



CYCLING AROUND GROUNDS

BUILDING A BIKE SHARE PROGRAM

Global Sustainability, Fall 2011

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ABSTRACT

Our project sought to bolster the research and development of the bike share program already in place with our own polling and research. In order to get a clearer picture of what affect a bike share program would have on people around grounds, we took a short poll on whether or not students would use the bike share program and, if so, whether they would be willing to pay for membership. We also looked into bike share programs at other Universities in the United States in order to garner ideas to contribute to the Parking and Transportation department's current plan. Lastly, we explored various marketing opportunities to ensure that the program would garner substantial use.

INTRODUCTION

Our community partners were the UVA Parking and Transportation department, with our contact being Jon Monceaux, and our project was to contribute however we could to the developing UVA bike share program. Our original take on this project focused on the broader goal of promoting a bicycle share program, as well as supporting a more bike friendly environment for the University of Virginia in which biking could be made easier and more convenient. With this broad extensive goal, we hoped to directly influence the way in which students, faculty/staff, and visitors live, work, study, and interact with the Grounds. Specifically, the bicycle-promotion program looked to reduce the greenhouse gas emissions and the congestion that the university constantly feels due to the high capacity of cars that move through Grounds each day. As the "evaluation and planning team" we first identified three problems:

1. Lack of data in order to properly understand the most efficient manner to distribute the bicycles and their stations.
2. Lack of funding and security for the preliminary installation and maintenance of the bicycles.
3. Lack of marketing infrastructure in order to propel the new initiative.

Over the course of the semester we made headway in each of these categories through polling and research into other University bike share programs, gaining hard data on how students, at least hypothetically, would react to the installment of a bike share program (Appendix F) and information on the logistics of gaining bikes and funding for other programs (Appendix E).

We also looked into marketing opportunities, originally starting with the idea of linking Bike Share membership to meal plans, abandoning this idea because it required too much logistical information that we were unable to obtain, as discussed in the Lessons Learned section, and eventually shifted our focus to direct preliminary marketing, as discussed in the future work section.

BODY

approach

Throughout the semester, we worked diligently to find solutions for the three broad problems which we specified. Our first issue was the lack of data collection in order to understand which areas of Grounds were in most need of a bicycle station. In

order to solve this problem, we corresponded with our community partner, Jon Monceaux (a Transportation Demand Management Professional with the Parking and Transportation department at the University of Virginia) and he gave us their preliminary data collection sheets that specified the locations that they had proposed in the grant document. Currently, the University of Virginia department of Parking and Transportation (P&T) has worked to submit a proposal to the Virginia Department of Transportation (VDOT) in order to propose a grant for more than a half million dollars to fund the bicycle program on grounds. If the proposal is approved, the program would be the largest at any University in the United States and could be put in place during the Spring of 2013. After gaining this information we decided that as a group, we could also help with data collection among the student body in order to gain additional information to what we already have. With this more specific poll put into place we hope to aid the data collection that has already been put into place.

The second broad issue that we began to understand was the lack of funding. After speaking with Jon, we were told that we do not know the chances of the loan being accepted or rejected until much later in this process, yet we can begin to hypothesize other ways in which funding could be possible in the case that we do not get accepted for the grant. As a group, we agreed that the most viable options would be a combination of alumni donors, student CIOs and other “green” organizations, as well as the possibility of funds from the Greater Charlottesville area with the understanding that we would be positively adding to the community of Charlottesville with the instantiation of this new Bike Share program. The third broad issue that we worked to resolve is the lack of marketing infrastructure in order to get students, faculty and the Charlottesville community involved and educated about the new program. With that said, we hope to work more closely with the “Marketing” Bike Share team in order to gain insight into what they have already set out to accomplish in hopes to reach a broader population of the Charlottesville area. Our group specifically encompasses three individuals from different majors, genders, age groups, and religions. We hope by adding four more individuals to the marketing team we can expand the marketing for the Bike Share program that much further. With these three short term goals in progress as opposed to the broad goals/ long term solutions from before, we hope to make small changes in the data collection, funding and marketing in order to better prepare our University for the implementation of the Bike Share program in the future.

- After additional discussion with our community partner and all members of the “evaluation and planning team” we have come to conclusions with each of the smaller problems that we had posed previously as well. 1. How can we more easily promote the partnership between a third party in order to implement our meal plan idea? After speaking with many individuals about the logistics of involving Campus Dish within our Bike Share endeavours, we came to the conclusion that this partnership was not feasible. Although CampusDish has many new programs that would directly correlate to our program such as Fresh n' Healthy/ Just 4U program and the on campus Green Thread Sustainability, CampusDish is a nationally run company that would have to be reached at the corporate level in order to gain access to a partner program such as bike share program. Because our program is still in the making and is would only encapsulate the University of Virginia we do not believe that this partnership would give enough benefit to Campus Dish and would therefore not be feasible to pursue.

2. What other plan ideas could be directed towards first year students, like the meal plan, but not require a third party? During the course of this week, we also spoke to student council members in order to brainstorm other possible partnerships with CIOs that could be immediately formed in order to help to push the Bike Share program forward. With the help of these individuals, we were able to make connections with the Sustainaunity website and email listserv in order to contact students that had already expressed interest in Global Sustainability as a whole. Furthermore, we contacted other CIOs that have already been created to see if they had any interest in helping to further the interest in the Bike Share program specifically.

3. What ways can we implement the trial and error method of previous Bike Share programs, worldwide, in order to further develop our Bike Share at the University of Virginia? We extensively researched each of the Bike Share programs that are currently in existence in the United States and created a spreadsheet in which we recorded: Program Title, School, Location, Year Started, Number of Bikes, Money Spent, Cost to Students and other Comments. Within the spreadsheet that is attached below we were able to see exactly how much other schools had spent and what averages were for use and pricing.

Aside from attaining solutions to the three previous problems we posed, we also were able to come up with solutions to the funding issue that we had at the beginning of the semester.

Over the course of the semester, our team has delved further into each of the broad issues, understanding that the proposal of short-term goals will help us gain headway in the project. Also, we worked to answer the three new questions with our community partner in order to further influence the way in which students, faculty/staff, and visitors live, work, study, and interact with the Grounds through the Bike Share Program, as well as proposed further answers for services in the future to continue.

funding

Our community partner has explained that their current studies and projections estimate that fully establishing a Bike Share program at UVA with about 100 bicycles would cost somewhere around ½ Million Dollars. Currently, the project's leaders hope that the cost will be fully funded by a grant from the Virginia Department of Transportation's Transportation Enhancement Program (TEP). The university submitted its second TEP grant application on October 31st. In the mean time, it is our responsibility to explore other funding options as best we can.

Our community partner recently informed us that students from the commerce school had previously submitted a TEP (Transportation Enhancement Program) grant application, for which they were awarded the money. The Parking and Transportation Department then used this money to fund a feasibility study with a third party consultant, Vanasse, Hangen, Brustlin, Inc. They recently completed this study, and the results concerning alternative funding avenues were not positive.

