

SEE MORE IN MEMPHIS

REQUEST FOR PROPOSAL





EXPLORE BIKE SHARE

REQUEST FOR PROPOSAL

SEPTEMBER 2015

EXPLORE BIKE SHARE

We hope you will view this request for proposal as an inspiring prospect for you as a bike share provider. Memphis is a distinctive city with its own particular set of needs, challenges, and opportunities, but also a number of common qualities that allow it to become a case study for future communities. Our emerging bike culture – going from one of the worst biking cities in the country to its most improved over just the last five years – and ongoing bike-friendly civic revitalization make this an ideal time to bring bike share to Memphis. A bike share vendor in Memphis will also need to work with us to consider the best way to make this amenity accessible in a low-density metropolitan area with a high number of low-income and underserved neighborhoods. We look forward to hearing your response.

WHO ARE YOU TALKING TO?

Explore Bike Share is an effort to bring bike share to Memphis, led by doug carpenter & associates and an advisory group that includes representatives from our city's livability, bicycle/pedestrian, community and economic development, and tourism sectors. Explore Bike Share is committed to developing a bike share program that can truly advance our city on multiple fronts: transportation, tourism, health, environment, and culture.

The effort launched in June 2015 with nine community input sessions throughout the city. These sessions were conversations with community members about how bike share would work in Memphis and what it would mean for them. A survey was also released that has received more than 200 responses to date. Explore Bike Share has continued programming to further empower community advocates, gain information to best shape a system, and support the current biking community.

With plans to launch a 501(c)(3) non-profit organization, Explore Bike Share has the organizational flexibility to either administer a third-party private operator contract or operate system(s) itself with launch assistance and training from an interim partner. That's where you come in.

This is our first RFP, but it probably isn't yours. A lot of what you'll read may look familiar, some of it strikingly so (copying from other RFPs isn't technically plagiarism; we checked), but we have also included some of the many facts and features that make Memphis, and this opportunity, unique. This is really a request for partnership. If you have any questions or need to break out of the RFP borders, just get in touch.

“More bicycling is an indicator of vibrancy and activity in cities like Memphis. As a mode of transportation, bicycling is a tool for economic empowerment and social equity. As a method of recreation, bicycling promotes public health and encourages tourism. For these reasons, and many more, bicycling will continue to play a prominent role in Memphis’ transportation system for years to come.”

- Memphis Mayor A C Wharton, Jr.

PURPOSE

Explore Bike Share will establish its own mission and broad objectives for bike share in the city of Memphis. Respondents to this RFP should propose a plan for how their organization can work with Explore Bike Share and help in achieving its organizational goals of:

- Sustainable business model(s),
- Integrated public transit,
- Access for as many Memphians as possible, and
- A world-class visitor amenity

RECOGNITION FOR LIVABILITY

Recent grant awards from

NEA

-

Kresge Foundation

-

Art Place

-

Knight Foundation
sponsored public art project
in Memphis and Frayser

The plan should address the business model(s) to be used, training and operations, capital financing, asset ownership, revenue distribution, liability and risk, sustainable system expansion, and community reinvestment. The plan should also address incorporating community stakeholder and city input before and after system launch.

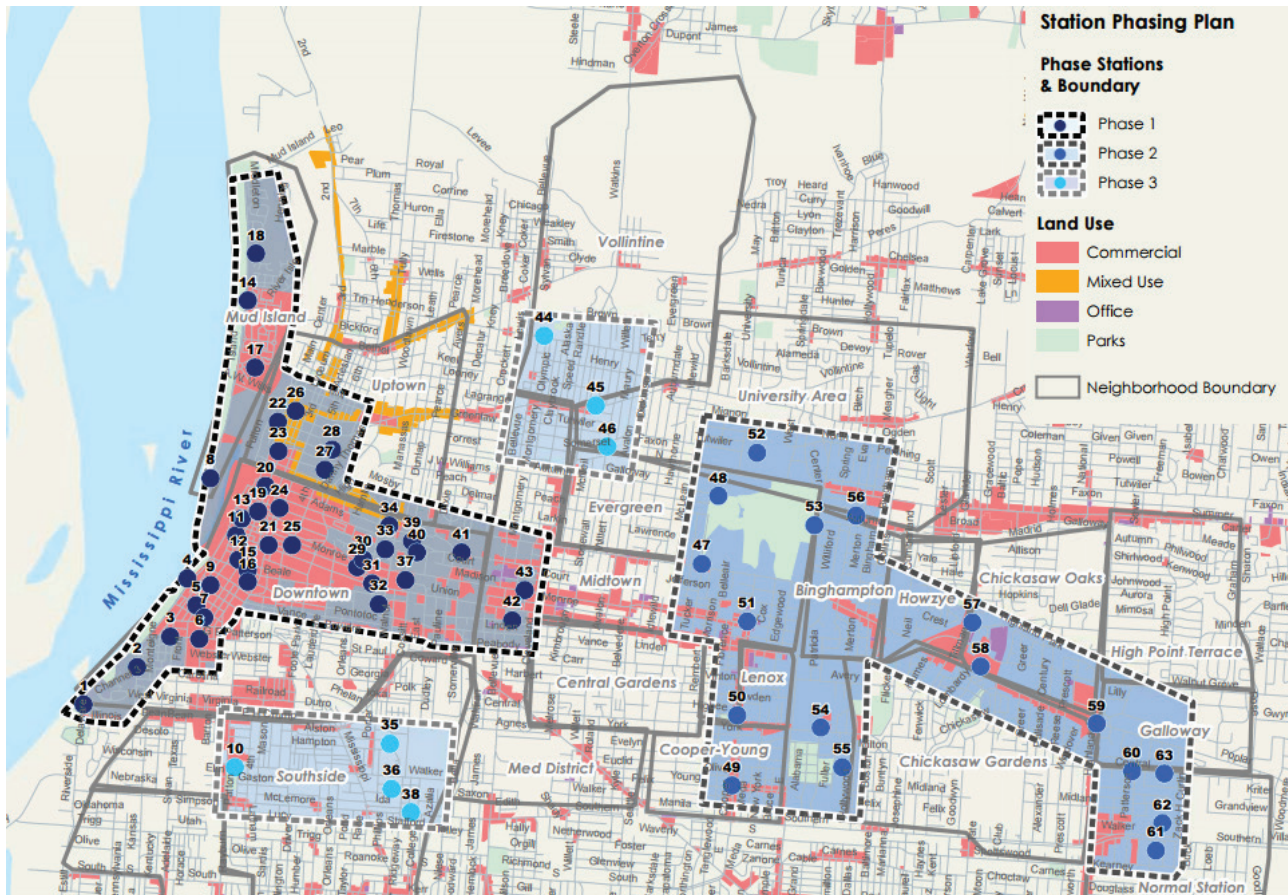
The launch should be robust and include city center and surrounding neighborhoods that connect cultural assets, transit options, parks and greenways.

