

# EXHIBIT B - STATEMENT OF WORK METRO BIKESHARE – REVISED 1/28/15

## INTRODUCTION

The Los Angeles County Transportation Authority (Metro) is inviting proposals from qualified proposers interested in providing equipment for implementation, installation, operation, marketing and maintenance of a Regional Bikeshare System. The system will be implemented in the phases.

### Initial Authorization

#### **Pilot: YEARS 1-2**

Phase I: Downtown Los Angeles Pilot with 65 stations/1,090 bikes (Attachment A).

This two-year phase includes 6 to 9 months of installation and up to 18 months of operations and maintenance (O&M). Contractors are encouraged to consider how the schedule can be expedited without sacrificing quality of service or system launch.

Contingent upon the success of Phase I: Downtown Los Angeles Pilot, funding availability and Metro Board authorization to proceed, Metro may authorize to: 1) extend Phase I O&M and/or 2) expand the Regional Bikeshare system in the following phases:

### Potential Subsequent Authorization

#### **Regional Expansion: YEARS 3-6**

##### Year 3

Phase II: Pasadena - 34 stations/490 bikes and O&M (Attachment B)

##### Year 4

Phase III: ~~Two~~ One Expansion Community – 65 stations/936 bikes and O&M (Attachment C)

##### Year 5

Phase IV: Two Expansion Cities/Communities - 53 stations/763 bikes and O&M (Attachment C)

##### Year 6

Phase V: Four ~~Three~~ Expansion Cities/Communities - 37 stations/533 bikes and O&M (Attachment C)

##### Year 7

Bikeshare System Phases I-V O&M

## BACKGROUND

The purpose of this solicitation is to select a Contractor team to provide equipment, implement, install, operate, maintain and publicize a network of publicly-available bicycles in a Regional Bikeshare System ("System").

The system shall provide a 24-hour, 365-day per year transportation network that complements other transit and transportation options; to increase multi-modal travel options in Los Angeles County (County); to be accessible to County residents, commuters, students, visitors and tourists alike; to encourage bicycle use as an environmentally friendly and congestion-reducing transportation option; to increase regional transit ridership by offering better connections to/from rail stations and bus stops in the County.

## **Regional Commitment to Increase Bike Modal Share**

Metro and the cities in Los Angeles County are making significant commitments to bicycling and other active transportation modes. Metro provides \$20 million a year for cities to implement bicycle and pedestrian projects such as bike lanes and paths in the County through the Call For Projects grant program. Bikeshare would capitalize on these investments. With the implementation of Measure R investments in rail infrastructure, 80% of the population in Los Angeles will be within biking distance of a rail station (3 miles or less). Metro and the cities in the County seek to partner to add Bikeshare to the growing list of transportation options in the region that connect to regional bus and rail transit in addition to serving local trips.

## **System Ownership and Regional Cooperation**

The Bikeshare System will operate under a publicly owned, privately operated model in which Metro owns the system equipment (including stations, bikes, and license to the operating software), while the Contractor operates the system, collects revenues for Metro (including membership fees and user fees) and receives compensation based on a monthly cost per bike including for O&M. The ridership data from the system will be owned by Metro and certain data will be available to the cities and the public 24/7 through a web portal. The system must be expandable within the County and ideally will be capable of an agreed upon level of regional interoperability with other systems in the County by the date of contract award. The Contractor shall also commit to work consistently with Metro and jurisdictions such as Santa Monica and Long Beach that may have a bikeshare system under a different operator to implement a cohesive regional system to the maximum extent feasible.

## **Funding**

Metro is committed to providing up to 50% of capital and up to 35% of operating and maintenance costs of a regional Bikeshare system. The cities and Metro have both committed to provide staff time to manage the contract implementation and promotion of the system. Metro's 50% contribution and the City of Los Angeles' 50% share for capital costs for Phase I: Downtown Los Angeles Pilot area will be covered by an Express Lanes Net Toll Revenue Re-Investment Grant awarded July 2014. The balance of the O&M costs after user fees and other revenues will be the responsibility of the host city through a Memorandum of Understanding with Metro. Advertising or sponsorship revenue shall not be considered or included in the Contractor's proposal. Advertising on the bikes, kiosks, or stations shall be covered under a separate solicitation.

