



# Student Activity Fee Application 2012-14

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Submitted September 9<sup>th</sup>, 2011

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## MISSION STATEMENT

*It is our mission to create a campus-wide bike sharing system that is accessible, affordable, and convenient for every Cornellian.*

We envision a campus where anyone can be a bicyclist – whether you are a hardcore enthusiast or an occasional commuter. Bike sharing will not only advance Cornell's plan for a sustainable campus, it can also expose students to a healthy and environmentally friendly transportation system which they will more likely demand and expect in the future.

The Cornell community is expansive –in terms of both academic and spatial diversity.

A fully expanded bike share program can connect far-flung parts of campus, giving students, faculty, and staff access to destinations such as the Plantations or North Campus. Our program aligns with the University's commitment to alternative transportation in the campus Climate Action Plan and provides Cornellians an opportunity to engage in a healthy recreational activity.

Big Red Bikes also bridges academic disciplines by offering students invaluable experience in sustainability leadership and project management. From the conception of the bike share to the most technical details in maintenance, students had the opportunity to engage themselves in all aspects of bike share operations, planning, grant writing, and marketing. The interdisciplinary nature of the student team reflects the broad range of educational opportunities available through BRB.

Big Red Bikes is an integral part of the Cornell community – offering sustainable transportation options and education opportunities that are beneficial for the individual, the environment, and the University.

## **TO THE STUDENT ASSEMBLY**

September 9<sup>th</sup>, 2011

Members of the Student Assembly and Appropriations Committee,

Two years ago, Big Red Bikes brought forward an innovative proposal for a campus wide bike sharing program, a sustainable mode of transportation that could change the way Cornellians get around campus. We are pleased to inform you that bike sharing has since taken off, with a pilot program of twenty bicycles launched in May 2011 and over a thousand new members in less than two weeks.

We are excited for the opportunities that await Big Red Bikes in the coming year. Per our previous proposal, an additional twenty bicycles will be launched in early fall as part of our expansion into the Ag Quad and North Campus, two areas with high student interest in bike sharing. Our group is also exploring potential stations in the Vet School and Collegetown for the spring.

Internally, Big Red Bikes has increased quality of service and professionalism. Our dedicated operations staff conducts regular maintenance checks and ensures a level of service that the student body deserves. We have been highly responsive to the student body and our partners, with open lines of communication through a suggestion box, email, and various campus events. We responded quickly to the number one complaint - bike comfort and ease of riding - by obtaining bikes for Fall 2011 that are more suited for Ithaca's hills than our pilot bicycles.

Recognizing the critical nature of our service, we have instituted a co-presidency to ensure continuous leadership and also provided numerous leadership opportunities for our new members. Our partnerships with the libraries, community centers, Transportation Services and Cornell Outdoor Education leveraged valuable student dollars by cost sharing and utilizing existing infrastructure.

In this application we are requesting an increase of \$1 per undergraduate student, for a total funding level of \$2 per student. This will allow us to match heightened student interest in the program as well as address issues of comfort and convenience. Growing the system will not only allow more members of the campus community to have access to our bike share, but also allow for economies of scale. More people will be using the system for a smaller cost per person.

This increased support is integral to both our short-term expansion and long term vision. Over the next funding cycle, we plan to add 20-30 bikes per year and opening new stations. An optimal level of service will be maintained during peak hours and summer months with the hiring of a half-time operations coordinator. After approximately one more year of expansion, we will perform a comprehensive evaluation of the program by analyzing demand and ridership patterns. This will allow us to decide on which factors are more important in improving the system in the long run: more bikes, a fully-automated bike share, a different station distribution, a different fee model, etc.

Big Red Bike's pilot program has shown high student demand given a minimal investment. In reviewing our financial statements below, please note that a significant part of the cost for the program comes through funding of the Spark software and bike rack purchasing and installation, covered entirely by Transportation Services. In kind donations of time and labor are also given by Cornell Outdoor Education, the University Library, and our dedicated board, volunteers, and our advisor. None of this would have been possible without initial investment from the Student Assembly.

We would like to thank the Student Assembly and Appropriations Committee for your continued support towards this program. We look forward to discussing our proposal with you.

Respectfully Yours,

Martin Leung  
Co-President

Mike Murphy  
Co-President

Boris Suchkov  
Finance Director

## **BIG RED BIKES IN ACTION**

### **Executive Board Officers**

#### **Martin Leung & Mike Murphy**

*Co-Presidents*

Develop policy and initiates partnerships to implement Big Red Bikes' strategic goals. Oversee the operations, finance, and marketing of the program.

#### **Robert Fiedler**

*Operations Director; Student Bike Coordinator*

Develops and implements operations and maintenance programs. Manages routine bike maintenance, the user experience, and other technical aspects of the program.

#### **Melanie Reed**

*Marketing Director*

Organizes public events such as fundraisers and bicycle safety events. Develops marketing materials and maintains relationships with local and student press.

#### **Boris Suchkov**

*Finance Director*

Ensures Big Red Bikes follows short- and long-term financial goals and controls day-to-day expenses and revenues.

#### **Winnie Chu**

*Administrative Director*

Schedules meetings, takes minutes, and manages mailing lists, while making sure Big Red Bikes stays on track for deliverables and deadlines. Maintains the database of fees and fines.

#### **Barkha Patel**

*Webmaster*

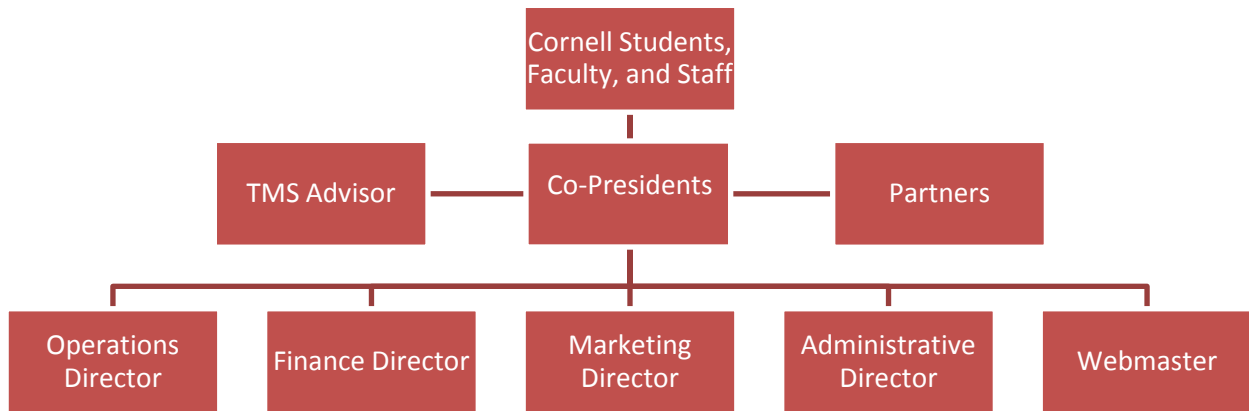
Maintains and updates Big Red Bikes' online presence as needed, including posting announcements, describing new programs, and explaining program changes.