Respondents should propose a system that includes bicycles, docking stations, a payment system, software, data services, and other elements of a modern bike share system, and a plan for system launch that includes equipment installation, hiring of staff, establishing operations, and future expansion of the system into additional communities.

Respondents are encouraged to highlight their unique strengths and operating preferences while responding to the specifics of the RFP. Additionally, a compatible organizational structure for Explore Bike Share should be discussed.

BACKGROUND

Explore Bike Share seeks to launch a modern bike share system to service an area spanning from downtown Memphis to the University District in 2016. A conceptual representation of this system is shown below.



In 2013, Alta Bike Planning determined the feasibility of a bike share system in Memphis. Their report, the Memphis Bike Share Feasibility Study, recommended the city could support a 63-station/600-bike system that would be phased to start in the CBID and Medical District and expand into Midtown and the University District. These locations offer the highest potential demand for bike sharing. Since 2013, the city has supported revitalization efforts that were not included in the study. Explore Bike Share seeks to identify locations not included in study that connect cultural assets, create access to all communities, and integrate with current transit routes.

COMMUNITY INVESTMENT

MEMPHIS GREENLINE/ WOLF RIVER GREENWAY

Newly constructed rails-to-trails and protected green space that will eventually span 30 miles from downtown Memphis to the outer suburbs

CROSTOWN CONCOURSE

\$200 million redevelopment that will house health, art, and education institutions, comprising 1800 employees and 1,000 residents

OVERTON SQUARE

\$30 million in renovations that created a vital, walkable entertainment district

DOWNTOWN MEMPHIS

\$500 million in investments toward livability

RENOVATION OF PYRAMID ARENA TO BASS PRO SHOP

\$190 million renovation of obsolete arena into thriving retail/hotel space that welcomed more than 1M visitors in its first 2 months

BROAD AVENUE

Grassroots bike/ped-friendly tactical urbanism spurred investments that have generated >\$20M in revenue

HARAHAN BRIDGE

Cornerstone of the Main-to-Main project that will provide bike and pedestrian access between Memphis, TN and West Memphis, AR

Explore Bike Share recommends an administrative nonprofit operating model as the most appropriate for managing a program in Memphis. This private nonprofit organization would administer the program, raise funds to finance ongoing operations and future capital costs, and develop a cohesive strategy for future expansion.

The Explore Bike Share advisory group includes individuals representing the following:

- City of Memphis
- Memphis Area Transit Authority
- Methodist Le Bonheur Healthcare
- Livable Memphis
- Hyde Foundation
- Revolutions Bicycle Co-Op
- First Tennessee Bank
- Mayor's Institute for Excellence in Government
- Mayor's Innovation Delivery Team
- Downtown Memphis Commission
- The Works CDC
- Mid-South Greenways Steering Committee
- Crosstown Concourse
- UrbanArts Commission
- ArtsMemphis
- Mid-South Greenprint

Explore Bike Share is also developing partnerships with the following organizations and community groups:

- Memphis Hightailers
- Carpenter Art Garden
- Broad Avenue Arts District
- Overton Park Conservancy
- Shelby Farms Park
- Wolf River Conservancy
- Memphis Convention & Visitors Bureau
- Tennessee Department of Tourism
- U3 Advisors
- Memphis Medical District
- Uptown Neighborhood Association
- Klondike/Smokey City Neighborhood Association
- South Memphis Neighborhood Association
- Soulsville Neighborhood Association
- Redzone Ministry
- Orange Mound Community Development Corporation
- Greater Memphis Chamber

“We’ve constructed more than 100 miles of new dedicated bicycle lanes and trails in a very short period of time. This infrastructure, combined with the community-based programs that help provide bicycles and the knowledge to operate them safely, has resulted in a quadrupling of bicycles on our streets and fewer bicycle-involved crashes.”

- Kyle Wagenschutz, Bicycle/Pedestrian Program Manager for the City of Memphis

1. SCOPE OF SERVICES

Explore Bike Share seeks to contract an organization to launch a modern bike share system for Memphis.

