional revenue to grow and sustain the program will be acquired through bike share memberships/user fees and private sponsorships.

This document provides a detailed plan to expend capital funds during program launch, as well as deliverables for the first three years of program operations (April 2014- December 2016).

C. PROJECT SCHEDULE

The following timeline outlines the project’s priority objectives, as well as expected dates of completion, to launch a bike share system and expend the program’s initial infusion of capital funding of \$625,000. Target date for program launch April 22, 2014 (Earth Day).

BIKE SHARE PLANNING/LAUNCH SCHEDULE

*Timeline revised May 2013

| | |
|--|--------------------------|
| | = in process |
| | = target completion date |

| MONTHS> | 2013 | | | | | | 2014 | | | | |
|---|------|---|---|---|----|----|------|---|---|---|---|
| | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 |
| SECURE CONTRACT WITH CITY OF ANN ARBOR FOR LOCAL MATCH | | | | | | | | | | | |
| Submit funding request to City Council | | | | | | | | | | | |
| Secure approval from City Council | | | | | | | | | | | |
| Secure contract with City | | | | | | | | | | | |
| Submit invoice for payment to City for matching capital funds | | | | | | | | | | | |
| SECURE AGREEMENT BETWEEN CEC AND AATA FOR CMAQ FUNDS | | | | | | | | | | | |
| AATA executes contract with MDOT | | | | | | | | | | | |
| AATA executes MOU with CEC | | | | | | | | | | | |
| SECURE AGREEMENT BETWEEN CEC AND UM FOR OPERATIONAL FUNDING | | | | | | | | | | | |
| Execute three-year contract with University of Michigan for operational support | | | | | | | | | | | |
| SECURE CONTRACTS BETWEEN CEC & B-CYCLE FOR BIKE SHARE EQUIPMENT | | | | | | | | | | | |
| Execute contracts between B-cycle and CEC for equipment and customer service | | | | | | | | | | | |
| CONDUCT SITE SELECTION, PERMITTING AND SITE PREP | | | | | | | | | | | |
| Finalize all City and University bike share sites (phase 1/2014) | | | | | | | | | | | |
| Evaluate all potential sites with B-cycle team | | | | | | | | | | | |
| Develop engineering drawings for each site | | | | | | | | | | | |
| Apply for encroachment permits for each site | | | | | | | | | | | |
| Obtain permissions and permits from City | | | | | | | | | | | |
| Prepare sites for equipment | | | | | | | | | | | |

Appendix B: Bike Share Schedule and Deliverables (June 2013)

| MONTHS> | 2013 | | | | | | 2014 | | | | |
|--|------|---|---|---|----|----|------|---|---|---|---|
| | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 |
| CONDUCT PRODUCT PROCUREMENT AND ASSEMBLY | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 |
| Evaluate and identify warehouse space | | | | | | | | | | | |
| Purchase bikes and stations | | | | | | | | | | | |
| Prepare storage facility | | | | | | | | | | | |
| Purchase administrative equipment | | | | | | | | | | | |
| Purchase maintenance vehicle and supplies for assembly | | | | | | | | | | | |
| Receive and assemble bikes | | | | | | | | | | | |
| Install bike share stations | | | | | | | | | | | |
| Install bike share bikes | | | | | | | | | | | |
| HIRE AND TRAIN PROGRAM STAFF | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 |
| Develop job duties and training materials for all staff | | | | | | | | | | | |
| Hire program supervisor | | | | | | | | | | | |
| Hire and train maintenance staff | | | | | | | | | | | |
| Hire spring marketing interns | | | | | | | | | | | |
| Contract for after-hours customer service | | | | | | | | | | | |
| B-cycle trains staff in customer service, analytics, reporting, rebalancing, maintenance | | | | | | | | | | | |
| INITIATE PROMOTIONS AND MARKETING | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 |
| Develop Community Advisory Team | | | | | | | | | | | |
| Develop 2014 marketing plan. Plan will include distinct approaches for corporate, residents, visitors, university staff, university students, and commuters. | | | | | | | | | | | |
| Develop brand and communications collateral | | | | | | | | | | | |
| Initiate social media programming | | | | | | | | | | | |
| Launch website | | | | | | | | | | | |

D. LAUNCH WORK PLAN

Clean Energy Coalition proposes the following launch schedule for all activities occurring between June 2013 and program launch. A tentative launch date has been scheduled for April 22nd, 2014. The project schedule and work plan list all major tasks that must be completed by the launch date.

