

Bikeshare Funding White Paper



A Guide to the Different Bikeshare Business Models and Funding Process

Tucker Gaegauf
A2B Bikeshare
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contact@a2bbikeshare.com



Abstract:

Due to rapid technological improvements in the bikeshare industry, new possibilities are emerging with owning, operating, and funding a bikeshare system. Bikesharing has never been more accessible or profitable, which changes the very nature of bikesharing funding. This white paper sets out to explain different funding possibilities for communities and which of the three major business models are the best fit for a community, namely the publicly owned, contractor operated model, privately owned and operated model, and non-profit owned and operated model. Each model divides responsibility and profits differently and defines how a bikeshare is owned and operated. Local governments, sponsors, non-profits, and other bicycle advocates have long been eager to get bikesharing in their community, and with the advent of better bikesharing technology, funding a bikeshare has never been easier and more promising.

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1. A Basic Introduction to the Funding Process

Many communities are intrigued by the possibility of bringing a bikesharing system to their community, but it can be unclear and difficult to receive the starting capital necessary for a bikeshare system. Now that bikesharing is becoming financially sustainable, it will become more possible to receive the funding necessary to start a bikesharing system. This white paper sets out to guide communities through the funding process and what to expect from it. In this paper are answers to questions about how to decide what the goals and expectations of a bikeshare should be, what different business models are available to establish the route to funding a bikeshare system, and how a community can receive funding once goals, expectations, and a business model are set and selected. When the term community is used, it also includes other entities like universities or corporate campuses, but this paper is mainly meant for municipalities or large enough entities capable of supporting a fourth generation bikeshare.

The first step is to set goals and expectations for a bikeshare system. This is where the accessibility v. profitability scale will be introduced for communities to have a framework with which to discuss goals and expectations. Once a community has decided on its goals and expectations, choosing a business model becomes the next major step. This white paper will detail the different characteristics of each business models, the timeline to expect for each model, a comparison of the advantages and disadvantages of each business model, and

how each business model fits within the accessibility v. profitability framework. Once a business model is selected and a community has established its goals and expectations, it can start looking at the feasibility of their community for bikesharing.

Once feasibility of a system is established and a community knows which path it wants to take to start a bikeshare system, a series of steps need to be taken, which this paper outlines for each business model chosen. This is where choosing a vendor becomes a vitally important step in the bikeshare planning process. Some vendors will cost significantly more than others, offer far less flexibility, and offer less than ideal maintenance software tools. For more information on the technology offered by different vendors, take a look at the bikeshare technology white paper offered by A2B Bikeshare. Funding becomes more clear once a vendor is selected.

This paper offers a framework for setting goals and expectations of a system, deciding on a business model, identifying feasibility, choosing a vendor, and taking the proper steps to fulfilling each different business model. In the meantime, here are some basic questions about bikeshare funding:

What is bikesharing?

Bikesharing is a system of fully automated rental stations within a community in which users can quickly rent and ride a bike from one station to another.

Who would care about bikesharing?

Bikesharing offers communities a highly effective solution to traffic congestion and the public transportation “last mile” problem. Bikesharing directly benefits an individual’s health, the environment, and local commerce. It’s a service that, once implemented, becomes highly popular in a community. From a funding perspective, each level of government, departments of transportation, various corporate sponsors, environmental sustainability organizations, healthcare institutions, hotels, etc. have shown interest in bikesharing and are willing to invest various levels of resources into these programs.

Who would provide funding for a bikeshare?

As a general rule, the entity that directly benefits from what bikesharing offers, can provide large amounts of funds to

The federal government — CMAQ funding (some states only allow capital expenditures and not operations expenditures to be covered)

The state government — Department of Transportation is the most likely source

The local government — Local governments sometimes need to match CMAQ funding to a certain percentage, sometimes are willing to provide the capital funding necessary to start a bikeshare system.

Corporations — Local influential corporate employers directly benefit from giving their employees access to bike sharing. Sometimes they even operate their own small-scale system.

Health Organizations — Health organizations benefit long-term from bikeshare systems due to increased rates of exercise, which directly increases city health and reduces overall medical care expenses. Blue Cross Blue Shield, for example, has provided funding for many bikeshare systems.

Universities — Universities, especially those with larger campuses, are interested in providing a system for an ideal demographic, namely a large amount of youth who have no car. (e.g. University of Michigan in Ann Arbor).

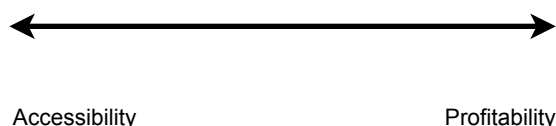
Non-profit Organizations — Non-profit organizations who care about creating a more environmentally friendly community or offering alternative forms of transportation (especially those focused on bicycling) are also likely to invest in a bikeshare, either with funds, fundraising, or with their time.

Is bikesharing worth it?

Bikesharing is very popular among communities and users. It creates a green mode of transportation that makes short distance trips easier. Environmental, health, economic and social impact has been overwhelmingly positive (For more, read our impact white paper). Bikesharing has grown rapidly in the past couple years, from less than 10,000 bikes in 2012 to a projected 37,000 bikes by the end of 2014, and it’s easier than ever to fund due to significantly lower capital and operational costs from vendors such as A2B Bikeshare. Bikesharing is becoming increasingly beneficial to and necessary for communities, which makes understanding the funding process key in the greater expansion of American bikesharing.

2. Assessing Goals and Expectations Through the Accessibility v. Profitability Scale

It is of chief importance in the preliminary phase to decide what traits of a bikeshare system are desired. The main divide in goals and expectations for a system is the accessibility v. profitability of a system. Higher accessibility entails lower membership fees, more expansive coverage, increased overall ridership, decreased revenue per bike, and increased upkeep. Higher profitability entails higher membership fees, less expansive coverage, decreased overall ridership, increased revenue per bike, and decreased upkeep. It is up to the community to decide where they want to be on the scale, which will heavily determine the business model a community should select.



Accessibility

A bikeshare system that scores highly on the accessibility scale closely resembles most other public transportation systems, which often require government subsidization and provides expansive coverage so that everyone has access to the system. Membership fees also need to be at a low price point to score highly on the scale, which further increases ridership and offers greater

ease of accessibility for those who are disadvantaged. Communities who decide that they want to score highly on the accessibility scale will need to invest more in the system, but will be rewarded with high ridership and the other benefits that come with bikesharing. For more details on the positive environmental, health, and economic benefits of a bikeshare system, read the A2B Bikeshare's Impact White Paper.¹

Profitability

A bikeshare system that scores highly on the profitability scale closely resembles what one should expect of a privatized system, i.e. coverage only in desirable areas, more tourist targeting, higher user fees, and financial sustainability. A system can score highly in profitability without being privately run, e.g. a non-profit that uses profits to fund expansion in lieu of government subsidies.

¹ Gardner, Courtney / Gaegauf, Tucker (July 2014) "The Impact of Bikesharing – White Paper on the Social, Environmental, and Economic Effects of Bikesharing" A2B Bikeshare Website.