This vendor will propose a contractual relationship that allows Explore Bike Share to achieve its mission and goals (See Appendix E “System Goals and Values”). As a 501(c)(3) non profit, Explore Bike Share will have the operational flexibility to accommodate a variety of relationship structures including but not limited to:

- Managing a long-term operating contract
- Owning and operating the system itself with launch assistance and training
- Other models

Explore Bike Share is interested in entertaining all proposed structures that allow it to achieve its long-term goals and will be making a selection based on the ability to reach launch in our desired time-frame as well as the best long-term partner.

Explore Bike Share seeks recommendations on our timeline and feasibility of a 2016 launch. Capital fund-raising is ongoing and very positive. The following items are key services a successful vendor will be able to provide and/or address.

A. Proposed Approach

The proposed approach will include an overall strategy for the business model and operations. In addition, it should clearly address how the proposal addresses the goals and values of Explore Bike Share. Thoughtfulness and creativity with respect to Memphis’ specific assets as well as unique geographical and resource constraints should be addressed. In addition, details on components of the scope of work should be included, as detailed below.

i. EQUIPMENT AND SOFTWARE

Respondent should propose a full-featured bike share system for Memphis that includes bicycles, docking stations, payment kiosks, software, web services and data services. The equipment should permit users to purchase a pass at a kiosk, online, or using a mobile phone.

a. Equipment

- Statement of what equipment is being proposed for Explore Bike Share and why those selections are appropriate for their short- and long- term plans
- Detailed description of any contractors producing the equipment and their financial, manufacturing, and staffing capacity
- Clear and detailed description of the features of the current/standard equipment and any alternative models, and optional parts and services
- Describe all opportunities and strategies for branding and marketing on the equipment
- Clear and detailed development, improvement and upgrade process for equipment
- Description of disaster recovery and how system equipment performs when power, communications or other dependencies are unavailable
- Identification of all space available to place sponsor/donor logos, advertisements or other information. Include dimensions and any special requirements to add logos or information, as applicable
- Description of the warranty policy and process
- Anticipated equipment or software options that would make it cost-effective to expand Explore Bike Share into less dense areas
- Description of equipment manufacturing quality control process, and what to expect with respect to bikes and parts malfunction upon delivery
- Description of the assembly process and supply chain for the proposed equipment
- Discuss any improvements anticipated to be implemented in the next three years

b. Software

- Statement of what software is being proposed for Explore Bike Share and why that selection is appropriate for their short- and long- term plans
- Detailed description of any contractors producing the software and their financial, manufacturing, and staffing capacity
- Clear and detailed description of the features of the current/standard software, and any alternative versions
- Description of administrative and management interfaces to software
- Screenshots or mockups of all key operational and administrative interfaces
- Clear and detailed development, improvement and upgrade process for software
- Clear and detailed process for requesting new software features for the bike share system
- Clear and detailed process for transferring code, system access and knowledge to Explore Bike Share if Explore Bike Share will be operating the system
- Description of website integration, customization options, and content management strategy
- Description of mobile app, process for making feature requests, support for in-app advertising
- Description of disaster recovery and how system software performs when power, communications or other dependencies are unavailable

b. Software *continued*

- Identification of all digital space available to place sponsor/donor logos, advertisements or other information. Include dimensions and any special requirements to add logos or information, as applicable
- Description of the warranty policy and process
- Anticipated software options that would make it cost-effective to expand Explore Bike Share into less dense areas
- Discuss any improvements anticipated to be implemented in the next three years

ii. CASH PAYMENTS

The vision for Explore Bike Share is to make bike share available to as many Memphians as possible. Proposal should include details on implementing cash memberships and identify potential partners.

iii. EQUIPMENT INSTALLATION

The winning vendor will bear full responsibility for shipping and installation of all bike share equipment. Stations must be able to be installed quickly and with no damage to surrounding structures. Proposals should include a delivery schedule from time of order and an installation timeline.

- Description of shipping, handling, storage, and labor involved in the installation of equipment and software
- Detailed timeline for station installation
- Operational plan including personnel required for station installation
- Description of all computer hardware required to administer the system and how those resources will be supplied
- Application of evidence and research based reasoning in anticipated delivery/shipping timelines for Memphis
- Describe of warranty policy and process
- Detailed quality control process

iv. BUSINESS PLANNING

Respondents should propose a sustainable business model for Explore Bike Share that considers the administrative costs of Explore Bike Share and supports operations indefinitely. Model should include recommendations for system size within service area that would be implemented in one launch phase.

The plan should address capital financing needs, asset ownership, revenue distribution, insurance, liability, and risk. Proposing new and innovative fare structures is encouraged and it is expected that proposals will include at least two fare structures for consideration that will be simple and easily understood for all users. Respondents are expected to explain the expected impact of a given fare structure on revenue and ridership.

- Description of business model including capital financing, asset ownership, revenue distribution, necessary insurance, liability and risk
- Explanation for why your business model is suitable for Explore Bike Share's short- and long-term goals
- Five (5) and ten (10) year financial projections for service area, including any additional capital needs such as re-fleeting
- Two (2) proposed fare structures and the impacts of each on revenue and ridership
- Description of how the business plan will support sustainable operation including re-fleeting
- Capacity for proposed approach to be applied to system expansion

V. OPERATIONAL PLANNING, DESIGN AND TRAINING

Respondent should propose an operational plan that delineates the operational responsibilities of Explore Bike Share and those of the vendor, describes a staffing plan for each party, outlines any required training schedule, specifies operational sites (such as warehouses and mechanic shops) and procedures (such as equipment maintenance schedules and station relocation procedures, insurance and claims), what operating teams are required and who manages whom (such as the customer service call center, street maintenance team, mechanic team), and explains how these factors will align to produce high levels of service and customer satisfaction while accomplishing Explore Bike Share's stated goals. The operational plan must include a work plan for training, manuals and documentation, and on-call assistance and warranty.

