

# Request for Sponsorship



## City of San Diego Car Share Program

Corporate Partnerships and Development  
*in conjunction with Economic Development*

City of San Diego

February 2015



## Introduction

The City of San Diego (City), through its Corporate Partnership & Development Program, Economic Development Department (EDD) and the Office of the Mayor, is issuing this Request for Sponsorship (RFS) to identify one or more car share companies or organizations interested in participating in a Car Share Partnership Program with the City of San Diego. The City's goal is to announce its Car Share Partner(s) by June 30 with implementation by end of September 2015.

San Diego is the largest city in San Diego County and the metropolitan center of the San Diego region. With more than 1.37 million people, San Diego is the eighth largest city in the United States and the second largest in California.

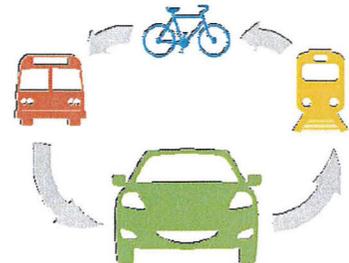
San Diego encompasses 342.5 square miles and is the southwestern-most city in the continental United States. The majority of San Diego's western boundary borders the Pacific Ocean and its southern boundary lies along the international border with Mexico. To the north and east, San Diego shares borders with 13 of the other 19 neighboring jurisdictions which comprise the San Diego region. The San Diego region is the third largest urban area in California.

## City of San Diego's Car Share Program Goals

Car sharing is a community-based transportation service that allows people to access an automobile on an as-needed basis without the costs and responsibilities of vehicle ownership. It converts automobile use from a product to a service, providing people with use of a car instead of ownership. Recent research studies by the Mineta International Institute<sup>1</sup> and by the Transit Cooperative Research Program<sup>2</sup> found that car sharing reduces car ownership, reduces vehicle miles travelled and increases walking, biking and use of public transit. By offering an affordable alternative to car ownership, people can choose to sell their car or forego purchasing one while still having automobile access. The study concludes that for every car sharing vehicle on the road, at least 9-13 private vehicles are removed<sup>3</sup>.

The Car Share Partnership Program supports the City's goals of providing alternative modes of transportation that will improve the functionality of local roadways. The objective of the City's Car Share Partnership Program is to support and achieve the following goals:

- a. Reduce traffic and parking congestion (reduce the number of vehicles using the public right-of-way);
- b. Reduce greenhouse gas (GHG) emissions;



<sup>1</sup> Mineta International Institute, Carsharing and Public Parking Policies: Assessing Benefits, Costs, and Best Practices in North America, September 2009.

<sup>2</sup> Transit Cooperative Research Program, Car-Sharing: Where and How It Succeeds, 2005.

<sup>3</sup> Mineta International Institute, 70.

- c. Reduce vehicle miles traveled (VMT) in accordance with the City's General Plan (Housing Element - HE-136 and HE-142) and draft Climate Action Plan's targeted goals;
- d. Provide City residents, employees and visitors with an affordable transportation option and encourage shared mobility options;
- e. Address the "first and last mile problem" commuters face when travelling from the transit station to the commuter's final destination, and back again;
- f. Help de-incentivize traditional car use by promoting car sharing service options;
- g. Encourage the use of electric vehicles and plug-in hybrid vehicles in the San Diego region; and
- h. Reduce drive-alone trips.

### **Program Features**

To be considered for this partnership with the City, a car share company or organization must submit a proposal addressing, at minimum, the following program features and the attached questionnaire (Attachment A), and demonstrating that it is qualified and capable of achieving the City's goals for this partnership. The selected partner(s) will be responsible for all aspects of their car share operation, including financing, marketing, operating and maintaining their car share system in the City of San Diego.