Jon had previously expressed hope that the bike share program would allow for the deletion of one bus stop from McCormick road, which would create enough time savings to remove one bus from the route without increasing wait times at stops. The

financial savings from running one less bus would have been massive, but the study concluded that the time savings of the bike share would not be significant enough to make a reduction in service feasible.

As a result, the University has had to rely on its second option for secure funding, a system in which the program functions like a club, and students pay a fee to join. In a public forum held October 21st, and required as part of the grant proposal, three different membership options were offered: 24 hour membership, monthly, and annually. Once members, students would be able to swipe their student ID at bike kiosks to gain access to a bike. Their first thirty minutes on this bike would then be free, with an increasing cost for every subsequent half-hour. The actual cost of membership and of keeping the bike longer than thirty minutes will vary heavily depending on how successful we are in soliciting donations from alumni, green organizations, and student CIOs, and how successful we are in marketing. A membership fee, however, appears relatively unavoidable, due to the fact that the bikes will have to be replaced every five years and the kiosks every ten, and community support and willingness to donate to a program tends to be at its strongest when the program is first being implemented. Studies also show that by “buying in” to the program, even if the cost is small, psychologically affects the users, makes them more interested in the program, and makes them take better care of the bikes. If the grant is not awarded, then the best-case scenario would be one in which donations over the next two years covered the cost of implementation, and then enough students joined the program that a negligible fee would be enough to ensure that there would be enough money to upkeep and replace the bikes and kiosks as needed to keep the program running smoothly.

More recently, after researching Bike Share programs in other areas we have also hypothesized 2 new ideas that have been successful. The first proposed financial idea would be that after a one year span each of the bikes that have been collect and not claimed by their owner would be automatically donated to the bike share program and painted bright orange in order to differentiate them from the rest of the bikes on grounds. It is estimated that the university gets over 200 unclaimed bicycles each year and that these bicycles go unused if not claimed. Therefore, with this first proposed idea the university would not have to purchase new bikes the the share program, but instead check each of the old bikes for issues and then add them to the program for the use of all of the University students. With this method, if bicycles were stolen at the end of the year the University would not personally lose any money because these bikes were originally of no cost to the school. Our second proposed financial idea would be the donation of bicycles by alumni and CIOs under the context of a healthier and safer University. Under this idea, alumni and CIOs would be able to donate money in order to purchase a bike for the program, as well as have the bike engraved with their name or organization, as well as a small message. This way, people or groups of people could be recognized for their contribution to the bike share program as well as have their organization or message publicized for all of the university students that would ride their bicycler on grounds.

Because we have no way of gauging the likelihood of whether or not the grant will be awarded, and because, even if it is, funds will not arrive until 2013, we must work from the assumption that the grant will be denied. Our role will be one of identifying possible donors, pushing hard for marketing, identifying possible long-run cost-saving measures, as well as pursuing our 2 new finance saving plans. In the future, we hope to continue to contact specific universities that have used the two plans we have discussed

above in order to better understand how they successfully implemented similar programs about how they have gone about minimizing their costs.

documentation and assessment

Keeping accurate and usable documentation of all of our work is extremely important because we know that there are many different groups (student groups, academic groups, CIO clubs, and professional departments) all working on the same project and we want to make sure that all of the effort from the groups is effective. We personally experienced significant issues with determining what work has already been done by groups that come before us, so we want to make sure that future groups do not have the same trouble. Because of the issues we have faced, during the Spring semester we hope to begin a club for all students interested in continuing to aid the Transportation Department with their efforts in implementing a Bike Share program at UVA. With that said, at the beginning of next semester we will be hosting an educational meeting in order to educate the new members of the club about exactly what we have done, what we are doing, and what we have set out to do in the future.

Also, we understand that the Bike Share project is a long-term project. The best-case scenario for our project's completion is Spring of 2013. We know that the project extends beyond this semester and that groups that come after us will need to work off of the work that we have completed, so we know that it is very important to be able to provide future groups with extensive, useful documentation. Aside from the educational meeting, we will also create a binder with this project and any other relevant information that can be accessed by current students, as well as added to by future students.

Keeping the importance of these goals in mind, we will facilitate our team's organization while simultaneously documenting our progress by keeping a log of all of our actions relevant to this plan. We have already begun to keep records of all conversations that we have with our community partners, maintain copies of all email correspondence, and keep detailed notes on all events that we attend. We will also be sure to include with our documentation copies of all of the reports that we send to our Community Partners, the poll that we develop, and the raw data collected by the poll. We are also putting considerable effort into developing these reports to include comprehensive coverage of our decision-making process, the steps that we will be taking to implement our solutions, and eventually the final outcome of this semester's worth of work.

Ensuring at every step of the way that we are adhering to these core elements and goals will help keep our team goal-oriented, will help us evaluate our progress throughout the semester, and will help us determine at the end of the semester how successful our project is overall.

dissemination

We know if our work is to improve the program, or worse if somebody after us is forced to redo the same work. Because we want to make sure that the impacts of our work are seen and that our goals are met, we will focus significantly toward the end of the semester and beyond to disseminate the results of our efforts.

Our specific dissemination strategies will depend on which parts of the project are finalized and carried to completion. If we are successful at implementing the system of integration between the Bike Share program and the CampusDish system, we would continue to work with UVA Dining Services throughout the Spring semester to work out specific details and would be active in assisting with the marketing of meal plan signups at the end of the year. We would also take turns manning meal-plan signup tables in the Dining Halls at the end of the year to spread awareness of the additional bicycle options. Similarly, if we successfully develop partnerships with student organizations at UVA, we will continue to maintain those partnerships through the implementation of the program to ensure that those partnerships are maintained.

The information about the program will also need to be Disseminated, and this is actually a large goal of our project itself. We hope to disseminate information about the program by marketing with the dining program or offering t-shirts or similar giveaways with student groups.

The results of our polls and surveys will also need to be compiled, interpreted, and disseminated. Specifically, the survey of current bike share programs around the world, their effectiveness, and how they handled common struggles, will be compiled and delivered to our Parking and Transportation community partners along with any relevant information gathered from our poll. The information delivered to Parking and Transportation will likely include a pro/con list of current implementations, aggregated advice on specific implementations, and statistics to evaluate their success.

Finally, the results of our poll may be disseminated to our target audience as a whole in the form of marketing. We may be able to create fliers that say something to the effect of "75% of you said that you would use a Bike Share program if we made one, so we did!" as part of our larger marketing scheme for the program after it is created. These results could also be leveraged in similar ways to try to recruit donors to help us implement the program.