- Description of launch staffing plan including which employees are hired by Explore Bike Share and which employees are hired by the proposing organization
- Description of operational staffing plan including which employees are hired by Bike Share and which employee are hired by the proposing organization
- Outline of any training required
- Outline of operational procedures that will need to be developed and who will be responsible for the development
- Description of the process of moving stations
- Description of physical sites required for launch and for operations and who will be responsible for procuring those sites
- Description of operating teams required
- Application of evidence and research-based reasoning in proposed approach
- Describe any proposed strategies for administrative and operational efficiency as they apply to operational planning, design, and training
- Capacity for proposed approach to be applied to system expansion
- Description of specific elements of the approach that are designed to achieve operational efficiency and how the organization can develop more operational efficiency over time
- If applicable, description of how the operational approach will support the operation becoming more efficient from a cost standpoint over time

VI. EXPANSION PLAN

- Description of how new potential station locations will be evaluated
- Description of the time, financing, and public process requirements for considering adding new stations to an existing service region as well as how new stations would be prioritized
- Description of the time, financing, and public process requirements for considering a new service region as well as how new service regions would be prioritized
- Explanation of how the proposed business plan can support multiple service regions
- Explanation of how the proposed operational plan can support multiple service regions in addition to what may be needed to support the operational plan
- Application of evidence and research-based reasoning in proposed approach
- Describe any proposed strategies for administrative and operational efficiency as they apply to expanding the service area
- Describe any proposed strategies for long-term cost effectiveness as they apply to expanding the service area
- Description of specific elements of the approach that are designed to achieve operational efficiency when geographically distant systems and how the organization can develop more operational efficiency over time
- If applicable, description of how the expansion approach will support the operation becoming more efficient from a cost standpoint over time.

vii. Marketing

Respondents should describe a recommended strategy for implementing marketing and PR programs assuming Explore Bike Share intends to play a leading role in this effort. The respondent should describe how they see Explore Bike Share and their respective responsibilities and how this configuration will enable Explore Bike Share to achieve their overall organizational goals.

Respondents should address programs that generate enthusiasm prior to system launch and include monthly reports analyzing marketing-relevant demographic and subscriber statistics. The strategy should also address public relations crisis management (e.g., system failures, fatalities or serious injuries).

Examples of strategies and partnerships with local marketing agencies is encouraged. Please include:

- Description of marketing and PR support prior to system launch
- Description of marketing and PR support during system operation
- Description of PR crisis management plan
- Description of key marketing-relevant demographic and subscriber statistics that should be used to assess program health and marketing effectiveness

viii. Community

Respondents should recommend a strategy for soliciting and incorporating the participation of the communities served by bike share assuming Explore Bike Share intends to play a lead role in this effort, but expects respondents to reinvest significant resources into those communities to strengthen the relationship between the service and stakeholders. For the duration of their involvement, the vendor should plan to participate in regular community meetings to gather feedback and contribute to building a positive bicycle-riding culture. The vendor should also plan to design and implement an annual survey to cover topics including: transportation choices, health and physical activity, customer service and satisfaction, and member demographics to understand how the bike share system is impacting and benefiting the community.

- Description of plan to solicit and incorporate community input
- Description of plan to reinvest resources into the service region communities
- Description of the annual survey to be developed, how it will be administered and what it will measure
- Understanding of the community to be served, and policies and environmental factors that support/hinder the Bike share System Goals and Values (Appendix E)

ix. Transit Integration

Respondents should recommend a strategy for transit integration and incentives for utilizing multi-modal transit options.

- Description of which and how software services that will be made available to local transit agencies for integration purposes
- Ideas or plans for integrating bike share operations into existing or planned transit modes and/or data systems (e.g. making use of real-time bus arrival data for anticipating rebalancing needs). Proposed ideas should be implemented in other systems or respondent should demonstrate capacity to develop the ideas as proposed.

x. Data Services and API

Respondents should provide an overview of the data that will be made available from the bike share software as well as technical specifications and documentation where available. Transparency and Openness are key values of Explore Bike Share. Respondents should also prepare samples of all key operational reports and data that Explore Bike Share will use to monitor system performance and/or make operational decisions (if the business model implies Explore Bike Share in an operational role).

The selected vendor will be expected to enable access to performance measures on a real-time basis to Explore Bike Share or its representatives through a programmatic API and administrative interface.

- Description of how the data will be delivered to Explore Bike Share (all data generated by the bike share system will be the property of Explore Bike Share)
- Description of where and how data will be housed
- Description of data update frequency, real time data availability
- Description of how real-time operational and financial reporting will be made available to Explore Bike Share
- Description of how sensitive data will be secured
- Description of disaster recovery for data housing failure
- Description and specification of all data APIs that will be made available to key partners of Explore Bike Share such as the City of Memphis and Shelby County
- Description and specification of all data APIs that will be made available to the public

2. QUALIFICATIONS AND BACKGROUND

A. Bike Share Background

Provide list of completed and operating bike share projects of comparable scale, timing, and budget to what you propose for Memphis. Provide references, costs, and performance metrics. Minimum of 1 and no more than 6 projects.

