

Cornell University
Student Assembly

109 Day Hall
Ithaca, NY 14853

t. 607.255.3715
f. 607.255.2182
e. sa@assembly.cornell.edu
w. http://assembly.cornell.edu/SA

2014 - 2016 Undergraduate SAF Application Form

Checklist for Application

	Applicant	Office
Preliminary Items Due 4pm, April 25, 2013		
Eligibility Checklist (reverse side)	✓	
Dollar request per student per year	\$ 3.8	
Petition signatures (if new applicant)	—	
Final Attachments Due 4pm, September 13, 2013		
Constitution, Charter, Bylaws	—	
Mission Statement (1 pages)	—	
Group Profile (3 pages)	—	
<ul style="list-style-type: none"> ● Officers ● Number of Members ● History ● Activities, Programming, Events in Current Cycle 		
Summary of request (2 pages)	—	
10-13 Financial Statements	—	
13-16 Projections	—	
Office Use Only		
Received by:	AS	
Date Received:	4/25/13	
Sigs Checked:	—	

Applicant Organization/Program Name: Big Red Bikes

Primary Contact	Secondary Contact
Name: <u>Mujahid Powell</u>	Name: <u>Shangrong Lin</u>
Address: <u>100 Cornell Ave</u> <u>Ithaca NY 14850</u>	Address: <u>321 North Baker</u> <u>Ithaca N.Y 14853</u>
Phone: <u>347-804-5549</u> Email: <u>mdp95</u>	Phone: <u>646-388-3579</u> Email: <u>SL2338@cornell.edu</u>

A representative must certify that the documents provided in this application are accurate, represent best information available to the organization at this time, and are suitable for public distribution. The documents provided constitute the organization's application for undergraduate byline funding for the 2014-2015 and 2015-2016 fiscal years. The Student Assembly will review the applications in the fall semester of 2013. Organizations may not submit preliminary applications after 4pm on Monday, April 25, 2013 or amend final submissions after 4pm, Friday, September 13, 2013.


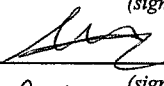
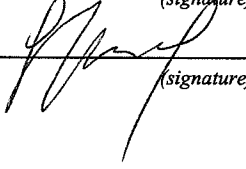
Representative: Shangrong Lin (print name) [Signature] (signature) 4/24/13 (date)

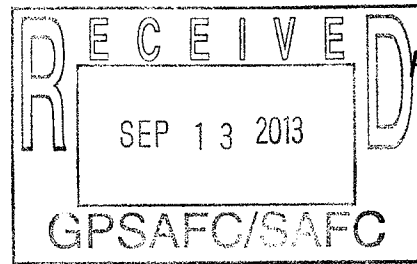
Student Assembly Byline Funding Eligibility Checklist

To be eligible for consideration for byline funding, the applicant must meet the following criteria:

	Applicant Initials	Staff Use Only
Required for All Applicants		
Directly and primarily serves/benefits the entire undergraduate Cornell community	SRL	_____
Allows all students equal access to services and/or participation	SRL	_____
Requests minimum of \$0.50 per student per year and number of cents requested is divisible by two	SRL	_____
Required for Applicants Who Are Not Currently Receiving Byline Funding		
If applicant is not currently receiving byline funding, has collected petitions with 1,500 distinct signatures of registered Cornell undergraduate students	_____	_____
May Be Waived By Student Assembly with Approval of University President		
Is registered with the Student Activities Office	SRL	_____
Is student-directed and student-led	SRL	_____
Has Cornell operating account with internally controlled funds	SRL	_____
Has a Cornell-employed advisor with oversight of Cornell funds	SRL	_____
Has received funding from a unit at Cornell university in each of the last two semesters	SRL	_____

If applicant is a registered student organization, the following officers must sign below. The undersigned acknowledge that they have reviewed the application, and that the organization and its officers agree to all conditions explained on the reverse page of this application.

President:	Mujahid Powell		4/24/13
	(name)	(signature)	(date)
Treasurer:	ShangRong Lin		4/24/13
	(name)	(signature)	(date)
Advisor:	Susan Powell		4/24/2013
	(name)	(signature)	(date)



BIGREDBIKES

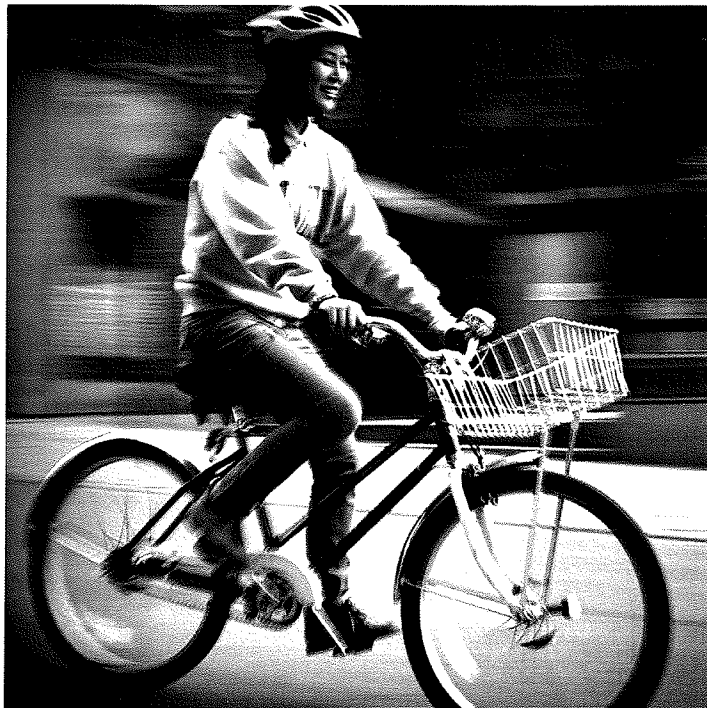
Cornell University Bikeshare

Student Activity Fee Application 2014-2016

Mujahid Powell, Co-President
Curtis Wang, Co-President
Shangrong Lin, Finance Director

September 13, 2013





Top: New Jamis bikes unveiled in Spring 2013.
Left: BRB Team Member rides a classic bike on Collegetown (Jason Koski/Cornell University).
Right: BRB E-board Member in front of newly-unveiled Uris Library station (Lindsay France/CU).



1 TABLE OF CONTENTS

2	Letter to the Student Assembly.....	4
3	Mission Statement.....	6
4	Program Description.....	7
4.1	How It Works.....	7
4.2	Bike Units.....	7
4.3	Maintenance & Logistics.....	9
4.4	Program Overview: Spring 2011 – Spring 2013.....	10
5	Organizational Profile.....	11
5.1	Executive Board.....	11
5.2	Membership & Ridership.....	12
5.3	Events & Community Engagement.....	14
6	Program Vision.....	15
6.1	Automated Bike Sharing.....	16
6.2	Funding Request: Fall 2014 – Spring 2016.....	16
7	Financial Statements.....	17
7.1	Analysis of Reduced Funding on 2013-2014.....	21
8	Constitution & Bylaws.....	24
8.1	Constitution.....	24
8.2	Bylaws.....	26



2 LETTER TO THE STUDENT ASSEMBLY

September 13th, 2013


Members of the Student Assembly and the Appropriations Committee,

In May of 2011, Big Red Bikes launched a pilot program for a campus-wide bike sharing program. It was the start of a sustainable mode of transportation that could change the way Cornellians get around campus. Two-and-a-half years later, we are pleased to inform you that bike sharing has taken off. The program now boasts almost 2,000 members, three stations on campus, 30 bikes, and our bikes have been checked out for a total of 16,690 hours of service (the equivalent of 1 year and 11 months!).

Internally, Big Red Bikes has increased our quality of service and professionalism. We are in the process of finalizing a maintenance agreement with Cornell Outdoor Education, which will train and hire students to provide high quality maintenance more frequently and at a lower unit cost than otherwise available. We have also been highly responsive to the student body and our members. We addressed the number one complaint – bike comfort and ease of riding on hills – by obtaining 20 new light-weight, 8-speed bicycles. Users were so happy with these bikes that we are ordering an additional 20 bikes this semester to completely replace our older 3-speed bikes by the start of Spring 2014.

Publicly, Big Red Bikes has strived to become a permanent institution on campus by increasing accessibility to the program through visibility, developing a formal relationship with the university administration, and standardizing equipment to be used for years to come. Our visibility campaign includes social media outreach, prominent campus events, and plans for signage on our bikes and stations. At the same time we have organized a Bike Share Steering Committee which includes representatives from key university offices such as Transportation & Mail Services, Campus Planning, and Risk Management.