#### **Sue Powell**

*TMS Advisor*

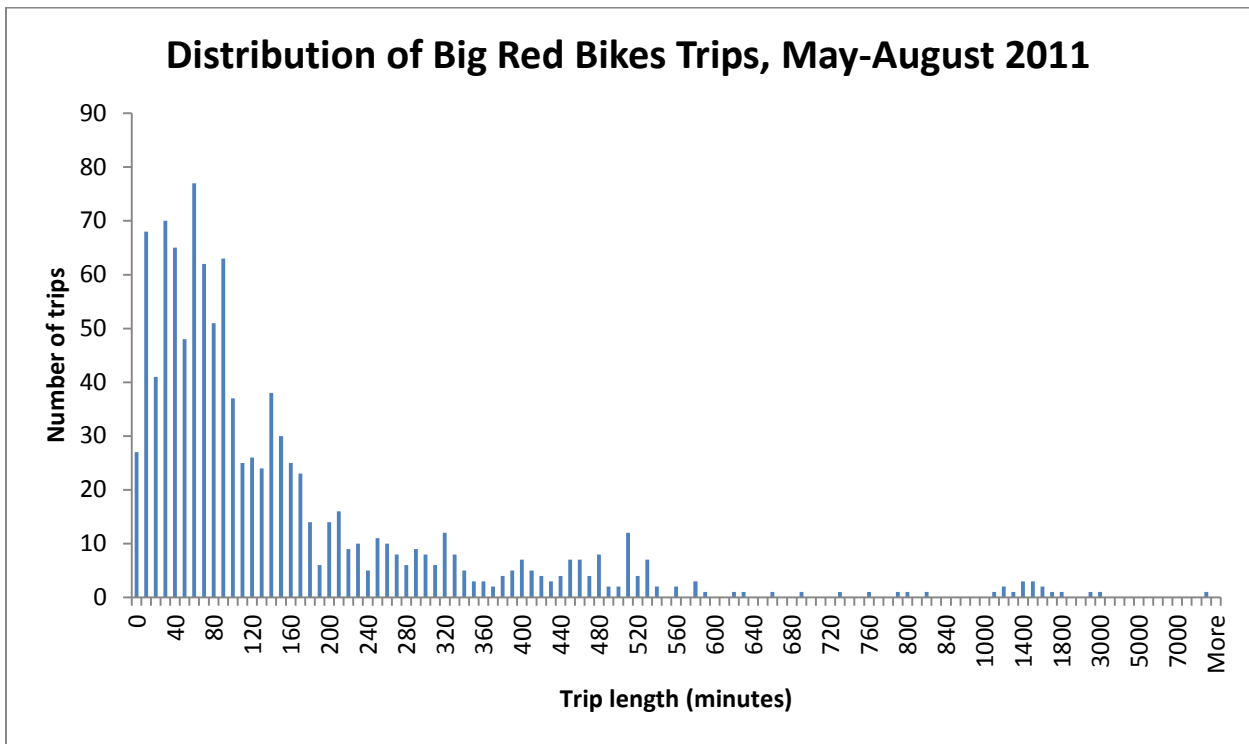
Advises on technical, organizational, procurement, and other issues. Maintains the Big Red Bikes TMS account, gives reimbursements, and administers fees and fines as needed.



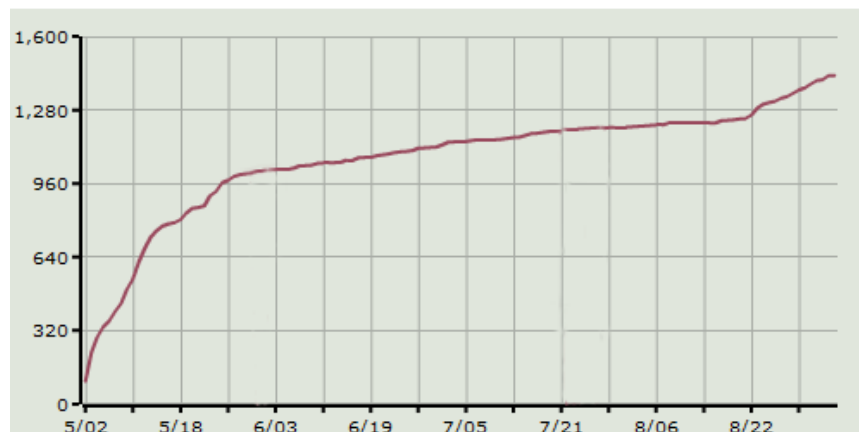


### Our Members

An analysis of our member base shows that the vast majority, about 80%, are undergraduate students. They use Big Red Bikes in a number of ways, including going to and from class and taking leisure rides on weekends. The total number of trips per day has varied from the single digits over the summer to 50-60 during the school year. These numbers will doubtless increase when the number of bikes is doubled this fall and the number of stations tripled. The trip length histogram below shows that most trips are short (between just a few minutes and three hours), but quite a few are also day-long trips.



## Big Red Bikes Membership, May-August 2011



### Our Events

Big Red Bikes participates in standard club and recruiting events, such as ClubFest and Green Fair. The last ClubFest (August 2011) resulted in 168 new club members, and the recruiting meeting that followed resulted in 16 people signing up to volunteer with the executive board. A bike raffle is anticipated to sell about 100 tickets. A Ho Plaza or Mann Library is also expected for each semester.

### By the Numbers

1. We're #120 on 161 Things to Do at Cornell!
2. As of 9/5/11, members have taken a total of 1,230 rides.
3. The "average" ride lasts 2 hours 24 minutes.
4. So far, most bikes have been checked out between 50 and 100 times.
5. Our bikes are "locally grown" – made by Worksman Cycles in Queens, NY in a solar-powered factory and assembled by Swann Cycles in Dryden, NY.

## PROGRAM DESCRIPTION

### How It Works

Big Red Bikes members first register at [bigredbikes.cornell.edu](http://bigredbikes.cornell.edu) and submit their information, which includes digitally signing a waiver form. To access a bike, members go to the service desk of the bike station (at the libraries or community centers), request a key, and present their ID card. The staffer looks up the member in the database and, if they have an active account, checks out a bike, has the member sign the short waiver form (required for every ride, in addition to the other credentials), and gives the member the corresponding key to the bike lock. The key has a barcode and 2-digit bike identification number attached. It is lent out for a period of one day (it must be returned no later than half an hour before the service desk's closing on the same day).