B. Capacity

Provide organizational chart, work and task plan for this project. Include current workload and availability of key personnel. Provide résumés of key personnel to be utilized. Both organizational and project-specific personnel's experience should be included. This includes staffing qualifications (e.g., staff prior experience, education, licenses, professional achievements) and roles. A strong proposal will demonstrate how the organization and personnel meet or exceed these requirements.

C. Memphis-Focused

Provide understanding of Memphis and its unique characteristics with respect to bike share.

D. Equipment and Software

Please demonstrate, if applicable:

- Proposed equipment has successfully operated in projects of similar size and scope to the work sought by this RFP
- Skills, abilities, knowledge of, and experience in performing project(s) of similar size and scope to the work sought by this RFP
- Equipment feature roadmap (2 years)
- Proposed software system has successfully operated in projects of similar size and scope to the work sought by this RFP
- Software development and version history
- Software feature roadmap (2 years)
- History of client feature requests and turnaround time

E. Equipment Installation

Please demonstrate, if applicable:

- Prior experience installing equipment in urban conditions like Memphis
- Prior experience installing equipment in climate and environmental conditions like those found in Memphis
- Prior experience installing equipment on both public and private land
- Prior experience installing equipment in projects of a similar size and scope to the work sought by this RFP

F. Business Planning

Please demonstrate, if applicable:

- Prior experience with sustainable or profitable bike share system business models
- Prior experience working with municipal, government, or private contracts and clients
- Administrative capacity to effectively service current and expected client load; respondent should include list of current and expect projects and clients
- Financial resources to respond to unexpected cash flow or business difficulties with other clients
- Discussion of industry lessons learned on similarly sized projects

G. Operational Planning, Design and Training

Please demonstrate, if applicable:

- Prior experience operating or facilitating the operation of projects of similar size and scope to the work sought by this RFP
- Management structure and plan to maintain staffing to complete project
- Other key projects and organizational capacity to address needs of multiple clients
- Discussion of industry lessons learned on similar sized projects

H. Expansion Plan

- Prior experience expanding systems to geographically contiguous service areas
- Prior experience expanding operations to non-contiguous service areas.
- Clear vision of the future of bike share in Memphis in three (3) years and in ten (10) years and the role your company will play.

I. Marketing

Please demonstrate, if applicable:

- Description of prior campaigns to raise awareness, increase ridership or increase membership of the bike share systems prior to launch and during ongoing operations
- Prior experience in crisis management during system operation or prior to launch
- Prior experience working with local creative and PR firms/resources and how this would be integrated into the work in Memphis.

J. Community

Please demonstrate, as applicable:

- Description of previous efforts to solicit community feedback and a process to integrate such feedback into improvements
- Description of previous efforts to address underserved individuals, communities, and geographic areas
- Programs to promote equitable access to system services

K. Transit Integration

Please demonstrate, as applicable:

- Prior experience with integrated fare media that works with other forms of public transit.
- Prior experience working with transit agencies.
- Description of previous efforts to promote transit integration.
- Description of previous efforts to physically integrate bike share with other forms of transit (including wayfinding, mapping information, and web-based trip planning tools).

L. Data Services and API

Please demonstrate, as applicable:

- Prior experience delivering publicly accessible data APIs
- Prior experience with technological integration with transit agencies
- Prior experience supporting open data initiatives and/or the use of bike share data in public hackathons
- Prior experience developing custom APIs to provide third-party access to bike share system features

The above list is not all-inclusive.

The proposal can include additional detail on proposed bike share program.

3. COST PROPOSAL

Provide a cost proposal for each of the scope of work items that includes a clear and detailed description of costs and/or ongoing fees for current/standard equipment and software, any alternative models, and optional parts and services. If there are any additional fees to be charged, not previously mentioned, describe each in detail, including, without limitation, the anticipated frequency and reasons for incurring such fees, with the amount. Also include any anticipated shipping and/or customs costs.

SPORT & HEALTH HIGHLIGHTS

FEDEXFORUM

Celebrating ten years in downtown Memphis and home to a community-focused NBA team with 5 consecutive playoff runs

MEDICAL DISTRICT/U3

Multiple award-winning hospitals and medical schools in close proximity that are currently seeking methods to connect, directing their \$2.7 billion combined operating budget and other massive resources toward developing district

AUTOZONE PARK

Downtown baseball stadium consistently named among top 5 minor-league parks in the U.S.

BIKE HONORS

Participant in People for Bikes Green Lane Project

Named Bronze Level Bicycle Friendly Community by The League of American Bicyclists

Proposals will be evaluated based on:

- The degree of competitiveness, reasonableness, and appropriateness of the cost proposal to reflect the requirements of the RFP.
- Narrative clearly justifies cost
- Demonstrated cost competitiveness with existing contracts

Please address the costs in the following categories:

- Equipment
- Software
- Equipment Installation
- Business Planning
- Operational Planning, Design, and Training
- Expansion Plan
- Marketing
- Community
- Transit Integration
- Data Services and API

A. Evaluation/Milestone Payment Plan

Detail an evaluation framework for each of the scope of services items as well as a payment structure that incentivizes the successful execution of each service.