CONCLUSION

Over this semester, our group has truly worked to gain further insight into assisting the UVA Transportation Department in its efforts in the Bike Share Program. Although we had several roadblocks in the process, we were able to better understand that this project is a very large scale one and solutions that are more short term proved to be more effective. After learning that we could succeed in accomplishing the short term goals we set forth, we were able to move quickly in the continued progress of the program. Over the course of the semester we were able to establish correspondence with many influential individuals at UVA such as our community partner, Jon as well as members of the UVA student government and head organizers of the Spring Activities Fair. With these contacts we have gained information about the current financial and logistical standing of the Bike Share Program, established partnerships with CIOs and listservs with many students interested in the creation of a Bike Share Club, as well as set up a booth at the next UVA Activities Fair. We hope that the information we have gained from polls and research, as well as the information that we have attained from previous Bike Share programs around the nation will allow us to quick start our program. With the club and activities fair in place for the coming semester we hope to continue to gain interest in our cause and are confident that we can continue to the Bike Share research to its establishment at our University.

FUTURE WORK

The most immediate contribution we can make to build on what we have already done this semester is to share the information we have collected with students at the winter activities fair and possibly, as the program draws closer to implementation, at future activities fairs. We hope to use the relatively long period between now and the earliest possible start date for bike share at UVA to steadily build enthusiasm for the program so that it can take off immediately rather than suffering a long period of obscurity.

Once funding is secured, we also hope to be involved, and involve that year's Global Sustainability class, in an initiative to get as many students as possible registered preliminarily. The bigger the push to get students registered beforehand, the more students will be riding the bikes the day that they are made available, and thus creating more of the natural marketing that comes with widespread use. Once the program is in full swing, future classes will also be able to collect student feedback and data in order to constantly improve the program.

LESSONS LEARNED

One of the principle lessons we learned over the course of this project also concerned one of our first objectives: Marketing. Originally, we had thought that integrating membership of the bike share program with meal plans would, especially for incoming first years, massively increase the probability that students would enroll in and make use of the program. What we discovered, however, was how difficult it is to build on something when it is still relatively unsure. CampusDish did not respond to the question of simply whether or not our idea of integrating meal plans and bike share would be feasible, and upon considering what options we had available to try and get their input we realized that it was extremely unlikely that they would be able to comment on the matter without any information regarding the logistics of the program, information which, with the grant proposal still awaiting reply, we simply did not have (Appendix D). Through this experience we came to decide that massive initiatives were not a feasible option at this point in the project. We began to rely more on the smaller initiatives such as the Winter Activities Fair table discussed in future work.

We also learned the value of looking into the right precedents. Originally, we had planned to look at bike share programs for cities around the world in addition to universities, but upon looking into other university's bike share programs we discovered that a wealth of relevant information would be available just by focusing on other universities, and we directed our attention towards this. While we had more or less assumed that having a grasp on what had been done successfully would be beneficial for us and eventually for the Parking and Transportation department, we did not expect that arguably our most important contributions to the overall project would come from this research. Allowing alumni to donate money and have their names engraved on a bike or a kiosk is a marketing and funding measure that, with such a large and affluent alumni community, could be extremely positive, and repurposing bikes taken from the police station is a cost-cutting measure that would save thousands of dollars in addition to lowering the negative impacts of stolen bikes. (Appendix E)

Finally, through the project's relatively short duration of one semester, we came to learn even more profoundly that affecting change is a long term goal, not something that can be achieved within a few months. While we believe that, in this project, we generated a number of concrete and positive ideas for the eventual inception of the program in, hopefully, 2013, we realize that we have only scratched the surface of what can be done, and it has given us a new found respect for the Parking and Transportation department and what they are trying to do for the UVA and Greater Charlottesville communities.

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APPENDICES

appendix a: project definition

Evaluation and Planning Team Problem Description

Demitra Skipper, Christopher Jones, Michael Sions

During the course of the semester, our team will be working toward progressing the already-underway efforts to create a “Bike Share” program for the University of Virginia in order to influence the way in which students, faculty/staff, and visitors live, work, study, and interact with the Grounds. Specifically, our team of students hopes to reduce the congestion and gas emissions caused by cars by working on the “evaluation and planning team” to investigate the most successful way for students and faculty to share bikes on grounds.

Throughout this process, we will be teaming up with Jon Monceaux who is a Transportation Demand Management Professional for the Department of Parking and Transportation at the University of Virginia. In particular, Jon works to give updates to university staff and students about its sustainable initiatives on grounds, including alternative sources of environmentally friendly transportation. Throughout our meeting with Jon, he stressed 2 main issues; lack of funding and data. In addition to John, there are many other stakeholders in our project. Our project has huge potential impacts, so by extension, every student, faculty/staff member, and visitor to UVA could be considered a stakeholder.

Our approach to the issue will primarily be to concerned with continuing the efforts already in place to study the potential effect of a “Bike Share” program on UVA’s transportation infrastructure and the feasibility of implementing such a system, focusing on solutions for the lack of funds and data. Our efforts will begin with receiving the results of a bike share study that was recently commissioned by Parking and Transportation and analyzing the results for most populated classrooms, parking lots and transportation routes. Once we understand the efforts that have already been made by the teams from previous years, we will be able to begin our own survey of students, including their potential ridership, the most efficient bicycle distribution locations, along with cost-reduction strategies.

The stakeholders affected in the bike share efforts would be mainly University of Virginia students and faculty, but could also be extended to the greater Charlottesville area. With the implementation of this “Bike Share” program, we hope to attain less congestion, greater parking availability and a healthier/ more sustainable environment for our university. In order to achieve this, we will focus our efforts to create cost reduction strategies such as

1. Completion of grant applications with the data evidence we collected.
2. Adjustments in the current bus route in order to make use of fewer UTS buses and allocate more money towards bicycle transportation.
3. A possible co-op between UVA meal plans and UVA transportation in which students could purchase a “healthy plan” attaining both a meal plan and a bike plan.

The grant applications would be critical to getting the project off the ground. Parking and Transportation has estimated that the projected cost of a pilot program would be somewhere around \$300,000, none of which is currently funded. Receiving grant money to offset the cost would make the plan much more feasible.

Another cost-offsetting strategy might be optimizing bus routes. Parking & Transportation estimates that it would save \$250,000 every year if they could optimize routes to eliminate one stop on one line. If the “Bike Share” program could diffuse bus

rider needs or defer some riders to alternative transportation, the money saved from bus stops could be used toward the program.

Finally, once the program exists, registering riders is necessary to make it successful. One possible way that we have considered would work through upsales associated with meal plans. Because many students already buy meal plans every year, it would be easy to register for the program at the same time.