As Big Red Bikes matures and becomes a permanent institution on campus, we are looking to the future in order to best serve the Cornell community and maximize the benefits of bike sharing on campus. We envision a service that is more accessible and convenient, where any student may walk out of any hall or dorm and have immediate access to a Big Red Bike at the tap of their Cornell ID, free of charge. To that end, our current projects include developing a new



website and bike management software as well as opening a competition to provide automated card-swipe access at every station. The new software, to be completed by the start of Spring 2014, will cut \$10,000 from our operating costs and remove our current technological cap of 40 bikes. With optimal funding, automated stations will be introduced in Spring 2015, allowing stations to be more conveniently located, independent of staffed service desks, and accessible to students with only a tap of their Cornell ID.

In this application we are requesting an increase of \$1.80 per undergraduate student, for a total funding level of \$3.80 per student for the 2014-2016 funding cycle. This increase would only be temporary, but it is necessary to build out the initial infrastructure required for automated bike share stations. This investment will allow us to match heightened student demand for the program as well as upgrade the program to serve students with the highest level of convenience and reliability. It will allow more students to use our service due to increased geographic availability, and the on-demand rental model of an automated bike share system allows higher turnover rates among users. Higher turnover will maximize the program's efficiency as the number of rides per bike per day (RPB/day) rises from our current 0.82 RPB/day to the industry standard of roughly 8 RPB/day – an 875% increase in daily ridership capacity resulting from a 90% increase in funding.

This increased expenditure is essential to our long term vision of making cycling a convenient and reliable means of transportation on campus. The generous support of the Student Assembly and the university have been essential to creating the Big Red Bikes we know today. A leader among university bike shares across the United States, Big Red Bikes currently provides reliable service to almost 2000 Cornellians and growing with 30 bikes at 3 locations. In this application we ask for the Student Assembly, as stewards of the public interest, to envision a campus served by over 50 bicycles from up to 10 convenient and efficient stations.

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

Respectfully Yours,

Mujahid Powell
Co-President

Curtis Wang
Co-President

Shangrong Lin
Finance Director



3 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 have 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 Big Red Bikes.

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.



4 PROGRAM DESCRIPTION

4.1 HOW IT WORKS



Register

Prospective Big Red Bikes members must register at bigredbikes.cornell.edu first and submit their information, which includes digitally signing a waiver form.

Borrow

To access a bike, members go to the service desk of the bike station (Uris, Mann, or Appel), request a key, and present their ID card. The staffer looks up the member in the database. If they have an active account, the staffer checks out a bike, has the member sign a short waiver form, and gives the member the corresponding key to the bike lock.

Ride

The user unlocks the bike and is free to use it until 30 minutes before any service desk closes that day. During peak usage times, riders are encouraged to keep rides under 2 hours as a courtesy to other members.

Return

After checking out a bike, users are held responsible for the bike, lock, key, and helmet, including damages and loss or theft. At the end of their ride, members must lock their bike to a designated bike rack at any of our three locations and return their equipment to the circulation desk. Overdue bikes and unreported damages are subject to fines. Bike inspections are done frequently to make sure a user actually returned all their equipment and in good condition.

4.2 BIKE UNITS

Big Red Bikes has put the utmost care into selecting our bikes, reflecting on their comfort and ensuring their safety, reliability, and ease of maintenance. In Spring 2013, we chose the Jamis Commuter 4 as our standard bike model and began phasing out our classic red 3-speed bikes. This process will be complete by the start of Spring 2014, with 40 of these advanced bikes in our fleet.

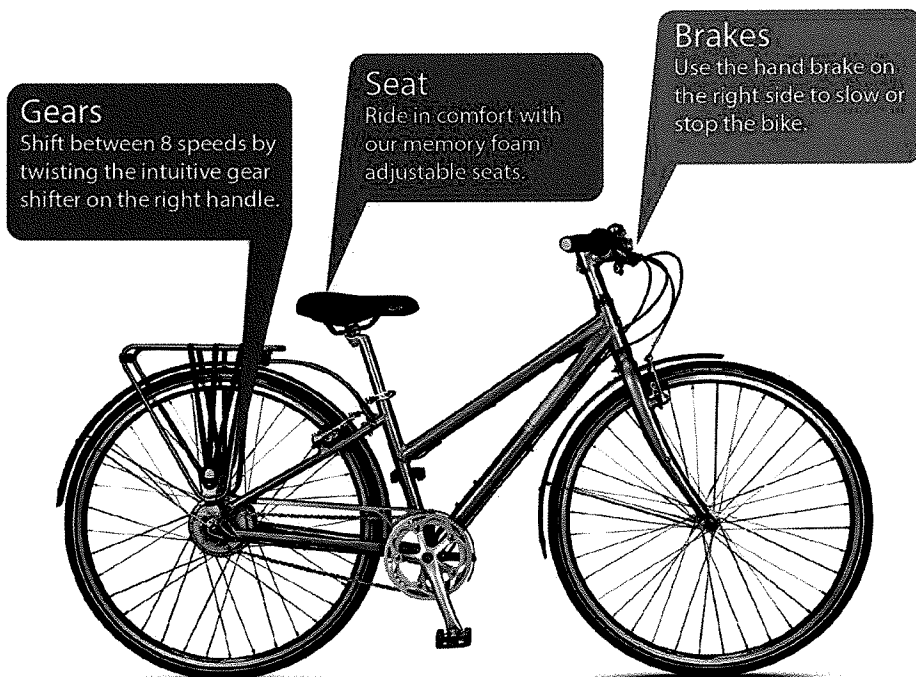


We chose the Jamis Commuter 4 as a response to the needs of our members. Students asked for lighter, more comfortable bikes with more gears in order to conquer Ithaca's hills. The Jamis Commuter 4 has a lighter frame than our classic bikes, and they come with memory foam seats, 8 gears with an intuitive gear shifter, anti-slip brakes, as well as easily adjustable seats.

Big Red Bikes also fitted these bikes with other accessories. Each bike unit has a rear bike light for safety purposes in night riding, a seat lock to prevent theft of the adjustable 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, the hilly geography of Cornell's campus makes it necessary to have multi-gear bikes. Due to cost limitations in the past, we purchased bicycles with only 3 speeds. Now, however, we have gained access to 8-speed bicycles by purchasing in bulk and bringing down their unit cost. We also work to ensure that our bikes accommodate students of all heights. To do this, 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.

New Bike Features *Jamis Commuter 4*



4.3 MAINTENANCE & LOGISTICS

As with any piece of equipment that is subject to use, the bikes will face wear-and-tear from being used. **Big Red Bikes follows an operations procedure based on preventative maintenance, response to damages, and regular monitoring.** This procedure, based on best practices in the bike repair industry, ensures that bikes are safe in the short-term and that they remain available to students throughout their expected 4-year life. Preventative maintenance ensures our bikes' longevity, while daily safety checks ensure the safety and quality of our bikes. When a problem arises in between these checks, however, the circulation staff at a station will flag the bike on our bike management software to be repaired by a maintenance technician.

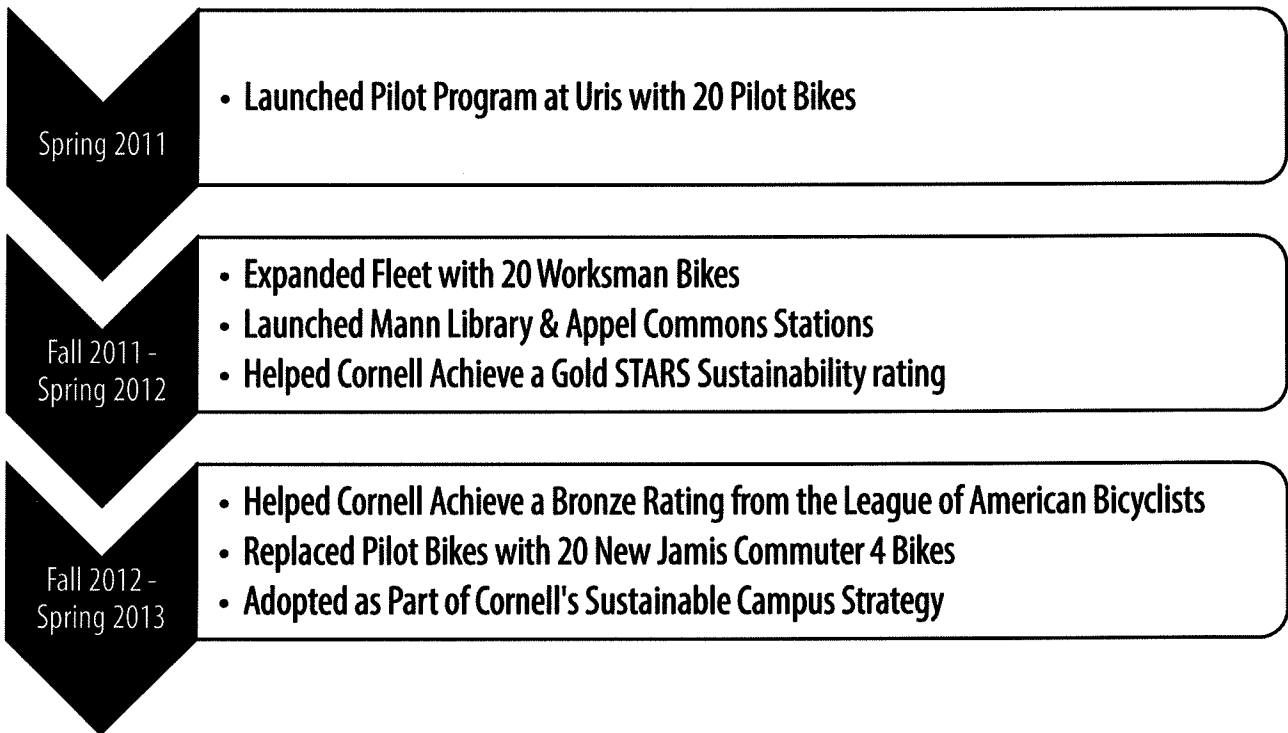
Big Red Bikes has partnered with the Bike Rack in Collegetown and Cornell Outdoor Education (COE) to carry out our operations procedure. Preventative maintenance, safety checks, and minor repairs are all carried out by student maintenance technicians. These students are hired and trained through COE under an agreement pending approval by the interim director of COE. The Bike Rack in Collegetown is the licensed dealer for Jamis bikes in the Ithaca area. Big Red Bikes goes to the Bike Rack to order new bikes and to resolve major repairs which students cannot deal with.