DecoBike systems score very highly on the profitability scale, which allows them to run a bikeshare system in places like Miami Beach without requiring any capital from the Miami Beach local government (in fact, they gave \$190,205 to Miami Beach for the rights to certain public spaces).² The system is also fully financially sustainable, though it comes at a price. DecoBike charges \$180/year for an annual membership (monthly membership only, renew every month for \$15/month), the highest among bikeshare rates.³ When DecoBike expanded into San Diego, many were upset at the severe lack of coverage for residents with the focus on tourist areas receiving coverage.⁴

Third v. Fourth Generation Bikeshare: Expanding the Accessibility/Profitability Scale

The difference between third and fourth generation technology significantly changes the accessibility/profitability scale. Before 2014, only third generation systems were available on a large scale. Governments were as a rule required to provide funding for bikeshare systems because systems could rarely be self-sustaining, with the major exception being DecoBike. Capital Bikeshare would score highly on the accessibility scale because it expanded into many low demand station locations, offers various well-priced membership options (e.g. 24 hour membership, weekly membership, annual

membership, monthly prorated annual membership, etc.), and require government funding support to maintain operations, i.e. it is not self-sustaining. This is primarily due to the limitations of third generation technology, which are costlier and less flexible than fourth generation technology.⁵

The Accessibility/Profitability scale greatly expands with fourth generation bikeshare systems. Fourth generation bikesharing, which is currently provided by A2B Bikeshare and Social Bicycles (SoBi), offers more flexible and affordable bikesharing than any other vendor on the market. A2B Bikeshare can score higher than SoBi on the accessibility scale due to a touchscreen console and magnetic card reader that makes the rental process far easier for first time users and those without easy access to smartphones or the Internet.⁶ A2B Bikeshare is also developing machine learning software that can predict the flow of bikes within a community, thus unlocking the potential to develop incentivized pricing software. This software will reduce operations costs significantly, which along with the lower capital costs currently offered gives A2B Bikeshare higher potential than any other

² Miller, Michael (May 2014) "[DecoBike Currently Costs Miami Beach Money. But City Is On Pace To Break Even](#)" Miami New Times Bike Blog. Retrieved 25 June 2014.

³ DecoBike Website [Pricing](#) Page. Retrieved 25 June 2014.

⁴ Burks, Megan (May 2014) "[Not Everyone Is Happy With San Diego's Bike Share Locations](#)" KPBS San Diego Public Radio. Retrieved 25 June 2014.













⁵ Gaegauf, Tucker (June 2014) "Bikeshare Technology White Paper – A Comparative Guide to the Different Technologies Offered by Bikesharing Vendors" A2B Bikeshare Website.

⁶ Gaegauf, Tucker (June 2014) "Bikeshare Technology White Paper – A Comparative Guide to the Different Technologies Offered by Bikesharing Vendors" A2B Bikeshare Website.

vendor to score highly on the profitability scale. Both A2B Bikeshare and SoBi come at a little over \$2000/bike for the capital cost of the system with great station flexibility, i.e. a station can be placed anywhere a normal bike rack could with anywhere from 2 to 20 bikes placed at them, and lower maintenance costs due to increased software capabilities.⁷ Instead of framing the discussion with how to subsidize the bikes and work within their limitations, the discussion becomes how to fully utilize the possibilities that come with new bike sharing. With fourth generation bikesharing, bike stations predicted to have low ridership can become smaller (e.g. 4 bikes instead of 10, commonplace for even low demand third generation stations), which increases accessibility while reducing the sacrifice of profitability. Lower cost means that systems can reinvest their profits into expansion or the repurchase of equipment. The possibilities for accessibility and profitability become greater with fourth generation bikesharing, and it is up to the community to decide what goals and expectations it wants to set for its bikeshare system.

⁷ Gaegauf, Tucker (June 2014) "Bikeshare Technology White Paper – A Comparative Guide to the Different Technologies Offered by Bikesharing Vendors" A2B Bikeshare Website.

Table 1

Bikeshare Characteristics	Accessibility	Profitability
Membership Fees		
Station Coverage		
Overall Ridership		
Ridership per Bike		
Capital Costs		
Operations Costs		

As this table demonstrates, accessibility and profitability have different advantages and disadvantages (green signifies advantage, red disadvantage). Membership fees are lower with a more accessible model, which allows more equal access for those with limited resources. DecoBike, a model run on profitability, charges the highest rates currently on the bikeshare market, which could deter tourists or exclude those from a lower income bracket. Station coverage is more expansive with an accessible model, covering areas that will serve more people within the community, whereas with a profitability model, covering areas that generates high ridership (commercial locations, corporations nearby, etc.) is the main focus. With more bikes from a larger system with accessibility, there is more ridership, but ridership per bike is higher with the profitability mindset because of having only highly desirable stations being used. Due to the system being larger and more spread out within the accessibility framework, both capital and operations costs are higher. Fourth generation bikeshare produces greater results from the green arrows while reducing the effect of the red arrows.

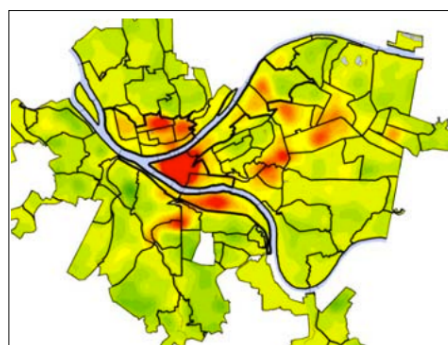
3. Feasibility? How to Determine Feasibility For Your Community

Determining feasibility of a system is a major step in the planning process. If a bikeshare system is poorly planned not going to be feasible in a community, then there is high risk of the system failing. This question used to be more difficult to answer, but with the advent of fourth generation bikeshare technology, more communities than ever before are becoming feasible for bikesharing due to significantly improved financial sustainability and greater levels of flexibility a reality.

As a rule, feasibility studies explain what bikesharing is, how it can benefit a community, how one community compares to another, offers a local context analysis, a user demand analysis, a financial and revenue plan, a recommended business model, and a heat map for station location planning (e.g. Philadelphia heat map below). For a more in-depth analysis of feasibility studies, check out A2B Bikeshare's Implementation White Paper.

Feasibility at its most basic level is a cost-benefit analysis. Is a bikeshare beneficial enough to a community in exchange for the cost? Will there be enough user demand, will the community be able to absorb the cost, are the benefits great enough, etc.? If a community is unsure about the benefits of bikesharing, A2B Bikeshare offers an Impact White Paper that explains in detail exactly how bikesharing can benefit a community.

There are also alternatives to the feasibility study, e.g. leasing a trial system and using the data received from the trial system to determine feasibility. This has been done before, e.g. the city of Hoboken, NJ trialling a SoBi system for a year with data results afterwards. The advantages of doing a trial system is seeing the effects of bikesharing in a community concretely rather than in theory. It can provide real user data and show which locations were effective and if the system altogether was effective. This can be a more ideal option for a smaller community looking to experiment with a bikeshare system. Another option is to research bikeshare with the literature currently available and to inquire about user demand through user surveys, which is what Ann Arbor did to determine feasibility and station locations.⁸ For large communities looking to implement and plan a large system or a system that obtains a significant portion of public funds, a feasibility study is often necessary.



Pittsburgh heat map, downtown area in the center.

⁸ Briggs, Erica (Interview: May 20, 2014), Clean Energy Coalition, Former ArborBike Project Manager.