Using the key, members unlock the bike with the two-digit identification number that corresponds to the two-digit identification number on the key. They are then free to use the bike as they wish for the allotted time period. At this point, as with books, members are held responsible for the bike, lock and key, and any and all knowing damage that may be incurred. Before the time period expires, the member returns the bike to any of the stations, locks the bike to a Big Red Bikes designated bike rack, and returns the key to the corresponding participating facility. Members may check out or return a bike during all hours the library or community center at the station is open. The standard operating hours for the three expected stations (Fall 2011) are listed below.

#### Uris Library (circulation)

Monday-Thursday	8am - 2am
Friday	8am - 9pm
Saturday	10am - 9pm
Sunday	10am - 2am

#### Mann Library

Monday - Wednesday	8am - 2am
Thursday	8am - Midnight
Friday	8am - 6 pm
Saturday	11am - 5pm
Sunday	Noon - 2am

#### Appel Commons

Monday-Friday	9am - 10pm
Saturday	11am - 10pm
Sunday	Noon - 10pm

In order for bikes to be verified that they have actually been checked in (and not just the corresponding keys), Big Red Bikes conducts at least one round per day during which operations staff check the bikes that are locked and verify that the keys for the bikes are actually in the deposit box. The operations staff records which bikes are at a station and relays this information to the station staff and Big Red Bikes.

## **Bike Units**

Big Red Bikes has researched numerous bike share models and systems to determine some requirements for bikes to maximize safety, comfort, and ease of maintenance while minimizing the chances for theft or breakage. All of the bicycles we have so far have a 3-speed internal gear system, with a step through frame, a front hand brake lever, rear coaster brakes, and a quick release adjustable seat. Big Red Bikes also have several accessories. Each bike unit has a rear bike light for safety purposes in night riding, a seat lock to prevent theft of the quick release seats, and a U-lock with key to secure the bikes. In addition, each bike unit is labeled with a different two-digit identification number located on the main frame of the bike, and each key is labeled with the matching two-digit identification number located on the head of the key.

For the purposes of maintenance and safety it is imperative that bikes have an internal geared system. Also, in order to bike on the hills adorning Cornell's campus it is necessary to have multi-gear bikes. Internal geared bicycles come as 1, 3, or 8 speeds, and 8 speed bikes cost nearly \$1000 each. Given our limited funds, 3-speed bicycles have so far been the optimal choice. Also, because of the steep hills and busy streets it is only safe to ride bicycles that have hand brake systems. Most internal geared bicycles have only a coaster brake (pedal backward to activate), which is unacceptable for Cornell's campus. Thus, despite the slight extra cost, it is crucial that the bikes also have hand brakes, such as the Worksman MG Super Comfort model. To best accommodate students of all heights, the bike must have what is known as a step-through frame, often called a women's bike. This shape enables people of shorter stature to more easily get on and off the bike.

Lastly, it is important that Big Red Bikes have distinctive looking bikes. Not only does this ensure that students will more easily recognize Big Red Bikes on campus, it also acts as a significant deterrent towards theft. People will know that the bikes are associated with Cornell and will be harder to hide if stolen due to their unusual appearance.

As Big Red Bikes works with multiple vendors and learns from the experiences of other bike share programs as well as our own, it regularly evaluates bike models. Below are the descriptions for bikes used currently, those on order, and future projections.

### **Phase One: Pilot**

The spring 2011 pilot uses the Worksman MG Super Comfort Bike. It is an internally geared 3-speed that has been customized with "Racing Red" paint, front drum brakes, a bell, and front and rear lights.



### **Phase Two: Fall 2011**

This fall, Big Red Bikes is expanding with two stations and 20 Worksmen NYC Dutchie bicycles. In response to member concerns, we requested a bike that was lighter than MG Super Comfort Bike and allowed for easier navigation of Ithaca's hills. Rather than the low maintenance drum brakes on the MG Comfort, we selected caliper brakes to allow for safer braking. The Dutchie uses the same gearing system as our previous bicycles but have been calibrated differently for an easier ride. This bicycle not only embodies a certain sense of urban style, but was also customized with a front basket in addition to the standard accessories, making it more useful for students.



### **Phase Three: Spring 2012-Fall 2014**

Big Red Bikes has not currently made a decision regarding a specific model or models of bikes to be added to the fleet in spring 2012 or after. Once a multi-station system is operational, we will conduct analyses to better determine the direction for expansion based on observation and feedback. Currently, Big Red Bikes envisions three possible paths for moving forward, depending on the level of funding and demand:

1. Student Assembly funding remains at current levels (\$1) and no additional funding available. This will mean Big Red Bikes can only provide minimal service, with shortage during peak periods. Expansion will occur at a slower pace and with the same bike models chosen previously. Improved bikes, additional accessories, improvements such as covered bike racks, or a fully-automated checkout system will not be possible. Customer satisfaction will remain low as the needs and concerns of customers will not be able to be met.
2. Student Assembly funding increases to \$2, as requested in this application. Higher quality bike models, such as with a higher number of gears, more versatility (mountain bikes, for example) and additional accessories or features become possible. This will enable Big Red Bikes to supply a better experience to our users. Moving to a fully-automated system that doesn't depend on computerized racks (such as Social Bicycles) becomes possible as the price of technology continues to go down. In this option, the trade-off between number, quality, and type of bike will be made depending on user demand and suggestions.

3. Student Assembly funding increases to \$2 and additional funding, such as from an alumni or grant, becomes available. Big Red Bikes can explore fully-automated options and partnerships beyond the Cornell campus.

### **Stations**

Big Red Bikes follows a systematic approach in expanding its coverage on campus. By working with TMS and other Cornell departments, we have developed and partially implemented the following plan:

<b>Station</b>	<b>Date</b>	<b>Operational , Planned, or Future Expansion</b>
Uris Library	May 2011	Operational
Mann Library	September 2011	Operational pending assembly of new bikes
Appel Commons	October 2011	Operational pending installation of bike racks
Veterinary School	April 2012	Planned
Collegetown	April 2012	Planned
Phase Three	Spring 2012-2014	Future Expansion

### **Racks**

Big Red Bikes uses bike racks that are standard for the Cornell campus. They are funded and installed by TMS and Grounds personnel through the same process used by all rack installations on campus, and at no direct cost to students. A hypothetical fully-automated system with high-tech bike racks, such as the Bixi system, could mean the regular racks will revert to be used by the general cycling public.

### **Theft**

Big Red Bikes chose to use a U lock system so that users do not gain universal access to a particular bike after use. With the case of combination locks, students could simply record the combination and return to steal the bike at a later date.

The Big Red Bikes system is designed such that the only way to steal a bike is by physical means. Using the Spark system, the check-out system cannot be manipulated such that any person can steal a bike without the identity of the thief being known. If a bike is returned, it will be verified. Students are motivated to lock the bikes upon return to avoid paying fines if the bike is stolen. Due to this, the only risk of theft is via physically cutting the locks. The bike racks themselves are very strong and cannot be broken without serious mechanical assistance. Furthermore, the stations are all in very public parts of campus. Thus, it would be very difficult for a thief to steal a bike without drawing attention.