Our operations staff must also manage the logistics of the bike share, responding to usage patterns in order to use maintenance funds in the most effective manner possible. On a day-to-day basis, our staff ensures that bikes are balanced properly among stations, taking bikes from overcrowded stations to stations in need of bikes. Usage of the bike share also responds to the academic calendar and weather. When demand is at its lowest during the winter, we close the system and put bikes in storage between Thanksgiving break and Spring Break. During the summer, the program remains operational however it is downsized to accommodate decreased demand as students leave campus.



4.4 PROGRAM OVERVIEW: SPRING 2011 – SPRING 2013

From the launch of our pilot program in Spring 2011, our dedicated student team has continually improved and expanded our service. Big Red Bikes has been mentioned in Cornell's sustainability and transportation plans and has been an integral part of two recent sustainability ratings for the University.



5 ORGANIZATIONAL PROFILE

5.1 EXECUTIVE BOARD

Mujahid Powell & Curtis Wang *Co-Presidents*

Develop policy and initiate partnerships to implement Big Red Bikes' strategic goals. Oversee the operations, finances, marketing, and technological development of the program.

Herman Wong *Operations Team Director; Student Bike Coordinator*

Develops and implements operations and maintenance programs guided by the organization's operations procedure. Manages routine bike maintenance, monitoring, and other technical aspects of the program.

Collin Peters *Marketing Team Director*

Develops and maintains program visibility and accessibility on campus. Manages public outreach and physical branding in order to promote the program as well as to educate users about safe cycling.

Shangrong Lin *Business & Finance Team Director*

Ensures Big Red Bikes follows short- and long-term financial goals. Controls day-to-day expenses and revenues. Manages customer experience, and conducts campus surveys in order to optimize spending.

Taehoon Tyler *Research & Development Team Director*

Manages the development and/or acquisition of new bike share technologies in accordance to the desires of the student body.

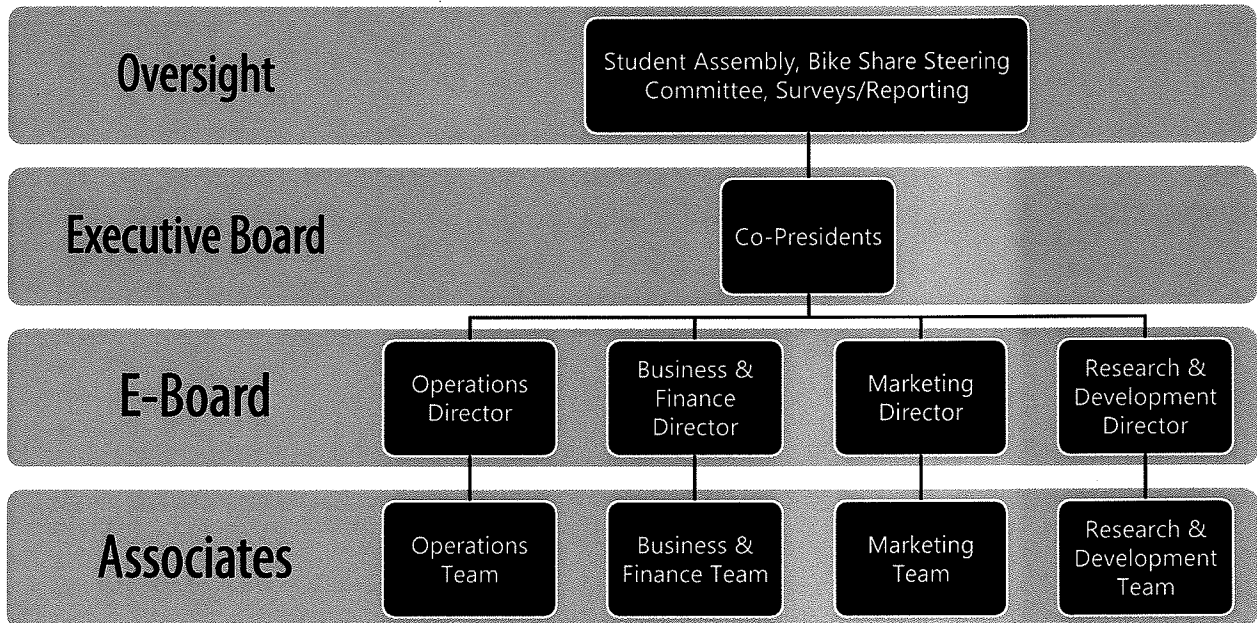
Hector Chang *Administrative Director; Webmaster*

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

Susan Powell *Transportation & Mail Services Advisor*

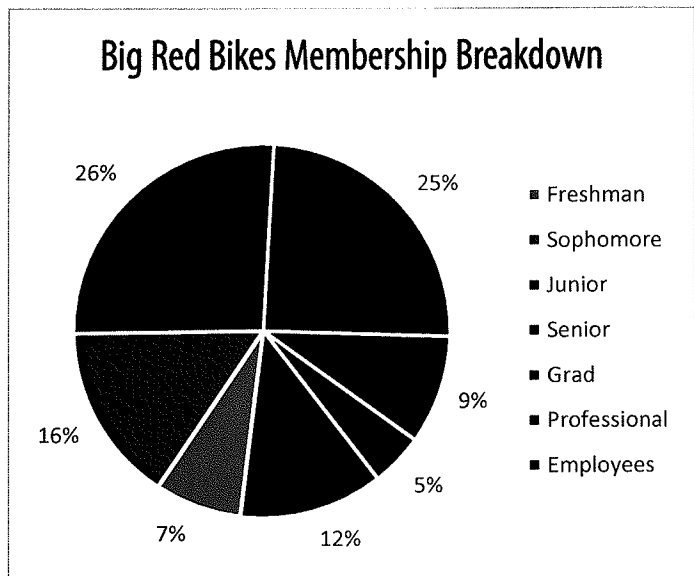
Advises on technical, organizational, procurement, and other issues. Maintains the Big Red Bikes TMS account, gives reimbursements, and administers fees and fines as needed.