## **User Fees**

The System user fee structure should encourage multiple short duration trips and provide ready access to residents, commuters, students, visitors and tourists. In order to accomplish these objectives, the System should have a minimum of one-hour, daily, weekly, and annual memberships with corresponding rates as well as corresponding low-income subsidized annual memberships and rates. It is also anticipated that an extended use fee should be charged to users after an initial free period of bicycle use. The pricing structure should be clear, straightforward, and well communicated to users. The pricing structure should also be reflective of Metro's goal to address first/last mile gaps and having Bikeshare be an integrated transportation service with bus and rail. The Contractor shall propose a system that utilizes existing Metro fare structure and TAP system as specified in the Statement of Work, Item D1 and further detailed in the Evaluation Criteria, Table 1, Required and Desired Bikeshare System Elements. The user fee structure shall be subject to Metro's final review and approval.

## **Launch Schedule**

Metro anticipates that the first phase of the system will “go live” preferably 6 months but no later than 9 months after a contract is executed. To this end, Metro encourages Contractor to consider how the schedule can be expedited without sacrificing quality of service or system launch. Metro shall inspect and approve each implementation phase prior to the launch. Contractor is responsible for adhering to respective local policies, permitting process and securing appropriate approvals before agreed upon system launch date. Before the “go live” date for the system the Contractor shall perform a Street Test of the System. The street test will assess all of the elements of the System, including but not limited to bicycles, locking mechanisms, stations, station power sources, cellular connectivity, server load, financial systems software and other support systems. At a minimum, the Street Test should comprise ~~five (5)~~ **ten (10)** stations each with a minimum of 10 System bicycles, equipment and operations. The Street Test should be in operation for two (2) months. In addition to the Street Test the contractor shall test each station and bicycle in the system prior to going live. The Contractor will be prohibited from commencing further equipment implementation of the System, bicycles and stations, until the Street Test and overall test is complete and identified problems are resolved to Metro’s sole satisfaction. The Contractor should anticipate completing all of the System elements necessary for commencement of the System prior to the “go-live” date.

The Contractor should also implement a preview month for annual/monthly members, where the first month of operations is open to members only. This preview month will promote monthly/annual membership signups and to conduct further quality assurance tests and refinements before opening the system to the public.

## **PROJECT DESCRIPTION/SCOPE OF WORK**

The selected Contractor shall provide equipment, implement, install, operate, maintain and market the first phase of an integrated Bikeshare with Metro and be technically and organizationally capable of expanding the system based on the phases proposed within Los Angeles County. The selected Contractor will purchase or manufacture all equipment necessary to implement the system, and to oversee all aspects of installation and conduct system operations, maintenance and repair, for the duration of the contract. Contractor shall be responsible for all of the following:

### **A. SYSTEM DEVELOPMENT, PROVIDE EQUIPMENT AND INSTALLATION**

1. System Ownership. Provide equipment, manufacture and set-up entire system (including installation) to become the property of Metro, including, without limitation, initial equipment and spare parts purchasing, software licensing, equipment and software upgrades, warranty repairs per product industry standards and replacement purchases. Provide industry standard warranties for all equipment.
2. Federal, State and Local Polices and Permits: Contractor is responsible for adhering to local policies, permitting process and securing appropriate approvals before agreed upon system launch date. The Contractor shall work with Metro to comply with Caltrans environmental documentation requirements as needed.
3. Test installation. Provide prototypes and system test. Identify and resolve problems and make improvements. Metro and Cities where stations are located shall inspect and approve each station implementation phase prior to the launch of new stations.

