

Bublr Bikes

Diversifying Revenues Policy Analysis



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December, 2018

Executive Summary

Bublr Bikes Inc. (Bublr) is Greater Milwaukee's nonprofit bike share program with 87 stations in Milwaukee, Shorewood, Wauwatosa and West Allis and just over 700 bikes in the fleet. The fleet is exclusively a third generation or automated type docked bike sharing system. Users check-out a bike at a designated location through a special kiosk, ride the bike to their destination, and then return the bike at a similar kiosk much like getting on and off a metro bus at a bus stop. This system provides available, reliable, and convenient bikes to users who support biking as a sustainable and healthy form of transportation. The original capital investment was provided by the City of Milwaukee and, through an operating agreement, Bublr operates the equipment while the City maintains ownership. Bublr is responsible for organization administration, maintaining the bike fleet, and balancing the bikes between stations as necessary. This analysis will concentrate on analyzing funding mechanisms for operational costs to keep the Bublr bike share system viable.

The four alternatives presented in this document include adding an all-day pass, monetizing rider trip data, attracting more "casual" or single-ride users, and securing a title/presenting sponsor. These four alternatives are a result of reviewing multiple alternative ideas and should all be given careful consideration moving forward. The alternative that best meets the criteria in this analysis is Alternative 1 adding an all-day pass and removing time restrictions on trips. This option will reduce barriers to using the system and increase revenues to better reflect the value bike share brings to single-ride users who may be using the system for the first time or traveling long distances. By eliminating the time limit and charging the rider for 6 single-ride trips up front, Bublr utilizes its best resource (available bikes) without adding any additional expenses even if the user exceeds the single-ride time limits of other pricing options.

Traditional revenue sources for a non-profit managed bike share system's operating costs include title/presenting sponsors, user fees, and advertising revenue. (Appendix_A) Relying too heavily on any one of these sources of revenue puts Bublr in a very vulnerable position to cover operational expenses. As similar bike share program's title/presenting sponsor contracts expire without renewal, increasing competition from dockless bike share programs reduces user fees, and the constant attention required to find and maintain advertising clients increases, it is increasingly important to diversify revenue streams. The following document explores four alternatives for funding Bublr's operating costs with the goal of evaluating and suggesting the best alternative moving forward. Growing interest in dockless bike share programs at the municipal level, the introduction of e-assist bikes, and the recent trend in electric scooters, Bublr will have to diversify revenue sources to stay competitive and expand in the local market. Diversifying revenues will ensure the organization continuing to be viability in the event a revenue source fails.

Problem Statement

Many bike share programs have fallen short of their funding goals. Increasing competition and emerging technologies are putting additional strains on the already difficult task of making ends meet and keeping the organization alive. There are funding mechanisms in place, but the organization should always look to diversify revenue sources to protect its solvency in the case of one or more of these funding mechanisms failing. For example, single-rider growth temporarily halted when an electric scooter company introduced their product in the downtown Milwaukee area. (Appendix_B)

The goal of any public transportation system is to become financially self sustaining. Typically an average third generation bike share system collects revenues from advertising, grants/subsidies (from local government), membership/usage fees, and/or title/presenting sponsorships. (Appendix_A) Currently Bublr collects revenues from three of these four sources. Recent expansion to underserved communities has put additional strains on operational costs due to the subsidies needed to manage/maintain proper service for these additional stations. Without additional subsidies from other revenue sources, expanding into more underserved areas will increase the need for additional revenue sources to subsidize under-performing stations. Only a few bike share systems are economically self sustaining on system revenues alone (i.e. operating costs are greater than system revenues). Therefore, the organization responsible for the program (city, public agency, non-profit, or private company) must ensure that enough funding is available to support all expenditures related to the implementation of a bike share program (capital purchases, expansion, and ongoing operations)¹. Many successful bike share systems typically receive financial support from the cities/municipalities they operate in. (Appendix_C)