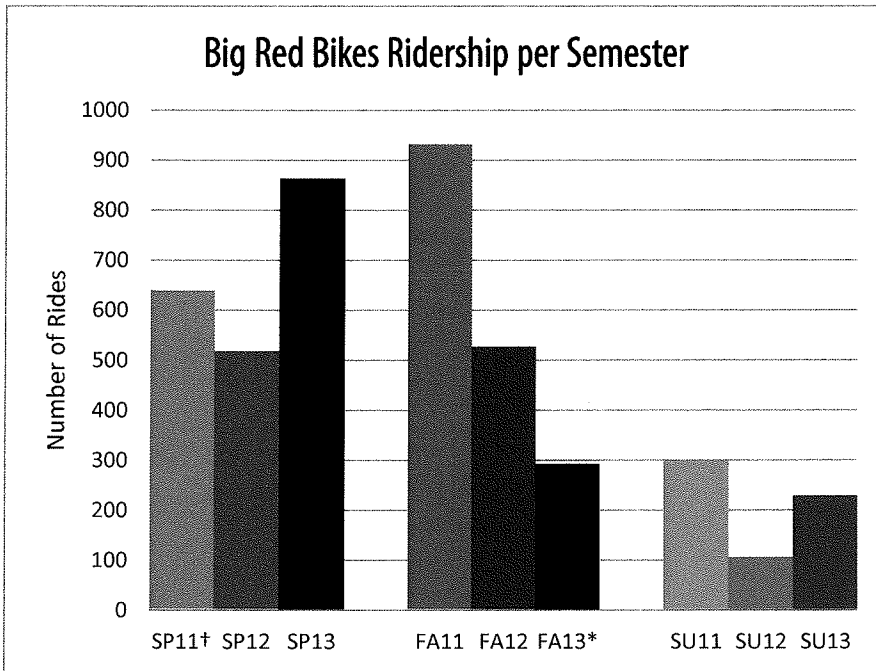
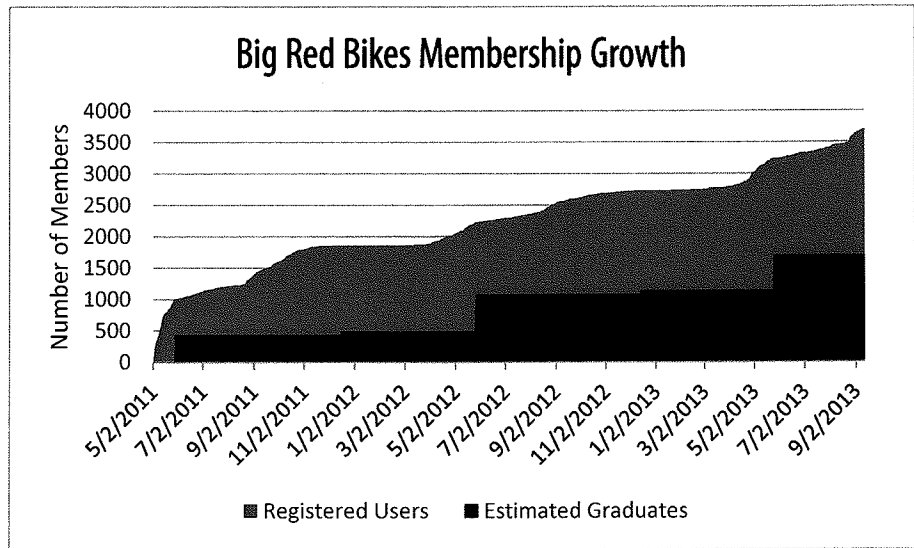
5.2 MEMBERSHIP & RIDERSHIP

As of September 10, 2013, we have **1982 active Cornellians who are members of Big Red Bikes**. A majority of our members are undergraduate students (74%), but we also have a significant amount of graduate and professional students (14%), and Cornell faculty and employees (12%). We remain an organization with a focus on the undergraduate student body however. **Our registered undergraduate members make up approximately 10% of the undergraduate student body.**



We are unable to provide accurate numbers of membership growth over time due to a limitation of our bike share software. The software cannot remove members who have graduated or left Cornell because it does not have access to registrar data. Therefore, the chart of membership growth over time on the next page shows a cumulative number of registered users as well as an estimate of the people who have graduated or ended their studies over time.

With this projection, we can conclude with some certainty that **we have the most registered members right now than at any other time in Big Red Bikes history.** Any uncertainty would be lessened in the future with a new bike share software that is developed for our needs at Cornell.



† Launch semester * Current semester (as of Sep 10, 2013)

Ridership has improved dramatically when the service was revamped in Spring 2013 with better bikes, an improved marketing campaign, and a more efficient operations procedure. **We increased ridership by 35% in Spring 2013 compared to the launch semester,** even though we were in operation for the same number of days. We are currently on track to surpassing our record ridership this fall semester.

Our members have helped us reach more than 30% of our record ridership in less than 3 weeks. Our increasing membership and ridership indicates that there is a strong and growing demand for the service that Big Red Bikes provides to the Cornell community.



5.3 EVENTS & COMMUNITY ENGAGEMENT

Big Red Bikes participates in standard club events, such as ClubFest, as well as events with an environmental and/or healthy living aspect to it such as SpringFest and Streets Alive! We also reach out to the Cornell community through ongoing tabling at various campus hubs, traditional and social media advertisement campaigns, and events that help spread knowledge of our free service by word-of-mouth.

During Spring 2013, we began our first coordinated marketing campaign, promoting Big Red Bikes campus-wide through traditional means as well as through social media. Our efforts resulted in a 31% increase in membership growth and a 67% increase in ridership compared to Spring 2012. We intend on continuing and intensifying our marketing strategy in order to increase membership and ridership.

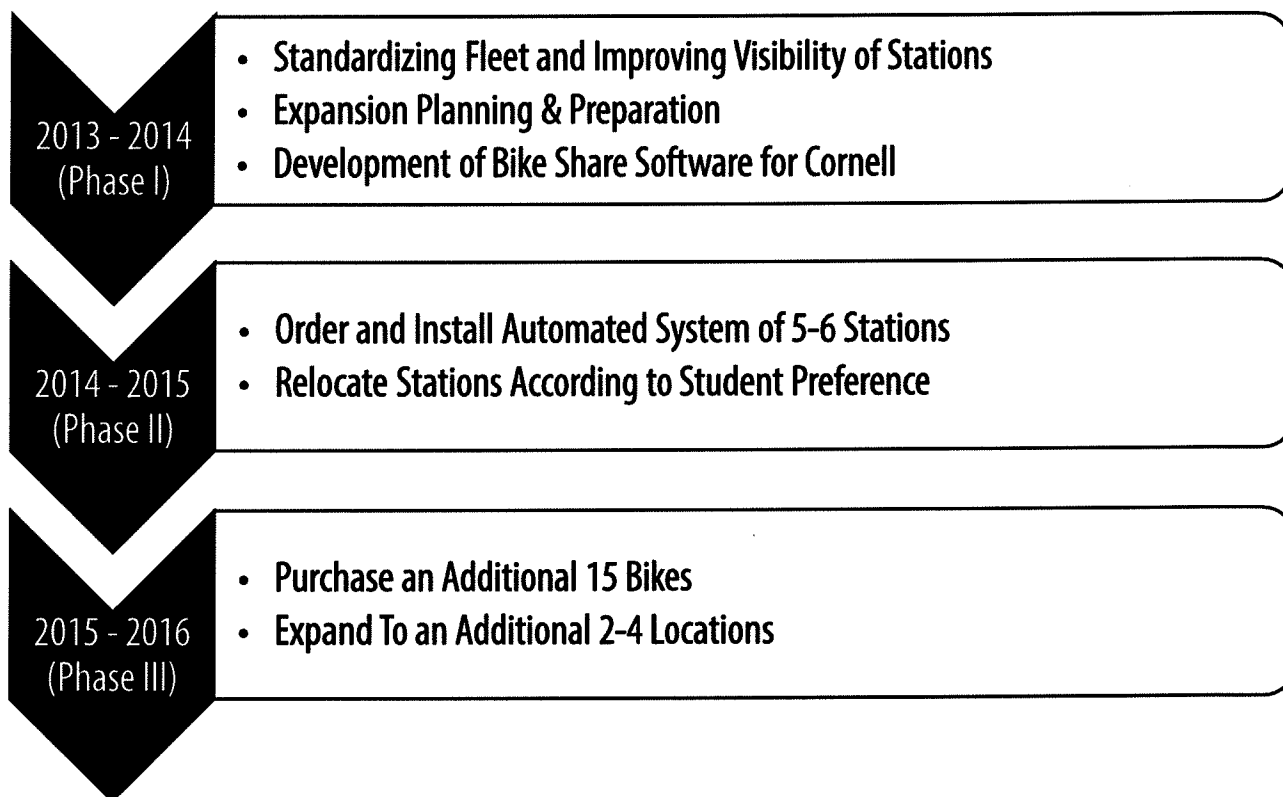
This semester, we kicked off our fall launch with guided bike tours around campus for freshmen, in partnership with the Orientation Steering Committee. Apart from showing off the campus to over 60 new Cornellians, we educated tour participants on bike safety and familiarized them with our registration and check-out process so that other new students hear about our service through word-of-mouth. To date, we have witnessed the fastest registration rate so far during this semester, and we have already registered about 5% of the freshmen class.



6 PROGRAM VISION

In our efforts to provide the highest quality service possible to the Cornell community, Big Red Bikes aims to make the program more accessible, reliable, safe, and efficient. Having provided reliable and safe service for two years, we see that **major improvements in accessibility and efficiency are possible over the next three years if the system evolves from its current form.** Currently, the availability of staffed service desks or libraries limits the program to our three stations. Using staffed stations also complicates and lengthens the check-out process. Therefore, our vision is to have automated bike share stations on campus. This will allow us to cover a greater area on campus with more bikes and more stations, irrespective of locations with staffed service desks and closer to where students want and need them.