4. Launch. Plan and execute a timely and effective system launch according to the Section F Project Schedule milestones. Assist Metro's launch campaign to promote use of the new system, including branded identity as specified by Metro, provide market insight to assist development of communication strategy around launch, provide high resolution images of system components for use in promotional materials, conduct in-person on-site outreach at stations to encourage sign-ups and train new users.
5. Create e-commerce website and smart phone application for system sign-ups, payments and real-time station/bike location. ECommerce website and app must utilize 'adaptive design' and be accessible/usable on desktop computers, tablets, and mobile devices. ECommerce website must be ADA Section 508 compliant. Work with Metro ITS to ensure PPI/PPC security. Design, branding and language of Ecommerce website must be approved by Metro Communications. Provide regular reports of website traffic and activity to Metro. The website/app, branding, marketing and public relations will be developed in coordination with Metro and participating bikeshare cities. Metro will have final approval of all work product.
6. Provide data feed for integrating certain bike share information into *metro.net*, the Metro mobile applications, City's (where stations are located) websites and applications, and partner sites. The feed must include but may not be limited to the following fields for each station and/or bike: location name, street number, street name, city name, state, zip code, latitude coordinate and longitude coordinate. The feed will include two fields with real-time information including: 1) the available number of bikes at each station and 2) available number of docks for returning bikes at each station. The feed should include historical and live data for further research and policymaking support.
7. Advertising or sponsorship revenue shall not be considered or included in this Statement of Work.
8. Maintenance and Office Facility. Contractor shall provide one or more local maintenance storage and office spaces, as necessary, including provision of maintenance equipment and vehicles. Contractor is encouraged to purchase low or zero emissions vehicles and/or cargo bicycles for rebalancing.
9. Stations. Contractor shall build upon station site analysis performed by Metro and respective city for initially recommended locations. Contractor shall coordinate with Metro and local cities to confirm final suitability of station location. Contractor shall be responsible for securing all permitting for station locations and adhering to all permitting requirements and outlined by local cities.
10. Wireless System. The system should be wireless and solar/battery powered and shall not require wired connections for electrical or communication systems.
11. Bike/Station/Kiosk Ad Space. Metro requires the Contractor to provide space at kiosks, stations, on bicycles, and within electronic media (e.g. website, mobile app) for Metro to accommodate corporate messaging as part of an advertising and/or sponsorship program.
12. Ongoing promotion. Design and implement strategies for ongoing bikeshare system promotion to encourage increased ridership based on user trends, market insight and

knowledge gained from system operation. Assist Metro in implementing ongoing promotional activities by providing on-site outreach element of campaigns.

13. Station Locations. Preliminary bikeshare station locations as identified by Metro and respective jurisdiction is provided in location list and map Attachments A – C. The Contractor must receive final approval from Metro on the final locations. It is the cities responsibility to deliver final bikeshare-ready station locations to the Contractor including providing permits and any other necessary property entitlement. Note: Some or all station locations may be restricted by sponsor agreements, grants awards, and/or municipal requirements.
14. Repair of Damages. Repair or replace any sidewalks, street or other property that is damaged in the course of system installation, including Metro, respective city and/or privately owned property according to timely implementation described in Section E performance requirements.
15. The Contractor shall ensure that stations are sited in conformance with ADA requirements in terms of sidewalk clearances and ingress and egress around stations. The contractor shall purchase one ADA accessible bike and keep it in storage. Upon request, the Contractor shall provide an ADA accessible bike to a bikeshare member within 24 hours.

**16. Mobility Hubs Coordination - The selected Bikeshare Contractor shall be required to coordinate with the project sponsors and selected vendor(s) of the future Mobility Hubs project. Funded via a grant from the Federal Transit Administration's Jobs Access Reverse Commute (JARC) program, the Mobility Hubs project will provide integrated bikeshare, carshare, secure bike parking systems and jitney services at strategic locations throughout Downtown Los Angeles, Hollywood and other areas in Los Angeles County with a purpose of providing enhanced mobility access and options for low income individuals seeking access to jobs and job-related opportunities. Suggested initial locations for Bikeshare stations are included in attachment A-C of this RFP, however per section B. System Maintenance and Operations - item 2, the final Bikeshare station locations are subject to approval by the respective local city (e.g., City of Los Angeles) and the location and number of stations may be adjusted as needed.**

**The Bikeshare Contractor shall work with the future prime vendor selected via a separate procurement process, to oversee the Mobility Hubs project to: implement, operate and maintain bikeshare station locations.**

#### **B. SYSTEM MAINTENANCE AND OPERATION**

Ongoing reporting, customer service, accounting, complaint resolution and legal issues associated with system.