By collecting data, understanding previous research, working with our community partner to choose the best cost reduction strategy, and optimizing some of the implementation variables, we hope to “evaluate and plan” a safe and sustainable Bike Share program for the University of Virginia.

appendix b: conceptual design

Evaluation and Planning Team Conceptual Design

Demitra Skipper, Christopher Jones, Michael Sions

BACKGROUND

The broad goal of our group is to promote bicycle use at the University in order to influence the way in which students, faculty/staff, and visitors live, work, study, and interact with the Grounds. Specifically, the bicycle-promotion program seeks to help reduce congestion and green-house gas emissions that come as a result of unnecessary automobile use. Our team is the “evaluation and planning team” which means that our team is tasked with supporting the efforts of the already-ongoing project to create a “Bike Share” program at the University of Virginia. Upon researching this progression of this project, we began to see 3 major problems that have halted the continuation of this project; 1. Lack of data in order to properly understand the most efficient manner to distribute the bicycles and their stations. 2. Lack of funding and security for the preliminary installation and maintenance of the bicycles. 3. Lack of marketing infrastructure in order to propel the new initiative. Over the course of the semester, our team will work to termination each of these problems in order to influence the way in which students, faculty/staff, and visitors live, work, study, and interact with the Grounds.

CURRENT INITIATIVES AND GOALS

Currently, the University of Virginia department of Parking and Transportation (P&T) has worked to submit a proposal to the Virginia Department of Transportation (VDOT) in order to propose a grant for more than a half million dollars to fund the bicycle program on grounds. If the proposal is approved, the program would be the largest at any University in the United States and could be put in place during the Spring of 2013. With this already in place, we hope to connect with Jon Monceaux (a Transportation Demand Management Professional with P&T) in order to further develop these ongoing efforts, as well as towards solving the 3 main problems that have halted progress in the past.

DATA COLLECTION AND BICYCLE DISTRIBUTION

The data collection and bicycle distribution problem is an attempt to understand where and when the demand for temporary bicycle use is most concentrated and to optimize the impacts of the program by placing bicycles in optimal locations. Our secondary goal is to determine where the final destination of the bicycle riders will be, so

that we can ensure that riders will have a convenient location to return their bicycles. Finally, we want to try to balance distribution of the bicycles throughout the day so that they don't all end up at the same point. These efforts will all be aided by an effective data-collection system tailored to our specific data needs.

There are several ways to determine the distribution of demand. The simplest strategy might be to stand outside of popular locations at peak times and survey students with simple questions like "Where are you coming from? Where are you going? How will you get there?" A more passive approach would be to do a series of "bicycle counts" where we try to estimate how many bicycles are on the street at a given time and combine that data with data for bus riders and estimated data for walkers. This data would allow us to estimate the "modal split" (percentage of travelers using a particular type of transportation) for people traveling around Grounds.

Once we have determined where students are going and what their current methods of travel are, we will need to determine how their behavior might change as a result of a bike share program. This could be combined with our previous survey option. When we ask students where they are going and how they are travelling, we could also ask them questions about how likely they would be to use a bike if one was available. Alternatively, our survey could be an independent survey sent out over email to UVA students asking them about their habits and how likely they would be to use bicycles.

Finally, we would like to know where people are originating and concluding their travels so that we can quantify which areas see the most bicycle-susceptible traffic to generate a list of candidate distribution points. This data could be collected by the same on-the-ground survey - by being on the ground, we will inherently know where people are. Alternatively, we could do a standalone survey asking students to each list the locations at UVA that they frequent the most.

Our final data-collection options, therefore, are an on-the-ground survey approach, a survey emailed to UVA students, or a piece-wise approach at gathering the data separately. We think that the piece-wise approach is not optimal because it doesn't give us a holistic view of any specific people and would require more work to obtain sets of unrelated data. We also think that any survey that requires the user to take initiative to respond (like the emailed survey) introduces a selection bias in the results and would be unreliable. For example, in our study, we would be more likely to get responses from people passionate about the bike-share initiative and less from people ambivalent towards it, so our results will be artificially inflated. The emailed survey would also target only students and wouldn't capture data from visitors to UVA, faculty, and staff.

Because of the serious deficiencies in the other two candidate data-collection methods, we believe that the most effective method would be an on-the-ground approach to gathering our data.

SECURITY AND FUNDING

With the aid of the current UVA grant initiatives as well as the data collection, we hope to attain the funding and security necessary in order to gain further progress in the commencement of this program. In previous years, the amount of money projected to implement this "Bike Share" program was set at \$500,000 - \$600,000, a seemingly large task for a university to undertake, yet with the results of the grant currently in progress we hope to better understand the true financial needs necessary.

Upon speaking with our community partner, we began to understand that there were several proposed strategies in order to gain funding for this “Bike Share” program aside from the hopeful acceptance of the \$500,000 grant.

1. Jon described to us that the University of Virginia currently has 9 running bus routes, each running throughout the university and the greater Charlottesville area. Yet, with these bus routes comes much needed funding which includes bus purchases, maintenance fees, gas and driver salaries. He described one probable solution to include the deletion of a bus stop, explaining that with our aid we could collect data, find the least used bus stop of grounds, and delete it in order to save gas, time and salary money that could be very valuable to the implementation of the “Bike Share” program. Although this is not the best solution, it is a definite alternative in the case of the grant being denied for our cause.

2. Jon also described a possible scenario in which University students who planned to take advantage of this service could “join” the bike share program and begin to pay a yearly or semesterly fee in order to help incur the funds necessary to implement the program. In the article recently posted by “Sustainability @ P&T” that features the recent updates on the bike share program, they are quoted detailing the use of this club-like system. “In these systems users are typically required to join as a member by paying an annual fee. Members are issued an access card or key fob that they use to check out bikes at strategically located stations. In most systems the first half-hour of use is free. Rates tend to increase the longer a user has a bike as these programs are meant to get users from point A to point B quickly so that the bike is then available for other members.” In this case, the University of Virginia hopes to use the free 30 minutes as incentive for individuals to use the bike to get from one location to the other in order to create a well dispersed and mobile system throughout grounds. This card system would also allow for temporary ownership to be gained with each borrowed bike. In years past, when bikes were allocated for student use, these bikes were quickly stolen and sold, completely defeating the purpose of the bike *share*. Although these fees would not allow for the total repayment of the money spent on this program, we hope that these student fees can work in conjunction with the grant money upon acceptance in order to create funding as well as a sense of ownership throughout the university.

In future weeks we hope to gain more headway within the funding section of our project with further contact with our community partner as well as results in the progress on the grant.

MARKETING

Two key issues that we face in promoting the use of bikes on UVA grounds are general resistance to change and students’ concern that biking is unsafe. Many current UVA students who have acclimated themselves to walking and taking the bus may view the bike share program as superfluous and be unwilling to adopt biking, especially those who hold the notion that the main traffic corridors of the university, McCormick and Alderman Roads, are unsafe places on which to ride a bike. We feel that one effective method of combating both of these problems would be to investigate tying membership of the bike share program into meal plans. This would allow first years to enter the University with biking, walking, and riding all as transportation methods equally available to them. They would then settle into the University with biking as an always-present option, and therefore be more likely to adopt the bike share program for their four years of attendance. Older students with meal plans would also be more willing to use the

bikes, as they would not have to go to any extra effort to join the program.