As we work towards that goal, our immediate plans (Phase I) for this academic year include standardizing our fleet with 20 additional Jamis bikes, conducting a comprehensive planning process for system expansion, installing visibility improvements to the current stations, and developing a new bike share software suitable for Cornell. Then, depending on our funding levels, we will continue with Phases II and/or III. The timeline below shows the highlights of our phased plan.



6.1 AUTOMATED BIKE SHARING

The move to automate the Big Red Bikes Program comes after a full year of research, including a semester-long study conducted by City & Regional Planning students, conversations with service providers, and other university bike shares. An automated bike share system allows users to check out bikes as easily as tapping their ID card at the station. The quick and easy check-out process makes short rides in between stations convenient for users. It also provides for a more secure locking process as the locking mechanism can tell if a bike is securely locked or not.

Most "off-the-shelf" automated bike share systems that are available are outside of our budget. That is because the bikes and the stations are often bought together, such as with New York City's Citibike. Our ideal automated bike share system would incorporate our existing bicycles and would have to best other systems in an open competitive bidding. Opening the bidding process to all entries allows us to find the cheapest, most versatile option available for the Cornell campus. Big Red Bikes has been in contact with commercial providers of automated bike share systems (see below) and we have concluded that a reasonable price per unit for an automated bike share system is \$835.



Viacycle:
bike-based
automatic locking



Social Bicycle:
bike-based
automatic locking



Tracetel:
station-based
automatic locking

6.2 FUNDING REQUEST: FALL 2014 – SPRING 2016

To cover most of Phases II and III of our expansion and evolution into an automated bike share, **Big Red Bikes is officially requesting that \$3.80 of the Student Activities Fee be allocated to our organization** for the next byline funding cycle. Comprehensive budget information as well as reasoning is located in the budget section of the application.



7 FINANCIAL STATEMENTS



First 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		
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)	\$1.45	1	\$1.45		
Helmet shelves	Shelving Parts	\$171.93	2	\$343.86		
Total Cost of Bike Units				\$10,299.03		

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			
2nd year Maintenance Spending			\$1,050.00			

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	0	\$0.00	Online surveys	Big Red Bikes Officers
Total Marketing Expenses			\$329.41		

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	1	\$2,708.00		20
Mann Library	\$2,708.00	\$0.00	1	\$2,708.00		20
Units 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
Total First Year Cost for Stations				\$10,832.00		

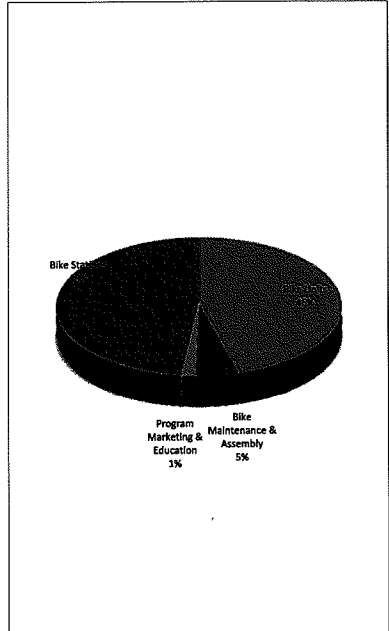
Big Red Bikes				Bike Theft and Late Bike Unit Returns		
Fundraising, fees, fines	Cost/Incident	Number of Incidents	Amount	Consequent Course of Action	Administrative Body(s)	
Lost/stolen bike charge	(\$500.00)	1	(\$500.00)			
Damage Fees	(Varies)	N/A	(\$200.00)			
Late Fees	(Varies)	N/A	(\$200.00)		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

In Kind Donations and Sponsorships				
	Amount	Source	Amount	
Sperk software	\$7,200.00	TMS	\$7,200.00	
Bike racks	\$10,832.00	TMS	\$10,832.00	
			\$0.00	
			\$0.00	
Total Donations and Sponsorships			\$18,032.00	

Balance From Previous Year		\$2,284.16	Balance
Total Cost of Year of Operation	Bike Units/Bike Stations: \$10,299.03	Maintenance/Marketing: \$379.41	
	\$10,678.44	Cost For Year of Operation	
Byline Funding 2011-2012	Charge	\$12,545.00	Number of Undergraduates
	\$14,829.16	Available Finances For Year of Operation	
End of Year Balance	Expenses	\$10,678.44	Revenue
	\$4,150.72	Balance After Year of Operation	\$14,829.16

Number of Bikes 40

Bike Capacity of the System 100



Finalized Budget Pending Report on "The Bike Rack" Expenses and Total Fines Assessed to Members from Advisor

Second Year Budget (Fall 2012 - Spring 2013) [PENDING]

							Quantity of New Bikes 22	
Bike Units	Item	Price/Unit	Expected Units	Actual Units	Budgeted Amount	Expenses	Model Name	Manufacturer/Retailer
Bikes	JAMIS Commuter 4s (4 yrs)	\$614.00	25	22	\$15,350.00	\$13,508.00	Jamis Commuter 4s	The Bike Rack; Jamis
Accessories	Light Sets	\$38.99	25	15	\$974.75	\$584.85	Reelight SL100	
	Helmet (2 yrs)	\$8.45	25	45	\$211.25	\$380.25	Model 09 Flash Graphics Helmets(15 Silver 30 Red)	
	Kickstands	\$9.99	25	22	\$249.75	\$219.78		The Bike Rack
	Seat Covers	\$9.99	25		\$249.75	\$0.00	Serfas Waterproof Seat Cover	Amazon
	U-Lock	\$28.99	25	9	\$724.75	\$260.91	Kryptonite Series 2	
Locks	Locking Skewers	\$22.99	25	25	\$574.75	\$574.75	Hublox Security Skewers	
	Seat Leashes	\$6.99	0	22	\$0.00	\$153.78		The Bike Rack
Shipping	Shipping	\$25.00	25	22	\$625.00	\$550.00		
Shop Bike Assembly	Assembly	\$50.00	25	22	\$1,250.00	\$1,100.00		The Bike Rack
Total Cost of Bike Units					\$20,210.00	\$17,332.32		

Weeks of Service 21								
Bike Maintenance & Operations Cost	Item	Price/Unit	Expected Units	Units	Budgeted Amount	Expenses	Estimated Repair Time	Dropoff/Return Personnel
Monthly Preventive Maintenance	25% fleet per week	\$10.00	420	100	\$4,200.00	\$1,000.00	2 hours /bike	Maintenance Technicians
Daily Safety Checks	every bike-once per day	\$8.00	294	126	\$2,352.00	\$1,008.00	3 min. /bike	Maintenance Technicians
System Logistics		\$8.00	56	24	\$448.00	\$192.00		Logistics Coordinator
Minor Damage Repairs	8 reponses per week	\$10.00	84	36	\$840.00	\$360.00	30 min. /bike	Maintenance Technicians
"Swan Cycles" Repairs	Shop Fee	\$40.00	10	22.6	\$400.00	\$904.00		
"Swan Cycles" Parts	Parts	N/A	N/A	N/A	\$0.00	\$730.00		
"The Bike Rack" Repairs	Shop Fee	N/A	N/A	N/A	\$700.00	PENDING		
"The Bike Rack" Parts	Parts	N/A	N/A	N/A	\$200.00	PENDING		
Software Operations and Maintenance	TBD	\$10.00	0	\$0.00	\$0.00	\$0.00		Software Technicians
2nd year Maintenance Spending					\$9,140.00	\$4,194.00		

Big Red Bikes								
Program Marketing & Education	Cost/Document	Expected Units	Units	Budgeted Amount	Expenses	Usage Categories	Manufacturer/Distributor	
Quarter Cards				\$50.00	\$1.62	Flyers/Posters	BRB Marketing&Media	
Candy				\$30.00	\$3.38		BRB Marketing&Media	
Tabling Materials				\$50.00	\$47.67		BRB Marketing&Media	
Cable Ties				\$40.00	\$7.05		BRB Marketing&Media	
Laminated Signs				\$100.00	\$66.26		BRB Marketing&Media	
Others				\$130.00	\$0.00		BRB Marketing&Media	
Total Marketing Expenses				\$400.00	\$125.98			

Outdoor Bike Racks								
Bike Stations	Price/Unit	Shipping/Installation (Facility Delivery)	Expected Units	Purchased Units	Budgeted Amount	Expenses	Added Capacity	Total Station Capacity
Carpenter Library/Collegietown	\$2,708.00	\$0.00	0	0	\$0.00	\$0.00	0	0
Library	\$2,708.00	\$0.00	0	0	\$0.00	\$0.00	0	8
Library	\$2,708.00	\$0.00	0	0	\$0.00	\$0.00	0	20
Commons	\$2,708.00	\$0.00	0	0	\$0.00	\$0.00	0	14
Veterinary Library	\$2,708.00	\$0.00	0	0	\$0.00	\$0.00	0	0
Total First Year Cost for Stations					\$0.00	\$0.00		42