Equity is a very important facet of public transportation but poses a unique challenge in low density and economically depressed areas of any city. Bikeshare systems rely on multiple riders using the system frequently and generating multiple rides per bike to be effective. This means that higher revenue generating stations sustain/subsidize the lower revenue generating stations. Higher performing stations tend to be in areas with higher densities that have “safe feeling” infrastructure and many tourist attractions. (Appendix_D) Due to the large capital investment and disproportionate operational costs of expanding to lower density areas, efforts toward making a bike share system equitable on a city wide scale may put strains on operating resources. Safe infrastructure is as important to equity as providing accessible bikes in any area. For example, In surveys taken by Bublr and Sixteenth Street Community Health Center, the number one reason people gave in traditionally under resourced areas for not using bikes (shared or otherwise) for transportation was that they did not feel safe doing so. Based on these findings, a Bublr station, even with a robust engagement program would likely not be enough to boost ridership without improved bicycle infrastructure.

¹ <https://www.wilmingtonde.gov/home/showdocument?id=574>

According to 2018 budget projections, Bublr's estimated annual revenue total is just over \$800k and the operating expenses are approximately \$855k resulting in a -\$55k deficit. (Appendix_E) If this trend continues with diminishing revenues due to competition from dockless bikes, E-bikes, and E-scooters, Bublr may not be able to continue serving the community at large. To accommodate for maintenance, depreciation, and unforscene expenses, Bublr should budget \$150k to be sustainable.

The following are 4 alternatives intended to make revenue sources more diverse and/or increase the current level of revenue. Revenue sources like data monetization and securing a title/presenting sponsor are currently not being utilized while user fee pricing and advertising revenues are already in place but should be strengthened.

Criteria

Effectiveness

The preferred criteria will increase revenue by at least \$55k.

Rationale: The stated annual estimated income is \$801.86k and the operating expenses for bublr are estimated at \$856.41k leaving a \$54.55k deficit (Appendix_E). The preferred criteria should meet or exceed at least \$55k to make up for current budget projections.

Administrative Ease

The preferred alternative will use existing staff resources to implement the alternative.

Rationale: Bublr has staff which should be used to fulfill the suggested alternative. Additional staff should not be necessary forgoing the additional expense of hiring and managing new staff. The preferred alternative should not place any additional strains on existing staff allowing them to sustain the current day-to-day responsibilities.

Equity

The preferred alternative will serve the Milwaukee public equally regardless of economic ability or quantifiable demographic.

Rationale: Although Bublr employs programs that reduce barriers such as an annual pass for \$8 for individuals who qualify for food share or live in public housing, it is still vitally important to continually accommodate for the public at large regardless of economic standing or quantifiable demographic.

Time

The preferred alternative will be implemented within one year of this document being published.

Rationale: Operating expenses are ongoing and necessary for the success and expansion of Bublr therefore the alternative should be put into action within one year of this document being published.

Alternatives

Alternative 1

Add an all-day 24-hour pricing option / no time limit

This alternative recommends adding another price product to include an “all day” option giving users the ability to have unlimited access to the bike over a 24-hour period much like a traditional retail store bike rental. The bikes can still be docked when not in use but the time limit will be removed eliminating the confusion associated with additional fees which can be a barrier to new users. This alternative also allows for the best use of bikes equipped with the lock-to technology and allows for use extending outside of the docking station service area. After a brief discussion with a Milwaukee Metro bus driver, Bublr bikes are compatible with bus mounted bike racks and are frequently used to extend trips taken by users. This points to a potential complimentary use with current mass transportation options extending the last mile into underserved areas.

Many new riders and “tourists” using Bublr for the first time do not have a reference for how far 30 minutes can take you through the city. Current pricing options can be confusing for first-time users who may feel more comfortable knowing they will only be charged a flat rate for the entire day. (Appendix_F) This alternative aims to relieve the barriers a time limit puts on the user to avoid additional usage fees. With additional fees assessed after 30 minutes a user feels like they are being charged a second time creating an incentive to keep their ride under 30 minutes. The idea is that removing this mental barrier will have a positive effect on the user’s experience, increase their usage of the system, and respectively increase walk up user revenues through increased trips taken.

