Bicycle Friendly Campus Initiatives

Improving the Bicycle Infrastructure and Forming a Bicycle Culture:
A Steep Climb but the Crest is in Sight

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Introduction to Bicycling at Indiana University

The purpose of the Bicycle Friendly Campus (BFC) internship at the IU Office of Sustainability (IUOS) is to encourage bicycle ridership and awareness for the Bloomington campus (IUB). In recognition of the Campus Master Plan (CMP), the internship aims to facilitate the elevation of bicycling as a form of transportation, especially as an alternative to single-occupant vehicular commuting.

IUB is a Bronze-Level Bicycle Friendly University as ranked by the League of American Bicyclists (LAB). In their evaluation, LAB provided a list of recommendations that would improve IUB’s ranking (Appendix 1). These recommendations in concert with the IUB Campus Master Plan provide the scope and vision for the internship. During the 2012-13 academic year, I focused on three main projects: bicycle sharing, creating a bicycle master plan, and general outreach and encouragement.

The early months of my internship were spent getting acquainted with the many stakeholders and decision-makers for bicycle planning, as well as getting up to date on the efforts of previous BFC interns, Kevin Sonoff (Summer 2012) and Hannah Hunt (Academic Year 2011-12). Sonoff’s final report proved to be a tremendous resource for the design of the bicycle sharing library. Hunt’s work on expanding the Bicycle Steering Committee and other outreach efforts provided me with a capable group to work with. I am deeply in debt to the accomplishments of former BFC interns and my mentors.

This report will provide insight into my undertaken bicycle projects, their successes and failures, and my own recommendations for future interns. This report will provide a narrative with ample resources that will allow future interns to hit the ground running, continuing my efforts and injecting their own genius.

Source: Victoria Collins
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IUB Bicycling Initiatives: Pedaling Beyond Bronze

Bicycle Master Plan

A bicycle master plan (BMP) is a comprehensive and deliberate guide for the future of bicycle infrastructure and policy. BMPs have been adopted by cities and universities at the forefront of bicycle progressivism (e.g. Portland, OR; Seattle, WA; Washington, DC; Portland State University; Clemson University; UC Davis). The city of Bloomington drafted a Bicycle and Pedestrian Transportation and Greenways System Plan, which essentially acts as a BMP.

Unlike the Campus Master Plan (CMP), a BMP would provide the framework for the implementation of bicycle infrastructure improvements; the CMP states the direction and goals for the campus, but the BMP would lay out a step-by-step approach to accomplishing the CMP’s aspirations. In a few words: the CMP is the what, and the BMP is the how. For an extensive description of BMPs, please read the Creating Walkable and Bikeable Communities report from OTREC, IBPI, and ALTA Planning.

Over my internship, I learned that a BMP is especially essential for IUB, because the campus’ decentralized approach to transportation often leave bicycles (and pedestrians) as orphans. IU Bus and Bloomington Transit cover the division of bus operations; parking is currently handled by Parking Operations (though privatization is being explored); ZipCar is administered through Parking Operations, and the IU Student Association (IUSA) funds ZimRide. Bicycle and pedestrian infrastructure planning falls upon the IU Architect’s Office (IUAO), and while IUAO has made some great efforts (e.g. the installation of bicycle repair stations), they simply do not have a framework to work from, thus the need for a BMP.

In early 2013, I began researching campus BMPs across the United States, noting the integral pieces common throughout each plan. From this, I created the skeleton structure of the IUB BMP. An important question here was: Who would draft our BMP? Through discussions with Bill Brown and Deborah Myerson, an instructor at SPEA teaching a service-learning course on bicycle planning, it was determined that a BMP produced by an outside firm would provide a stronger, more consistent argument than a BMP produced internally. In my research, there were apparent differences between internal and external BMPs, and BMPs drafted by consultant firms were significantly better, in terms of achievability.

In the interest of minimizing the cost of bringing in a consultant firm, Bill Brown, the Bicycle Steering Committee (BSC), and I drafted a scope for the BMP. From my skeleton IUB, we assigned responsibilities for each component; will this portion of the BMP be done by 1) the consultant, 2) the BSC, 3) a service-learning course and/or another campus entity? The current draft of this scope can be seen in Appendix 2.