In order to assess the feasibility of linking these two programs together, we will contact CampusDish at UVA. In the event that meal plan regulations prevent this marketing plan from being carried out, we will look into other vehicles with which to bring incoming first years into the program, as the crux of our marketing plan is the idea of immediately bringing students into the bike share program at the same time as they are coming into the university.

Because the bike share program will begin, at the earliest, in 2013, the marketing we are focusing on is preemptive. We feel that the most beneficial way in which we can support wide public use of the bike share program is to find ways to make the program as eminent as possible at its inception.

TIMELINE OF EVENTS

We are currently awaiting a response from Jon Monceaux regarding how we can best support the development of this program, given the stage that it is currently in. In the mean time, we will work toward refining the goals explained in this document and will continue to focus on documenting and understanding the history of the bike-share initiative at UVA. We hope that in the next few weeks we will begin to understand the chances of gaining this grant, as well as the possibility of other financial aid options. Over the course of this semester, we are confident that we can make a positive difference to the University of Virginia. We understand with both the previous efforts have been made of the past 10 years, as well as new efforts using the recently collected data and marketing strategies, we will be able to create a new and sustainable transportation system for all students in the future.

Appendix C: Preliminary Report

Preliminary Report - Bike Share
Demi Skipper, Michael Sions and Christopher Jones
Global Sustainability Workshop - Fall 2011

PROJECT DEFINITION

Over the last few weeks our groups has been very focused on the broader goal of promoting a bicycle share program, as well as supporting a more bike friendly environment for the University of Virginia in which biking could be made easier and more convenient. With this broad extensive goal, we hope to directly influence the way in which students, faculty/staff, and visitors live, work, study, and interact with the Grounds. Specifically, the bicycle-promotion program looks to reduce the greenhouse gas emissions and the congestion that the university constantly feels due to the high capacity of cars that move through Grounds each day. As the "evaluation and planning team" we have begun to solve the three problems which we stated in the previous report:

1. Lack of data in order to properly understand the most efficient manner to distribute the bicycles and their stations.
2. Lack of funding and security for the preliminary installation and maintenance of the bicycles.
3. Lack of marketing infrastructure in order to propel the new initiative.

Since our last report we have made headway in each of these categories and began to understand that although the Bike Share program issues can not all be solved in a week,

we can propose other more specific short term goals in order to further aid the Parking and Transportation department at UVA.

After this week, we also agreed that there are three main questions that we failed to answer in the previous week that also needed to be understood before moving forward in the project. These questions included:

1. How can we more easily promote the partnership between a third party in order to implement our meal plan idea?
2. What other plan ideas could be directed towards first year students, like the meal plan, but not require a third party?
3. What ways can we implement the trial and error method of previous Bike Share programs, worldwide, in order to further develop our Bike Share at the University of Virginia?

APPROACH

Within the past week, we have worked diligently to find solutions for the three broad problems which we specified. Our first issue was the lack of data collection in order to understand which areas of Grounds were in most need of a bicycle station. In order to solve this problem, we corresponded with our community partner, Jon Monceaux (a Transportation Demand Management Professional with the Parking and Transportation department at the University of Virginia) and he gave us their preliminary data collection sheets that specified the locations that they had proposed in the grant document. Currently, the University of Virginia department of Parking and Transportation (P&T) has worked to submit a proposal to the Virginia Department of Transportation (VDOT) in order to propose a grant for more than a half million dollars to fund the bicycle program on grounds. If the proposal is approved, the program would be the largest at any University in the United States and could be put in place during the Spring of 2013. After gaining this information we decided that as a group, we could also help with data collection among the student body in order to gain additional information to what we already have, and by also making categories of those we poll such as “faculty”, “students” and “Charlottesville residents”. With this more specific poll put into place we hope to aid the data collection that has already been put into place.

The second broad issue that we began to understand was the lack of funding. After speaking with Jon, we were told that we do not know the chances of the loan being accepted or rejected until much later in this process, yet we can begin to hypothesize other ways in which funding could be possible in the case that we do not get accepted for the grant. As a group, we agreed that the most viable options would be a combination of alumni donors, student CIOs and other “green” organizations, as well as the possibility of funds from the Greater Charlottesville area with the understanding that we would be positively adding to the community of Charlottesville with the instantiation of this new Bike Share program. The third broad issue that we worked to resolve is the lack of marketing infrastructure in order to get students, faculty and the Charlottesville community involved and educated about the new program. With that said, we hope to work more closely with the “Marketing” Bike Share team in order to gain insight into what they have already set out to accomplish in hopes to reach a broader population of the Charlottesville area. Our group specifically encompasses three individuals from different majors, genders, age groups, and religions. We hope by adding four more individuals to the marketing team we can expand the marketing for the Bike Share program that much further. With these three short term goals in progress as opposed to the broad goals/ long term solutions from before, we hope to make small changes in the data collection,

funding and marketing in order to better prepare our University for the implementation of the Bike Share program in the future.

After additional discussion with our community partner and all members of the “evaluation and planning team” we also gained progression in the three questions that we hoped to answer from before. With the solutions to small problems and questions such as these we hope to gain a stronger core in which the Bike Share program can propel from in the future. First, How can we more easily promote the partnership between a third party in order to implement our meal plan idea? We have begun to solve this problem with communication with the campus food company (called CampusDish). With this communication set, we hope to have a meeting in which to further speak of the logistics of this kind of partnership. The second question that we failed for answer previously was What other plan ideas could be directed towards first year students, like the meal plan, but not require a third party? With the discussion of third party organizations, we also spoke of other possibilities of third parties aside from the campus food company (CampusDish), such as healthy or green CIOs that would give t-shirts or free membership with the purchase of a Bike Share membership in order to promote a healthier university that is completely student led. The third and final question that we developed further this week was What ways can we implement the trial and error method of previous Bike Share programs, worldwide, in order to further develop our Bike Share at the University of Virginia. With this question in mind, we allotted locations in the world to each of our members and began to investigate the pros and cons of the Bike Share programs worldwide. We hope to compile and send this list to the UVA Parking and Transportation Department so that both parties can better recognize these issues and successes as we progress further into the program.

Over the course of the semester, our team will work to delve further into each of the broad issues, understanding that the proposal of short-term goals will help us gain headway in the project. Also, we will continue to work to answer the three new questions with our community partner in order to further influence the way in which students, faculty/staff, and visitors live, work, study, and interact with the Grounds through the Bike Share Program.

FUNDING

Our community partner has explained that their current studies and projections estimate that fully establishing a Bike Share program at UVA with about 100 bicycles would cost somewhere around ½ Million Dollars. Currently, the project’s leaders hope that the cost will be fully funded by a grant from the Virginia Department of Transportation’s Transportation Enhancement Program (TEP). The university submitted its second TEP grant application on October 31st. In the mean time, it is our responsibility to explore other funding options as best we can.