Proposals will be evaluated based on

- A payment plan aligned with project milestones and deliverables
- Plan for measuring the success at each milestone
- Project timeline that is feasible and meets Explore Bike Share's goal of launching in Q1 2016

Please address the evaluation framework for the following categories:

- Equipment
- Software
- Equipment Installation
- Business Planning
- Operational Planning, Design, and Training
- Expansion Plan
- Marketing
- Community
- Transit Integration
- Data Services and API

4. SUBMISSION OF PROPOSALS

This isn't so much a request for proposal as a request for partnership. Explore Bike Share wants to collaborate from the get-go, so please don't hesitate to call, email, or visit if you have any questions, concerns, feedback, exasperated exclamations, etc.

Reponses are due by 5PM CST on October 4th via email to Sara Studdard at sara@explorebikeshare.com. Please submit copies as PDF. We want your best work, so if this timeline is not feasible, please reach out so we can discuss alternatives.

INTERVIEWS, PRESENTATIONS, DEMONSTRATION

Explore Bike Share is looking forward to getting to know our potential partners. Finalists will be notified by October 15th. It is expected that the finalists will provide a presentation to Explore Bike Share and its advisory group. Demonstrations will be encouraged.

QUESTIONS ABOUT EXPLORE BIKE SHARE

Questions should be directed to Sara Studdard of Explore Bike Share at sara@explorebikeshare.com or 901-372-5104.

APPENDIX A: BICYCLE SPECIFICATIONS

A successful RFP will address the following specifications for bicycles. If specification is not applicable or is contingent, please explain.

- Upright riding position for confident riding in traffic
- Lighting system compliant with all State and local laws that automatically illuminate when the bike is in use and remain on for at least two (2) minutes after the bike comes to a stop
- Front, rear, and side reflectors
- Reliable and intuitive braking system
- Simple and reliable multiple gear drivetrain system to accommodate topography of region
- Easy to operate, easy to mount and hold in stopped position
- Protection from grease, dirt, and tire spray, including enclosed drive train and full fenders
- Cargo capacity for items such as a typical briefcase, book bag, and/or grocery bag weighing up to twenty pounds, variety of sizes and configurations
- One size, which will fit users from 4'8" to 6'4" in height with tool-free seat-only adjustment
- Features designed to encourage ridership by women in professional clothing
- Theft and tamper-resistant (potentially through use of components not compatible with other bicycles and/or requiring tools not commonly available)
- Puncture-resistant tires
- Pedal-powered front/rear light system; multiple power sources preferred
- Kickstand or other device to allow bicycle to be supported upright
- Bicycles should look good in the urban environment and must be capable of being branded appropriately for a title sponsorship
- Describe any unique branding opportunities
- Capacity for sponsorship or advertising that can be easily changed
- The customer service telephone number on every bicycle with durable, weather resistant labels
- Color customization
- Repair and maintenance manual included
- Parts and materials durable to withstand weather conditions including high humidity
- Useful life greater than five (5) years and a 5-year warranty preferred, but not required
- Fully protected or enclosed cables preferred
- Clearly visible space on bicycle for safety and instructional messaging
- If parts need to be modified or replaced if the software changes, they will be provided by the vendor at no cost
- Equipment/software will be the same as any used by any other program as to avoid a situation where Explore Bike Share system is running "old" software that's no longer developed/supported
- Active and/or Passive GPS tracking system integrated into the bicycle to recover missing or stolen bikes, and to interface with website for personal health and performance data monitoring
- [Optional] Smart phone mount
- [Optional] Ability to check in/check out without the use of a docking station

APPENDIX B: DOCKING STATION SPECIFICATIONS

A successful RFP would address the following specifications for docking stations. If specification is not applicable or is contingent, please explain.

- Compliance with the Americans with Disabilities Act, and other requirements of Explore Bike Share, the municipality, institution and/or private landowner in positioning stations
- Capacity to maintain security of the system during a power failure or loss of system communication
- Flexibility to install stations outside or in a covered area (e.g., parking garage)
- Capacity to issue real-time reports between stations and headquarters to report number of bikes per station to facilitate re-distribution and locate bicycles needing repair
- Kiosk and map panel options that adhere to Memphis' sign ordinances
- Ability to operate without need to connect to electrical grid (this may be accomplished by solar power or other types of alternative energy sources, as feasible) including employment of a backup power source
- Adherence to annual City permit inspection requirements
- Smallest feasible footprint to enable installation in a location currently used as a parking space or on a wide sidewalk with a layout that does not impede pedestrian traffic and ideally has no components that extend horizontally beyond the bike containment area footprint
- Aesthetic compatibility with streetscape and neighborhood context, particularly of historic districts, both when station is full of bicycles and when it is empty
- Adequate space at kiosk for a lighted map indicating both station locations and bicycle routes
- Wayfinding attributes in multiple languages that include maps and destinations of interest and nearby stations
- Ability to prevent out-of-service bicycles from being checked out, along with an indicator showing whether a bicycle is available or out-of-service
- Unified look-and-feel of all stations within the network
- Capacity to convey safety messaging, bicycle laws and warnings affecting cyclists in multiple languages in an easy-to-read format in all lighting conditions
- Stations that are modular, easily relocated, require minimal time to install/remove and do not leave behind attachment points that could trip a pedestrian or impede traffic or parking
- Useful life greater than five years
- Can be deployed without kiosk
- Lighted space at each station for advertising panel
- Visible customer service phone number
- Stations must be able to be branded by a title or station sponsor
- Parts and materials are durable to withstand close proximity or consistent exposure to humidity/sun
- Includes an installation and use manual
- Users can choose which specific bike they would like to rent
- Out-of-service bicycles are easily identified
- Capacity for station and major components (bicycle, docks, terminal) to self-report malfunctions and mechanical problems
- Clear and prominent instructions directing users how to report problems or a bicycle in need of repair
- If parts need to be modified or replaced if the software changes, they will be provided by the vendor at no cost

APPENDIX C: SOFTWARE SPECIFICATIONS

A successful proposal will address the following specifications for bike share software in each category. If specification is not applicable or is contingent, please explain.