Due to the unique bicycle selection of Big Red Bikes, the bikes themselves are optimal only for flat and moderately undulating terrain such as that of Central, East and North campuses. This reduces the desirability of the bikes to be used in other locations, particularly as one's own personal bike. For this reason, a Big Red Bike would be less appealing to a thief than the standard 21- or 24-speed mountain bike found all over campus. Additionally, the bikes have a unique design and construction that makes them visually stand out in the community. Thus, a stolen bike would be easily identifiable, and

consequently less appealing to steal. Even with all these measures in mind, Big Red Bikes still has allocated a substantial portion of the budget to finance unexpected unaccounted theft.

### **Maintenance & Storage**

As with any piece of equipment that is subject to use, the bikes will face wear-and-tear from being used. Big Red Bikes determines when maintenance is needed by following a maintenance schedule based on best practices in the bike repair industry. When a bike needs repairs, a member will notify the library staffer at the respective station. The library staffer can then flag the bike so as to remove it from the list of available bikes and allow it to be taken for repairs. Once the bike is returned to the station, the library staffer then checks the bike back into the system and it is again available to members.

During the part of the year when the bike share is not operating (approximately Thanksgiving to the end of Spring Break) the bikes are in storage at an appropriate Cornell storage facility. An annual tune-up is performed on bikes in the spring before they are made available for the season.

### **Administration**

Big Red Bikes follows a process for collecting fees and fines from users who violate the terms of use of the bike share program. Checking out and not returning a bike by the end of the day may subject a member to a late fee of \$10 for the first night up until 11am and \$10/hour thereafter, up to the full cost of replacing the bike and all accessories (\$650). Those returning a late bike cannot renew or check out a bike for the rest of the day. Damage to bikes, other than normal wear-and-tear, that was incurred while a bike was in the care of a member, is the responsibility of the member. Big Red Bikes reserves the right to charge members for repairs at the going rate.

Big Red Bikes is authorized to bill members through TMS. Bills unpaid for 21 days go on the member's bursar bill (if he or she is a student) and Cornell Collect (if he or she is a staff or faculty member). Members may always appeal charges with the Big Red Bikes advisor or executive board.

### **Finances**

Big Red Bikes has an initial start-up fee that includes the cost of bikes, bike racks, bike accessories, and administrative and marketing expenses. During operation the program has additional administrative and marketing expenses as well as maintenance costs. Accordingly, spending is tailored to the budget constraints. Due to the expenses that this program requires, Big Red Bikes is officially requesting, through this application, that \$2.00 of the Undergraduate Student Activity Fee be allocated to the student organization Big Red Bikes to help fund the bike share program. Comprehensive budget information as well as reasoning is located in the budget section of the application.

## BUDGET REQUEST 2012-2014

### Projected Consolidated Income Statement 2012-2014

Year Ended June 30,	2014	2013
<b>Revenues</b>	<b>\$46,097.27</b>	<b>\$46,856.72</b>
Previous year balance	\$391.27	\$4,150.72
SA Byline Funding	\$25,090.00	\$25,090.00
Transportation and Mail Services	\$16,216.00	\$16,216.00
Software	\$10,800.00	\$10,800.00
Bike stations	\$5,416.00	\$5,416.00
Fundraising activities*	\$3,000.00	\$500.00
Fees	\$1,400.00	\$900.00
Lost/stolen bike charge	\$1,000.00	\$500.00
Damage Fees	\$200.00	\$200.00
Late Fees	\$200.00	\$200.00
<b>Expenses</b>	<b>\$46,084.11</b>	<b>\$46,465.45</b>
<u>Byline Funding and cash</u>		
Bicycle units	\$24,340.00	\$24,340.00
Bicycles	\$24,000.00	\$24,000.00
Shipping	\$340.00	\$340.00
Accessories and hardware	\$3,081.57	\$3,253.50
Bike Night Light Front	\$270.00	\$270.00
Bike Night Light Rear	\$270.00	\$270.00
Helmet	\$420.00	\$420.00
Basket	\$540.00	\$540.00
Bell	\$210.00	\$210.00
U-lock	\$1,350.00	\$1,350.00
Key Chains	\$15.04	\$15.04
Key Chain printing	\$5.08	\$5.08
Numbered stickers	\$1.45	\$1.45
Shelving parts	\$0.00	\$171.93
Maintenance and assembly	\$1,917.13	\$1,917.13
Tools	\$242.13	\$242.13
Shop Bike Assembly	\$500.00	\$500.00
Minor Damage Repairs	\$400.00	\$400.00
Major Damage Repairs	\$375.00	\$375.00
Annual Winter Tune-Ups	\$400.00	\$400.00
Marketing and education	\$529.41	\$738.82



Big Red Bikes Student Activity Fee Application 2012-14

Educational/Instructional Materials	\$20.00	\$20.00
Advertising/Labeling Materials	\$100.00	\$100.00
Stickers	\$209.41	\$418.82
Survey research	\$200.00	\$200.00
<b><u>Transportation and Mail Services</u></b>		
Bike stations	<b>\$5,416.00</b>	<b>\$5,416.00</b>
Software	<b>\$10,800.00</b>	<b>\$10,800.00</b>
<b>Net Income</b>	<b><u>\$13.16</u></b>	<b><u>\$391.27</u></b>

### Third Year Budget (Fall 2012 - Spring 2013)

				Quantity of New Bikes 30		
Bike Units	Item	Price/Unit	Units	Amount	Model Name	Manufacturer/Retailer
Bikes	Internal-Gear Hybrid Bicycle	\$800.00	30	\$24,000.00		
Accessories	Bike Night Light Front	\$9.00	30	\$270.00	LED White Flashing	
	Bike Night Light Rear	\$9.00	30	\$270.00		
	Helmet	\$14.00	30	\$420.00		
	Basket Front	\$18.00	30	\$540.00		
	Bell	\$7.00	30	\$210.00		
	Locks	U-lock	\$45.00	30	\$1,350.00	Bulldog
Shipping		\$340.00	1	\$340.00		
Labeling	Key Chains	\$15.04	1	\$15.04		
	Key Chain printing	\$5.08	1	\$5.08		
	Numbered Stickers (helmet)	\$1.45	1	\$1.45		
Helmet shelves	Shelving Parts	\$171.93	1	\$171.93		
<b>Total Cost of Bike Units</b>				<b>\$27,593.50</b>		

Swann Bicycles						
Bike Maintenance & Assembly	Price/Unit		Units	Amount	Estimated Repair Time	Dropoff/Return Personnel
Tree Fort Bikes - tools	\$133.71		1	\$133.71	Less than 1 day	Big Red Bikes Officers
Sears tools	\$68.42		1	\$68.42	Between 1 and 7 days	Big Red Bikes Officers
Sears tools	\$40.00		1	\$40.00		
Minor Damage Repairs	\$20.00		20	\$400.00		
Major Damage Repairs	\$75.00		5	\$375.00		
Annual Winter Tune-Ups	\$200.00		2	\$400.00		
Shop Bike Assembly	\$500.00		1	\$500.00		
<b>2nd year Maintenance Spending</b>				<b>\$1,917.13</b>		