1. Software Customization. Contractor shall customize software for tracking, reporting, customer comments and responses, and bicycle allocation as required. Contractor shall maintain and upgrade this software each year to accommodate service enhancements including, but not limited to, integration with Metro's TAP card and future fare media

changes and integration with other regional bike share systems. Yearly software upgrades shall be included in the monthly O&M costs.

2. Station Placement and Design. Contractor shall site stations under the advice and approval of Metro and the respective local city. Contractor shall create site plan drawings for station site kiosks that are required for permitting. Station site plan drawings must be approved by Metro, the respective local city, and/or the property owner prior to the request of a final installation permit. Metro has conducted detailed station siting analysis for Phase I and II. See Attachment A - C for all phase areas and suggested locations.
3. Reporting. Contractor shall submit monthly reports to include but not be limited to gross revenues, ridership, and expenses, in a format approved by Metro. At the end of each operating year, the Contractor will be required to submit a detailed income, utilization/ridership, and expense statement for the past year's operation. Contractor shall provide a data portal through which Metro will also have access to generate reports as needed.
4. Open Data. The Contractor shall provide open content data that will allow third party developers to provide applications to assist users in finding bicycles, and stations, and comparing travel and usage information consistent with reports from other US systems such as Chicago and Washington DC.
5. Response to Complaints. All System structures shall contain a conspicuously posted telephone number and web contact, to the Contractor's customer service operations to which the public may direct complaints and comments, and instructions for filing a complaint. The Contractor shall cooperate with Metro and respective local city in providing a response to any such complaints. The Contractor shall provide a shared database and software platform in which Metro can address complaints from the public, and in which the Contractor can report the resolution of such complaints.
6. Maintenance and Repair. System maintenance shall include, but is not limited to, inspecting, cleaning and removing graffiti and stickers from System structures, removal of debris in and around the System structures, preventive maintenance, inspection and repair or replacement of the system elements including but not limited to terminals, signs, bicycles, concrete or asphalt beneath stations, solar panels, website and software. The Contractor shall address maintenance and repair within the timelines specified in Section E performance requirements.
7. System Balancing. Monitor the location of each bicycle and the status of each dock and redistribute bicycles so that there are bikes and spaces available at each dock at all times.
8. Real-time Communication. Provide system to track bicycle and dock status and populate interactive map with status of bicycles at stations, station locations with optional address and directions, and transit information. Provide iOS and Android App with real time map updates.
9. The Bikeshare program shall require **"encourage"** the use of helmets while cycling. The Contractor shall provide options to purchase a Metro Bikeshare branded helmet at the time of initial membership purchase, or when changing or renewing an existing membership. ~~Contractor shall list stores that sell helmets on the Bikeshare website and~~

~~shall provide a 10% or greater discount if a membership card is shown.~~ **However,** helmets shall be required for minors (per California law) in membership forms, safety tips on the web and at kiosks. Safety tips language shall state the following: “Always wear a helmet. Helmets dramatically reduce the risk of head injury in a bicycle crash. Riders under 18 are required by California Law to wear a helmet.”

The Contractor shall work with Metro Destination Discounts group to contact bike retailers in the bikeshare system service area and identify ones who are willing to participate in a helmet discount program. Those retailers who participate will be promoted through the Destination Discounts page and through other Metro Bikeshare marketing efforts. See <http://www.metro.net/service/discounts/> for the program details. We anticipate that we will be able to identify at least one retailer, however; if no retailer is identified, Metro will explore other ways to encourage helmet use.