The fees for the 24-hour pass should be easily understood and set at \$24 roughly calculated by reflecting six (6) 30 minute single-rides. The fee for the 24-hour pass reflects six (6) 30 minute single-rides or any combination of single-rides with consecutive additional time fees applied. The 24-hour pass is expected to cannibalize a portion of the single-rider usage fees, but will be accounted for in the revenues generated by the new pricing option. For example the 24-hour pass is equivalent to three (3) 60 minute trips, or two (2) 90 minute trips.

Alternative 2

Attract more single-ride users through infrastructure and accessories

This alternative theory is to increase single trips by promoting a positive experience through wayfinding signage and highlighting “safe feeling” infrastructure, making cycling more enjoyable, encouraging more frequent use, longer trips, and increasing revenues. By increasing the comfort and ease of riding the bikes as a viable form of recreational transportation, Bublr can

capitalize on existing user trips by encouraging more frequent and extended use of the system. Pilot routes should be marked with inexpensive “H signs” which average under \$1 per sign,² and signs should inform users of participating businesses within close proximity to adjacent bike infrastructure such as bike lanes and trails.

Wayfinding signs are an easy way to guide users from origin to destination. Highlighting specific routes at key intersections can remove confusion and frustration for users that may not be familiar with the local area. Cycling and using a smartphone for directions can be clumsy and distract from the users experience. By labeling key routes and destinations en-route, users can be sure to find the smoothest roads/paths, avoid unnecessary hills, and find new destinations during their trip. Additional research and community outreach will formulate the best routes between stations.

Accessories such as handle grip “mittens”/wind guards and/or a smartphone mount can also increase the positive experience a user has while using the system. During cold weather a user’s hands can get very cold and affect their experience negatively if they forget their gloves. (Appendix_G) While in motion, a user referencing a smartphone to find a destination kiosk has one of two options. The user can either pull over and stop, or use one hand to hold the device while using the other hand to pilot the bike. Providing a mount to fix a smartphone to the bike allows the user to reference wayfinding apps such as B-cycle while in motion.

Further analysis of single-ride “origin - destination” will form a trip frequency map of popular routes to improve. (Appendix_D) Single-ride users from cities with bike share systems will be more likely to use the system multiple times and more frequently when they are in the Milwaukee area if they have a positive experience. Adversely, when a user has a poor experience or feels unsafe, they are less likely to choose to use the system over other forms of transportation.

Alternative 3

Monetize trip and user data

This alternative suggests monetizing user trip data and marketing it to interested clients through a third party. Trip and user data are generated every time a user purchases a pass or checks out a bike on the system. Rider type, zip code, origin and destination, and many other data points are generated with each ride. The third party data management providers like lotame.com say “Accessing high-quality data is becoming increasingly important for marketers,

²https://www.signsonthecheap.com/pricing?utm_source=google_base&utm_medium=data_feed&pcode=646446443256786376453948536F704E526A3266466974343563624757434C30&pagename=personalized-lawn-signs&skuid=10212&mpn=SOTC10212&productprice=0.89&gclid=Cj0KCQiA3b3gBRDAARIsAL6D-N8T0ujVaxzDn_ayGZqMYJF4TgwL0rRZYtHr4P9q_wCEhuKvUse-VNsaAhfDEALw_wcB

agencies and all sorts of businesses. Data analytics is a top-five “most important” issue for 38 percent of companies, while 21 percent say it’s the best way to get a competitive advantage.”³ This re-enforces the value of that data points collected in Bublr’s day to day operations. Studies have shown purchasing behavior differences between various modes of transportation which give companies more detailed information about their audiences.⁴ This data becomes even more valuable when paired with metadata provided by a third party data management company.