Big Red Bikes						
Program Marketing & Education	Cost/Document		Annual Total Quan	Amount	Usage Categories	Manufacturer/Distributor
Educational/Instructional Materials	\$0.20		100	\$20.00	Flyers/Posters	Big Red Bikes Officers
Advertising/Labeling Materials	\$0.50		200	\$100.00	Signs/Displays	Big Red Bikes Officers
Stickers	\$209.41		2	\$418.82		
Survey Research	\$20.00		10	\$200.00	Online surveys	Big Red Bikes Officers
<b>Total Marketing Expenses</b>				<b>\$738.82</b>		

Outdoor Bike Racks						
Bike Stations	Price/Unit	Shipping/Installation/Onsite	Bike Racks/Station	Amount		Total Station Capacity
Carpenter Library	\$2,708.00	\$0.00	0	\$0.00		0
Mann Library	\$2,708.00	\$0.00	0	\$0.00		0
Uris Library	\$2,708.00	\$0.00	0	\$0.00		0
Appel Commons	\$2,708.00	\$0.00	0	\$0.00		0
Veterinary Library	\$2,708.00	\$0.00	2	\$5,416.00		40
<b>Total First Year Cost for Stations</b>				<b>\$5,416.00</b>		

Big Red Bikes						
Fundraising, fees, fines	Cost/Incident		Number of Incidents	Amount	Consequent Course of Action	Administrative Body(s)
Lost/stolen bike charge	(\$500.00)		1	(\$500.00)		
Damage Fees	(Varies)		N/A	(\$200.00)		
Late Fees	(Varies)		N/A	(\$200.00)		
Fundraising				(\$500.00)		
<b>Total Administration Costs</b>				<b>(\$1,400.00)</b>		

In Kind Donations and Sponsorships						
	Amount	Source		Amount		
Spark software	\$10,800.00	TMS		\$10,800.00		
Bike racks	\$5,416.00	TMS		\$5,416.00		
				\$0.00		
				\$0.00		
<b>Total Donations and Sponsorships</b>				<b>\$16,216.00</b>		

Balance From Previous Year						
	<b>\$4,150.72</b>	<b>Balance</b>				

<b>Total Cost of Year of Operation</b>	<b>Bike Units/Bike Stations \$27,593.50</b>			<b>Maintenance/Marketing/ \$1,255.95</b>		
	<b>\$28,849.45</b>	<b>Cost For Year of Operation</b>				

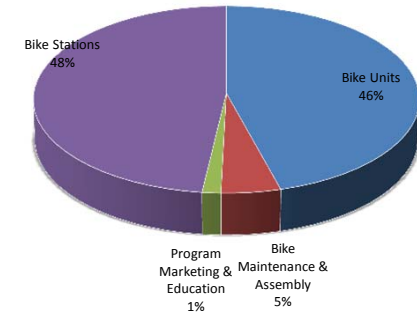
<b>Byline Funding 2012-2013</b>	<b>Charge</b>	<b>\$25,090.00</b>			<b>Number of Undergraduates</b>	
	<b>\$29,240.72</b>	<b>Available Finances For Year of Operation</b>				

<b>End of Year Balance</b>	<b>Expenses</b>	<b>\$28,849.45</b>			<b>Revenue</b>	<b>\$29,240.72</b>
		<b>\$391.27</b>	<b>Balance After Year of Operation</b>			

**Number of Bikes 70**

**Bike Capacity of the System 140**

### Third Year Expenses



# Fourth Year Budget (Fall 2013 - Spring 2014)

					Quantity of New Bikes 30	
Bike Units	Item	Price/Unit	Units	Amount	Model Name	Manufacturer/Retailer
Bikes	Internal-Gear Hybrid Bicycle	\$800.00	30	\$24,000.00		
Accessories	Bike Night Light Front	\$9.00	30	\$270.00	LED White Flashing	
	Bike Night Light Rear	\$9.00	30	\$270.00		
	Helmet	\$14.00	30	\$420.00		
	Basket Front	\$18.00	30	\$540.00		
	Bell	\$7.00	30	\$210.00		
	Locks	U-lock	\$45.00	30	\$1,350.00	Bulldog
Shipping		\$340.00	1	\$340.00		
Labeling	Key Chains	\$15.04	1	\$15.04		
	Key Chain printing	\$5.08	1	\$5.08		
	Numbered Stickers (helmet)	\$1.45	1	\$1.45		
Helmet shelves	Shelving Parts	\$171.93	0	\$0.00		
<b>Total Cost of Bike Units</b>				<b>\$27,421.57</b>		

Swann Bicycles						
Bike Maintenance & Assembly	Price/Unit		Units	Amount	Estimated Repair Time	Dropoff/Return Personnel
Tree Fort Bikes - tools	\$133.71		1	\$133.71	Less than 1 day	Big Red Bikes Officers
Sears tools	\$68.42		1	\$68.42	Between 1 and 7 days	Big Red Bikes Officers
Sears tools	\$40.00		1	\$40.00		
Minor Damage Repairs	\$20.00		20	\$400.00		
Major Damage Repairs	\$75.00		5	\$375.00		
Annual Winter Tune-Ups	\$200.00		2	\$400.00		
Shop Bike Assembly	\$500.00		1	\$500.00		
<b>2nd year Maintenance Spending</b>				<b>\$1,917.13</b>		

Big Red Bikes						
Program Marketing & Education	Cost/Document		Annual Total Quan	Amount	Usage Categories	Manufacturer/Distributor
Educational/Instructional Materials	\$0.20		100	\$20.00	Flyers/Posters	Big Red Bikes Officers
Advertising/Labeling Materials	\$0.50		200	\$100.00	Signs/Displays	Big Red Bikes Officers
Stickers	\$209.41		1	\$209.41		
Survey Research	\$20.00		10	\$200.00	Online surveys	Big Red Bikes Officers
<b>Total Marketing Expenses</b>				<b>\$529.41</b>		

Outdoor Bike Racks						
Bike Stations	Price/Unit	Shipping/Installation (Onsite)	Bike Racks/Station	Amount		Total Station Capacity
Carpenter Library/Collegietown	\$2,708.00	\$0.00	2	\$5,416.00		40
Mann Library	\$2,708.00	\$0.00	0	\$0.00		0
Uris Library	\$2,708.00	\$0.00	0	\$0.00		0
Appel Commons	\$2,708.00	\$0.00	0	\$0.00		0
Veterinary Library	\$2,708.00	\$0.00	0	\$0.00		0
<b>Total First Year Cost for Stations</b>				<b>\$5,416.00</b>		