The City desires to implement a city-wide Car Share Partnership Program with at least the following features:

1. Economically sustainable without financial support or subsidies from the City;
2. Uses energy efficient vehicles including:
  - a. Energy efficient vehicles such as electric or plug-in hybrid electric vehicles for 80% or more of the operator's fleet;
  - b. Low emission vehicles that meet California Low Emission Vehicle (LEV) regulations may make up a small portion of the operator's car share fleet;
3. Possible revenue sharing with the City once the car share partner achieves sustainable revenues. Revenue sharing could include revenues generated by membership and usage fees or other revenue sources such as sponsorship or advertising within or on vehicles;
4. Per vehicle surcharge for on-street public parking in high density areas such as downtown, uptown, beach communities and areas around universities;
5. Expandable to serve the entire City, particularly to communities that do may meet car share operational criteria or are in need of economic revitalization;
6. Includes staff to maintain, clean and relocate vehicles;
7. Employs a user friendly system of booking and paying for vehicles with a state of the art IT-based system that supports real-time tracking to provide members with accurate car availability information;

8. Able to track and monitor its fleet via GPS for system rebalancing;
9. For reporting metered parking usage, able to overlay the GPS information using GIS layers;
10. Open to integrating with public transit and other technology-based applications if feasible;
11. Willing to work with the City to adapt to new technology-driven parking meters as they become available;
12. Capable of expanding to neighboring cities and jurisdictions that choose to opt-in to the partner's car share system; and
13. For low density areas of the City, provides centralized car share pick-up and drop-off zones in proximity to transit hubs or trip attraction locations such as bus stops and trolley and coaster stations, park and ride parking lots, and bike share pick up and drop off locations.

### **Marketing Program Benefits and Opportunities**

The City offers benefits to its marketing partners such as promotions, public service signage, and exclusive opportunities for access to employees and employee events.

A partial summary of potential opportunities follow. This list is intended to provide an idea of the scope of the opportunities and benefits available as Marketing Partners with the City of San Diego, and serve as a starting point for discussion.



### **Marketing Exposure**

The following is a list of the primary business and marketing rights, benefits and opportunities that are available to the partner chosen for this business category:

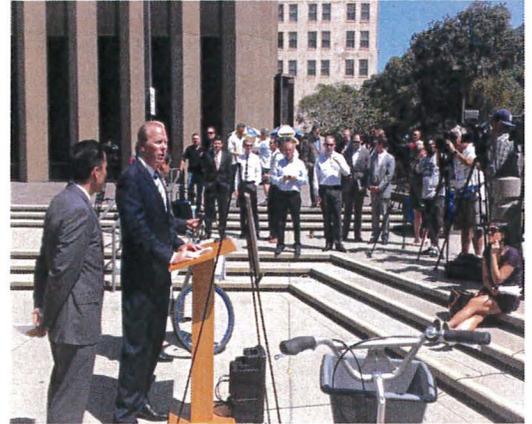
- A multi-year agreement to participate in the City's Car Share Partnership Program
- The right to be designated as an "Official Car Share Partner of the City of San Diego" (or similar designation). Inclusion of car share partner information and program description on city website;
- The right to use the City logo for marketing the program

**Public Relations:** Opportunities could include the following:

- Press Event to announce Partnership with Mayor and/or Elected Officials
- Appear before City Council during approval of the marketing partnership and be recorded/aired on City TV 24, the City's municipal government access cable channel (400,000 households)
- Logo recognition for car share sponsorship on City of San Diego web pages and photo carousels

**Promotional:** Opportunities could include the following:

- Promote discounts on memberships to approximately 10,000 City employees through City's existing communication systems (intranet, emails, material distribution, educational seminars, training sessions and special events)
- Opportunity to donate car share memberships to City related events and programs with recognition and publicity



**Terms**

The initial term of the agreement is proposed to be three (3) years with a two (2) year renewal option.

**Submission of Proposals**

Interested companies should submit their proposal via email to [ncollura@sandiego.gov](mailto:ncollura@sandiego.gov) no later than 3:00pm PDT on March 18<sup>th</sup>, 2015. Proposals that do not sufficiently address all Program Features listed in this RFS and in Attachment A may not receive consideration. Proposals may be submitted in narrative form, but should reference the lettered and numbered paragraphs of this RFS and Attachment A.