10. Safety Information. Provide safety information to all customers on bicycle rules of the road including taking a lane, riding with traffic, hand signals, yielding to buses, where to find safe biking routes and other bicycle safety guidance. Provide basic safety and bicycle wayfinding information at the kiosks and provide other information through collateral pieces to be made available to users.
11. Adaptive Website Design. Provide and display web pages correctly on all major web browsers and mobile devices/formats. Metro shall have final approval on all web/mobile media.
12. Branding, Marketing, Sponsor Fulfillment and Public Relations. Contractor will manage branding marketing and public relations in cooperation with Metro and cities, and work with respective city to fulfill all obligations of any grants, sponsorships, advertisers and/or donors including placement of corporate messaging as appropriate on bicycles stations or other locations. Metro shall have final approval of all material.
13. Performance Outcomes and Service Level Agreements. The Contractor must meet Performance Requirements as specified in Section E of this Statement of Work.
14. Liquidated Damages: In the event Contractor fails to meet the Project Schedule in Section F or the Performance Requirements in Section E, it must pay Metro the amount below according to the phase for every calendar day of delay.

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Phase 1: DTLA Pilot +65 Stations & O&M (1.5 years)		Phase 2 Pasadena +34 Stations	Phase 3 +65 Stations	Phase 4 +53 Stations	Phase 5 +37 Stations	Full System O&M
\$2,510	\$2,842	\$3,173	\$4,038	\$6,846	\$9,703	\$10,839
FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22

In the event of such delay or failure, Metro shall notify Contractor in writing of any claim for liquidated damages. If Contractor does not correct the performance issue or delay and put the Project in compliance with the Performance Requirements and/or Project Schedule within ten (10) days receipt of the Metro notice, the liquidated damages shall begin to accrue until compliance is reached. Further, liquidated damages shall not

accrue if the delay or failure is excusable and not caused by Contractor. Metro shall have the right to deduct any assessed liquidated damages from amounts otherwise due to Contractor.

15. Customer Service. Provide responsive customer services that promote repeat use including timely response to complaints as specified in Section E, Performance requirements.

#### **16. Mobility Hubs Coordination**

**The selected Bikeshare vendor shall be required to coordinate with the project sponsors and selected vendor(s) of the future Mobility Hubs project. Funded via a grant from the Federal Transit Administration's Jobs Access Reverse Commute (JARC) program, the Mobility Hubs project will provide integrated bikeshare, carshare, secure bike parking systems and jitney services at strategic locations throughout Downtown Los Angeles, Hollywood and other areas in Los Angeles County with a purpose of providing enhanced mobility access and options for the low income individuals seeking access to jobs and job-related opportunities. Suggested initial locations for Bikeshare stations are included in the Metro Countywide Bikeshare RFP in map attachment A-C, however per section B. System Maintenance and Operations - item 2, the final Bikeshare station locations are subject to approval by the respective local city (e.g., City of Los Angeles) and the location and number of stations may be adjusted as needed.**

**The Bikeshare vendor shall work with the future prime vendor selected via a separate procurement process, to oversee the Mobility Hubs project to: implement, operate and maintain bikeshare station locations.**

#### **C. FINANCIAL OPERATIONS**

1. Registration. Provide and maintain in full operation a web page and iOS and Android smart phone applications to register, submit credit card data, and execute a user agreement. After registration, members should be able to immediately access a bike at any station. Membership of various durations (such as 30 minutes, hourly, daily, weekly, and/or monthly) shall be available.
2. Walk-Up Utilization. Allow one-time use by walk-up registration at all or designated stations. These stations shall enable walk-up renters to register, submit credit card data, and execute a user agreement.
3. Secure Financial Transactions. Complete secure financial transactions with data input at the web page or terminals. Provide the capability to track whether bicycles are returned during a specified period and accurately assess overtime fees. Financial data must be held securely in a manner that complies with e-commerce regulations, and only accessed by authorized personnel. The Contractor shall develop a security policy, ensure that its security policy is enforced, report any breaches to Metro and develop corrective plan to prevent future breaches. The method for protecting financial data, user names, and addresses, must be Payment Card Industry (PCI) compliant, follow industry standards for e-commerce sites.
4. Fee Collection. Accurately assess and collect fees for failure to return any bicycle within 24 hours or an established time period and clearly communicate rules to user.