Some feasibility questions, such as station location, can be answered intuitively. For example, it's clear that a station in the middle of a downtown area with a couple major corporations and nearby shopping will have heavy demand and utilization while the outskirts of town with only residential areas will see significantly lower demand. Taking a look at A2B Bikeshare's Implementation White Paper will allow a community to answer any questions they would have about bikeshare planning.

Fourth generation bikesharing significantly expands the feasibility of bikesharing in different communities. Third generation systems are largely limited to dense urban areas due to the need for large, inflexible stations, and the high initial cost of a system. Fourth generation systems can be more tailor-made for communities of all shapes and sizes, and can work for any community. With the rapid improvement of bikesharing technology and significant decrease in cost, bikesharing will be able to expand into more communities than ever before.

4. Selecting a Business Model: Which one is ideal for my community?

Communities should select their business model based on a community's placement on the profitability v. accessibility scale. Communities currently employ three different business models to fund and manage their bikeshare systems, namely a publicly owned, contractor operated system, a nonprofit owned and operated system, and a privately owned and operated system.⁹ Public private partnerships remain an untested method as a business model but provide potential, as does the use of loans to fund capital costs for various models listed above.

What models do communities currently employ?

According to an analysis of 28 communities who owned and operated a bikeshare by 2013, 61% (17/28) used the non-profit model, 18% (5/28) used the public model, and 21% (6/28) used the private model. The communities chosen for this analysis had bikeshare systems operating by 2013, thus isn't an exhaustive list of each type of bike sharing program (i.e. pilot programs, bike rental programs, etc.) Refer to Appendix A on page 28 for more details on the communities used for this analysis and their respective models and bicycle fleet sizes. To the right are examples of each business model, the first being Capital Bikeshare (public, Washington D.C.), second Citi Bike (private, NYC), and third ArborBike (non-profit, Ann Arbor).



⁹ Models inspired by: Toole Design Group / Pedestrian and Bicycle Information Center for USDOT Federal Highway Administration (September 2012) "Bike Sharing in the United States: State of the Practice and Guide to Implementation" Retrieved 19 May 2014.

5. The Publicly Owned, Contractor Operated Business Model

A public funding model uses chiefly a mix of government funds, normally a mix of local, state, and federal grants, with perhaps sponsorship funding.¹⁰ This model makes a jurisdiction responsible for all the up-front capital costs, which then gives a jurisdiction the rights to owning the system and all of its infrastructure and equipment. Normally a government will buy equipment from a bikeshare vendor and then expect the contractor to operate the system (now it's becoming more commonplace for a vendor to team up with a national operator), which means handling memberships, bicycle and station maintenance, bicycle redistribution, data management, etc. The result is a jurisdiction owning the equipment while sharing financial responsibilities (both revenue and costs) with a private contractor. Sponsorships are used often in this model, which makes it quite similar to the non-profit owned and operated system, though this model puts more responsibility on the jurisdiction than the non-profit.



The benefits of this model are greater government control over the bikeshare station deployment process (e.g. expanded coverage in disadvantaged areas) and how the bikeshare program will look in the future (e.g. using profits to expand into less desirable station areas). Liability is accepted by the contractor, not the jurisdiction. A bikeshare program receives extra political security when backed by government funding, meaning it's less likely to be discontinued if it's financially unsustainable. Receiving funding in a quick and timely fashion is one of the difficulties of this model, and advertising revenue can be difficult for a jurisdiction to collect due to legal restrictions. The publicly owned, contractor operated model gives the jurisdiction control over how highly interested in accessibility.

Washington D.C. as a case study for the model:

Washington D.C. looked into implementing a bikeshare system early, debuting in 2008 through a pilot program called SmartBike DC. That never lasted beyond the initial pilot phase, so in came a more expansive system called Capital Bikeshare, which debuted 400 bikes at 49 stations in September of 2010 and created a partnership with Alta Inc. The system quickly expanded to a 1000+ bike, 100 station model, and has since grown into an 2500 bike, 300 station system as of 2014. The bikeshare depended largely on

¹⁰ Information about the publicly owned, contractor operated model derived from: Toole Design Group / Pedestrian and Bicycle Information Center for USDOT Federal Highway Administration (September 2012) "Bike Sharing in the United States: State of the Practice and Guide to Implementation" Retrieved 19 May 2014.

government funding to support capital and operations, but offsets a significant portion of the costs through user fee generated revenue.



The Funding Process:

Capital Bikeshare uses a public funding model, where different levels of government have been responsible for the entire investment cost and the city government is responsible for the cost. Planning and implementation costs account for \$5 million of Capital Bikeshare's costs, with an additional first-year operating costs of \$2.3 million for 100 stations.¹¹ A \$6 million grant by the U.S. Department of Transportation significantly helped in supporting planning,

implementation and first-year operating costs.¹² According to Wikipedia, which accessed information no longer available, "Arlington County's operating cost share of the plan was \$835,000 for the first year,



funded by public contributions, including a grant from the Virginia Department of Rail and Public Transportation as well as subsidies from Arlington County Transportation, Crystal City Business Improvement District, and the Potomac Yard Transportation Management Association."¹³ About 50% of the system's annual operating costs were expected to come from user fee revenue, and advertising was expected to greatly increase revenues as well.¹⁴

Expansion was also funded by the government. In June of 2011, a \$1.288

¹¹ Kaplan, Melanie D.G. (15 November 2010). "[D.C. unveils country's largest bike share program](#)". *SmartMoney.com*. Retrieved 10 May 2014.

¹² Halsey III, Ashley. (21 September 2010) "[New Bikeshare program provides wheels to casual cyclists in D.C., Arlington](#)". *The Washington Post*. Retrieved 10 May 2014.

¹³ Original citation from Wikipedia: "[Capital Bikeshare, Largest Bikeshare Program in the United States](#)". 20 September 2010. Retrieved 9 April 2011.

¹⁴ Neibauer, Michael (7 April 2011). "[D.C. eyes bike share advertising](#)". *Washington Business Journal*. Retrieved 10 May 2014.

million grant from the National Region Transportation Planning Board paid for expansion of 200 bikes and 20 stations in the Rockville and Shady Grove areas of D.C. and high-traffic destinations such as Montgomery College and Rockville Town Center, seeking a \$688,000 local match to go with the grant, \$200,000 of which came from the city of Rockville.¹⁵

As of 2012 here's a complete breakdown of the different funding for each jurisdiction of government, which totaled about \$15.9 million: District of Columbia (\$10.3 million), Montgomery County (\$3.1 million), Arlington (\$1.9 million), and Alexandria (\$600,000).¹⁶

For a more recent look at Capital Bikeshare's fiscal plans for the future, check out the Executive Summary of the Arlington County Capital Bikeshare Transit Development Fiscal Years 2013 to 2018.¹⁷ Tables for their expected budget are provided below.

¹⁵ Cranor, David (14 June 2011). "[CaBi coming to Rockville and Shady Grove](#)" Greater Greater Washington. Retrieved 10 May 2014.

¹⁶ Jim Epstein & Kennedy (June 2012). "[Washington DC's Capital Bikeshare: Tax \\$\\$\\$ for Rich, Educated, White Riders](#)" Reason.com. Retrieved 10 May 2014.

¹⁷ Foursquare Integrated Transportation Planning (November 2012). "[Arlington County Capital Bikeshare Transit Development Plan Fiscal Years 2013-2018](#)" Retrieved 10 May 2014.