If you are providing confidential financial information, please provide a minimum of 7 copies in a sealed manila envelope with a SASE for return and send to:

Natasha Collura  
Director, Corporate Partnership & Development  
City of San Diego  
1010 2<sup>nd</sup> Avenue, Suite 1060  
San Diego, CA 92101

Please email [ncollura@sandiego.gov](mailto:ncollura@sandiego.gov) no later than 3:00 pm PDT on March 18<sup>th</sup> to confirm receipt of your documents.

## Proposal Evaluation

Responsive proposals received by the deadline will be evaluated by an evaluation committee, which may include an outside consultant, established by the City. The City will consider the following criteria in its review and evaluation of responsive proposals. These criteria are not listed in any particular order, but each is a key consideration.

Operation: Feasibility of the proposed operations, type of fleet available and expansion capabilities, particularly in communities that do not meet the company's operational criteria or are in need of economic revitalization.

Experience: Experience operating a successful car share program, including safety records and business ratings.

Financial: Demonstrated financial resources and responsibility to conduct and expand a successful car share operation. The parking reimbursement models, high-density area surcharge, and any other revenue generating opportunities will also be considered.

Public Benefits Option: Any special public benefit or added value for the public or city employees, including higher percentage of electric or plug-in hybrid electric vehicles.

The City reserves the right to request information from proposers beyond that specified in this Request for Proposals. The City may check references and, at the discretion of the evaluation committee, request an interview, presentation or vehicle demonstration from one or more companies, but will not be obligated to do so. Where it may serve the City's best interest, the evaluation committee may request additional information or clarifications from one or more proposers, or allow corrections of errors or omissions. However, the City may choose to make a selection based on the information contained in the proposals and without in-person presentations. Therefore, proposers are advised to submit thorough, complete proposals.

The City will, in its sole discretion, choose the company or companies it determines will best meet the City's overall objectives for this partnership. In doing so, the City may, and reserves the right to, establish defined areas of service, limit the total number of vehicles participating in the program, or limit the number of vehicles in high-density areas.

The selected proposal(s) will be subject to negotiation, and proposal of one or more contracts to the City Council for approval is contingent upon the successful negotiation of final contract terms. Negotiations shall be confidential and not subject to disclosure to competing proposers unless a proposed agreement is reached. If contract negotiations cannot be concluded successfully, the City may choose to negotiate a contract with another proposer or withdraw the RFS. Any resulting agreement(s) are subject to the City's laws and regulations and approval by the City Council and Mayor.

The City may reject any or all proposals at its discretion, including proposals submitted by proposers who have any outstanding debt with the City.

The City will not be responsible for any costs incurred by proposers in the preparation and submission of proposals, participation in interviews, presentations or vehicle demonstrations.

### **Confidentiality and the Public Records Act**

All materials submitted in response to this RFS and accepted by the City will become the exclusive property of the City. Submitted materials are subject to disclosure under the California Public Records Act, but will be considered confidential until the Mayor or his designee makes a recommendation to the City Council, at which time the proposals shall become public information and available to the public for review. However, materials marked "Confidential" and that the City considers confidential information (such as confidential financial information submitted to show bidder responsibility, or proprietary trade secret information) will be returned upon request, at the proposer's expense. If disclosure is required under the California Public Records Act or otherwise by law, the City will make an independent determination and retain the confidentiality to the extent permitted by the Public Records Act.

### **Contact**

The proposal evaluation coordinator is Natasha Collura, Director of Corporate Partnerships and Development. Questions? Please contact Natasha Collura at [ncollura@sandiego.gov](mailto:ncollura@sandiego.gov) or 619-533-3822.

**Attachment A:** Service Provider Questionnaire

**Attachment B:** City of San Diego Pilot Program Summary



City of San Diego  
Corporate Partnerships and Development  
1010 Second Ave., Suite 1060 MS 610  
San Diego, CA 92101  
619-533-3823  
[www.sandiego.gov/corporatepartnership](http://www.sandiego.gov/corporatepartnership)

# ATTACHMENT A

## Criteria and Questionnaire

### Partnership Criteria

Participation in the City's Car Share Partnership Program requires that partners comply with the criteria listed below. Please briefly address each of the criteria. If your company will not meet a particular criterion, please explain and describe any alternative offered.