Big Red Bikes						
Fundraising, fees, fines	Cost/Incident		Number of Incidents	Amount	Consequent Course of Action	Administrative Body(s)
Lost/stolen bike charge	(\$500.00)		2	(\$1,000.00)		
Damage Fees	(Varies)		N/A	(\$200.00)		
Late Fees	(Varies)		N/A	(\$200.00)		
Fundraising				(\$3,000.00)		
<b>Total Administration Costs</b>				<b>(\$4,400.00)</b>		

In Kind Donations and Sponsorships						
	Amount	Source		Amount		
Spark software	\$10,800.00	TMS		\$10,800.00		
Bike racks	\$5,416.00	TMS		\$5,416.00		
				\$0.00		
				\$0.00		
<b>Total Donations and Sponsorships</b>				<b>\$16,216.00</b>		

<b>Balance From Previous Year</b>		<b>\$391.27</b>	<b>Balance</b>			
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<b>Total Cost of Year of Operation</b>	<b>Bike Units/Bike Station \$27,421.57</b>			<b>Maintenance/Marketing -\$1,953.46</b>		
	<b>\$25,468.11</b>	<b>Cost For Year of Operation</b>				

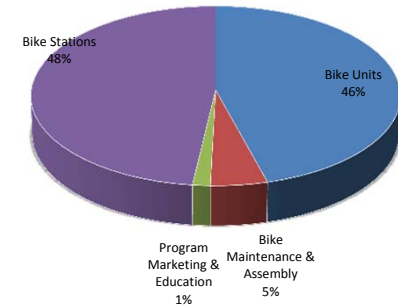
<b>Byline Funding 2013-2014</b>	<b>Charge</b>	<b>\$25,090.00</b>			<b>Number of Undergraduates</b>	
	<b>\$25,481.27</b>	<b>Available Finances For Year of Operation</b>				

<b>End of Year Balance</b>	<b>Expenses</b>	<b>\$25,468.11</b>			<b>Revenue</b>	<b>\$25,481.27</b>
		<b>\$13.16</b>	<b>Balance After Year of Operation</b>			

**Number of Bikes 90**

**Bike Capacity of the System 180**

## Fourth Year Expenses



## FINANCIAL STATEMENTS 2008-2011

### Consolidated Income Statement 2010-2012

Year Ended June 30,	2012	2011
<b>Revenues</b>	<b>\$33,861.16</b>	<b>\$20,921.00</b>
Previous year balance	\$2,284.16	\$50.00
SA Byline Funding	\$12,545.00	\$12,545.00
Transportation and Mail Services	\$18,032.00	\$7,508.00
Software	\$7,200.00	\$4,800.00
Bike stations	\$10,832.00	\$2,708.00
Fundraising activities*	\$100.00	\$0.00
Fees	\$900.00	\$818.00
Lost/stolen bike charge	\$500.00	\$500.00
Damage Fees	\$200.00	\$200.00
Late Fees	\$200.00	\$118.00
<b>Expenses</b>	<b>\$29,710.44</b>	<b>\$18,636.84</b>
<u>Byline Funding and cash</u>		
Bicycle units	\$8,313.80	\$8,120.00
Bicycles	\$7,973.80	\$7,780.00
Shipping	\$340.00	\$340.00
Accessories and hardware	\$1,985.23	\$2,057.30
Bike Night Light Front	\$180.00	\$180.00
Seat Lock	\$0.00	\$240.00
Bike Night Light Rear	\$180.00	\$180.00
Helmet	\$280.00	\$344.00
Basket	\$360.00	\$300.00
Bell	\$140.00	\$140.00
U-lock	\$479.80	\$479.80
Key Chains	\$15.04	\$15.04
Key Chain printing	\$5.08	\$5.08
Numbered stickers	\$1.45	\$1.45
Shelving parts	\$343.86	\$171.93
Maintenance and assembly	\$1,050.00	\$742.13
Tools	\$0.00	\$242.13
Shop Bike Assembly	\$500.00	\$500.00
Minor Damage Repairs	\$200.00	\$0.00
Major Damage Repairs	\$150.00	\$0.00
Annual Winter Tune-Ups	\$200.00	\$0.00

Big Red Bikes Student Activity Fee Application 2012-14

Marketing and education		<b>\$329.41</b>	<b>\$209.41</b>
	Educational/Instructional Materials	\$20.00	\$0.00
	Advertising/Labeling Materials	\$100.00	\$0.00
	Stickers	\$209.41	\$209.41
<b><u>Transportation and Mail Services</u></b>			
	Bike stations	<b>\$10,832.00</b>	<b>\$2,708.00</b>
	Software	<b>\$7,200.00</b>	<b>\$4,800.00</b>
Net Income		<b><u>\$4,150.72</u></b>	<b><u>\$2,284.16</u></b>

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\* Bake sales, raffles, and miscellaneous

# First Year Budget (Fall 2010 - Spring 2011)

					Quantity of New Bikes 20	
Bike Units	Item	Price/Unit	Units	Amount	Model Name	Manufacturer/Retailer
Bikes	Internal-Gear Hybrid Bicycle	\$389.00	20	\$7,780.00	MG Super Comfort Bike	Worksmen Bicycles
Accessories	Bike Night Light Front	\$10.00	20	\$180.00	LED White Flashing Seat Lock	
	Seat Lock	\$12.00	20	\$240.00		
	Bike Night Light Rear	\$10.00	20	\$180.00		
	Helmet	\$14.33	24	\$344.00		
	Luggage Carrier Rear	\$15.00	20	\$300.00		
	Bell	\$8.00	20	\$140.00		
Locks	U-lock	\$23.99	20	\$479.80	Bulldog	
Shipping		\$340.00	1	\$340.00		
Labeling	Key Chains	\$15.04	1	\$15.04		
	Key Chain printing	\$5.08	1	\$5.08		
	Numbered Stickers (helmet, s	\$1.45	1	\$1.45		
Helmet shelves	Shelving Parts	\$171.93	1	\$171.93		
<b>Total Cost of Bike Units</b>				<b>\$10,177.30</b>		

Swann Bicycles						
Bike Maintenance & Assembly	Price/Unit	Units	Amount	Estimated Repair Time	Dropoff/Return Personnel	
Tree Fort Bikes - tools	\$133.71	1	\$133.71	Less than 1 day	Big Red Bikes Officers	
Sears tools	\$68.42	1	\$68.42	Between 1 and 7 days	Big Red Bikes Officers	
Sears tools	\$40.00	1	\$40.00			
Shop Bike Assembly	\$500.00	1	\$500.00	One time assembly 2-3 days		
<b>1st year Maintenance Spending</b>			<b>\$742.13</b>			