Table 2:

Projected operating expenses and revenue for Capital
Bikeshare's Arlington operations ¹⁸

Fiscal Year	2013	2014	2015	2016	2017	2018
Operating Expenses						
Contract Operations	\$880,775	\$1,336,141	\$1,457,335	\$1,546,383	\$1,600,507	\$1,656,524
Administration and Marketing	\$180,044	\$186,346	\$192,868	\$199,618	\$206,605	\$213,836
TOTAL	\$1,060,769	\$1,522,487	\$1,650,203	\$1,746,001	\$1,807,111	\$1,870,360
Operating Revenue						
Station Sponsorships	\$84,155	\$67,656	\$69,209	\$70,817	\$72,481	\$50,924
Advertising	-	-	-	-	-	-
Arlington County Commuter Services Revenue	\$180,044	\$186,346	\$192,868	\$199,618	\$206,605	\$213,386
Farebox Revenue Projection	\$530,384	\$761,243	\$825,101	\$873,001	\$903,556	\$935,180
TOTAL	\$832,755	\$1,029,894	\$1,102,340	\$1,159,127	\$1,198,882	\$1,216,749
Operating Deficit	-\$304,356	-\$521,891	-\$578,186	-\$618,258	-\$640,712	-\$687,230

¹⁸ Data taken from: Foursquare Integrated Transportation Planning (November 2012). "[Arlington County Capital Bikeshare Transit Development Plan Fiscal Years 2013-2018](#)" p. 13.

Table 3:

Projected capital expenses and revenue for the Arlington portion
of Capital Bikeshare ¹⁹

Fiscal Year	2013	2014	2015	2016	2017	2018
Capital Expenditures						
New Capital Equipment and Instillation	\$1,333,732	\$161,838	\$142,248	-	-	-
New Station Site Planning and Pad Construction	\$66,274	\$6,430	\$5,848	-	-	-
TOTAL	\$1,412,046	\$198,974	\$200,256	\$222,688	\$343,991	\$492,877
Capital Revenues						
Decal Fee	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
CMAQ	\$1,236,000	-	-	-	-	-
TOTAL	\$1,436,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Capital Plan Balance	\$23,954	\$1,026	\$256	-\$22,688	-143,991	-\$292,877

¹⁹ Data taken from: Foursquare Integrated Transportation Planning (November 2012). "[Arlington County Capital Bikeshare Transit Development Plan Fiscal Years 2013-2018](#)" p. 14.

Table 2 shows the projected expenses and revenues for Capital Bikeshare's Arlington operations, which shows an operating deficit. Since Capital Bikeshare is receiving government funding, the program is secure to continue running, even at a deficit. Advertising revenue would also significantly help the program be more financially self-sustainable and remains a challenge.

Table 3 shows the projected capital expenses and revenue for the Arlington portion of Capital Bikeshare. The two main methods of revenue are farebox revenue and station sponsorships, recovering about 2/3 of costs. As table 3 shows, the only consistent form of funding for the Bike share program comes from the \$200,000 Arlington County vehicle decal fee, while the other funding came from a one-time CMAQ grant offering \$1,236,000. While there isn't a deficit for capital funding at the moment, Capital Bikeshare will continue to require funding from government sources in order to maintain a surplus like it currently runs.

Overall, Capital Bikeshare runs a highly successful 2500 bike, 300 station program. If a community is able to receive government funding, it's a secure and large source of capital, though it's completely possible to run a financially self-sustaining bikeshare without government funding, as the next section will illustrate.

Projected Timeline for the Publicly Owned, Contractor Operated Model

If a government has taken on the responsibility of overseeing a bikeshare system, then it probably either set aside funds for a project of this type in the budget (local government perspective) and/or received large amounts of funding from an outside force (e.g. CMAQ funding). This

timeline depends on preliminary discussions either being finished or close to finishing. If goals and expectations have been set, feasibility has been determined, and vendors have been contacted already, then it's time to move on to these steps:

1. *Identify who's leading the bikeshare project:* Which department within the local government will be responsible for organizing the project, who will be directing the project, etc.
2. *Work on an application for funding:* Apply for CMAQ funding, state department funding, set aside some local funds in the budget (CMAQ funding requests approximately a 20% local match).
3. *Issue an RFP for a bikeshare hardware & software vendor / national operator:* It's important to note that vendors and operators often work in tandem.
4. *Select a vendor from the RFP:* For more information of the different vendors in bikesharing, refer to the Bikeshare Technology White Paper written by A2B Bikeshare.
5. *Ensure that your city ordinances and regulations are bikeshare friendly:* This is less relevant for this model than the other two models, but a community needs to formally acknowledge the bikeshare system at a minimum and should make exemptions for public infrastructure changes. Bikeshare station advertising exemptions should be considered because they allow for greater revenue, as should
6. (optional) *Continue searching for sponsorship funding:* This alleviates pressure for government funding and allows for increased scaling potential.

6. The Privately Owned, Privately Operated Business Model

This model gives private companies full ownership of the system and full responsibility of operating the system. Sometimes a percentage of the profits (around 10-25% of profits)²⁰ needs to be given to the city government in return for licensing to use public space. Advertising, user fee revenues, and sponsorships are the main methods of funding. This model leaves financial liability almost solely on the for-profit business, but expansion and station location deployment is also in the business' control. This model will be focused on securing a profit, thus it scores highly on the profitability scale.

New York City's Citi Bike as a Case Study

While Capital Bikeshare was fully publicly funded, CitiBike was fully privately funded. In September 2011, the New York City Department of Transportation announced Alta Bicycle Share as the bike share operator for NYC. It was the intention of the city to oversee but not fund the project. CitiBike and MasterCard are the primary sponsors of the CitiBike system and were intended to be able to fully fund the system.

NYC made sure to introduce the bikeshare system to the locals, a lot into their bikeshare, holding 150 public meetings, events, and demonstrations to introduce the

concept to the public.²¹ Their system overall was well-received among New Yorkers. The Citibike system has been so popular among New Yorkers, in fact, that it has been a victim of its own success and has struggles to maintain a profitable system as promised due to a misestimation on ridership. A high usage from annual riders has raised maintenance costs significantly due to wear and tear, while simultaneously tourists have not ridden the bikes as much as projected.



Citi Bike Station, heavily branded by CitiBank.

Private systems absolutely can be profitable (e.g. DecoBike in Miami Beach), but DecoBike also charges the user more, with \$35/month, \$24/day, and \$4/30 minutes charges for visitors. Residents have \$15/month for unlimited 30 minute rides, \$25/month for unlimited 60 minute rides per day. Considering Citibike's expenses, a \$95 annual membership has been too low a price,

²⁰ Interview with Colby Reese, Vice President, Deco Bike. November 8, 2011.

²¹ Shaheen et al. (July, 2012) "Public Bikesharing in North America: Early Operator and User Understanding" p. 30.

and tourists have not taken the \$9.95 for a 24 hour rental deal. Now Citibike is in tens of millions of dollars of debt and is asking the city government for a \$20 million bailout, which Mayor Bill de Blasio rejected in March, 2014,²² or any room for a third sponsor to invest in the project (No room for advertisement).



New Yorkers examining a CitiBike station on Broadway.