1. The car share vehicles must be operated as part of a regional fleet by a public or private car sharing company or organization.
2. The car share company or organization must have a user friendly online or other similarly accessed real-time system for processing and paying for car share vehicle reservations, and reservations may be made using that system via telephone, internet, or smart phone applications.
3. The car share vehicles may be accessed where they are parked without requiring a person to go to a different physical location to execute a contract or pick up keys or other access and ignition devices, and cars must be available for pick up by members on a twenty-four hour, seven days per week basis.
4. The car share vehicles may only be available to members by reservation on an hourly basis, or in smaller intervals, and at rates which vary by time or by time and distance in order to ensure turnover.
5. The car share company or organization must be able to rebalance vehicles to ensure availability at peak times or locations.
6. Car share companies or organizations must provide insurance and maintenance of the vehicle fleet as part of membership at no extra charge to the member.
7. The emblem of the car share company or organization must be prominently displayed on both the driver and passenger sides of the vehicle.
8. The car share company or organization must track all vehicles for utilization of metered parking spaces, and:
  - a. Utilization must be tracked using GPS data from the vehicle and GPS coordinates of the parking meters;
  - b. The company must provide monthly detailed utilization reports for parking revenue collections and auditing purposes to the City including real-time snapshots of vehicle usage by time periods and locations as requested by the City; and
  - c. The company must be willing to work with the city to make administrative adjustments or adopt new technologies for reporting requirements.

9. The car share company or organization must have dedicated staff to maintain, clean and relocate vehicles to higher utilization zones.
10. The vehicle must display contact information (e.g. local office contact information, such as phone number, email address and vehicle identification number) to facilitate the reporting of problems such as vehicles parked for long periods of time, vehicles parked illegally, or damaged vehicles.
11. In addition to on-street parking, the car share company or organization shall secure and maintain off-street parking spaces in high-impact communities (e.g. downtown, uptown, beach communities and areas around universities. The off-street parking spaces should be near public transportation hubs (trolley stops, train station, etc.) and destination parking spaces (electric vehicle charging stations, tourist destinations).

Only car share companies and organizations selected through this RFS process will be eligible to participate in the City's Car Share Partnership Program.

## **Partnership Questions**

**Please answer each of the following questions. Be concise in your answers and as brief as possible without being too vague. Responses to this questionnaire must be included with your RFS proposal.**

### **1. Financial Plan**

Proposals should include a pro forma for each operating scenario for a three-year term and possible subsequent two-year renewal, including:

- a. **Business Plan:** Provide a business plan that details how the program will be self-sustaining either as the City's only car share partner or as one of several car share partners.
- b. **Parking Meter Reimbursement:** If your proposal requests or requires the ability to park car share vehicles at metered parking spaces, propose a method for reimbursing the City for parking meter fees. Note that the City will establish a method that is legal and meets the needs for this Program and is looking for input from proposers.
- c. **Administrative Reimbursement:** The City will require payment of a percentage of the total amount paid for parking reimbursement sufficient to cover the City's administrative costs. The percentage will be based on the estimated actual cost and has not yet been determined. The percentage used for the model program currently in place is 4%. This percentage will be re-evaluated on an annual basis and adjusted to reflect actual costs, if necessary.
- d. **Revenue Sharing:** Revenue sharing is a typical component of a corporate partnership agreement. Please address the financial feasibility of revenue sharing during the term of the agreement. Please provide a pro forma, including projected figures related to any sponsorship revenue to be generated within or on the vehicles, (this might include, for example, naming of the system, or a sponsor logo on the vehicles, or other revenues, as well as capital/operation cost recovery models.) Provide projected revenues and costs including capital and business operating cost recovery. Please include possible sponsorship or revenue potential associated with the above examples.
- e. **Propose a surcharge amount per vehicle for access to public on-street parking in high density areas such as downtown, uptown, beach communities and areas around universities.**

### **2. Developing and Marketing the Program**

- a. **Provide samples of marketing materials.**
- b. **Provide information on how your company will promote the program to the City's residents, tourists and businesses including website, advertising, social media, and how the City can support these efforts.**
- c. **Provide information regarding the steps your company will take to determine the ideal number of vehicles needed to maximize usage of the system, and the steps your company will be take to study market demand.**