Administrative

- Determining where each bicycle in the system is located in real time, and when it might have been lost
- Determine how many rides/miles each bike has taken to facilitate maintenance
- Produce a daily maintenance list for all system components
- Find disabled bicycles using the system
- Creating reports on usage and miles traveled on a system-wide and bike-by-bike basis
- Shut down individual stations or the whole system temporarily
- Process for verifying user information via credit user information as well as adherence to current PCI (Payment Card Industry) standards (including chip-and-pin technology)
- IT system complies with current standards for data security, particularly for financial data, user names, and addresses; describe any third party testing or verifications and liability and risk
- The mobile app and website should communicate with bike share software system in real time
- Administrative functions of bike share software are accessible to bike share staff via web access from any internet-enabled location
- Administrators and customer service representatives can access the functionality of individual stations / kiosks to assist end users
- Administrators should be able to easily look up user accounts based on name, phone number, email, or user ID
- Administrators should be able to easily look up individual bikes and stations for operational status
- Anonymized and scrubbed system functionality and data (ride and real-time availability data, membership signup, payment, location based advertising) will be exposed to third-party and open-source software developers through secure APIs
- Explore Bike Share will own the data generated by the system
- Software provides a comprehensive solution that helps the Operator streamline all aspects of the program, including managing fleet and equipment, customer service, finances, rebalancing, reporting, and pricing
- Software is easily customizable and upgradeable
- Software is easily configurable by the Operator to allow for various subscription types, reports, prices, or other features including the ability to administer discounts and promotions
- Data including financial data is highly secure according to industry standards

Website and Mobile Application

- System users can purchase memberships and agree to the terms of a liability waiver
- Multiple languages
- The website allows users to search for station locations through a variety of inputs (e.g. user-entered address, intersection or major place names, selecting from an interactive map etc.)
- Members can access and update their membership information, re-subscribe to the System and replenish their accounts
- Allows members to track their use of the bike share system, including miles and rides
- Accessible from desktop computers and hand-held wireless devices such as PDA's, Smartphones, and web-enabled cell phones using browsers; Flash should not be used
- Critical functionality does not use any extensions that are not pre-installed in the vast majority of browsers and any mark up or scripting should function correctly in all widely used browsers
- Website and app should allow the operator to place advertising messages based on location
- Ability to indicate the closest station and number of bicycles to mobile or web user
- Routing and directional capabilities and support of Explore Bike Share's "Visitor Routes"

APPENDIX D: KIOSK AND PAYMENT TECHNOLOGY SPECIFICATIONS

A successful RFP will address the following specifications for kiosks and payment technology.

If specification is not applicable or is contingent, please explain.

- Ability to receive and manage all payments, fees, penalties, or other monetary transactions by users of the system
- Ability to accommodate different payment schemes including schemes that do not adhere to the industry standard
- Ability to provide ease of use to both “walk-up customers” and “subscribers”
- Adherence to industry standard data security and safeguards for financial and personal data of system users
- Ability to accept walk-up renters with agreement to liability waiver
- Ability to interface with a unified electronic fare system
- The device and reader should be ISO 14443 compliant and capable of reading EMV cards
- The security of the device, be it card, phone, or fob, should be equivalent to Mifare ultralight C or higher (DESFIRE 3)
- Limit on the number of subscriptions and walk-up rentals that can be purchased by one user or using one credit card
- Touch-screen capabilities
- Technology to accept and validate a variety of payment methods (e.g., cash, credit card, pay by phone)
- Legibility in all lighting conditions and operational in all normal weather conditions
- Flexibility to add features and modify terminal as needed
- Ability to push software and/or firmware updates efficiently and with little downtime
- Ability to use all major national and international credit cards
- Clear customer service number and instructions
- Include a process for facilitating users who desire to park a bike at a station where all docks are occupied
- A process for facilitating users who desire to get a bike at a station where all docks are empty
- Capacity to maintain security of the system during a power failure event or loss of system communication
- Instructions and interface available in multiple languages
- If parts need to be modified or replaced if the software changes, they will be provided by the vendor at no cost

APPENDIX E: SYSTEM GOALS & VALUES

Explore Bike Share's vision for bike share in the city of Memphis would achieve the following goals.

FINANCES

Create a system that is financially sustainable, transparent, and accountable to the public and stakeholders.

- Cover all operating expenses without assistance from the City by utilizing a wide range of private, state and federal funding sources.
- Plan for and ensure sustainable capital funding for system growth and ongoing equipment replacement.
- Clearly communicate program performance to stakeholders and public.

EQUITY

Deliver an equitable system that increases personal mobility in Memphis, providing people with better access to destinations throughout the city.

- Deliver a system that serves users in minority and low-income communities and improves their access to key destinations, such as jobs and recreation
- High-quality, sustainable service to the highest number of communities, not simply the most attractive visitor destinations
- Integrate bike share as an extension of Memphis' public transit network.
- Ensure that bike share is cost competitive for users as compared to other modes
- Allow multiple payment options, including cash

HEALTH & SAFETY

Provide Memphians a safe mode of transportation that promotes active and healthy living.