New York would have to utilize a price scheme more similar to DecoBike (Miami Beach annual membership costs \$180, the most expensive annual membership on the market)²³ or find a system that costs significantly less than what is currently employed to run profitable. While private funding can be a great method to run a financially self-sustaining system with little responsibility from the city government's perspective, such as DecoBike in Miami Beach, it also runs the risk of financial ruin if not priced and operated correctly.

The Funding Process / Projected Timeline:

Funding from a private model is more clear cut than the other two models. It can be in the form of a sponsor who steps up and becomes the chief sponsor of a system, similar to CitiBank in NYC, or in the form of a private company owning and operating the system, similar to DecoBike in Miami Beach. If no one steps up to do this, then there is no possibility of the private model working.

For New York City, the process for funding started with looking for a sponsor. In May of 2012, Citibank became the title sponsor for Citibike, with MasterCard as a secondary sponsor. Citigroup sponsored an unprecedented \$41 million of funding over 5 years, and in return received full branding rights. MasterCard pledged \$6.5 million to be the secondary sponsor in exchange for being the preferred method of payment at each kiosk. Goldman Sachs also helped finance the system with a loan. Once these sponsors were found, the funding process was intended to end. As explained earlier, this isn't the case today due to unexpected costs and underwhelming revenue returns, which is why CitiBike is seeking government funds. With different technology, increased sponsorship funds, or increased prices, the CitiBike system could be profitable, but in its current form is not profitable.

The timeline depends heavily on negotiations and if a sponsor is interested in owning a system. If yes, then an RFP needs to be released to find a hardware vendor, if no, another model or more diverse sources of funding must be found.

²² Campanile, Carl, Cusma, Kathryn, Harshbarger, Rebecca (March 22, 2014). "[Citi Bike on the brink as de Blasio refuses bailout](#)" NYPost.com. Retrieved 10 May 2014.

²³ DecoBike Website [Pricing](#) Page. Retrieved 25 June 2014.

7. The Non-Profit Owned, Contractor Operated Business Model

Receiving funding from either the public or private sphere is great if your community can manage to find the funds, but it's not always possible, as evidenced by about 60% of communities using the non-profit approach (please refer to Appendix A). Non-profits are usually funded through a mix of public and private funds, coming usually from the local government, federal government CMAQ funds, state government DOT money, and sponsors. The non-profit model usually leans more towards accessibility than profitability, but a non-profit model that scored highly in profitability could create more rapid expansion of bike sharing or bike infrastructure development, meaning non-profits don't need to be locked into accessibility over profitability.

Preliminary Discussion Process:

Ann Arbor is a great example of how a community goes from the idea of bikesharing to securing funding for a full system. For context, Ann Arbor is a bustling university town of about 100,000 with about 40,000 students roaming campus. These students are generally young and without a car, but taking the bus is too cumbersome when navigating the town and campus. Walking works for most people, but going from one corner of town to the other is more than a mile and can take up to 30 minutes to walk. This is where bikesharing comes in. The local Ann Arbor government, the University of

Michigan, and the Ann Arbor Transportation Authority (AATA) all had direct incentive to invest in bikesharing. The demand would be there, the demographic of many young students without a car was there (among other groups), but a system needed to be built to help students navigate a large campus and the town more easily.

The Funding Process:

Ann Arbor ended up securing about \$1.55 million of funding, including \$750,000 in capital funding and \$800,000 in operational funding. A non-profit organization, the Clean Energy Coalition (CEC), was interested in seeing a bikeshare become a reality in Ann Arbor and decided to own and operate the system. In partnership with the AATA, the CEC secured a \$600,000 CMAQ grant, and the Ann Arbor City Council authorized \$150,000 in funds for the required 20% local match. The University of Michigan sponsored \$200,000/year for 3 years to further support the program in exchange for branding rights and significant influence in the station location process.²⁴ The remaining operational cost funds (\$200,000) are expected to be collected from user fee and membership revenue.²⁵

It's taken Ann Arbor a relatively long time to implement a system (project started in 2012, system launch date is summer 2014), but the result is a 140 bike, 14 station system that's

²⁴ Helmholdt, Nick (May 12, 2014), Clean Energy Coalition, ArborBike Operations Manager.

²⁵ Source for funding information: Arbor Bike website: <http://cec-mi.org/mobility/programs/ann-arbor-bike-share/>

well funded and should be successful. Ann Arbor, like many other communities, took a hybrid funding approach and used government funding (both local and federal) plus a major sponsor (University of Michigan) to fund their system, and are using a non-profit organization to operate and collect funds for the system. Hybrid funding with a non-profit organization operating is the recommended method by those such as Capital Bikeshare's General Manager Eric Gilliland, who stated that he saw hybrid funding schemes as the best options for communities. Below was his statement:

"We're the opposite of New York City, but I think a middle ground would be good. There's a role for private funding, but it's a transit system, so DOTs should play a role. It's a public good you're providing — it's an investment in your city."

-Eric Gilliland, General Manager of Capital Bikeshare

Seattle's Timeline as a Case Study

The Puget Sound bikeshare system is a great indicator for the time it takes a system to go from nothing to a 500 bike, 50 station system. We're going to outline 9 different periods in time

The source for all of this information comes from the Puget Sound Bike Share news section off their website. Feel free to check it out: <http://blogs.seattletimes.com/today/2014/04/late-summer-start-for-seattle-bike-share/>

1. Search for an executive director underway (August 1, 2012 - November 15, 2012):

The executive director's responsibilities were to do private sector fundraising, bike share

vendor recruiting, and working with different levels of government. The significant assignments listed for the Puget Sound Bike Share executive director were to secure private sector sponsorships and to collaborate with King County, the City of Seattle and others to receive federal, state and other grant funds to bring bike sharing to the Puget Sound region. An application process began August 1, 2012, and an executive director was hired on November 15, 2012, a span of 2.5 months. Holly Houser was the person hired due to her previous experience with non-profits and her strong background in project organization, project management, and community relations.

Executive Director Holly Houser



2. First grant secured (December 17, 2012):

The Washington State Department of Transportation Pedestrian and Bicycle Program offered a grant of \$750,000. Finding the first grant was instrumental in moving the bikeshare project forward and enabled the first 12-15 stations to be built. It took about a month between Holly Houser's hire and the announcement of this grant. At this point in time, there was the intention that grant funding would be matched by in-kind donations from King County and the City of

Seattle as well as in-kind and direct investment funds from the University of Washington and the Seattle Children's Hospital.

3. RFP issued (January 28, 2013):

The Puget Sound Bike Share issued a Request For Proposal (RFP) inviting qualified bike share operator/vendors to compete for business deploying and operating a bike share network in the Puget Sound area.

4. Puget Sound Bike Share selects Alta Bike Share from RFP (April 23, 2013):

According to the Puget Sound Bike Share, Alta won the RFP competition due to Alta's ability to provide innovative solar technology, 7-speed bikes and an integrated helmet vending solution. Phase I at this point was planned to launch in spring 2014. They released this statement after the RFP: "Puget Sound Bike Share would not exist without support and guidance from local government leaders, including King County Metro, the City of Seattle, Sound Transit, the City of Kirkland, the City of Redmond, Puget Sound Regional Council, Washington Department of Transportation and supporters and advisers at University of Washington, Seattle Children's Hospital, Cascade Bicycle Club, Microsoft and REI."