Our community partner recently informed us that students from the commerce school had previously submitted a TEP (Transportation Enhancement Program) grant application, for which they were awarded the money. The Parking and Transportation Department then used this money to fund a feasibility study with a third party consultant, Vanasse, Hangen, Brustlin, Inc. They recently completed this study, and the results concerning alternative funding avenues were not positive.

Jon had previously expressed hope that the bike share program would allow for the deletion of one bus stop from McCormick road, which would create enough time

savings to remove one bus from the route without increasing wait times at stops. The financial savings from running one less bus would have been massive, but the study concluded that the time savings of the bike share would not be significant enough to make a reduction in service feasible.

As a result, the University has had to rely on its second option for secure funding, a system in which the program functions like a club, and students pay a fee to join. In a public forum held October 21st, and required as part of the grant proposal, three different membership options were offered: 24 hour membership, monthly, and annually. Once members, students would be able to swipe their student ID at bike kiosks to gain access to a bike. Their first thirty minutes on this bike would then be free, with an increasing cost for every subsequent half-hour. The actual cost of membership and of keeping the bike longer than thirty minutes will vary heavily depending on how successful we are in soliciting donations from alumni, green organizations, and student CIOs, and how successful we are in marketing. A membership fee, however, appears relatively unavoidable, due to the fact that the bikes will have to be replaced every five years and the kiosks every ten, and community support and willingness to donate to a program tends to be at its strongest when the program is first being implemented. Studies also show that by “buying in” to the program, even if the cost is small, psychologically affects the users, makes them more interested in the program, and makes them take better care of the bikes. If the grant is not awarded, then the best-case scenario would be one in which donations over the next two years covered the cost of implementation, and then enough students joined the program that a negligible fee would be enough to ensure that there would be enough money to upkeep and replace the bikes and kiosks as needed to keep the program running smoothly.

Because we have no way of gauging the likelihood of whether or not the grant will be awarded, and because, even if it is, funds will not arrive until 2013, we must work from the assumption that the grant will be denied. Our role will be one of identifying possible donors, pushing hard for marketing, and also of identifying possible long-run cost-saving measures. We plan to contact other large universities which have successfully implemented similar programs about how they have gone about minimizing their costs, in addition to researching issues that cities around the world have encountered with their bike share programs

TIMELINE

October 25 – E-mail sent to CampusDish (UVA's meal plan and dining services marketing program). We are currently awaiting reply.

November 6 – If CampusDish has not replied to our e-mail, a second attempt to contact will be made, this time by phone. We will also begin to identify possible donors and formulate the poll.

November 18 – Will have met with CampusDish to discuss the feasibility of linking bike share membership to meal plans and identified a possible third party to facilitate this relationship. Poll will be fully prepared.

November 19 – Poll conducted. Three possible donating or supporting organizations identified and contacted. Two major universities with bike share programs contacted about cost-cutting methods.

November 29 – List of issues regarding bike share programs in cities world wide compiled. List of University bike share financial management techniques compiled. Poll results tallied and analyzed.

December 5th – Final report completed. Poll and Survey results delivered to our Community Partner. Long-term partnerships with student groups and CampusDish finalized.

DOCUMENTATION AND ASSESSMENT

Keeping accurate and usable documentation of all of our work is extremely important because we know that there are many different groups (student groups, academic groups, CIO clubs, and professional departments) all working on the same project and we want to make sure that all of the effort from the groups is effective. We personally experienced significant issues with determining what work has already been done by groups that come before us, so we want to make sure that future groups do not have the same trouble. Finally, we know that the Bike Share project is a long-term project. The best-case scenario for our project's completion is Spring of 2013. We know that the project extends beyond this semester and that groups that come after us will need to work off of the work that we have completed, so we know that it is very important to be able to provide future groups with extensive, useful documentation.

Keeping the importance of these goals in mind, we will facilitate our team's organization while simultaneously documenting our progress by keeping a log of all of our actions relevant to this plan. We have already begun to keep records of all conversations that we have with our community partners, maintain copies of all email correspondence, and keep detailed notes on all events that we attend. We will also be sure to include with our documentation copies of all of the reports that we send to our Community Partners, the poll that we develop, and the raw data collected by the poll.

We are also putting considerable effort into developing these reports to include comprehensive coverage of our decision-making process, the steps that we will be taking to implement our solutions, and eventually the final outcome of this semester's worth of work.

Finally, it is important that, beyond simply maintaining a list of all the things that we have achieved, we should also find a way to evaluate our own efforts and conclude how effective our work has been. In order to properly judge how effective our project is, we will need to develop a definitive metric against which our project can be compared. Our metric is sure to evolve as we encounter new parts of the implementation of our project that will need to be considered, but so far our metric has three core elements:

1. We will consider the project successful if we are able to come up with an innovative marketing mechanism that will encourage students to sign up for the Bike Share "membership". This goal is the most important aspect of our project and it can be fulfilled in several ways. We could fulfill this goal by successfully establishing a connection with CampusDish (UVA's meal plan and dining marketing program), making marketing alliances with CIO's, some other innovative approach, or any combination of these methods.
2. Our project will be successful if it sticks to the schedule, meets all deadlines, and flows smoothly. We will make it our priority to accelerate our project as much as possible. We make it our goal to respond to emails from our Community Partner and

potential third-party partners as quickly as possible, will make it our goal to analyze poll data as soon as it is available to us, and always make it our goal to complete all deliverable items by their established due-dates.

3. Our project will be successful if we can help Parking and Transportation develop a full plan to fund the Bike Share program. We hope that this will not be a serious issue because we hope that the Virginia Department of Transportation grant will be awarded and the project will be fully funded, but we realize that the program needs to have alternative forms of funding to rely on if the grant is rejected. We hope to be able to at least compile a list of alternative funding sources in case they are needed.

Ensuring at every step of the way that we are adhering to these core elements and goals will help keep our team goal-oriented, will help us evaluate our progress throughout the semester, and will help us determine at the end of the semester how successful our project is overall.

DISSEMINATION

We know that our work will mean nothing if nobody is aware that the work is done, and our project would not be successful if our work is not used to improve the program, or worse if somebody after us is forced to redo the same work. Because we want to make sure that the impacts of our work are seen and that our goals are met, we will focus significantly toward the end of the semester and beyond to disseminate the results of our efforts.

Our specific dissemination strategies will depend on which parts of the project are finalized and carried to completion. If we are successful at implementing the system of integration between the Bike Share program and the CampusDish system, we would continue to work with UVA Dining Services throughout the Spring semester to work out specific details and would be active in assisting with the marketing of meal plan signups at the end of the year. We would also take turns manning meal-plan signup tables in the Dining Halls at the end of the year to spread awareness of the additional bicycle options. Similarly, if we successfully develop partnerships with student organizations at UVA, we will continue to maintain those partnerships through the implementation of the program to ensure that those partnerships are maintained.