Big Red Bikes						
Program Marketing & Education	Cost/Document	Annual Total Quan	Amount	Usage Categories	Manufacturer/Distributor	
Educational/Instructional Materials	\$0.20	0	\$0.00	Flyers/Posters	Big Red Bikes Officers	
Advertising/Labeling Materials	\$0.50	0	\$0.00	Signs/Displays	Big Red Bikes Officers	
Stickers	\$209.41	1	\$209.41			
Survey Research	\$20.00	0	\$0.00	Online surveys	Big Red Bikes Officers	
<b>Total Marketing Expenses</b>			<b>\$209.41</b>			

Outdoor Bike Racks						
Bike Stations	Price/Unit	Shipping/Installation (Onsite)	Bike Racks/Station	Amount		Total Station Capacity
Carpenter Library	\$2,708.00	\$0.00	0	\$0.00		0
Mann Library	\$2,708.00	\$0.00	0	\$0.00		0
Uris Library	\$2,708.00	\$0.00	1	\$2,708.00		20
Veterinary Library	\$2,708.00	\$0.00	0	\$0.00		0
<b>Total First Year Cost for Stations</b>				<b>\$2,708.00</b>		

Big Red Bikes				Bike Theft and Late Bike Unit Returns		
Fundraising, fees, fines	Cost/Incident	Number of Incidents	Amount			
Lost/stolen bike charge	(\$500.00)	1	(\$500.00)			
Damage Fees	(Varies)	N/A	(\$200.00)			
Late Fees	(Varies)	N/A	(\$118.00)			
Fundraising			\$0.00			
<b>Total Administration Costs</b>			<b>(\$818.00)</b>			

Big Red Bikes						
In Kind Donations and Sponsorships	Item	Source	Units	Amount		
Spark software	\$4,800.00	TMS	1	\$4,800.00		
Bike racks	\$2,708.00	TMS	1	\$2,708.00		
				\$0.00		
				\$0.00		
<b>Total Donations and Sponsorships</b>				<b>\$7,508.00</b>		

Balance From Previous Year						
		<b>\$50.00</b>	<b>Balance</b>			

Total Cost of First Year of Operation	Bike Units/Bike Stations	\$10,177.30		Maintenance/Marketing/A	\$133.54	
		<b>\$10,310.84</b>	<b>Cost For First Year of Operation</b>			

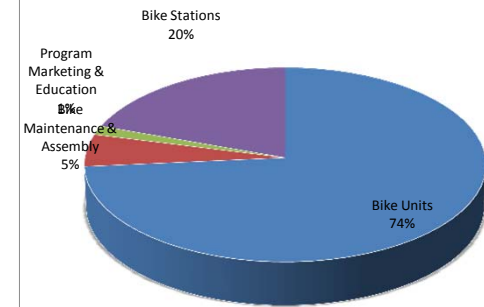
Byline Funding 2010-2011	Charge	\$12,545.00			Number of Undergraduates	
		<b>\$12,595.00</b>	<b>Available Finances For First Year of Operation</b>			

End of First Year Balance	First Year Expenses	\$10,310.84		First Year Revenue	\$12,595.00	
		<b>\$2,284.16</b>	<b>Balance After First Year of Operation</b>			

Number of Bikes 20

Bike Capacity of the System 20

## First Year Expenses



## Second Year Budget (Fall 2011 - Spring 2012)

				Quantity of New Bikes 20		
Bike Units	Item	Price/Unit	Units	Amount	Model Name	Manufacturer/Retailer
Bikes	Internal-Gear Hybrid Bicycle	\$398.69	20	\$7,973.80	NYC Dutchie	Worksman Bicycles
Accessories	Bike Night Light Front	\$9.00	20	\$180.00	LED White Flashing	
	Bike Night Light Rear	\$9.00	20	\$180.00		
	Helmet	\$14.00	20	\$280.00		
	Basket Front	\$18.00	20	\$360.00		
	Bell	\$7.00	20	\$140.00		
	U-lock	\$23.99	20	\$479.80		
Locks						
Shipping		\$340.00	1	\$340.00		
Labeling	Key Chains	\$15.04	1	\$15.04		
	Key Chain printing	\$5.08	1	\$5.08		
	Numbered Stickers (helmet)	\$1.45	1	\$1.45		
Helmet shelves	Shelving Parts	\$171.93	2	\$343.86		
<b>Total Cost of Bike Units</b>				<b>\$10,299.03</b>		

Swann Bicycles						
Bike Maintenance & Assembly	Price/Unit		Units	Amount	Estimated Repair Time	Dropoff/Return Personnel
Tree Fort Bikes - tools	\$133.71		0	\$0.00	Less than 1 day	Big Red Bikes Officers
Sears tools	\$68.42		0	\$0.00	Between 1 and 7 days	Big Red Bikes Officers
Sears tools	\$40.00		0	\$0.00		
Minor Damage Repairs	\$20.00		10	\$200.00		
Major Damage Repairs	\$75.00		2	\$150.00		
Annual Winter Tune-Ups	\$200.00		1	\$200.00		
Shop Bike Assembly	\$500.00		1	\$500.00		
<b>2nd year Maintenance Spending</b>				<b>\$1,050.00</b>		

Big Red Bikes						
Program Marketing & Education	Cost/Document		Annual Total Qty	Amount	Usage Categories	Manufacturer/Distributor
Educational/Instructional Materials	\$0.20		100	\$20.00	Flyers/Posters	Big Red Bikes Officers
Advertising/Labeling Materials	\$0.50		200	\$100.00	Signs/Displays	Big Red Bikes Officers
Stickers	\$209.41		1	\$209.41		
Survey Research	\$20.00		0	\$0.00	Online surveys	Big Red Bikes Officers
<b>Total Marketing Expenses</b>				<b>\$329.41</b>		

Outdoor Bike Racks						
Bike Stations	Price/Unit	Shipping/Installation (Onsite)	Bike Racks/Station	Amount		Total Station Capacity
Carpenter Library/Collegetown	\$2,708.00	\$0.00	1	\$2,708.00		20
Mann Library	\$2,708.00	\$0.00	1	\$2,708.00		20
Uris Library	\$2,708.00	\$0.00	0	\$0.00		0
Appel Commons	\$2,708.00	\$0.00	1	\$2,708.00		20
Veterinary Library	\$2,708.00	\$0.00	1	\$2,708.00		20
<b>Total First Year Cost for Stations</b>				<b>\$10,832.00</b>		

Big Red Bikes				Bike Theft and Late Bike Unit Returns	
Fundraising, fees, fines	Cost/Incident		Number of Incidents	Amount	Consequent Course of Action Administrative Body(s)
Lost/stolen bike charge	(\$500.00)		1	(\$500.00)	
Damage Fees	(Varies)		N/A	(\$200.00)	
Late Fees	(Varies)		N/A	(\$200.00)	
Fundraising				(\$100.00)	
<b>Total Administration Costs</b>				<b>(\$1,000.00)</b>	