Users personal data should be kept anonymous protecting the identity of individual users. Valuing the data can be approached through different methods. The first method is to price the data according to how many times and how much the data is accessed by the client. The second method is to set the value according to Bublr’s revenue needs essentially filling the gaps between budget shortfalls. Working with a third party data management consultant should be considered to choose which method works best when exploring this alternative and used for a number of the following reasons:

- Added value when matched with external data sources
- Authorization (client access/user login)
- Encryption (security)
- Masking (keeping individual user data private)

Challenges to marketing data include inconsistencies due to station additions, weather and events affecting data, and deactivating stations during the winter. These variables change very fast and many times occur simultaneously making the data difficult to analyse and may depreciate the value to potential clients. Consistency and the amount of data collected increase the value and should be accounted for when making changes to the system and noted when analysing data. The exact value of marketing data is also challenging. Additional analysis will be required to accurately estimate the value of the trip data.

Alternative 4

Secure a title/presenting sponsor

Many bike share programs find over 50% of their revenue from title/presenting sponsor. (Appendix_A) A title/presenting sponsor is most often a single donor who provides a substantial amount of revenue to the organization in exchange for the naming rights and a portion or all of the advertisement opportunities associate with the system. Current advertising opportunities are limited to panels fixed to the fleet bikes, wrapping the frame of each bike, and the poster boards/docks on the stations.

³ <https://www.lotame.com/how-to-monetize-your-data/>

⁴ <https://bikeportland.org/2012/07/06/study-shows-biking-customers-spend-more-74357>

Current pricing costs for station sponsorship is \$450 per station per month, panels range from \$36 - \$76 per bike per month, and a full bike wrap is \$1500 per bike per month. (Appendix_H) Simple calculations show potential revenues from both station and bike basket/panels total roughly \$1.4M showing the retail face value of the advertising opportunity. (Appendix_I) Advertising revenues for 2017 accounted for 45.7% or \$258,845 of the total revenue. (Appendix_E) This should be taken into account when securing a title/presenting sponsors exclusivity to the advertisement opportunities. It is also important to note that current advertising agreements hold intrinsic value to Bublr and should be taken into consideration moving forward. For example, Bublr receives approximately \$55k to display wayfinding maps on their kiosks assisting users navigate the city. (Appendix_H)

In order to retain brand recognition with existing program titles such as Bublr, the title/presenting sponsor can agree to keep the original name but add **Powered by:** as a way to retain previous and existing brand recognition investments.

Potential challenges to securing a title/presenting sponsor include the sponsor declining to renew their agreement after the contractual period ends, and the challenge of attracting other smaller sponsors due to association with the title/presenting sponsor. “When you allow one company to brand your service so completely, there’s little benefit left to offer other potential funding partners.”⁵

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<https://www.fastcompany.com/3028632/when-branding-is-too-good-a-cautionary-tale-from-new-yorks-citi-bike>

Evaluation (Appendix_J)

Alternative 1

Add an all-day 24-hour pricing option / no time limit

-Effectiveness

This alternative passes this criterium. If 25% of users who purchased single-ride and pay-as-you-go passes in 2017 chose the 24-hour pass, revenues would increase by \$58.8k above revenues retained from single-ride and pay-as-you-go passes.

-Administrative Ease

This alternative passes this criterium. The addition of an all-day 24-hour pass does not require any additional staff. Pricing structures are put in place by the B-cycle IT staff with direction from the board of directors.

-Equity

This alternative passes this criterium. Because the alternative adds an additional pricing option across the entire system without changing the existing pricing options, it does not affect the current service levels.

-Time

This alternative passes this criterium. It is feasible that this alternative could be implemented at any time with follow up promotional advertisement.

Alternative 2

Attract more single-ride users through infrastructure and accessories

-Effectiveness

This alternative may pass this criterium. The effectiveness of attracting more walk up users can only be assessed retroactively so projected revenue increases are difficult to define.

-Administrative Ease

This alternative passes this criterium. Planning and deploying H-signs fall under the normal job description of regular staff and does not require any additional staff.

-Equity

This alternative does not pass this criterion. This alternative focuses on increasing the experience of single ride users between high traffic routes which does not support the larger population of Milwaukee residents as a whole.

-Time

This alternative passes this criterium. Planning and deployment of wayfinding signs may need DPW / city approval but should be deployed within one year.