Big Red Bikes							Bike Theft and Late Bike Unit Returns	
Fundraising, fees, fines	Cost/Incident	Expected Incidents	Number of Incidents	Budgeted Amount	Revenue	Consequent Course of Action	Administrative Body(s)	
Lost/stolen bike charge	\$1,000.00	1	PENDING	\$1,000.00	\$0.00			
Damage Fees	(Varies)		N/A	\$200.00	\$0.00			
Late Fees	(Varies)		N/A	\$200.00	\$0.00			
Fundraising			1	\$500.00	\$0.00			
Total Administration Costs				\$1,900.00	\$0.00			

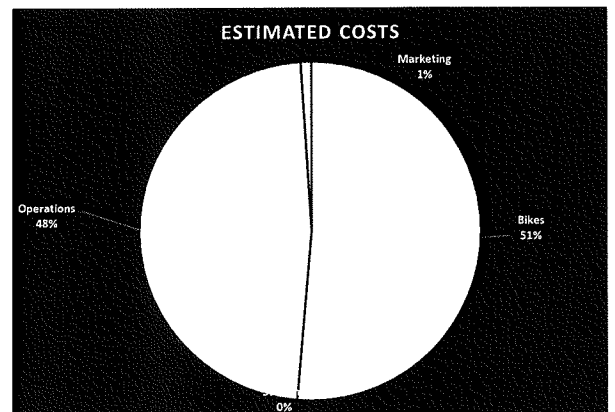
In Kind Donations and Sponsorships					
	Amount	Source	Budgeted Amount	Sponsorship	
Spark software	\$9,600.00	TMS	\$9,600.00	\$9,600.00	
Bike racks	\$5,416.00	TMS	\$0.00	\$0.00	TBD by cost of Operations
Total Donations and Sponsorships			9,600	\$9,600.00	

Total Revenue 2012-2013	Estimated Revenue	Received	Total Variance	% Variance
Balance From Previous Year	\$3,038.00	\$3,038.00	\$0.00	0%
Byline Funding 2011-2012	\$25,090.00	\$25,090.00	\$0.00	0%
Donations and Sponsorships	\$9,600.00	\$9,600.00		
Fees and Fines	\$1,900.00	\$0.00	(\$1,900.00)	-100%
	\$39,628.00	\$37,728.00	(\$1,900.00)	-5%

Total Spending 2012-2013	Estimated Expenditure	Actual	Total Variance	% Variance
Bikes	\$20,210.00	\$17,332.32	(\$2,877.68)	-14%
Stations	\$0.00	\$0.00	\$0.00	0%
Operations	\$18,740.00	\$13,794.00	\$4,946.00	26%
Marketing	\$400.00	\$125.98	\$274.02	69%
Total Spending	\$39,350.00	\$31,252.30	\$8,097.70	21%

End of Year Balance	Estimated	Current	Total Variance	% Variance
Funds	\$278.00	\$6,475.70	\$6,197.70	2229%
Number of Bikes	40	40	0	0%
Bike Capacity	100	42	58	58%

Cost Breakdown	Estimated	Actual	Total Variance	% Variance
Capital Cost per Bike	\$505.25	\$433.31	\$71.94	
Operations Cost per Bike	\$708.50	\$344.85	\$363.65	
Annual Cost per Bike	\$1,213.75	\$778.16		



Current Year Budget (Fall 2013 - Spring 2014)

							Quantity of New Bikes 20	
Bike Units	Item	Price/Unit	Expected Units	Actual Units	Budgeted Amount	Expenses	Model Name	Manufacturer/Retailer
Bikes	JAMIS Commuter 4s (4 yrs)	\$750.00	20		\$15,000.00	\$0.00	Jamis Commuter 4s	The Bike Rack: Jamis
Accessories	Light Sets	\$38.99	20		\$779.80	\$0.00	Reelight SL100	
	Helmet (2 yrs)	\$8.45	20		\$169.00	\$0.00	Model 09 Flash Graphics Helmets (15 Silver 30 Red)	
	Kickstands	\$9.99	20		\$199.80	\$0.00		The Bike Rack
	Seat Covers	\$9.99	20		\$199.80	\$0.00	Serfas Waterproof Seat Cover Amazon	
	U-Lock	\$28.99	20		\$579.80	\$0.00	Kryptonite Series 2	
Locks	Locking Skewers	\$22.99	20		\$459.80	\$0.00	Hublox Security Skewers	
	Seat Leashes	\$6.99	20		\$139.80	\$0.00		The Bike Rack
Shipping	Shipping	\$25.00	20		\$500.00	\$0.00		
Shop Bike Assembly	Assembly	\$50.00	20		\$1,000.00	\$0.00		The Bike Rack
Total Cost of Bike Units		\$951.39			\$19,027.80	\$0.00		

		Weeks of Service						
		26						
Bike Maintenance & Operations Cost	Item	Price/Unit	Expected Units	Units	Budgeted Amount	Expenses	Estimated Repair Time	Dropoff/Return Personnel
Monthly Preventive Maintenance	25% fleet per week	\$10.00	546		\$5,460.00	\$0.00	2 hours /bike	Maintenance Technicians
Daily Safety Checks	every bike-once per day	\$10.00	382.2		\$3,822.00	\$0.00	3 min. /bike	Maintenance Technicians
System Logistics		\$10.00	73		\$728.00			Logistics Coordinator
Minor Damage Repairs	8 reponses per week	\$10.00	109.2		\$1,092.00		30 min. /bike	Maintenance Technicians
Major Damage Repairs	Shop Fee	\$90.00	10.5		\$1,000.00	\$0.00	1 week	Logistics / The Bike Rack
"The Bike Rack" Repairs	Shop Fee	N/A	N/A		\$700.00			
"The Bike Rack" Parts	Parts	N/A	N/A		\$200.00			
Software Operations and Maintenance	TBD	\$10.00	52		\$0.00	\$0.00		Software Technicians
2nd year Maintenance Spending					\$13,002.00	\$0.00		

		Big Red Bikes							
Program Marketing & Education	Item	Cost/Document	Expected Units	Units	Budgeted Amount	Expenses	Usage Categories	Manufacturer/Distributor	
Quarter Cards					\$100.00		Flyers/Posters	BRB Marketing&Media	
Laminated Signs					\$100.00			BRB Marketing&Media	
Social Media Promotions	Facebook Campaigns	\$20.00	5		\$100.00			BRB Marketing&Media	
Tabling Materials		\$40.00	1		\$40.00			BRB Marketing&Media	
Station Signage		\$20.00	3		\$60.00			BRB Marketing&Media	
Bike Signage		\$15.00	20		\$300.00			BRB Marketing&Media	
Total Marketing Expenses					\$700.00	\$0.00			

		Outdoor Bike Racks							
Bike Stations	Item	Price/Unit	Shipping/Installation (Onsite Delivery)	Expected Units	Bike Docks/Station	Budgeted Amount	Expenses	Total Station Capacity	
Library		\$2,708.00	\$0.00	1	5	\$0.00	\$0.00	100	
Library		\$2,708.00	\$0.00		0	\$0.00	\$0.00	0	
Commons		\$2,708.00	\$0.00		0	\$0.00	\$0.00	0	
Prototype 3rd Gen. Dock		\$835.00		0		\$0.00	\$0.00		
Total First Year Cost for Stations						\$0.00	\$0.00		

		Big Red Bikes						Bike Theft and Late Bike Unit Returns	
Fundraising, fees, fines	Item	Cost/Incident	Expected Incidents	Number of Incidents	Budgeted Amount	Revenue	Consequent Course of Action	Administrative Body(s)	
Lost/stolen bike charge		\$1,000.00	1		\$1,000.00	\$0.00			
Damage Fees	(Varies)			N/A	\$200.00	\$0.00			
Late Fees	(Varies)			N/A	\$200.00	\$0.00			
Fundraising				1	\$500.00	\$0.00			
Total Administration Revenues					\$1,900.00	\$0.00			

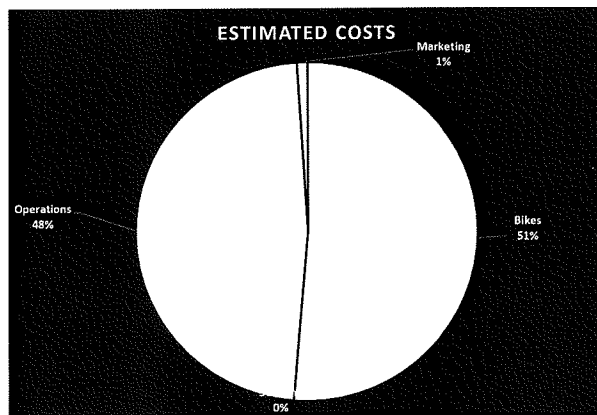
		In Kind Donations and Sponsorships					
Item	Amount	Source	Budgeted Amount	Sponsorship			
Spark software	\$9,600.00	TMS	\$0.00	\$0.00			
Bike racks	\$5,416.00	TMS	\$0.00	\$0.00	TBD by cost of Operations		
Total Donations and Sponsorships			\$0.00	\$0.00			