Objective 1: Secure Contract for Capital funds

Clean Energy Coalition shall submit a request to the City of Ann Arbor to provide the required 20% local capital match to the CMAQ grant for the bike share project. Total capital project expenses in the City's FY 2014 are \$625,000 and \$125,000 in the City's FY 2015. The total funding request to the City to meet the required 20% local match is: \$125,000 for the City's FY 2014 and \$25,000 for the City's FY 2015.

Task 1.1: Submit funding request to City Council

Description: A request for the local capital match including a master agreement, Scope of Work and Schedule of Activities shall be submitted to the City's Transportation Manager, Eli Cooper for consideration at Ann Arbor City Council's July 15th meeting. Target Date: June 6, 2013.

Task 1.2: Secure approval from City Council

Description: A minimum of six city council members must vote to approve the funding request for the local match. Should City Council decline to approve this funding request, all subsequent tasks shall need to be reevaluated and bike sharing will likely launch as a University of Michigan project in phase 1 (2014-2016). Target Date: July 15, 2013.

Task 1.3: Secure contract with City

Description: Following approval of bike share funding, a contract between the Clean Energy Coalition and City of Ann Arbor must be rapidly executed to maintain the program schedule. Target date for finalized agreement: August 1, 2013.

Objective 2: Secure Agreement between Clean Energy Coalition and Ann Arbor Transportation Authority for CMAQ funds

Clean Energy Coalition will work with AATA to develop an agreement to govern the specific use of Congestion Mitigation and Air Quality funding.

Task 2.1: AATA executes contract from Michigan Department of Transportation (MDOT)

Description: In August 2012, AATA received notification that the AATA's request for \$600,000 of CMAQ funding for bike share capital expenses had been approved. In April 2013, following a competitive open bidding process, AATA submitted documentation on the selection of B-cycle as Ann Arbor's bike share vendor. AATA anticipates receiving a contract from MDOT in June for CMAQ funds. Target date for contract execution: June 24, 2013.

Task 2.2: AATA enters into MOU with Clean Energy Coalition for program operations

Description: Following AATA's receipt of the MDOT contract for CMAQ funds, Clean Energy Coalition and AATA shall enter into a Memorandum of Understanding defining CEC as the program operator and party responsibility for grant work and deliverables. Target date: June 28, 2013

Objective 3: Secure agreement between CEC and UM for operational funding

The University of Michigan has pledged to provide \$600,000, no greater than \$200,000/yr, to support bike share program operations for the first three years operations. However, the University of Michigan will not enter into an agreement with the Clean Energy Coalition until City Council votes to provide necessary 20% local capital match for the CMAQ funding and provides the clarity needed that the program will begin as a joint University-city program.

Task 3.1: Execute three-year contract with the University of Michigan for operational support

Description: If Ann Arbor City Council votes to provide the local capital match, CEC and the University of Michigan will negotiate a contract governing the use of operational funding. Target date: August 15, 2013

Objective 4: CEC contracts with B-cycle for bike share equipment

In December 2012, AATA released an RFP for a bike share vendor and representatives of the bike share stakeholder group served on the bike share evaluation committee to evaluate proposals and interview the top three selected vendors. B-cycle was selected by the evaluation committee as the vendor best able to serve the needs of the Ann Arbor community. CEC must secure capital and operational support before contracting with B-cycle to provide equipment.