Alternative 3

Monetize trip and user data

-Effectiveness

This alternative may pass this criterium. Due to the different approaches to monetizing the data, projected revenues are difficult to predict. Each year new data is collected increasing amount and value of the data.

-Administrative Ease

This alternative does not pass this criterium. The technical challenges to securing, managing access, and cleaning data, a third party service provider would be needed.

-Equity

This alternative passes this criterium. Monetizing trip data does not adversely affect service levels at any point in the system providing bikes.

-Time

This alternative passes this criterium. It is feasible that this alternative could be implemented within one year as there is already 4 years of data to monetize.

Alternative 4

Secure a title/presenting sponsor

-Effectiveness

This alternative passes this criterium. The revenue from a title/presenting sponsor would be \$150k-\$300k.

-Administrative Ease

This alternative does not pass this criterium. With the hours invested to date, there has not been a title/presenting sponsor secured. There is no telling how many hours will result in securing the title/presenting sponsor going forward.

-Equity

This alternative passes this criterium. This alternative does not affect the current service levels going forward.

-Time

This alternative may pass this criterium. It is possible that a title/presenting sponsor could be secured within one year, but efforts have not secured one to date.

Recommendation

This policy analysis recommends **Alternative 1 Add an all-day pricing option / no time limit** as the best recommendation. This alternative reasonably passes all of the criteria stated in this policy analysis without considerably affecting the current operations of the Bublr bike share system. The other pricing options are still made available, it is easily implemented, does not require additional staff, and is projected to add revenue in addition to current pricing options. Alternative 1 also removes the time restriction which could be seen as a barrier to use for some users who may choose other forms of transportation.

It is important to note that Alternatives 1, 2, 3, and 4 are not mutually exclusive and can support the effectiveness of each when implemented together. The recommended alternative in this policy was chosen in relation to the criteria presented. During this policy analysis it was noted that the “experience” of using the system plays a considerable role in its success. Efforts moving forward should take this into consideration to encourage new users and increase the frequency of existing users.

Monitoring

Monitoring the success of this alternative will require a seasonal and annual analysis of single-ride and 24-hour pass trips/revenues. Additional revenues the 24-hour pass generates should take into consideration the loss of revenues from single-rides. This can be calculated seasonally by projecting the increase in single-rides taken from the previous year minus actual single-ride count. The result of this calculation should be subtracted from the total revenue generated by the 24-hour pass giving a more accurate calculation of actual additional revenues.

Many factors affect a users transportation choices but factors such as weather can be accounted for by weighting single-ride and 24-hour pass trip data against annual pass user data. Other factors such as the introduction of competing shared mobility devices, changes in single-ride pricing, and the frequency and size of special events are more difficult to adjust for but should also be noted in any analysis calculations monitoring the success of the alternatives suggested in this analysis.

Appendix

Appendix_A

Table 10. Percent Operating Revenue by Category for Five U.S. Public Bikesharing Programs (n=5)

Program	Advertising Sales	Gifts	Grants	Membership Fees	Usage Fees	Sponsorships
Program 1 Non-profit	0%	0.5%	5.3%	28.6%	16.6%	48.9%
Program 2 Non-profit	52.5%	0%	0%	3.7%	33%	10.7%
Program 3 Publicly owned, Contractor operated	0%	0%	71.1%	13.3%	4.4%	11.1%
Program 4 Non-profit	1%	0%	0%	41%	20%	38%
Program 5 Non-profit	0%	0%	0%	0%	0%	100%
High	52.5%	0.5%	71.1%	41%	33%	100%
Mean	26.8%	0.5%	38.2%	21.7%	18.5%	41.7%
Low	1%	0.5%	5.3%	3.7%	4.4%	10.7%

https://scholarworks.sjsu.edu/cgi/viewcontent.cgi?article=1072&context=mti_publications