Total Revenue 2013-2014	Estimated Revenue	Received	Total Variance	% Variance
Balance From Previous Year	\$6,475.70	\$6,475.70	\$0.00	0%
Byline Funding 2011-2012	\$25,090.00	\$0.00	(\$25,090.00)	-100%
Donations and Sponsorships	\$0.00	\$0.00		
Fees and Fines	\$1,900.00	\$0.00	(\$1,900.00)	-100%
	\$33,465.70	\$6,475.70	(\$26,990.00)	-81%

Total Spending 2013-2014	Estimated Expenditure	Total Expenditure	Total Variance	% Variance
Bikes	\$19,027.80	\$0.00	(\$19,027.80)	-100%
Stations	\$0.00	\$0.00	\$0.00	#DIV/0!
Operations	\$13,002.00	\$0.00	\$13,002.00	100%
Marketing	\$700.00	\$0.00	\$700.00	100%
	\$32,729.80	\$0.00	\$32,729.80	100%

End of Year Balance	Estimated	Actual	Total Variance	% Variance
Funds	\$735.90	\$6,475.70	\$5,739.80	780%
Number of Bikes	42	22	-5	-12%
Bike Capacity	47	42	47	100%

Cost Breakdown	Estimated	Actual	Total Variance	% Variance
Capital Cost per Bike	\$453.04	#DIV/0!	#DIV/0!	
Operations Cost per Bike	\$309.57	\$0.00	\$309.57	
Total Annual Cost per Bike	\$779.28			



7.1 ANALYSIS OF REDUCED FUNDING ON 2013-2014

10% reduction

To cope with a 10% cut on byline funding, Big Red Bikes would forego the purchase of two Jamis bikes, purchasing only 18 instead of 20. We would not have enough bikes to replace the classic red bikes completely, which creates confusion for our members.

25% reduction

More drastic measures would have to be taken with a 25% cut. Big Red Bikes would forego the purchase of 5 Jamis bikes, purchasing 15 instead of 20. This means that some of our classic bikes would remain in circulation to maintain capacity. However, our classic bikes are more prone to failures than our Jamis bikes, and the classic bikes can only be repaired "in-house" and not at one of our preferred maintenance partners. Since our operations team will be occupied fixing broken classic bikes, they will not be able to conduct monthly preventive maintenance and daily safety checks as often as they should. This would be a dangerous proposition to our members.

35% reduction

A 35% reduction would require even more drastic measures to be taken. Big Red Bikes would have to order fewer Jamis bikes, but it is possible that no new bikes can be ordered because we would be ineligible for bulk pricing (the bikes' MSRP is \$950). Money budgeted for new bikes would be redistributed to operations and marketing but it would not be spent in its entirety. System capacity would be limited, so members may be refused service because no bikes are available for them to borrow.

Fourth Year Budget (Fall 2014 - Spring 2015)

							Quantity of New Bikes 0	
Bike Units	Item	Price/Unit	Expected Units	Actual Units	Budgeted Amount	Expenses	Model Name	Manufacturer/Retailer
Bikes	JAMIS Commuter 4s (4 yrs)	\$750.00			\$0.00	\$0.00	Jamis Commuter 4s	The Bike Rack: Jamis
Accessories	Light Sets	\$38.99	0		\$0.00	\$0.00	Reelight SL100	
	Helmet (2 yrs)	\$8.45	0		\$0.00	\$0.00	Model 09 Flash Graphics Helmets(15 Silver 30 Red)	
	Kickstands	\$9.99	0		\$0.00	\$0.00		The Bike Rack
	Seat Covers	\$9.99	0		\$0.00	\$0.00	Serfas Waterproof Seat Cover	Amazon
Locks	U-Lock	\$28.99	0		\$0.00	\$0.00	Kryptonite Series 2	
	Locking Skewers	\$22.99	0		\$0.00	\$0.00	Hublox Security Skewers	
	Seat Leashes	\$6.99	0		\$0.00	\$0.00		The Bike Rack
Shipping	Shipping	\$25.00	0		\$0.00	\$0.00		
Shop Bike Assembly	Assembly	\$50.00	0		\$0.00	\$0.00		The Bike Rack
Total Cost of Bike Units					\$0.00	\$0.00		

		Weeks of Service						
Bike Maintenance & Operations Cost		Price/Unit	Expected Units	Units	Budgeted Amount	Expenses	Estimated Repair Time	Dropoff/Return Personnel
Monthly Preventive Maintenance	25% fleet per week	\$10.00	546		\$5,460.00	\$0.00	2 hours /bike	Maintenance Technicians
Daily Safety Checks	every bike-once per day	\$8.00	382.2		\$3,057.60	\$0.00	3 min. /bike	Maintenance Technicians
System Logistics		\$8.00	73		\$582.40			Logistics Coordinator
Minor Damage Repairs	8 reponses per week	\$10.00	109.2		\$1,092.00		30 min. /bike	Maintenance Technicians
Major Damage Repairs	Shop Fee	\$90.00	10.5		\$1,000.00	\$0.00	1 week	Logistics / The Bike Rack
Bike Management Software Maintenance	2 hrs per week	\$10.00	52		\$520.00	\$0.00		Software Technicians
3rd Gen. Hardware Maintenance	2 hrs per week	\$10.00	52		\$520.00			
2nd year Maintenance Spending					\$12,232.00	\$0.00		

		Big Red Bikes						
Program Marketing & Education		Cost/Document	Expected Units	Units	Budgeted Amount	Expenses	Usage Categories	Manufacturer/Distributor
Quarter Cards					\$150.00		Flyers/Posters	BRB Marketing&Media
Laminated Signs					\$150.00			BRB Marketing&Media
Social Media Promotions	Facebook Campaign	\$20.00	5		\$100.00			BRB Marketing&Media
Tabling Materials		\$40.00	1		\$40.00			BRB Marketing&Media
Station Signage		\$20.00	0		\$0.00			BRB Marketing&Media
Bike Signage		\$15.00	0		\$200.00			BRB Marketing&Media
Other	3rd Gen. Launch				\$360.00			
Total Marketing Expenses					\$1,050.00	\$0.00		

		Outdoor Bike Racks						
Bike Stations		Price/Unit	Expected Units	Units	Budgeted Amount	Expenses		Manufacturer/Distributor
3rd Gen Bike Dock		\$835.00	50		\$41,750.00	\$0.00		TBD by 3rd Gen. RFP
Signage		\$500.00	0		\$200.00	\$0.00		Purchased in 2013-2014
1st Year Cost for Stations					\$41,950.00	\$0.00		

		Big Red Bikes					Bike Theft and Late Bike Unit Returns	
Fundraising, fees, fines		Cost/Incident	Expected Incidents	Number of Incidents	Budgeted Amount	Revenue	Consequent Course of Action	Administrative Body(s)
Lost/stolen bike charge		\$1,000.00	1		\$1,000.00	\$0.00		
Damage Fees	(Varies)			N/A	\$200.00	\$0.00		
Late Fees	(Varies)			N/A	\$200.00	\$0.00		
Fundraising				1	\$500.00	\$0.00		
Total Administration Revenues					\$1,900.00	\$0.00		

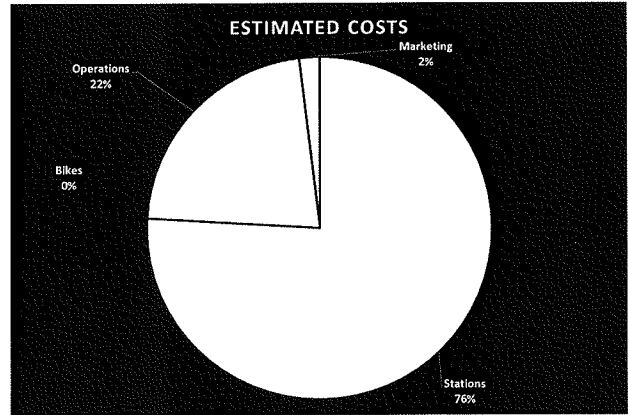
In Kind Donations and Sponsorships	Amount	Source		Budgeted Amount	Sponsorship
				\$0.00	\$0.00
Total Donations and Sponsorships					