- Foster an active lifestyle by diverting a greater share of trips to bicycling
- Promote a culture of safety among bike share system users and cars
- Support city-wide objectives such as improved access to fresh foods and access to green space

TOURISM

Explore Bike Share systems will complement the world-class tourist amenities offered throughout the city while preserving the community itself. The bike share services will be best-in-class to reflect the city's excellence in hospitality.

LIVABILITY

Explore Bike Share seeks to further connect Memphis' place-making, revitalization efforts, green spaces, and historical landmarks. One of the compelling assets that Memphis has is its unique culture. By weaving together various communities with bike share accessibility, we will be able to share our culture with one another more readily and naturally.

- Connect cultural assets and neighborhoods
- Maximize the number of destinations one can reach, providing enhanced connectivity to places that otherwise would be difficult to access

Develop an innovative transportation system that improves Memphis's livability through retention and recruitment, leading to greater economic competitiveness.

- Attract and retain talent for the city's employers and raise attractiveness to Memphis for business investment and tourism
- Reduce the environmental impact of transportation and help Memphis become more green
- Increase active transportation bike culture

“We applaud this new round of communities for investing in a more sustainable future for the country and a healthier future for their residents and beyond.”

- Andy Clarke, President of the League of American Bicyclists

TRANSPORTATION

Explore Bike Share systems should provide a meaningful transportation option to residents of the city. This means affordability, accessibility, convenience, high quality of equipment, technology and service appropriate for our environment. Explore Bike Share systems should also act as the glue for our transportation ecosystem, enhancing the value of every other infrastructure and transportation investment by providing connectivity, technological integration, and additional capacity.

Explore Bike Share believes that the bike share system must reflect a specific set of values to accomplish this vision. A successful vendor will demonstrate how their qualifications and approach will support the following values:

- Something people love to use: Bike share customers feel smart, confident, and satisfied when using our system. Using bike share should be fun
- Exceptionally convenient: The bike share network should be too convenient to ignore, and should be the best mode of transit for at least half of the trips in the city
- Low cost: Cheapest transportation service available
- End-to-end experience design: The system should be designed to anticipate and accommodate the most common uses and guide and support users throughout the whole process; stations should be conveniently located relative to key attractions and major destinations and should be sited near bike paths. Bike paths should take riders directly to other stations that are also in front of common destinations
- No frustrations: Bikes, docks, and system should be available whenever a customer needs them; the payment system should be simple, intuitive, and be capable of providing feedback about all fees
- Integrated: The bike share system should have the capacity to be integrated with other forms of transit, payment, and personal technology
- Innovative: Explore Bike Share should always be in a position to experiment with or implement new developments if they can improve its ability to achieve its organizational goals
- Open and Transparent: System data and evaluation metrics should be readily available (in computer-readable forms) to all stakeholders including the general public
- Being a good neighbor: Bike share seeks to be a good partner to businesses, governments, and non-profits that are invested in improving our city
- Invested in the community: Bike share will be integrated into the public spaces and resources owned by the residents of those communities; Explore Bike Share and its partners will solicit and integrate input from the community on a continuous basis and provide services that strengthen those communities
- A model progressive organization: The bike share network will be a symbol of innovation, technology, and public private partnership that work together to make a strong impact on the community
- Diverse membership community: Explore Bike Share will seek to attract a diverse community of users that includes Memphis' varied demographics, ethnicities and languages, in addition to tourists and international visitors
- Respectful Bike Culture: Bike share will be a positive addition to Memphis' existing bike culture. Explore Bike Share seeks to develop a culture of mutual respect and acceptance of people on bicycles and people in cars

APPENDIX F: RESOURCES

REFERENCES

Memphis Bike Share Feasability 2013

altaplanning.com/wp-content/uploads/memphis-bike-share-final-report_021913.pdf

Mid-South Greenprint

midsouthgreenprint.org/greenprint-20152040/greenprint-final-plan/

Explore Bike Share

explorebike share.com

PRESS

“How Memphis Became a Great Bicycle City”

CityLab

citylab.com/commute/2014/10/how-memphis-became-a-great-bicycle-city/382061/

“Memphis Named Bronze-Level Bicycle Friendly City”

bikepedmemphis.wordpress.com/2015/06/10/memphis-named-a-bronze-level-bicycle-friendly-community

“Crosstown Crossroads”

memphisdailynews.com/news/2015/feb/14/crosstown-crossroads

“Play Together”

memphisdailynews.com/news/2015/jul/28/play-together

“Memphis Pyramid, Bass Pro Shops, new lodging to booming city”

usatoday.com/story/travel/destinations/2015/06/05/memphis-pyramid-bass-pro-shops/28477061

“Explore Bike Share: Meetings to Explore Bike Sharing in Memphis Start Thursday”

memphisdailynews.com/news/2015/jun/1/meetings-to-explore-bike-sharing-in-memphis-start-thursday/

“Cycling Ahead”

memphisdailynews.com/news/2015/jul/7/cycling-ahead/

“Bike Share 101 with Doug Carpenter”

bizjournals.com/memphis/news/2015/06/24/bike-share-101-with-doug-carpenter.html

“CEO for Cities: Bike Share”

ceosforcities.org/tag/bike-share/



QUESTIONS SHOULD BE DIRECTED TO SARA STUDDARD OF EXPLORE BIKE SHARE
AT SARA@EXPLOREBIKESHARE.COM OR 901-372-5104

EXPLOREBIKESHARE.COM