Appendix_B

				In July Bird scooters were available affecting single ridership substantially			In July Bird scooters were available affecting single ridership substantially		
2016 - 2017		2016 - 2017			2017 - 2018			2017 - 2018	
Start Month	total rider trips % change no maintenance	Start Month	total rider trips % change single rider		total rider trips % change no maintenance		total rider trips % change single rider		total rider trips % change single rider
May	-5%	May	3%	May	43%	May	56%		
June	33%	June	38%	June	9%	June	7%		
July	39%	July	33%	July	10%	July	0%		
August	36%	August	18%	August	18%	August	13%		
September	24%	September	12%	September	0%	September	-20%		

*Special note this was also the period immediately after an increase in single-ride fees

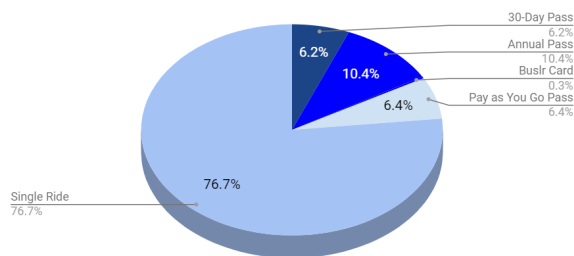
Appendix_C

BIKESHARE CITY	DOES THE SYSTEM RECEIVE OPERATING FUNDING FROM THE CITY?	TYPE OF FUNDING	% OF OPERATING BUDGET
Oklahoma City, OK	YES	CASH	69%
Philadelphia, PA	YES	BIKESHARE PROGRAM STAFF SALARIES PAID BY CITY; ALSO RECEIVE SOME FUNDS FROM THE "MAYOR'S FUND"	100% OF STAFF EXPENSE
Lincoln NE	YES	CASH	100%
Cincinnati, OH	YES	CASH FROM THE DOWNTOWN BID	N/A (\$400K / yr)
Denver, CO	YES	CASH	30%
Washington, DC	YES	SYSTEM IS PART OF THE CITY DPW	100%
Milwaukee, WI	YES	CASH	11.70%

Appendix_D

Current top 10 ROUTES taken by walk up users:		Number:	Most frequently used stations by walk up users:
Discovery World	Discovery World	1	Discovery World
Bradford Beach	Bradford Beach	2	Bradford Beach
Brady/Prospect	Brady/Prospect	3	Brady/Prospect
US Bank Center	US Bank Center	4	US Bank Center
Lakefront Brewery	Lakefront Brewery	5	Lakefront Brewery
Erie/Menomonee	Erie/Menomonee	6	Erie/Menomonee
Water/Wisconsin	Water/Wisconsin	7	Water/Wisconsin
Red Arrow Park	Red Arrow Park	8	Red Arrow Park
Discovery World	Brady Prospect	9	Marquette University Student Union
Marquette University Student Union	Marquette University Student Union	10	Kenilworth Square

Total Annual User Fees



Income by Category

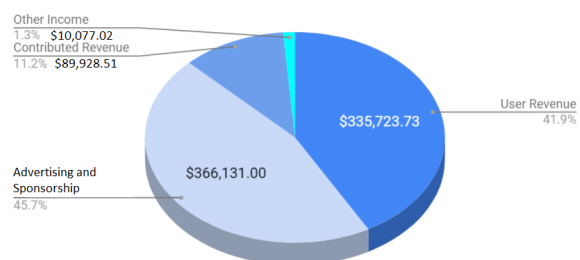


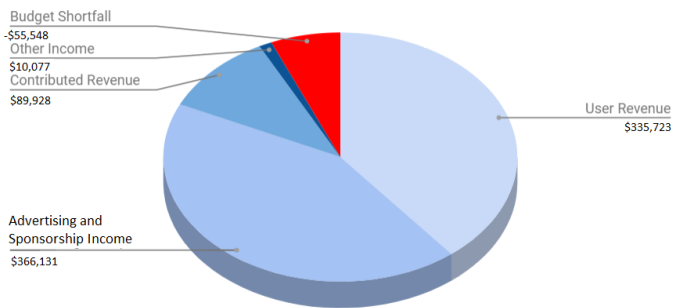
Table 9. Percent Revenue between Casual (Short-Term) and Members (Long-Term) in North America (n=4)