5. CMAQ grant funding secured (May 24, 2013):

The Puget Sound Bike Share system receives a \$1 million grant from the US government (CMAQ funding). The bike share launch was at about 50% funding. This brings project funding up to \$1.75 million. Puget Sound Bike Share offered this statement:

"Puget Sound Bike Share is incredibly grateful for the City's diligence in pursuing

these federal grant funds, and the Puget Sound Regional Council for awarding these funds. Now that we've reached our public funding goals, we're offering local companies the unique opportunity to align themselves with an innovative program that promotes a healthy, sustainable form of transportation and offers significant brand exposure and media value." - Puget Sound Bike Share

6. Seattle Children's Hospital makes \$500,000 grant to Puget Sound Bike Share (July 22, 2013):

The Puget Sound Bike Share secures this grant, bringing their total up to the \$2.25 million.

7. Unanimous Support for Bike Share from Seattle City Council (September 4, 2013):

The city council passed 2 essential pieces of legislation, both receiving unanimous approval:

- The ordinance [C.B. 117847](#) approved bike share vending as an allowed use in public rights of way.
- The resolution [Res. 31468](#) granted Puget Sound Bike Share (PSBS) conceptual approval for their proposed bike sharing program. Below is the language of the laws:

For more on the language of the laws, their structure, etc., click on the links provided.

"The support of the Seattle City Council is a key element to bike share's success, and we're grateful that they have embraced this new option for public transportation. We still have work to do, both in signing up corporate sponsors and ensuring that the local laws

work for bike share, but we can move much faster with the broad support of our community. Thanks to their backing, bike share continues to be on track for a spring 2014 launch.” - Holly Houser

8. Local non-profit health care provider Group Health sponsors 15 stations (April 23, 2014):

Group Health sponsored a significant amount of stations. Additional local companies, including Vulcan, REI, Seattle Children’s Hospital, Fred Hutchinson Cancer Research Center, Spectrum Development Solutions and others also signed up to sponsor bike share stations, bringing their funding up to about \$2.8 million. Holly Houser released this statement about bike share stations and their role in securing local company funding:

“Station sponsorships have become very popular among employers, developers and nonprofits that see bike share as a valuable benefit to employees, tenants and customers and want to be a little more public with their support.” -Holly Houser

9. Alaska Airlines sponsors \$2.5 million for the system (May 5, 2014):

Seattle landed a major sponsor with Alaska Airlines. The CEO of Alaska Airlines, Brad Tilden, had this to say:

“Bicycles will give folks who live here, and those who are visiting from somewhere else, wheels when they want them.”

It took only one phone call from the mayor of Seattle, Ed Murray, who had this to say:

“The question came up in the campaign, ‘What would it be like to have a mayor with connections to business?’ One of the fun things I’ve gotten to do in the last few months is to call businesses and ask them to get in on Puget Sound Bike Share.”

Murray further stated that it took only one call to recruit Alaska. This seems like an anomaly more than the rule.

See for yourself if the Puget Sound Bike Share has been successful. Here are the results:

- 500 bikes
- 50 stations
- 9,500 annual members projected
- 51,000 casual users projected
- 450,000 rides predicted
- 2 million daily impressions plus 8,500 daily social media impressions
- \$2.8 million in annual media value available to sponsors²⁶

The non-profit model is an ideal way to take the expertise and passion of a non-profit and combine it with both public and private forms of funding.

²⁶ <http://blogs.seattletimes.com/today/2014/04/late-summer-start-for-seattle-bike-share/> Much of the information above came from this website.

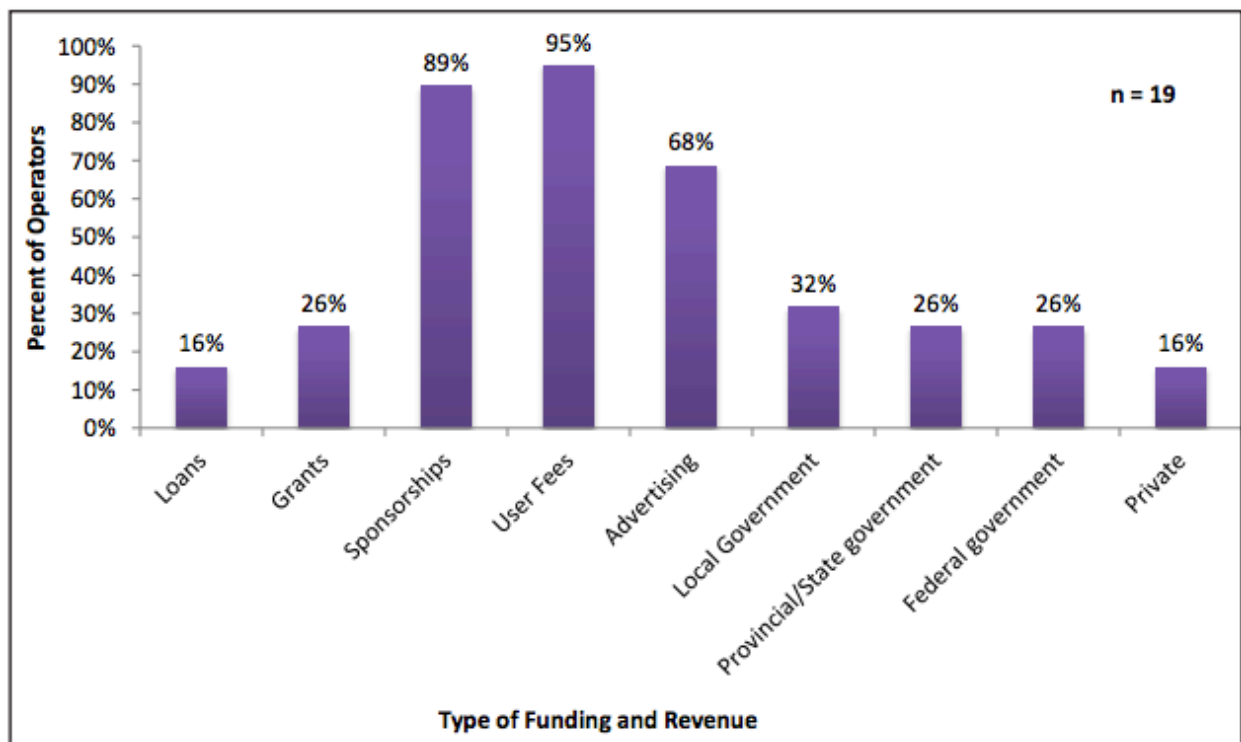
8. How have other communities received funding in the past?

The 19 bikeshare systems analyzed in the “Public Bikesharing in North America: Early Operator and User Understanding” report are a good indicator of the different ways communities have received funding in the past. According to their report, the top three funding and revenue sources were user fees (collected by 95% of all operators), sponsorships (collected by 89% of operators), and advertising (collected by 68% of operators). On the next page is a full graph courtesy of the report that shows the different methods of funding collection communities employed.

As can be evidenced by the graph below, it’s extremely common for communities to recuperate costs from the users of the systems themselves just like communities charge people to use the bus through single use, weekly, monthly, or annual passes.