5. Revenue. All revenues, including membership fees, user fees, and revenue from other sources, shall be collected by the Contractor on behalf of Metro. All revenue must be remitted to Metro. The Contractor shall be responsible for all revenue from the time it is collected until the time it is deposited to Metro's account.
6. Records. Contractor shall maintain records and make them available to Metro for inspection and auditing.
7. Billing and Compensation. The Contractor shall invoice monthly based on the cost of service, operation, maintenance and repairs. A 10% retention will be held until after the system is live, open to the public and fully operational for 3 months. The monthly cost will cover a reasonable number of station relocations per year (up to 5 for each phase development area). The monthly cost will also cover a reasonable number of station temporary moves (up to 10 for each phase development area) for special events like parades.
8. Regular Operations Review. Contractor shall conduct a tri-annual review of ridership; fees structure and development of recommendations that promote use of the system and reduce or eliminate any operating deficit. The findings of the review shall be published in a report and submitted to Metro on a quarterly basis.

**D. SYSTEM EXPANSION INTEROPERABILITY AND REGIONAL COORDINATION**

1. TAP System. Contractor shall coordinate with Metro and TAP to integrate the Bikeshare program with the Metro fare structure and TAP system as specified in Item D1 and further detailed in Table 1, Required and Desired Bikeshare System Elements of the Evaluation Criteria Section. Metro will communicate desired level of TAP integration upon notice to proceed issued to selected Contractor. The minimum integration required is capability to use a TAP card/number as a unique membership ID, access card or key fob with the option to increase integration with TAP software and or hardware in a phased approach as specified by Metro.
2. Expansion. Contractor must be able to expand the system within the County as specified in the full build-out of the system including all phases.
3. Cooperation and Interoperability. Contractor shall examine, plan for and implement ways to coordinate operations with proposed Bikeshare systems in Los Angeles County, including Long Beach and Santa Monica. Coordination efforts may include providing technical support through hardware and/or software modifications and may evolve over time.

**E. Performance Requirements**

Minimum service level requirements are outlined in the Table 1, Performance Requirements Chart.

**Table 1 - Performance Requirements Chart**

	Performance Indicator (PI)	Description	Measurement Tool	Maximum Threshold Criteria

	Performance Indicator (PI)	Description	Measurement Tool	Maximum Threshold Criteria
PI-1	Overall system functionality	Combined total minutes that stations are out of service per week	Central computer database	30 minutes
PI-2	Bicycles in service (in working order)	Percentage of bicycles in service	Central computer database	97% of bicycles <b><u>(at all times)</u></b>
PI-3	Bicycle cleanliness	Percentage of bicycles that are clean and graffiti-free	Extrapolation from field checks by Metro staff	97% of Bicycles <b><u>(at all times)</u></b>
PI-4	Station cleanliness	Percentage of stations that are clean	Extrapolation from field checks by Metro staff	97%of stations <b><u>(at all times)</u></b>
PI-5	Graffiti, "scratch-itti," sticker removal from stations and bicycles	Time taken to remove graffiti, edging, and stickers, etc. after notification	Maintenance logs with photo	24 hours
PI-6	Bicycle distribution	Bicycle-to-dock ratio, total combined minutes stations are completely full or empty	Central Computer database	8 hours per day (system-wide)
PI-7	Customer interaction	Timely response to customer complaints and resolution of issues.	User satisfaction survey, Complaint response logs	85% satisfied customers, 15-minute complaint response for time sensitive issues , 24-hr complaint resolution for all issues <b><u>(at all times)</u></b>
PI-8	Website in service	Percentage of time that the website is in service	Central computer database	100% <b><u>(at all times)</u></b>
PI-9	Central computer system in service	Percentage of time that the central computer system will be in service	Central computer database	100% <b><u>(at all times)</u></b>
PI-10	Peak Hours Bicycle Rebalancing	Bicycles shall be redistributed throughout the system	Central computer database	Stations (or adjacent stations)