The information about the program will also need to be Disseminated, and this is actually a large goal of our project itself. We hope to disseminate information about the program by marketing with the dining program or offering t-shirts or similar giveaways with student groups.

The results of our polls and surveys will also need to be compiled, interpreted, and disseminated. Specifically, the survey of current bike share programs around the world, their effectiveness, and how they handled common struggles, will be compiled and delivered to our Parking and Transportation community partners along with any relevant information gathered from our poll. The information delivered to Parking and Transportation will likely include a pro/con list of current implementations, aggregated advice on specific implementations, and statistics to evaluate their success.

Finally, the results of our poll may be disseminated to our target audience as a whole in the form of marketing. We may be able to create fliers that say something to the effect of "75% of you said that you would use a Bike Share program if we made one, so we did!" as part of our larger marketing scheme for the program after it is created.

These results could also be leveraged in similar ways to try to recruit donors to help us implement the program.

Appendix D: Correspondence

Harsh Jain to: Jonathan, Becca, Chris, Demi, Michael

Dear Becca and Jon,

Thank you for coming to our class to present the 'Bicycling on Grounds and Beyond' workshop. It has been a very informative session and the students have submitted the first assignment for the project definition. The second assignment which is the concept design is due this week (Wednesday 5th October 2011). I would like to forward you the concept design submittals from the students for your review and comments, as it will help the students streamline their group projects.

I have recently learnt from a group of students working on 'Evaluation and Planning' (essentially working on the bike share program) that UVA is submitting a full proposal to VDOT to get funding for a program called U-Bikes that will most probably be implemented by next year. These students (copied in this mail) would like to know what aspects of the program should they focus their efforts on, which in turn would support and benefit your department's efforts to realize this project. This will have a direct impact on their concept design submittal and I do hope you will be able to assist them.

I would like to thank you again for your support.

Regards

Harsh Vardhan Jain

T.A. - Global Sustainability

Chris Jones to: Harsh Jain, Demi, Michael

Hey harsh,

Have you received a response too this email? If not, I think its safe to conclude that by now it is sufficiently buried in their inboxes..

Would you mind resending the email or sending a new one?

-chris

Chris Jones to: Jon, Becca, Harsh, Demi, Michael

Dear Becca and Jon,

My name is Chris Jones, and i'm in the Global Sustainability Class project group working with your department on the Bicycle program. My team is the "Evaluation and Planning" team, so we are interested in working on the Bike Share program.

The semester is progressing quickly and we are eager to roll up our sleeves and get our project moving, but we are worried that we might end up duplicating the efforts that your department and previous teams have already committed to this project. Specifically, we have read news reports that your department has submitted a full proposal to VDOT for funding to implement a program called U-Bikes that could be put in place next school year.

We want to make sure that our team is providing as much support to your department as we can, so could you fill us in on the work that has already been done specifically with this new proposal and what work you think still needs to be done that we could help with?

Thanks for all the help, and congratulations on submitting the U-Bikes proposal, it would be great to see the nation's largest bike-share program on develop grounds in such a short time frame. We are excited for the opportunity to be in the middle of this program at such an exciting time.

Thanks,
-Chris, Demi, and Michael

Jon to: Andrew, Harsh, Chris, Demi, Michael

Hi Chris,

I apologize we haven't gotten back to you sooner. It's been a busy couple of weeks and to be completely honest this e-mail got buried under a few others. I am looking forward to working with you all and will do my best to improve our communications back to you.

Andrew Greene in the Office of the Architect is actually the project lead on our initiative to bring bike sharing to U.Va. He may know best how your group can help in this effort.

We are in the process of finalizing our TEP (Transportation Enhancement Program) grant application that is due on Monday, October 31. This has been a joint effort between Parking and Transportation and the Office of the Architect, with guidance from a third-party consultant (VHB - Vanasse, Hangen, Brustlin, Inc.). Several students from the Commerce School submitted a previous TEP grant application that they were awarded, which has funded our feasibility study with this third-party consultant. Through this study we have targeted McCormick Road as the center of the program, with approximately 11 stations and 100 bikes in the program. The map I have included was the first draft that contained 13 stations.

The study has included conducting UTS passenger counts along McCormick Road to help determine the travel patterns along that corridor. We also explored the possibility of reducing transit service along this corridor by adding the bike share system but have determined that we would not see significant enough time savings along route to reduce service.

As required in the grant application, we held a public hearing/information session this past Friday to present the concept to the general University community. A link to the presentation can be found here: http://prezi.com/vxamb3s79t3t/uva-bicycle-share/?auth_key=83218a75647588204bdc83c8c082f7b055d3c7e8

Much of our study has revolved around the financial feasibility of the program. VHB helped us create a three year pro-forma that we are able to use to determine the affects of annual membership fees, hourly usage fees, visitor uptake, capital replacement costs, etc. on the total financial viability of the program. We've had to take into consideration the upfront capital expenditures to purchase and install the system, the operation and maintenance expenses moving forward, and the replacement costs (the bikes are expected to last 5 years, and the docking stations are expected to last 10 years).

If we are awarded this grant, we could likely not see the funds until late 2012, making our implementation unlikely until the Spring or Summer of 2013. If awarded, I believe that we would be required to issue an RFP (Request for Proposals) through our Purchasing Department to seek competitive bids from the different bike share vendors out there. The two most likely to respond are B-Cycle and Bixi. Both of these vendors have various installations already in operation including Washington DC (Capital BikeShare), Chicago, Denver, University of Washington, Boston, and more.

Andrew - do you have any input that may help provide some guidance to this group?

Best,
Jon

Jon to: Chris, Demi, Michael

Hi All:

I thought you all would be interested in a few new items:

1. VDOT has released the updated Virginia Department of Transportation State Bicycle Policy Plan. I've actually just started reading through it so I don't have much insight to give you about it other than I thought you might be interested in reading it as well: http://www.virginiadot.org/programs/resources/VDOT_Bicycle_Policy_Plan.pdf
2. The Neighborhood Leadership Institute (NLI) is sponsoring [an event this evening featuring Mia Birk](#), an internationally renowned speaker and author of *Joyride: Pedaling Toward a Healthier Planet – The Keys to Transforming Communities and Empowering People, One Pedal Stroke at a Time*. She will share the behind-the-scenes story of how a group transformed the city of Portland, OR into a cycling mecca. The event will be held in the Lane Auditorium in the Albemarle County Office Building (401 McIntire Road) from 7pm-9pm. The event is free and open to the public.
 - a. Prior to this event, representatives from the City of Charlottesville, Albemarle County, and the Thomas Jefferson Planning District Commission (TJPDC) will be hosting a ["Land Use and Transportation Workshop"](#). This is an opportunity to learn

about existing land use and transportation goals and offer suggestions for how these goals can more effectively serve the community's interests. This event is also in the Albemarle County Office Building, but on the 2nd floor. It is also free and open to the public from 4pm-7pm.