Program	Percent Revenue from Members	Percent Revenue from Casual Users
Program 1 Publicly Owned, Contractor Operated	15%	44%
Program 2 Publicly Owned, Contractor Operated	33%	67%
Program 3 Non-profit	16.1%	48.4%
Program 4 Non-profit	3.6%	54%

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Appendix_E

Total Budget Expenses = \$856,408
Totals represented are rounded estimates



User Revenue	\$335,723.73
Advertising and Sponsorship Income	\$366,131.00
Contributed Revenue	\$89,928.51
Other Income	\$10,077.02
Total	\$801,860.26

Appendix_F

	--note-- Additional usage fees are \$4 / 30 min for Single Rides and \$3 / 30 min for all others.
Pricing Matrix	
Type of Ride	Initial Fee
Single Ride	\$4.00 / 30 min ride
Pay as You Go	\$2.00 / 30 min ride
30 Day Pass	\$15.00 / 1 month unlimited 60 min trips
Annual Pass & Buslr Pass	\$80.00 / 12 months unlimited 60 min trips

Table 11. Cost of Public Bikes sharing in the U.S. (2012 Season) (U.S. Dollars) (n=22)

Organization Name	Location	Subscription Cost					Trip Usage Fees (Minutes)					
		24-hr	3-day	7-day	Month	Seasonal or Year	0-30	31-60	61-90	+30	Daily Max Casual Users	Daily Max Members
Bike Chattanooga	Chattanooga, TN	\$6.00				\$75.00	Free	Free	+\$5.00	+\$5.00	\$100.00	\$100.00
Boulder B-cycle	Boulder, CO	\$5.00		\$15.00		\$55.00	Free	Free	+\$4.00	+\$4.00		
Broward B-cycle	Ft. Lauderdale, FL	\$5.00	\$25.00			\$45.00	Free	+\$1.00	+\$2.00	+\$4.00	\$50.00	\$50.00
Capital Bikeshare	Washington, D.C.	\$7.00	\$15.00		\$25.00	\$75.00	Free	+\$1.50	+\$3.00	+\$6.00	\$94.00	\$70.50
Charlotte B-cycle	Charlotte, NC	\$8.00				\$65.00	Free	+\$4	+\$4.00	+\$4.00	\$75.00	\$75.00
Chicago B-cycle	Chicago, IL	Data Unavailable					Data Unavailable					
DecoBike Miami Beach	Miami Beach, FL	\$24.00			\$35.00		Free	Free	+\$4.00	+\$4.00		\$60.00
DecoBike Long Beach	Long Beach, NY	\$24.00			\$50.00		Free	Free	+\$4.00	+\$4.00		\$60.00
Denver B-cycle	Denver, CO	\$8.00		\$20.00	\$30.00	\$80.00	Free	+\$1.00	+\$4.00	+\$4.00		
Des Moines B-cycle	Des Moines, IA	\$5.00			\$30.00	\$50.00	Free	Free	+\$1.25	+\$1.25	\$65.00	\$65.00
Hawaii B-cycle	Kailua, HI	\$5.00			\$30.00	\$50.00	Free	+\$2.50	+\$2.50	+\$2.50	\$100.00	\$100.00
Houston B-cycle	Houston, TX	\$5.00		\$15.00		\$70.00	Free	Free	Free	+\$2.00		
Kansas B-cycle	Kansas City, MO	\$7.00		\$15.00	\$25.00	\$65.00	Free	+\$2.00	+\$2.00	+\$2.00	\$40.00	\$40.00
Madison B-cycle	Madison, WI	\$5.00				\$65.00	Free	+\$2.00	+\$5.00	+\$5.00	\$75.00	\$75.00
Nashville B-cycle	Nashville, TN	\$5.00		\$10.00	\$15.00	\$50.00	Free	Free	+\$1.50	+\$1.50	\$45.00	\$45.00
Hubway	Boston, MA	\$5.00	\$12.00			\$85.00	Free	+\$2.00	+\$4.00	+\$8.00	\$100.00	\$80.00
Nice Ride Minnesota	Twin Cities, MN	\$6.00			\$30.00	\$65.00	Free	+\$1.50	+\$4.50	+\$6.00	\$65.00	\$65.00
Omaha B-cycle	Omaha, NE	\$5.35			\$32.10	\$64.20	Free	Free	+\$1.34	+\$1.34	\$64.20	\$64.20
San Antonio B-cycle	San Antonio, TX	\$10.00		\$24.00		\$60.00	Free	Free	+\$2.00	+\$2.00	\$35.00	\$35.00
Spartanburg B-cycle	Spartanburg, SC	\$5.00			\$15.00	\$30.00	Free	Free	+\$1.00	+\$1.00	\$35.00	\$35.00
Spokies	Oklahoma City, OK	\$5.00			\$20.00	\$75.00	Free	+\$2.00	+\$2.00	+\$2.00	\$75.00	\$75.00
Tulsa Townies	Tulsa, OK	Free if Returned within 24 hours					Free if Returned within 24 hours					
United States Average		\$7.77	\$17.33	\$16.50	\$28.09	\$62.46	Free	+\$0.98	+\$2.74	+\$3.45	\$67.88	\$64.39
United States Median		\$5.00	\$12.00	\$15.00	\$30.00	\$65.00	Free	+\$2.00	+\$2.25	+\$2.00	\$65.00	\$64.20