Task 4.1: Execute contract between B-cycle and CEC for equipment and customer service

Description: CEC and B-cycle will execute a purchasing agreement for services and equipment, licensing agreement, digital platform services agreement and customer service agreement. Target date: August 20, 2013

Objective 5: Site Selection, Permitting and Site Preparation

Good site selection and an efficient site permitting process are essential to the timely launch of any bike share system. Successful completion of this objective will involve partners collaboratively determining the placement of bike share stations and working closely together during the permitting and installation processes. Although Clean Energy Coalition will be serving as program operator, bike sharing is a new transportation system serving Ann Arbor developed using public funds and CEC views it as a public project.

Task 5.1 Finalize all City and University bike share site for phase 1 (2014)

Description: Sites selection will consider pedestrian activity, residential density, employment centers, access to transit, key destination points, solar and electrical access, availability of land, business input, utilities, winter removal needs and business and sponsor wishes. A variety of sites have been considered throughout the downtown and university campuses. Preferred sites shall be finalized and approved by the bike share stakeholder team. Target date: August 1, 2013.

Task 5.2 Evaluate all potential sites with B-cycle team

Description: Once a contract is in place with B-cycle, the B-cycle site evaluation team will visit Ann Arbor and conduct a secondary technical analysis of each site. If their analysis raises any concerns, the evaluation team will consider selecting secondary site locations. Target date: September 9, 2013

Task 5.3 Develop engineering drawings for each site location

Description: Clean Energy Coalition will contract with an engineering firm to prepare site drawings for submission with the encroachment permits. Target date: September 30, 2013

Task 5.4 Apply for encroachment license for each site located in the public ROW

Description: The City has determined that Clean Energy Coalition should apply for encroachment licenses to permit bike share stations to exist in the public right-of-way. Clean Energy Coalition will work with City of Ann Arbor to further define this process and the associated

fees during the summer of 2013 and apply for permits as soon as each site has been approved by B-cycle and engineering drawings developed. A preliminary site analysis by City staff has occurred for the majority of preferred sites located in the ROW. For any site located on University property, CEC will proceed with securing University approval. Target date for to submit encroachment permits: October 15, 2013.

Task 5.5 Obtain permissions and permits from City and University

Description: Clean Energy Coalition is anticipating permit approval for the City and University to take 30-60 days. Target date for receiving permissions: January 7, 2014

Task 5.6 Prepare sites for bike share equipment

Description: Bike share site locations will vary in the amount of preparation required to make them bike share ready depending on electrical needs and existing pavement conditions. Solar-powered stations are currently preferred over AC-powered stations. Sites will be prepared as weather permits: Target date for completion: March 31, 2013

Objective 6: Product Procurement and Assembly

A variety of equipment must be procured to launch a bike share system, including bikes, stations, maintenance vehicle(s), maintenance equipment and computers and software. Clean Energy Coalition will manage product procurement.

Task 6.1 Evaluate and identify available warehouse space

Description: The DDA has suggested that it may be able to offer warehouse space for storage and assembly needs of the bike share system. A donation of warehouse space will provide significant cost savings for the program. However, this space must be evaluated to determine if it meets program needs and long-term availability and approved by the DDA Board. Target date: August 1, 2013

Task 6.2 Purchase bike share bikes and stations

Description: CEC must work with B-cycle to develop a station and bike order. Station configurations will vary based on location. Station needs will be determined by working closely with the B-cycle. Each station will be designed and configured to meet specific site needs. Bicycle colors, speeds, and accessories can also be customized. Bicycle orders and replacement parts should occur jointly. Since this fulfillment is anticipated to take a minimum of two months for the vendor complete and bikes must be assembled on site when the order is received, orders should be placed by early December 2013, at the latest, if no custom colors have been selected. Custom bike colors can take up to six months to fill. 50% of payment is due at the time the order is placed. Target date: October 1, 2013.