	Performance Indicator (PI)	Description	Measurement Tool	Maximum Threshold Criteria
		as necessary to meet demand. The number of bicycles at any station during peak hours (peak hours being defined herein as 8 am to 8 pm Monday through Friday) shall not be completely full or completely empty. Liquidated damages shall not be assessed if the next closest station in any direction is not full or empty during the same period of time		were available 98% of the time during peak hours <b><u>(at all times)</u></b>
PI-11	Non-Peak Bicycle Rebalancing	Bicycles shall be redistributed throughout the system as necessary to meet demand. The number of bicycles at any station during non-peak hours (non-peak hours being defined herein as 8:01 pm to 7:59 am Monday through Friday as well as Saturday and Sunday) completely full or completely empty	Central computer database	Stations (or adjacent stations) were available 98% of the time during peak hours <b><u>(at all times)</u></b>

**F. Project Schedule—Milestones**

The Project Schedule shall be followed for phase I and all subsequent implementation/installation phases.

**Table 2 - Project Schedule Chart**

	<b>Milestone Description</b>	<b>Deliverables Required</b>	<b>Completion Time (Period Prior to “go live”)</b>
1	Initial organization and staffing plan development	Draft organization and staffing plan, Identify a POC staff person.	9 months
2	IT System Plan approval	IT System Plan	9 months
3	Beta test of central computer system	Beta test and demonstration of central computer system, database, and networks	9 months
4	Security Policy approval	Security Policy	9 months
5	Station siting plan development	Station sites selected by Contractor and submitted to Metro for approval	8 months
6	<del>Initiate system test of complete system at 10 stations</del>	<del>Deployment of system and bicycles at 10 stations for 2-month test</del>	8 months
7	Bicycle concept prototype delivery	Final prototype bicycle delivered to Metro	8 months
8	Station concept prototype development	Final prototype station delivered to Metro	8 months
9	Bicycle prototype development	Prototype bicycle submitted to Metro	7 months
10	Station prototype development	Prototype station (including docks, user interface, and complete functionality) submitted to Metro	7 months
11	User experience prototype development	Present station and “walk-through” of user interface to Metro	7 months
12	Initial development of website	Beta website for Metro review	7 months
13	Development of station siting plans	Detailed station site plans for each site	6 months
14	Initial development of promotions campaign	Draft promotions plan	5 months
15	Initial bicycle redistribution plan development	Draft bicycle redistribution plan	4 months
16	Initial system maintenance and cleaning plan	Draft bicycle and station maintenance and cleaning plan(s)	4 months

	<b>Milestone Description</b>	<b>Deliverables Required</b>	<b>Completion Time (Period Prior to “go live”)</b>
17	Final development of promotions campaign	Final promotions plan	4 months
18	Completed System Test	Fully operational and tested live complete website and system with 10 stations	4 months
19	Fully operational central computer system	Fully operational and tested live central computer system	4 months
20	Implementation of promotions campaign	Promotional campaign go-live	3 months
21	Fully operational database and central computer system	Fully operational and tested database and central computer system	3 months
22	Final bicycle redistribution plan development	Final bicycle redistribution plan	2 months
23	Final system maintenance and cleaning plan	Final bicycle and station maintenance and cleaning plans	2 months
24	Final organization and staffing plan development	Final organization and staffing plan	2 months
25	Fully operational accounts system in central computer system	Fully operational and tested accounts system in central computer database	2 months
26	Fully operational subscriptions section of website	Fully operational and tested live subscriptions page on website	2 months
27	Station delivery	All stations delivered for installation	40 days
28	Final bicycle delivery	All bicycles delivered	40 days
29	Implementation of bike redistribution plan	Fully staffed redistribution team and center location(s)	30 days
30	Implementation of organization and staffing plan	Fully staffed and operational back office functions	30 days
31	Implementation of system maintenance and cleaning plan	Fully staffed maintenance and IT team	30 days
32	All stations installed	All stations installed and fully operational	30 days