This scope will eventually be presented to the VP of Facilities and Capital Planning for Indiana University by Bill Brown for possible funding. With approval of the Vice President and UAO, a Request for Proposals (RFP) will be created and distributed, a consultant firm will be selected, and the production of the IUB BMP will begin. I recommend that the consultant firm work closely with the BSC, IUAO, and other stakeholders and leverage the research completed by Vanasse Hangen Brustlin, Inc. for the IUB
Transportation Demand Management Plan (TDM) completed in November 2012. This plan was informed by a very comprehensive transportation survey administered by the IU Office of Survey Research.

If and when the BMP is completed, future internships may be restructured based on the recommendation of the consultant firm. While those duties are not foreseeable, I project they will revolve chiefly around encouragement and empowerment of cyclists, and the intern will shy away from infrastructural planning. This duty may also fall to a TDM Coordinator, should that position be funded per recommendations of the TDM Plan recommendations (Appendix 3).

**Bicycle Sharing Network**

Stemming from Sonoff’s summer internship report, members of the BSC and I began the design for a bicycle leasing program for IUB during the autumn of 2012. The chief recommendation from Sonoff was to start small, which he based on the fallout surrounding the SoBi bike share plan that had an infeasible upfront and annual price tag. Working with Dustin Smucker from IU Outdoor Adventures (IUOA) and Elliott Trosky from IUSA, we researched and designed a bicycle leasing program, which is available at the Transportation Working Group’s (TWG) IU Box folder.

We designed the plan based on a projected investment of ~$70,000 from IUSA. We located a wholesale bicycle vendor where the program could purchase 75 bikes for ~$17,000 for the initial year of the program. The plan laid out the framework for the necessary fees to turn a profit under the most conservative estimates; the projected profit would be reinvested into the program for expansion.

In December 2012, IUSA indicated they were not interested in funding a bicycle leasing program since, in their opinion, the program would only reach a small proportion of the student population. So, once again, we went back to the drawing board.

During my research and from Sonoff’s report, I found that there are two distinct, popular styles of bicycle sharing programs: 1) the large-scale kiosk-based system; and 2) the bicycle library.

Kiosk-based bicycle sharing networks (e.g. SoBi, Capitol Bikeshare, Nice Ride MN) place dedicated share-bike racks throughout the service area. Students and staff/faculty can rent bikes from these kiosks on an hourly or daily basis, and the bikes are returned to any kiosk in the area; this system caters to short, one-way trips. This type of network requires a large initial investment and has an annual cost associated with maintenance, bicycle tracking, and use of proprietary software. Implementation of these programs has been accomplished by federal grants, city partnerships, and/or private sponsorship (e.g. Nice Ride MN).

The bicycle library is an economical approach to bicycle sharing. This program would place bicycles throughout campus that can be checked out through an attendant (e.g. front desk receptionist in dorm, parking lot kiosk attendant) after the renter is approved (i.e. having signed the proper liability waiver). The library would tie each rental to the student’s bursar account or faculty member’s credit card. Rental would be limited to hourly, daily, or the weekend to allow for widespread availability. These bikes would need to be returned to their origin.
The long-term goal is to have a kiosk-based network for IUB, but before committing initial and continual funding, I argue that it is necessary to demonstrate the feasibility and efficacy of the program at a low cost. There is a potential partnership with the city of Bloomington to implement a kiosk-based bicycle share program with federal funding in FY2016/17, but before Bloomington would commit, Vince Caristo (Bicycle and Pedestrian Coordinator, Bloomington Planning Department) believes a successful program operating in a mid-sized college town must be showcased; a bicycle library program could provide that necessary argument.

In the twilight of my internship, I formed the Bicycle Sharing Task Force as a subcommittee of the BSC, presently populated by Smucker, Hannah Catt (IUSA’s new Chair of Transportation), and myself. The responsibility of this group is to research, plan, and implement a sharing plan. The current plan is the formation of the IUB Bicycle Library, but the details are still far from complete. The chief concern is the assembling of bicycles and their maintenance; we have discussed using bikes from Parking Operations’ Bicycle Auction (their quality is highly variable) or using the Schwinn Little 5 single-speed bikes (new or used); the Schwinn’s simplicity is alluring, but the inability to change gears and racing geometry may deter inexperienced commuters.

I have been in communications with representatives from University of Kentucky’s Office of Sustainability, and they are currently operating Wildcat Wheels, a successful bicycle library program. Shane Tedder, the director of the Office, has graciously invited someone from IUOS to travel to Lexington and tour their bicycle library facilities.

Future interns will be responsible for the facilitation of the Bicycle Sharing Task Force and may have some administrative duties in regards to the implemented plan, such as leading volunteer maintenance events.