In Kind Donations and Sponsorships				
Amount	Source		Amount	
\$7,200.00	TMS		\$7,200.00	
\$10,832.00	TMS		\$10,832.00	
			\$0.00	
			\$0.00	
<b>Total Donations and Sponsorships</b>				<b>\$18,032.00</b>

<b>Balance From Previous Year</b>	<b>\$2,284.16</b>	<b>Balance</b>
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<b>Total Cost of Year of Operation</b>	<b>Bike Units/Bike Stations \$10,299.03</b>	<b>Maintenance/Marketing/ \$379.41</b>
<b>\$10,678.44 Cost For Year of Operation</b>		

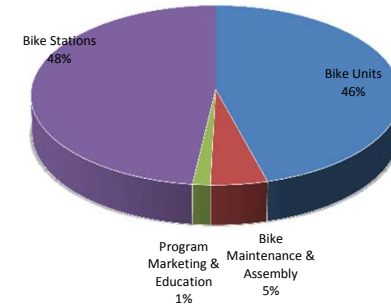
<b>Byline Funding 2011-2012</b>	<b>Charge</b>	<b>\$12,545.00</b>	<b>Number of Undergraduates</b>
<b>\$14,829.16 Available Finances For Year of Operation</b>			

<b>End of Year Balance</b>	<b>Expenses</b>	<b>\$10,678.44</b>	<b>Revenue</b>	<b>\$14,829.16</b>
<b>\$4,150.72 Balance After Year of Operation</b>				

**Number of Bikes 40**

**Bike Capacity of the System 100**

## Second Year Expenses



## CONSTITUTION & BYLAWS

### Constitution

#### Articles

- I. Name of organization
  - a. Big Red Bikes
- II. Purpose, aims, functions
  - a. To create a campus-wide bike sharing system that is accessible, convenient, and free of charge for every Cornellian.
- III. Membership requirements/limitations requires:
  - a. Attendance of 3 consecutive meetings and participation over listserv. No official project requirement for membership. Open to the entire Cornell community.
- IV. Officers
  - a. Titles
    - i. Co-Presidents (2)
    - ii. Operations Director
    - iii. Finance Director
    - iv. Marketing Director
    - v. Administration Director
    - vi. Webmaster
  - b. Terms of service
    - i. A co-president shall be elected every semester and serve a term of two semesters. He or she may not be reelected.
    - ii. Other officers shall have a term of two semesters, and may be reelected indefinitely.
- V. Selection process
  - a. Any official member may run for office. The selection shall be conducted at a general body meeting, whereby members are nominated for positions, and must be approved by majority vote
- VI. Advisor
  - a. Title
    - i. Advisor
  - b. Terms of service
    - i. At least a semester, but the advisor shall decide whether or not to continue after one semester of service.
  - c. Selection process
    - i. The advisor shall be nominated by the officers and confirmed by the general body by majority vote
- VII. Meetings
  - a. Weekly – Time and place TBD
- VIII. Quorum
  - a. At least half of active members (3 consecutive meetings)
- IX. Referendum & recall procedures
  - a. If any dispute arises over the constitution, the by-laws, budgeting, voting results, or any other activities, the decision shall be re-examined by the officers, and another vote shall take place before the general body



- X. Amendment proposal procedures
  - a. Means of proposal
    - i. Presentation of proposal at general body meeting
  - b. Voting requirements
    - i. Must have attended 3 consecutive meetings and be registered on listserv
- XI. Ratification
  - a. Must be approved by two thirds majority vote of general body

## **By-Laws**

- XII. Membership
  - a. Must attend three consecutive meetings and be registered on listserv
  - b. Benefits of Official Membership:
    - i. Privilege to vote in referendums and elections
    - ii. Eligible to be nominated for office
- XIII. Executive Board
  - a. Co-Presidents (2):
    - i. Two co-presidents will manage the club and should make decision by consensus. Term lasts for two semesters with election of a new co-president every semester. S/he will be responsible for leading group meetings, setting the direction of club activities, and overseeing the operations of the organization. She/he will communicate regularly with administration, TMS, library system, Risk Management, and other partners. S/he will work with other officers to set long-term goals for the organization and will coordinate teams to ensure that these goals are accomplished.
  - b. Operations Director
    - i. The director will act as leader of operations team. S/he is responsible for creating and maintaining an operations and bike management system for Big Red Bikes. S/he will organize and maintain the system logistics, such as the checkout/return process and bike flow, and bike maintenance procedures. S/he will create improvements in system infrastructure and will work to increase the efficiency of the current systems. S/he will be the primary contact for operational matters and will work with other team leaders as necessary to address operational issues when they arise. S/he will work closely with the Student Bike Coordinator, who may or may not be the same individual.
  - c. Finance Director:
    - i. The director will act as leader of finance team. S/he will be responsible for researching funding for the organization, preparing applications and reports, handling expenditures, and managing TMS account. S/he will discuss all expenditures with the other team leaders and work to allocate finances in the most cost-efficient and effective manner. S/he will work with team members to delegate responsibilities for funding paperwork and administrative work. S/he will be responsible for fundraising and will assist with the Administrative Director to keep track of fees and fines.
  - d. Marketing Director:
    - i. S/he will be responsible for advertising the program and recruiting new members. S/he will make sure that the student body is aware of the service and that students are aware of opportunities to join Big Red Bikes. S/he will be

the primary contact for interested members and press organizations. S/he, along with marketing team, will produce promotional and informational materials such as flyers, posters, film, and graphics and will work closely with the webmaster for online material. S/he will be responsible for organizing and promoting events, and ensuring the success of campus fundraising efforts, completing Use of University Property forms, and delegating important tasks to team members.

- e. Administrative Director:
  - i. S/he will be responsible to creating minutes of every meeting and emailing listserv, will work closely with webmaster for online updates and help e-board keep track of deliverables and deadlines. S/he will be responsible for keeping track of fees and fines and updating our advisor weekly.
- f. Webmaster
  - i. The web-master will be responsible for creating, designing, and maintaining bigredbikes.cornell.edu. S/he will work together with Facility Services (host) to implement changes. S/he will update the page weekly to announce upcoming events, depict program progress, or explain changes to the program. S/he will communicate with the group for a list of changes or updates and will make these changes in a timely manner.

XIV. Committees

- a. Formation:
  - i. Committees may be formed on an ad hoc basis and must be approved by two thirds of officers.
  - ii. Committees may be dissolved by two thirds of officers.
- b. Committee Chairs:
  - i. One chair per committee who coordinates and organizes committee functions.
  - ii. The committee chair may be an officer or an active member.

XV. Order of Meeting

- a. Introductions, briefing from each officer and committee chair, discussion of items on meeting agenda, review of tasks for next week.

XVI. Amendment procedures

- a. Amendments to by-laws shall be carried out the same way as constitutional amendments