Task 6.3 Prepare storage facility

Description: The specifics of this task will vary depending on space availability. Assembly and storage facility location may be different. CEC must assure that adequate space exists to store and assemble all bikes and stations. If this space is the same, then CEC maintenance staff can begin preparing the space for long-term storage needs. Target date: March 1, 2014

Task 6.4 Purchase administrative equipment

Description: Computers and tablets for managing bike share equipment arrival, cell phones, and administrative supplies should be acquired prior to staff hiring. Target date: December 1, 2013

Task 6.5 Purchase maintenance vehicle and supplies for assembly

Description: Clean Energy Coalition plans to purchase an electric vehicle capable of moving bikes for redistribution. This vehicle should be able to move at least 4 bikes at one time, preferably 10, without damaging the equipment. Maintenance staff in other cities have found bikes

to be the ideal vehicle for performing maintenance tasks in an urban center, and as such CEC will explore purchasing bikes for maintenance staff. In addition, CEC must purchase the supplies needed to properly maintain the system and assemble bikes upon arrival. Target date: January 15, 2014

Task 6.6 Receive and assemble bikes

Description: Bikes must be assembled upon delivery. Training and support will be provided by B-cycle. Other cities have utilized paid staff and/or volunteers to conduct bike assembly, CEC will evaluate which method will be the best fit for Ann Arbor. Target date for assembly completion: April 11, 2014.

Task 6.7 Install bike share stations

Description: Bike share stations will be assembled and installed by B-cycle and the sub-supplier, which provides station kiosks. CEC maintenance staff will receive training to be complete this task at a reduced cost in the future. Target date: April 11, 2014.

Task 6.8 Install bike share bikes

Description: Bike installation will be conducted shortly before launch. Installation of bikes will be done in a manner that generates the most publicity and public engagement. For example, in Kansas City, volunteers rode the bikes from the assembly location to a central point in the downtown for a rally and then delivered each bike to a designated station. Bikes should be installed at least one week prior to community launch for a soft-launch to ensure all system equipment is properly working. Target date: April 14, 2014

Objective 7: Hire and Train Program Staff

A variety of staff members are needed to successfully operate a bike share program. As program operator, CEC will employ most of these staff members, though some job functions may be contracted out in the early years of program deployment.

Task 7.1 Develop job duties and training materials for all staff

Description: Working with B-cycle, CEC will develop job duties, job postings and training materials for all program staff. Target completion date: December 2, 2013

Task 7.2 Hire program manger

Description: The program manager will fulfill several roles during the early years of program start-up. The program manager will lead marketing, communications and sponsorship initiatives, as well as conduct some bike maintenance and oversee field operations staff and program interns. Target start date: January 15, 2014

Task 7.3 Hire and train maintenance staff

Description: The maintenance staff, or "field techs", will be hired prior to launch to assemble the bikes. In the field, these part-time staff members will help rebalance the system, maintain bikes, answer customer/citizen questions, and work at events during the summer months. Successful Field techs candidates will personable and customer-oriented individuals, as well as mechanically inclined. Target start date: April 1, 2013

Task 7.4 Hire and train spring marketing interns

Description: Marketing and promotion are key tasks for all bike share programs. For example, Madison B-cycle has found that marketing interns have played a key role in ensuring regular newsletters are produced, social media is updated frequently and events have adequate staffing. Clean Energy Coalition will hire two interns in January 2014 to ensure that promotions and marketing are adequately addressed during the months leading up to program launch. Target date: January 6, 2013

Task 7.5 Contract for after-hours customer service

Description: Operational hours for a bike share system in Ann Arbor are anticipated to be 5 a.m. to midnight, seven-days a week. Clean Energy Coalition will be contracting with B-cycle to provide customer service and membership fulfillment during normal business hours. Clean Energy Coalition must contract with another provider, likely the call center used by other B-cycle systems, for after-hours customer service to ensure Ann Arbor has a responsive, customer-friendly program. Target date: March 15, 2013

Task 7.6 B-cycle trains staff in database management, analytics, reporting, rebalancing and maintenance

Description: B-cycle offers local communities training to ensure a strong program launch. B-cycle staff will be on site in Ann Arbor to train Clean Energy Coalition staff on software, database management, analytics, reporting, rebalancing and maintenance needs. Target date for completion: April 30, 2014.