### **3. Qualifications/References**

- a. Provide the number of years your company has been in business, the total number of employees, size of service staff, information on company officers and all other information pertinent to your company's qualifications for this partnership opportunity. Provide an overall summary of system locations and current customer membership.
- b. Provide a minimum of three client references from the public sector for which your company has successfully provided a similar program and provide information on the number and type of vehicles, program start dates and if programs are meeting expectations. Include references for any municipal programs currently in place in southern California.
- c. Provide financial information that supports your company's ability to fund, implement, and maintain a sustainable car share system in San Diego. This information may include, but is not limited to:
  - i. Financial Statement or Annual Report or 10K for the last three (3) years;
  - ii. Statement of income and related earnings;
  - iii. Statement of Changes in financial position;
  - iv. Letter from the company's banking institution;
  - v. Statement from certified public accounting firm.

If the information submitted is insufficient to satisfy the City as to the company's financial capability, the City may request additional information. Please place confidential information in a separate sealed envelope marked confidential. Include a self-addressed stamped envelope for return of the confidential information after the selection process.

- d. Provide summaries or reports of customer use, customer satisfaction, and/or community outreach surveys or efforts conducted by or on behalf of your company for your company's car sharing operations.

### **4. Implementation and Operation**

Provide your company's recommendations for initial launch and expansion during the term of the agreement and a timeline for each. Address the following:

- a. Recommended initial size of the car share fleet, implementation plan for a functional start and projected size of fully implemented fleet;
- b. A phased plan to expand throughout the City, particularly in communities that do not meet your operational criteria or are in need of economic revitalization;
- c. Description of proprietary technologies to manage the program;
- d. Procedures to ensure availability of vehicles during variable periods of demand, major events, and unforeseen circumstances;
- e. Challenges presented by and recommendations for providing car sharing in areas within the City that may not meet the traditional criteria for operational areas, including:

- i. Describe current efforts, if any, to secure grant funding to subsidize membership or user fees in economically depressed communities, or other support;
  - ii. Describe current or past collaborations, if any, with other car sharing companies or organizations to provide service to economically depressed communities.
- f. Provide vehicle specifications and information on the safety records, reliability, and fuel efficiency of the vehicles proposed for use in this program;
- g. Describe the protocols and procedures for vehicle maintenance and repair;
- h. Describe security measures, such as anti-theft measures;
- i. List the funding sources that your organization will rely on for the development, implementation, management and operation of a car share system in San Diego, and describe the following:
  - i. The proposed fee structure (membership and/or single use rental);
  - ii. The benefits of different membership structures;
  - iii. The reservation procedures;
  - iv. Availability of funding sources throughout the phased-in implementation of the project.
- j. Describe the proposed management structure and oversight for this program, including plans to maintain a local office and staff;
- k. Describe the usage and other performance data that your organization will be able to provide to the City for infrastructure planning, program management and evaluation purposes. Provide samples of reports regarding program performance, including reservations, originating and final destinations, times of rentals, distance traveled, etc.;
- l. Explain willingness to conduct surveys of the members up to four times per year with questions provided by the City, and to share information with the City to determine economic impacts and other relevant findings;
- m. Provide information on greenhouse gas emissions and offsets for the City.

## **5. Customer Service**

Describe how your company provides customer service, including the following:

- a. In-house or third party
- b. Customer service policy
- c. Hours of Operation
- d. Typical complaints or issues and how they are handled
- e. Percentage of complaints compared to numbers of unique riders
- f. Sample of complaint reports and outcomes, include frequency of report
- g. Process for reporting accidents and injuries, sample accident and injury reports and outcomes, include frequency of report

## **6. City Impact and Responsibilities**

- a. Describe what cooperation will be needed from the City to allow for a successful program.
- b. Describe the desired role of the City in the program implementation.

- c. Provide examples of incentives or support needed to deploy car sharing communities in need of economic revitalization and/or that do not meet your operational criteria.