**Outreach**

When I first arrived in Bloomington and at IUB, I was disappointed by the lack of a strong bicycle community beyond road cyclists. Racers and day-riders owned the rural roads and have a tremendous identity associated with the region, but the everyday cyclist, the commuter, and the sunny day cruiser are orphans to that community. A major task of my internship was to cultivate a greater sense of togetherness for all cyclists. I believe this responsibility remains of remarkable importance for all future interns.

Bloomington has made great strides constructing a bicycle infrastructure and community, and their goal of reaching Platinum ranking from LAB is an inspiration (and a call to action) for IU bicycling planning. Beyond infrastructural improvements, the city’s publications and actions have focused on user encouragement, such as organized rides, Bike to School incentives, business partnerships.
I performed one-on-one outreach at bicycle ride events, such as Critical Mass, the Horrible Terrible No Good Very Bike Ride, and the Tweed Ride. I worked with the Local Growers Guild for the inaugural Bike to Barns Ride, helping them design a spoke card to market the event; my collaboration led to IUOS becoming an official sponsor of the event. Unfortunately due to poor weather, the Bike to Barns Ride was postponed to June 9, when many IU students will no longer be around. Future interns should continue to build upon this network of student and community bicycle groups.

Beyond physical interactions, one of my approaches to outreach was through social media (i.e. Facebook, Twitter, and Tumblr). I aimed to provide a board for IU non-competitive cyclists to identify with, focusing on the lighter side (e.g. posting art, humor, community events) over cycling news (e.g. I did not touch upon Lance Armstrong). I capitalized on the notion of shared experience, lamenting over snowy roads and winter chills.

I would evaluate my social media effort as a moderate success, as I increased Facebook “Likes” and Twitter “Followers” by roughly 35% over the year, and engaged many students. Future interns will be responsible for continuing the updating of these social media pages and having online interactions.

**Observed Obstacles**

Throughout the internship, my greatest calamities arose from miscommunication, which is surprisingly easy in such a large, bureaucratic entity; the sheer abundance of responsible parties and stakeholders is dizzying. Perry Maull was a key figure in navigating this maze; without him, I would have been underwater for months.

The undetermined future of IU Parking Operations inspired some hesitancy within the TWG in pushing the TDM forward to the IU Board of Trustees. Their tentativeness is a wise decision, but while the TDM sits on the shelf, its recommendations, whether bicycle-related or not, are very distant from implementation. Beyond the generalized recommendations made in the CMP, bicycle infrastructure planning for IU has no driving doctrine.

**Recommendations for Future Interns**

Maintaining a positive attitude is beyond crucial. With the exception so some exemplary cities and universities, bicycling remains a low (but growing!) priority. It is a continuous climb that can only be conquered with sustained effort; it is not a sprint. The Bloomington Planning Office, the Architect’s Office, and the Office of Sustainability’s past bike interns have pedaled tirelessly up to get us to where we are today; it is the duty of future interns to grab the baton and continue with determination.

This is not a project undertaken solely. Interns have the support of the ever-growing bicycle community of IU and Bloomington. Future interns must remember the numerous resources and unbridled support
that surround them (see contact list below). The Bicycle Steering Committee is a prime example; these are passionate people who are eager to improve bicycling on campus.

Maintaining a collaborative cycling community is, too, beyond crucial. Through unified action and support, bicycle infrastructure improvements can be coherently argued for. The intern is neither the leader nor the voice of the community; the bicycle friendly campus intern is a facilitator for group discussion, progress, planning, and action.

**Recommendations for the Program**

The implementation of the TDM is vital beyond its recommendations for bicycle infrastructure improvements. The TDM’s major goal is the reduction of single-occupant vehicular commuting, i.e. reducing the volume of cars passing through campus. The benefits this provides are outstanding, such as: reduction of greenhouse gasses, reduction of respiratory irritants, reduction of vehicle-vehicle, vehicle-bicycle and vehicle-pedestrian altercations, increase in perceived and real safety of bicyclists and pedestrians, reduction of noise pollution. Once the future of parking at IU is determined, the TDM must be pressed forward; the structure of transportation must be consolidated. I recommend that IUOS appear as a strong proponent behind the TDM.
Resources:

Contacts:

<table>
<thead>
<tr>
<th>Name</th>
<th>Email Address</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perry Maull</td>
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<td>Community member</td>
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<td>Community member</td>
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<td>Shane Tedder</td>
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<td>Director of UKY Office of Sustainability and Wildcat Wheels</td>
</tr>
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Documents:

IUB Transportation Demand Management Plan

Creating Walkable & Bikeable Communities: A user guide to developing pedestrian and bicycle master plans - Prepared by OTREC, IBPI, & ALTA Planning

City of Bloomington’s “Breaking Away: Journey to Platinum”

City of Bloomington Bicycle and Pedestrian Greenways System Plan

IUB Campus Master Plan
Appendices

Appendix 1: League of American Bicyclists Recommendations to IUB

Six significant measures the university should take to improve cycling on campus are:

• Create and implement a comprehensive campus bike plan that will guide future plans with a long-term physical and programmatic vision for your campus.