Best,
Jon

Michael to: Dining

Hello,

I am a student of the Global Sustainability class here at UVA, and my group's project concerns the bike share program for which the university recently submitted a grant proposal. Faced with the challenge of marketing this program, my group thought that a good way to bring first years into the program right away would be to include a bike share membership with the meal plan they are required to have. While bike share is still several years from being implemented, we wanted to ask if this would be a feasible option to look into in the future.

Thanks,

Michael Sions

Demi to: Aneesha Rao

Hi -

My name is Demi Skipper and I am in the Global Sustainability class at UVA. Currently we are working on a final project involving the 2nd semester activities fair and was wondering what it would take to get a winter table for the newly proposed UVA Bike Share Program in order to spark interest among the students.

Thanks so much,

Demi

Aneesha Rao to: Demi

Hi Demi,

All you have to do is sign up on atuva.net! Just login to www.atuva.net and the form to sign up is on the home page.

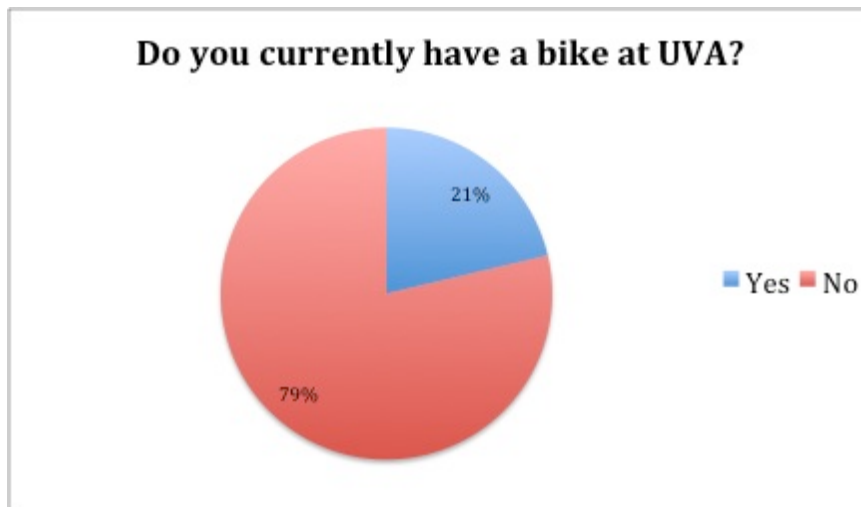
Appendix E: BikeShare Study

Program Title	School	Location	Year Started	Number of Bikes	Money Spent	Cost to Students	Comments
Big Red Bikes	Cornell University	Ithaca, NY	Fall 2010	40	\$13,650/year	Free	Free to Students. Creative Funding: alumni/organizations can "adopt a bike" and get a message printed on the bike
Green Bike	St. Xavier University	Chicago, IL	Fall 2008	65	\$250,000 to start, \$3000/month	Free	Drew attention to the school, increased the number of applicants
Green Bike Program	Keene State College	Keene, NH	2002	40		Free	employs used bikes, checked out of the library like books, maintained by volunteers
Reggie Ride	Illinois State University	Normal, IL	2008	25 (initially)		Free	Uses bikes left behind by students after they move out
Pirate Bike Program	Southwestern University	Georgetown, TX	2004	30	Donated	Free	
Yellow Bike Program	Northern Arizona University	Flagstaff, Arizona	2007	140		Free	Uses unclaimed used bikes collected by the police dept.

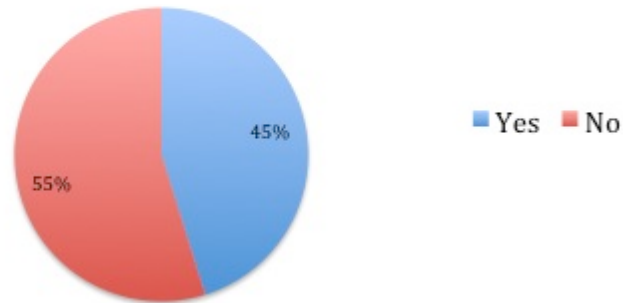
Yellow Bike Program	Hampshire College	Amherst, MA	1999			Free	Uses donated bikes, also uses scooters, all bikes maintained by a bikeshare club
NYU Bike Share	New York University	New York, NY	Summer 2010	30		Free	Students required to take a bicycle safety class to sign up
Green Bikes	St. Olaf College	Northfield, MN	Spring 2010	20		Free	Bikes maintained by volunteer student hobbyists
Purple Bikes	Cornell College	Mt. Vernon, IA	2009	35		Free	Maintained by students
Gilded Bicycle Guild	Hamilton College	Clinton, NY	2006	20	\$800	Free	Independent club
OU Bike Share	Oakland University	Rochester, MI	2009	200		Free	Uses Honor Code, many go missing
Yellow Bikes	University of Tulsa	Tulsa, OK	2007	300		Free	Looks like they are checked out to specific students for the year
Zotwheels	UC Irvine	Irvine, CA	Fall, 2009	40		\$40/year	EPA Environmental Achievement Award
Bike Emory	Emory University	Atlanta, GA				Free	
Blue Urban Bikes	UNC Chapel Hill	Chapel Hill, NC	2006	30		\$10/year	
FC Bike Library	Fort Collins University			20	\$200000	Free	Can keep bikes for up to a week. open to anybody, not just students

WSU Green Bike Program	Washington State University	Pullman, WA	2009	120		Free	Also rents mountain bikes for 1 week at a time
recycles	University of Chicago	Chicago, IL	Fall 2009	26		free	uses abandoned bikes
Flashflet	Kent State University	Kent, OH	2010	50		free	
UC Bearcats Bike Share	University of Cincinnati	Cincinnati, OH	2010			free	can be checked out for up to 3 days at a time
Buckeye Bikes	Ohio State	Columbus, OH	2009	25		\$10/year	Can keep the bike for 2 days
GO Bikes	Olin College	Needham, MA				free	also rents unicycles

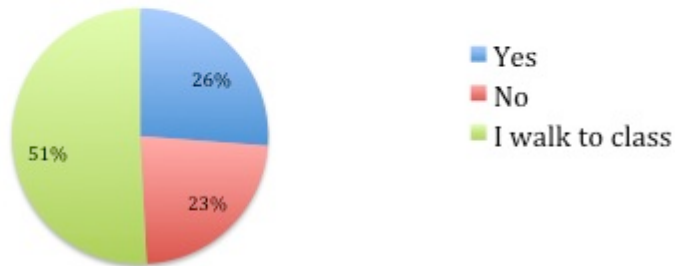
Appendix F: Poll Results



Would you ever consider using a Bike Share program if one was implemented?



Would you ride the bus/other forms of transport less if you knew you could use the bike share program?



What is the max amount you would be willing to pay per semester to use the bike share program?