## **7. Safety; Compliance With All Laws; Insurance**

Briefly describe your company's familiarity with and ability to comply with all federal, state, and local laws applicable to operation of a car share system, including any disability related laws. Note that the City will require that insurance be maintained with insurers licensed to sell insurance in the State of California and have an A- rating in the latest edition of *AM Best's Insurance Guide*, and may require different types and levels of insurance coverage based upon the recommendations of its Risk Management department and the practices and experience of other public agencies that have implemented city-wide car share programs.

- a. Indicate the types and levels of insurance your company would anticipate providing. Automobile insurance must be provided for each car share vehicle for each member using the vehicle during the period of use;
- b. Membership must include insurance, fuel, vehicle maintenance, and roadside assistance as part of the organization's standard usage fees.

## **8. Ratings/Complaints/Legal Action**

- a. What is your company's national Better Business Bureau (BBB) accreditation (A+, A, B, etc.)? Please provide appropriate documentation.
- b. Has your company or any affiliates been involved in any state Attorney General complaint, fine, action or settlement over the past three years? If yes, please provide detailed information.
- c. Has your company or any affiliates been involved in any state or related agency complaint, fine, action or settlement over the past three years? If yes, please provide detailed information.

## **9. Parking**

- a. Explain how you will secure and maintain off-street parking spaces in parking-impacted communities (e.g. downtown, uptown, beach communities, and areas around universities).
- b. Will you secure off-street parking spaces near public transportation hubs (trolley stops, train station, etc.) and destination parking spaces (electric vehicle charging stations, tourist destinations)?
- c. Propose a percentage breakdown of off-street parking to on-street parking.
- d. Below are proposed parameters for parking. Currently, some of the proposed parameters are not permitted per the San Diego Municipal Code. However, the City plans to work with the selected proposer(s) to determine need and feasibility. Please provide feedback with supporting documentation if requesting exemptions from existing parking regulations.
  - i. Authorized parking at metered parking spaces
  - ii. Authorized parking in time limited parking zones where the time limit restriction is 2 hours or longer
  - iii. Authorized parking in residential permitted parking areas

- e. The City does not currently have dedicated parking spaces for car share vehicles. Explain whether your proposal would depend upon the City establishing dedicated spaces, the estimated number of spaces needed, and why.
- f. All parking citations are the responsibility of the car share operator. Parking violations shall be enforced in accordance with Article 6, Division 1 of the San Diego Municipal Code, General Parking Regulations.

**10. City Employee Benefits**

Address the opportunity to offer City employees a preferred rate for personal car share membership and use.

# ATTACHMENT B

## City of San Diego Pilot Program Summary

On October 2011, the City launched a pilot all electric vehicle car share program consistent with Smart City objectives. Per Resolution R-307015, City Council adopted a limited Pilot Program within designated areas with exclusive parking privileges provided for participating electric motor vehicles. Car2go North America, LLC (Car2go) operated the pilot program at no cost to the City.

The City's car share pilot program was a membership-based service that allowed members to rent vehicles for use, typically on a short-term basis. To date, it is the largest all electric car share program in the United States with a 33 square mile operating area, mainly in the metropolitan area and surrounding communities.

As of April 2014, the pilot program statistics include:

- Over 27,000 members
  - 45% of members are less than 35 years old
  - 385 Smart ForTwo electric vehicles.
  - Over 7,000 trips a week of 7-12 miles per trip
  - Typical trip duration (8-15 minutes per trip)
  - Each vehicle moves on average 3-4 times per day

Dedicated parking locations for car share vehicles:

- Kettner Boulevard/Broadway
- Kettner Boulevard/Cedar Street
- 8th Avenue/Market Street
- Broadway Circle-2nd Avenue/Broadway
- 4th Avenue/Market Street
- 7th Avenue/B Street
- 9th Avenue/G Street
- 7th Avenue/J Street
- 4th Avenue/B Street
- India Street/West G Street

Car Share provides a convenient and flexible transportation choice for residents, commuters, and visitors. The permanence of a car share program in San Diego would further the City's goal of attaining a balanced, multi-modal transportation network that minimizes environmental impacts.