User fee revenue covers about 50% of Capital Bikeshare’s annual operating costs and are significant and easy to implement for revenue. Sponsorships also help significantly in recuperating costs. About 1/8 of Capital Bikeshare’s costs were recuperated from sponsorships.

Source: “Public Bikesharing in North America: Early Operator and User Understanding” p. 30



Advertising, if it is legally allowed, is highly recommended, and if it is not legal for bikesharing in your community, an effort should be made to pass a special exemption for bikesharing. Los Angeles, for example, had a BikeNation was not allowed to advertise, causing the system to go bankrupt. Capital Bikeshare is currently looking to make advertising legal so that another source of revenue can help recuperate costs. According to the “Public Bikesharing in North America: Early Operator and User Understanding” report, 16/19 bikesharing operators (84%) display advertisements on their systems. 9/19 operators (47%) display advertisements both on their bicycle baskets and at bicycle docking stations/kiosks. 7/19 operators (37%) display ads on their program’s website. 6/19 operators (32%) display advertisements on the rear tires of their bicycles.²⁷

Securing grants and other forms of government help is encouraged since they come in the form of hundreds of thousands (sometimes even millions) of dollars. Of these different funding sources, about 2/3 of communities find at least four sources of funding sources as listed above.²⁸

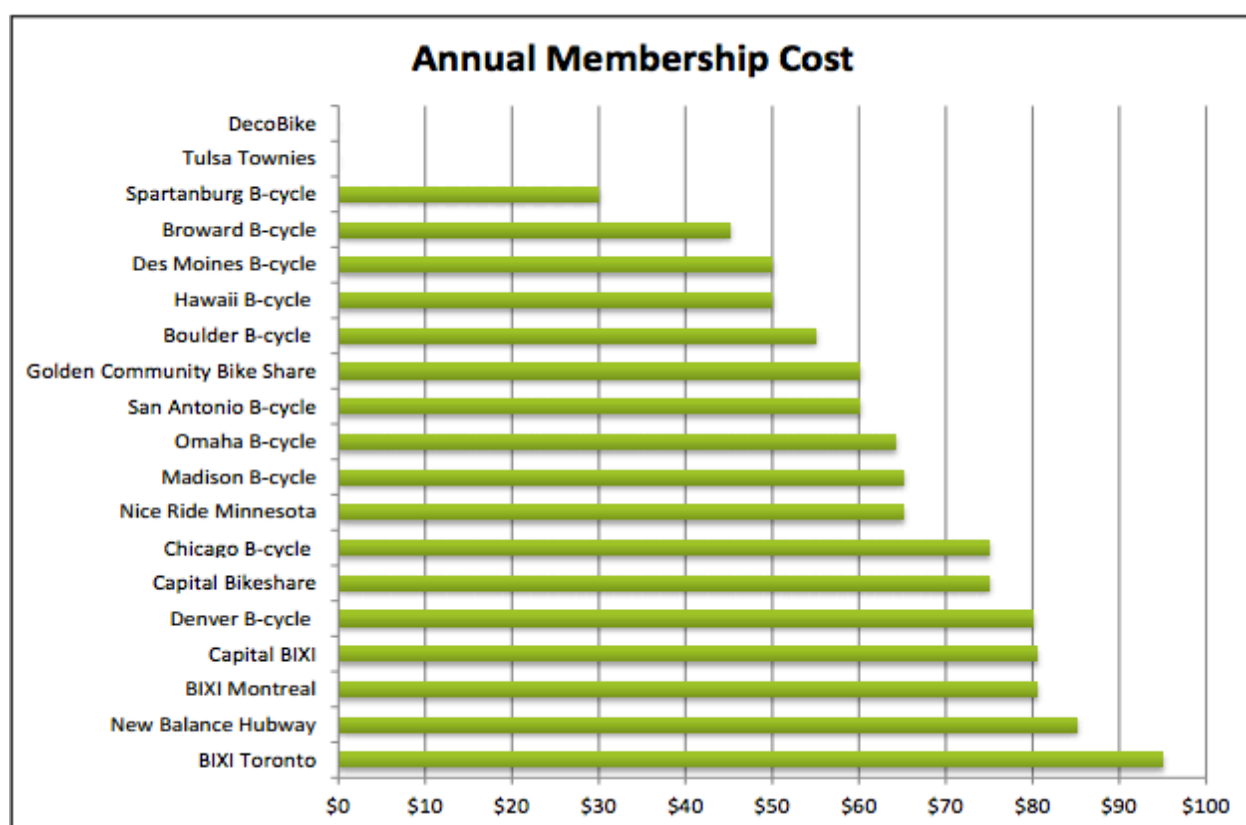
It is our suggestion that communities collect user fees, find as many sponsorships as possible (within reason), collect advertising money, work to make advertising for bikesharing legal if it not currently so, and find government and grant money, especially from their respective DOTs. Finding funding from all of these suggested sources would follow a hybrid model, the ideal model for maximum funding, security, and support.

²⁷ Shaheen et al. (July, 2012) “Public Bikesharing in North America: Early Operator and User Understanding” p. 33-34.

²⁸ Shaheen et al. (July, 2012) “Public Bikesharing in North America: Early Operator and User Understanding” p. 30.

9. Different User Fee Collection Prices

Collecting revenue from user fees is nothing new for public transportation, but the “Public Bikesharing in North America: Early Operator and User Understanding” report goes into significant detail about the different ways communities collect user-fees. 89% of communities offered a 24-hour pass, a 30-day membership option, and an annual membership option.²⁹ Most systems offer a free 30 minutes, which increases depending on the amount of time spent on the bike. Trip duration is key for systems, who make the most revenue from the user who exceeds 30 minutes without a monthly/annual membership. Below is a table that shows the different prices that communities collect for annual prices, ranging from \$30-\$95³⁰:



Similar to the 17 communities that do take user fees, we highly suggest to collect user-fees to offset both initial (i.e. buying the bikes, creating the infrastructure) and long-term (i.e. maintenance) costs.

²⁹ Shaheen et al. (July, 2012) “Public Bikesharing in North America: Early Operator and User Understanding” p. 30.

³⁰ Table: Shaheen et al. (July, 2012) “Public Bikesharing in North America: Early Operator and User Understanding” p. 33

10. Perspective from a Private Sponsor — Blue Cross Blue Shield

Blue Cross Blue Shield (BCBS) offered their perspective in an article on what it's like to be a sponsor for a bikeshare, providing good insight on why sponsors invest in bikesharing and the different pitches a community can make to getting this type of sponsor.³¹

BCBS has provided nearly \$10 million over the last 4 years in total sponsorship split between 5 different bike share systems in the US, choosing to invest in bikeshare not only for brand exposure, but also based BCBS' larger mission to improve public health.



problems such as obesity, heart disease and diabetes with prevention investment. BCBS saw substantial health benefits in a bikeshare system, saw how much they could save long term in increasing exercise (less heart attacks and more preventative care means less emergency open heart surgery and more tertiary care), and decided invest in a great opportunity.

BCBS has proven to be a great investment partner for bikeshare systems. Charlotte exemplifies the mutual benefits that a city and a health service receive from a bikeshare partnership. BCBS became the chief financier of the Charlotte bikeshare system, investing \$2.25 million.

Private investors have incentive to invest in bike sharing, and it's up to the communities to reach out to these investors and show why bike sharing is beneficial to them and worth every penny of their investment.