Objective 8: Initiate Promotions and Marketing

Strong promotions and outreach are critical to a successful program launch, building a robust membership base, developing high bicycle usage rates, and building Ann Arbor's donor and sponsorship base. The number of partners invested in launching Ann Arbor's bike share system is a huge asset. Each program partner has strong marketing and communications teams. Collectively, team members will have a great deal of expertise, insight and tools for successfully connecting with the target audiences for the bike share system. Promotions and marketing is an opportunity for organizations to offer significant in-kind donations of time and services, which will have the desired effect of reducing costs and strengthening program outreach.

Task 8.1 Develop community advisory team

Description: Ann Arbor's bike share stakeholder group will provide a strong foundation for the development of a community advisory team comprised of community and business leaders, as well as residents and bicycle enthusiasts. The advisory team will be charged with building community enthusiasm and support for the bike share launch and will serve as ambassadors for the project. Target date for first meeting: September 30, 2014

Task 8.2 Develop 2014 marketing plan

Description: The marketing plan will include distinct outreach efforts for downtown and near downtown businesses, residents, visitors, university staff, university students, and commuters. Clean Energy Coalition will inventory and evaluate available B-Cycle materials, determine the need for new material development, and guide the development of 2014 collateral. Target date for completion: October 25, 2014

Task 8.3 Develop brand and communications collateral

Description: With an anticipated launch date of April 22, 2014, some promotional materials are needed as early as December 2013 to begin promotions and take full advantage holiday membership purchasing, as well as to begin a community buzz around bike sharing. First print deadline: November 22, 2013.

Task 8.4 Initiate social media programming

Description: The marketing plan will guide the development of a strong social media presence. At minimum, Clean Energy Coalition will set-up Facebook and Twitter accounts for the bike share program. However, by utilizing the networks of all program stakeholders and launch partners, the bike share system will be able to launch with a much stronger social media presence and generate the "buzz" that is so critical for a successful launch. Social media launch: October 1, 2013.

Task 8.5 Launch bike share website

Description: B-cycle offers a website to promote and manage the bike share system. Although a strong template exists, Ann Arbor specific text and graphics will need to be developed. Ideally, the website will be available to sign-up new members by December to take advantage of holiday gift buying. Back-end components do not need to be finalized until March 2014. Target date for public website launch date: December 1, 2013

E. DELIVERABLES FOR PROGRAM OPERATIONS

Clean Energy Coalition shall serve as program operator for the first three years of program operations (April 2014 - December 2016). As program operator, Clean Energy Coalition will provide program oversight and lead expansion efforts, manage all program outreach and marketing efforts, maintain equipment and ensure a balanced bike system, manage program fundraising, oversee customer service and the development of a sustainable funding model. The following deliverables provide an overview of the critical program tasks during the first three years of program operations (phase one of programming). Phase two will begin in January 2017 if the three year pilot phase has proven successful in Ann Arbor.

Deliverable 1: Provide strong program oversight

Clean Energy Coalition will provide program oversight for the bike share program. This program oversight will develop a fiscally sound program by securing sponsorships and funding to ensure a sustainable business model; preparing an annual budget; and maintaining a proper accounting system. In addition, Clean Energy Coalition will manage stakeholder and community relationships, including quarterly stakeholder meetings; station expansion and permitting; conduct station performance analyses to ensure stations are located appropriately and serving the needs of members and the community; and will conduct all program planning in collaboration with the stakeholder group.

Reporting and evaluation are critical components to any successful program and are a key factor in ensuring that Ann Arbor's bike share program quickly solves challenges, responds to opportunities and successfully grows ridership and membership. Quarterly reports will be provided to funding partners to update on progress, successes and inform on any program challenges. Quarterly reports will include at minimum current data on ridership and membership; an overview of customer service calls and concerns; a report on promotions and outreach efforts; and a report on bike maintenance and usage. Annual reports will be developed and made available to the public to report on program funding, ridership, membership, program successes and challenges.