Total Revenue 2014-2015	Estimated Revenue	Received	Total Variance	% Variance
Balance From Previous Year	\$735.90	\$6,475.70	\$5,739.80	780%
Byline Funding 2011-2012	\$47,500.00	\$47,500.00	\$0.00	0%
Donations and Sponsorships	\$0.00	\$0.00	\$0.00	0%
Fees and Fines	\$1,900.00	\$0.00	(\$1,900.00)	-100%
	\$50,135.90	\$53,975.70	\$3,839.80	8%

Total Spending 2014-2015	Estimated Expenditure	Total Expenditure	Total Variance	% Variance
Bikes	\$0.00	\$0.00	\$0.00	#DIV/0!
Stations	\$41,950.00	\$0.00	\$0.00	0%
Operations	\$12,232.00	\$0.00	\$12,232.00	100%
Marketing	\$1,050.00	\$0.00	\$1,050.00	100%
	\$55,232.00	\$0.00	\$13,282.00	24%

End of Year Balance	Estimated	Current	Total Variance	% Variance
Funds	(\$5,096.10)	\$53,975.70	\$59,071.80	-1159%
Number of Bikes	42	40	0	0%
Bike Capacity	55	0	55	100%

Cost Breakdown	Estimated	Actual	Total Variance	% Variance
Capital Cost per Bike	\$998.81	\$0.00	\$998.81	
Operations Cost per Bike	\$291.24	\$0.00	\$291.24	
Total Annual Costs per Bike	\$1,315.05			



1st Year Budget (Fall 2015 - Spring 2016)

							Quantity of New Bikes	15
Bike Units	Item	Price/Unit	Expected Units	Actual Units	Budgeted Amount	Expenses	Model Name	Manufacturer/Retailer
Bikes	JAMIS Commuter 4s (4 yrs)	\$750.00	15		\$11,250.00	\$0.00	Jamis Commuter 4s	The Bike Rack: Jamis
Accessories	Light Sets	\$38.99	15		\$584.85	\$0.00	Reelight SL100	
	Helmet (2 yrs)	\$8.45	15		\$126.75	\$0.00	Model 09 Flash Graphics Helmets	(15 Silver 30 Red)
	Kickstands	\$9.99	15		\$149.85	\$0.00		The Bike Rack
	Seat Covers	\$9.99	15		\$149.85	\$0.00	Serfas Waterproof Seat Cover	Amazon
Locks	U-Lock	\$28.99	15		\$434.85	\$0.00	Kryptonite Series 2	
	Locking Skewers	\$22.99	15		\$344.85	\$0.00	Hublox Security Skewers	
	Seat Leashes	\$6.99	15		\$104.85	\$0.00		The Bike Rack
Shipping	Shipping	\$25.00	15		\$375.00	\$0.00		
Shop Bike Assembly	Assembly	\$50.00	15		\$750.00	\$0.00		The Bike Rack
Total Cost of Bike Units					\$14,270.85	\$0.00		

Bike Maintenance & Operations Cost		Weeks of Service	26					
	Item	Price/Unit	Expected Units	Units	Budgeted Amount	Expenses	Estimated Repair Time	Dropoff/Return Personnel
Monthly Preventive Maintenance	25% fleet per week	\$10.00	741		\$7,410.00	\$0.00	2 hours /bike	Maintenance Technicians
Daily Safety Checks	every bike-once per day	\$8.00	518.7		\$4,149.60	\$0.00	3 min. /bike	Maintenance Technicians
System Logistics		\$8.00	99		\$790.40			Logistics Coordinator
Minor Damage Repairs	8 reponses per week	\$10.00	148.2		\$1,482.00		30 min. /bike	Maintenance Technicians
Major Damage Repairs	Shop Fee	\$90.00	14.25		\$1,000.00	\$0.00	1 week	Logistics / The Bike Rack
Bike Management Software Maintenance	2 hrs per week	\$10.00	52		\$520.00	\$0.00		Software Technicians
3rd Gen. Hardware Maintenance	2 hrs per week	\$10.00	52		\$520.00			
2nd year Maintenance Spending					\$15,872.00	\$0.00		

Program Marketing & Education		Cost/Document	Expected Units	Units	Budgeted Amount	Expenses	Usage Categories	Manufacturer/Distributor
Quarter Cards					\$100.00		Flyers/Posters	BRB Marketing&Media
Laminated Signs					\$100.00			BRB Marketing&Media
Social Media Promotions	Facebook Campaigns	\$20.00	5		\$100.00			BRB Marketing&Media
Tabling Materials		\$40.00	1		\$40.00			BRB Marketing&Media
Station Signage		\$20.00	0		\$0.00			BRB Marketing&Media
Bike Signage		\$15.00	15		\$225.00			BRB Marketing&Media
Other					\$135.00			
Total Marketing Expenses					\$700.00	\$0.00		

Outdoor Bike Racks		Price/Unit	Expected Units	Units	Budgeted Amount	Expenses	Manufacturer/Distributor
3rd Gen Bike Dock		\$835.00	25		\$20,875.00	\$0.00	TBD by 3rd Gen. RFP
Station Signage		\$500.00	0		\$0.00	\$0.00	Purchased in 2013-2014
1st Year Cost for Stations					\$20,875.00	\$0.00	

Fundraising, fees, fines		Cost/Incident	Expected Incidents	Number of Incidents	Budgeted Amount	Revenue	Consequent Course of Action	Administrative Body(s)
Lost/stolen bike charge		\$1,000.00	1		\$1,000.00	\$0.00		
Damage Fees	(Varies)			N/A	\$200.00	\$0.00		
Late Fees	(Varies)			N/A	\$200.00	\$0.00		
Fundraising				1	\$500.00	\$0.00		
Total Administration Revenues					\$1,900.00	\$0.00		

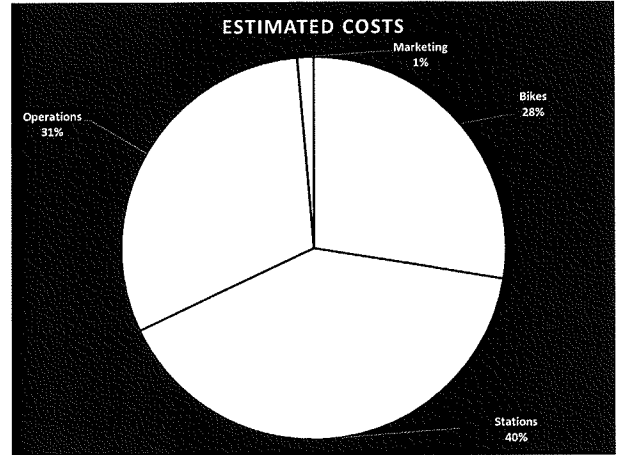
In Kind Donations and Sponsorships	Amount	Source	Budgeted Amount	Sponsorship
Total Donations and Sponsorships			\$0.00	\$0.00

Total Revenue 2015-2016	Estimated Revenue	Received	Total Variance	% Variance
Balance From Previous Year	(\$5,096.10)	\$6,475.70	\$11,571.80	-227%
Byline Funding 2011-2012	\$47,500.00	\$47,500.00	\$0.00	0%
Donations and Sponsorships	\$0.00	\$0.00		
Fees and Fines	\$1,900.00	\$0.00	(\$1,900.00)	-100%
	\$44,303.90	\$53,975.70	\$9,671.80	22%

Total Spending 2015-2016	Estimated Expenditure	Total Expenditure	Total Variance	% Variance
Bikes	\$14,270.85	\$0.00	(\$14,270.85)	-100%
Stations	\$20,875.00	\$0.00	\$0.00	0%
Operations	\$15,872.00	\$0.00	\$15,872.00	100%
Marketing	\$700.00	\$0.00	\$700.00	100%
	\$51,717.85	\$0.00	\$2,301.15	4%

End of Year Balance	Estimated	Current	Total Variance	% Variance
Funds	(\$7,413.95)	\$53,975.70	\$61,389.65	-828%
Number of Bikes	57	40	0	0%
Bike Capacity	80	0	80	100%

Cost Breakdown	Estimated	Actual	Total Variance	% Variance
Capital Cost per Bike	\$616.59	\$0.00	\$616.59	
Operations Cost per Bike	\$278.46	\$0.00	\$278.46	
Total Annual Costs per Bike	\$907.33	\$0.00	\$907.33	
Cost per User (3000)	\$17.24	\$0.00	\$17.24	
Cost per ride (???)		\$0.00	\$0.00	



8 CONSTITUTION & BYLAWS

8.1 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. Administrative Director
 - vi. Research & Development Director
 - 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



8.2 BYLAWS

- 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 BigRed 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, graphics, and 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. Research & Development Director:
 - i. S/he will be responsible for overseeing all technological projects in the organization, including but not limited to software, hardware, industrial design, operations research, and system analysis. S/he will be responsible for finding the most cost effective way to achieve a particular technological goal within the organization.

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