BCBS first chose to invest in Minneapolis, which heard a pitch from Mayor RT Rybak back in 2008. He pitched to the BCBS's Center of Prevention about the potential benefits of bikesharing, to which the Center agreed and offered support in the form of \$3.5 million. The goal was to "make the healthy choice an easy choice" and confront

³¹ Article source: Vickers, Alex (August 2013). ["From the Sponsor's Perspective: Blue Cross Blue Shield"](#) Bikeshare.com. Retrieved 10 May 2014.

11. Loans as a Means for Funding

It's been relatively untested, but if sponsorship, public and private funding is not adequate and a local government is unable to provide more than support for a bikeshare program, it is possible to fund a system through loans. Loans would not have been a responsible or viable option in the past, but now that bikesharing is becoming fully financially sustainable and collects enough revenue to re-purchase equipment after a 5 year period, loans are a viable and acceptable option. While it's preferable and less risky to receive money from sponsorships or grants, sometimes it's not possible for a community to receive enough support to pay for the initial capital costs.

If you believe that your community would benefit from a bikeshare but do not have the funds, you can consult us at A2B Bikeshare about the feasibility of a system in your community free of charge. If you fit our profile of a successful bikesharing community, have exhausted all grant and sponsorship options, and have a great desire for a bikeshare system without the capital funds, we would recommend the operator of the bikeshare in your community take out a loan.

If the operator of a bikeshare were to be a non-profit institution, the Nonprofit Finance Fund (NFF)³² could potentially offer a loan large enough to cover capital costs and start the system. The NFF will consider applications from organizations that meet the

following criteria:³³

- A 501(c)(3) organization or other entity that promotes the economic, social or cultural development of its community (bikesharing will always fulfill this requirement)
- Been in existence for 3 years or more (though according to the NFF, some clients such as social enterprises have shorter operating histories)
- Unrestricted annual operating revenue of at least \$1,000,000

It's worth an attempt to gain loan financing if your non-profit operator does not fulfill these requirements, because NFF lenders evaluate smaller nonprofit and social enterprise organizations on a case-by-case basis. Bikesharing can make a strong case if prepared correctly, especially if some sponsorship funding is in place. This is a good starting point if your community is looking into a loan, though the option is mostly unexplored.

Another loan option could be the 7(a) loan program provided by the SBA (US Small Business Administration). This would only work with the private business model, but a small business that purchased equipment from a provider and operated a bikeshare for profit could be eligible for a 7(a) loan.³⁴ Please consult a vendor such as A2B Bikeshare before pursuing this option further.

³² Nonprofit Finance Fund (NFF): <http://nonprofitfinancefund.org/>.

³³ Nonprofit Finance Fund (NFF) Loans Overview: <http://nonprofitfinancefund.org/loans-financing/loans>.

³⁴ SBA Website, 7(a) loan eligibility: <http://www.sba.gov/content/7a-loan-program-eligibility>.

12. Concluding Remarks

This white paper helps communities define their goals and expectations of a bikeshare system, the different business models that can be selected, and different insights in receiving funding and how communities in the past have received funding.

The first step is to set goals and expectations for a bikeshare system using the accessibility v. profitability scale. Scoring highly on the accessibility scale means offering low membership fees, expansive station coverage, and promoting overall higher ridership. The benefits of higher accessibility come at the cost of higher capital and operations costs. Scoring highly on the profitability scale entails increased revenue and decreased cost at the price of higher membership fees, less expansive station coverage, and lower ridership. A2B Bikeshare can score the highest on both scales due to technological innovations. “Smart-bike” technology allows for the most expansive station coverage to date, but unlike other fourth generation systems offers the functionality of a kiosk on the bike, namely through a touchscreen and easy rental process. A2B Bikeshare also costs significantly less than third generation vendors, which increases profitability potential. The development of software that reduces upkeep costs, e.g. predictive learning for flow of bicycles in a city to predict redistribution and implementing incentivized pricing, separates A2B Bikeshare from other fourth generation vendors to maximize cost savings and profits. For more details on bikesharing technology, take a look at A2B Bikeshare’s technology white paper.

Feasibility of a bikeshare system is important to figure out before investing in a system, but feasibility studies are not always the best route to go. Sometimes a trial system and learning on the go makes more economic sense and can give a community a concrete understanding of bikesharing in their community rather than a theoretical one. A2B Bikeshare offers a lease for a trial system to give communities alternative modes for figuring out feasibility.

Communities must select between one of the three different business models, namely the publicly owned, contractor operated model, privately owned and operated model, and non-profit owned and operated model. The public model is ideal for communities who want direct control over their bikeshare system and are aiming towards high accessibility. The private model is ideal for a municipality that wants to absolve itself of responsibility of overseeing or paying for the system, but this requires a major sponsor to take on the financial risk of the system. The non-profit model also usually aims towards higher accessibility due to an interest in high ridership and increased bicycling. This is the most common model due to the varied public and private funding sources available while leaving the municipality out of responsibility for overseeing the system. Loans are another potential source of funding for non-profits.

There are local governments, sponsors and non-profits eager to get bikesharing in their community. Use the insights from this white paper to find the funding necessary for your community to make bikesharing a reality.

Appendix A

These communities were selected based on having operating systems in 2013.³⁵

Community name, (bike fleet size, number of stations), business model

Tulsa, OK (24, 3)	Non-profit owned and operated
Denver, CO (540, 53)	Non-profit owned and operated
Des Moines, IA (22, 5)	Non-profit owned and operated
Minneapolis & St. Paul, MN (1550, 170)	Non-profit owned and operated
Washington D.C. metro area (1800, 200)	Publicly owned, contractor operated
Boston, MA (1100, 112)	Publicly owned, contractor operated
Boulder, CO (143, 22)	Non-profit owned and operated
Ft. Lauderdale (Broward Co.), FL (275, 26)	Non-profit owned and operated
Kailua, HI (12, 2)	Privately owned and operated
Madison, WI (290, 32)	Non-profit owned and operated
Miami Beach, FL (1000, 105)	Privately owned and operated
Omaha, NE (35, 5)	Non-profit owned and operated
San Antonio, TX (258, 35)	Non-profit owned and operated
Spartanburg, SC (14,2)	Non-profit owned and operated
Charlotte, NC (200, 20)	Non-profit owned and operated
Chattanooga, TN (300, 30)	Publicly owned, contractor operated
Houston, TX (175, 21)	Non-profit owned and operated
Kansas City, MO (92, 12)	Non-profit owned and operated
Long Beach, NY (400, 25)	Privately owned and operated
Nashville, TN (190, 20)	Non-profit owned and operated
Oklahoma City, OK (97, 6)	Non-profit owned and operated
Chicago, IL (3000, 300)	Privately owned and operated
Columbus, OH (300, 30)	Publicly owned, contractor operated
Fort Worth, TX (300, 28)	Non-profit owned and operated
Greenville, SC (28, 6)	Publicly owned, contractor operated
New York, NY (6000, 330)	Privately owned and operated
Salt Lake City, UT (100, 12)	Non-profit owned and operated

Total Bikes: ≈18,000

³⁵ Larsen, Janet (August 2013) "U.S. Bikesharing Fleet More than Doubles in 2013" http://www.earth-policy.org/data_highlights/2013/highlights40

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