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Appendix_G



Appendix_H

BUBLR BIKES 2018 STATION/BIKE SPONSORSHIP

Station Sponsorship  \$450/Station (No minimum)	Splash Guard Sponsorship  \$76/Splash Guard (10 minimum)
Basket Sponsorship  \$36/Basket (10 minimum)	Full Bike Wrap  \$1500/Bike (No minimum)

*Above rates based on a one-month sponsorship buy, including production and installation. Costs adjust for quantity and length purchased



Appendix_I

	Pricing Cost per month	Fleet/Station Multiplier (Approx)	Potential Monthly Ad Revenues	Potential Annual Revenues
Station Sponsorship	\$450	85	\$38,250	\$459,000
Side Panels	\$76	700	\$53,200	\$638,400
Basket	\$36	700	\$25,200	\$302,400
			Subtotal	\$1,399,800
Full Bike Wrap*	\$1,388	700	\$971,600	\$11,659,200
*Adjusted so revenues were not counted twice in Grand Total			Grand Total	\$13,059,000

Appendix_J

	Effectiveness	Administrative Ease	Equity	Time
	Increase Revenue by \$55k Annually	Use Existing Staff and Resources	Serve the Milwaukee Public Equally Regardless of Quantifiable Demographic	Will be Implemented Within One Year
Alternative #1	YES	YES	YES	YES
Add an All-Day 24-Hour Pricing Option / No Time Limit	Projected revenues are estimated at \$58.8k	Changing pricing structures will not add expenses	All-day 24-hour pricing option will be available to anyone using the system for multiple trips	Can be implemented immediately
Alternative #2	MAYBE	YES	NO	YES
Attract More Single-Ride Users Through Infrastructure and Accessories	Diverse and changing variables make predicting revenue increases due to infrastructure difficult	Additional signage and installation falls under the job description of regular staff	Wayfinding signage is only suggested for kiosks frequented by single-ride users	It is feasible that signage can be installed within one year
Alternative #3	MAYBE	NO	YES	YES
Monitizing Trip and User Data	Projecting the value of data will be determined after consulting with a third party consultant	Staff hours will be required to process data or outsource data management to a consulting firm	Monitizing data will not change the services currently provided	It is feasible that signage can be installed within one year
Alternative #4	YES	NO	YES	MAYBE
Secure a Title/Presenting Sponsor	Title sponsorship ranges from \$150k - \$300k	Additional staff hours invested may not secure title sponsor	Securing a title/presenting sponsor will not change the services currently provided	Current efforts have not found a title sponsor