Deliverable 2: Lead marketing efforts and manage program communications

Clean Energy Coalition will manage a variety of tools to communicate effectively with members and potential members, including managing a B-cycle website providing users with access to program information, terms, membership sign-up, bike availability and other relevant information, as well as regular newsletters to update members and potential members of relevant program information.

In addition, the bike share program manager will lead the implementation of the marketing plan throughout 2014, refining and adjusting the plan as needed to ensure a successful first year of operations. Effective outreach will include a strong social media presence; website; regular newsletters; informative communication materials; outreach through presentations to community members and organizations ; and a strong presence at local events.

Face-to-face outreach has proven to be a particularly effective tool for growing memberships in other bike share communities. As strategic partnerships are built, it will be important to build outreach opportunities into popular community events and give event participants an opportunity to experience bike sharing through mobile bike share stations, bike valet, and information booths.

Effective outreach and marketing will be evaluated by its ability to result in strong program ridership and membership.

Deliverable 3: Manage field operations

In addition to the work of the bike share program manager, Clean Energy Coalition will hire field techs to ensure staff is available to rebalance and maintain the equipment during peak and high usage hours which are anticipated to be M-F 7-10am and 4-7pm and weekends between 10-4pm. Although the primary job duties of the field techs will be to maintain the program equipment and rebalance bikes to ensure no station is ever empty or full for an extended period of time, the field techs will also need to be skilled at actively engaging the public and fielding questions from the public. The daily duties of field staff will be to:

- Conduct daily bike maintenance as needs arise
- Conduct bike safety check 'tickets'. These tickets will be generated every two weeks. The safety check will include checking tire pressure, brakes, chain tension and lube, and conducting a visual inspection of the bike to identify other bike maintenance needs.
- Maintain system balancing– 1:2 bike to dock ratio per station
- Ensure station connectivity and functionality
- Maintain station and bike cleanliness
- Log and address any station or dock issues
- Swap batteries in early spring or late fall or for compromised solar stations

Annually, Clean Energy Coalition staff will be responsible installation and disassembly of any stations that must be winterized, as well as year-end bike safety checks and overhauls on any bike that merits extra servicing. All bikes will be stored inside during the winter off-season (December 1- March 31).

Deliverable 4: Oversee and manage customer service

For the first year of operation, Clean Energy Coalition will be sub-contract customer service to B-cycle. This contract will ensure that any customer that calls the program receives knowledgeable program staff able to trouble-shoot any issues that occur at a station, address billing questions and quickly fill membership requests. B-cycle staff will be contracted: to answer calls M-F during business hours; respond to email questions; respond to any "Contact Us" submissions on the website; and fulfill new member requests on a weekly basis.

After year one of operations, Clean Energy Coalition will evaluate this contract and determine whether or not to proceed with contracted customer service during weekday business hours.

After hours support on weekdays will be contracted to a call center, likely the same call center other B-cycle operators use, which can field general questions and take messages for B-cycle to respond to during regular business hours.

Local field techs will provide customer service in person at stations, and will respond to customer service calls on the weekend via their cell phones. Bike sharing is new to most people, so field techs be charged with helping to educate potential customers and future members and building ridership in the system through their personal interactions at the station.

Deliverable 5: Secure program sponsorships, grant funding and public/private investments in system and develop a sustainable funding model

Clean Energy Coalition will be responsible for ensuring the bike share program has the funding necessary to meet program needs and anticipated future growth. Funding has been secured for the first three years of program operations, but this funding will be supplemented with community sponsorships to ensure local commitment to the program, develop a sustainable funding stream, and enable faster program growth and supplemental programming. The bike share funding model that has emerged in other US cities involves a combination of membership/user fees, program sponsorships and private/public grants.

Clean Energy Coalition will use a combination of user revenue/memberships, grants & sponsorship revenue to fund program expansion and operations in phase two of program operation.