• Work with the city to implement the Complete Streets policy by improving bike facilities on and off campus

• Provide a bicycling skills class to students and employees on a regular basis through the University, in addition to those offered by the city Bloomington. Ideally the instruction would incorporate a classroom portion as well as on-road training

• Increase the amount of secure bicycle parking throughout the campus – paying special attention to covered parking. We encourage you to expand the parking so that each commuter has a secure spot to park a bike and parking is placed in areas around campus according to demand. In addition, implement an ordinance that requires bike parking. Ensure that bicycle parking adheres to APBP standards.

• Establish an on-campus bike shop/center that students can easily access for bicycle accessory purchases and repairs. The shop can also function as a coop, with members and volunteers helping to maintain the shop.

• Establish a university-based bicycle task force to lead Bicycle Friendly University efforts

• Consider launching a bike sharing system for students, faculty and staff. The best possible system would be connected with the city. A bike share system is a convenient, cost effective, and healthy way of encouraging students and employees to make short trips by bike.
## Appendix 2: Bicycle Master Plan Scope (draft)

<table>
<thead>
<tr>
<th>Vision, Goals, and Objectives</th>
<th>Consultant Firm</th>
<th>Bicycle Steering Committee &amp; Other Campus Groups</th>
<th>Student/Service-Based Learning</th>
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<tbody>
<tr>
<td>Draft Vision</td>
<td>Pre-visit advisement</td>
<td>IUOS/BSC</td>
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<tr>
<td>Draft Goals and Objectives</td>
<td>Pre-visit advisement</td>
<td>IUOS/BSC/TWG/TDM</td>
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<tr>
<td>Revise with Public Opinion</td>
<td>Pre-visit advisement</td>
<td>IUOS/BSC/TWG/TDM</td>
<td>Foster public feedback</td>
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### Establish a Fact Base

<table>
<thead>
<tr>
<th>Inventory and Present Existing Data</th>
<th>TDM Survey Compilation</th>
<th>Bicycle Route Mapping Bike Counts at Select Intersections</th>
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</thead>
<tbody>
<tr>
<td>Assess Current and Future Needs</td>
<td>TDM Recommendations</td>
<td>User Survey</td>
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<tr>
<td>Identify Opportunities and Constraints</td>
<td>Outside opinion could be beneficial</td>
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### Develop, Select and Prioritize Recommendations

<table>
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<tr>
<th>Design Guidelines</th>
<th>Specific bicycle-based solutions. Update CMP’s Design</th>
<th>IU Architect’s Office (CMP’s Streetscape Character Guidelines)?</th>
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<tbody>
<tr>
<td>Potential Projects</td>
<td>Based on Fact Base, consultants recommend projects across campus</td>
<td>Set Limitations as to Feasibility (We don’t want a bunch of un-implementable ideas)</td>
<td>Myerson SLC’s 7th Ave Recommendations</td>
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<td>Potential Policy Changes</td>
<td>Professional’s opinion would be more influential to the administration than BSC</td>
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<tr>
<td>Identify Potential Programs</td>
<td>Professional’s opinion would be more influential to the administration than BSC</td>
<td>BSC Outreach Task Force</td>
<td>Course to design and implement an annual bicycle event Computing Capstone to Design IU Bikes App</td>
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<tr>
<td>Prioritize and Finalize Projects and Programs</td>
<td>Key function of Consultant</td>
<td>Foster Public Feedback to Draft</td>
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### Implementation Plan

<table>
<thead>
<tr>
<th>Develop Annual Work Plan</th>
<th>Based on budget and structure of partner agencies, outside firm could create a plan that works.</th>
<th>Establish partner agencies for bicycle infrastructure improvement</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Budgeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educate Partner Agencies and Assign Responsibilities</td>
<td>Outreach to Campus Groups and Services (strengthen student-based advocacy)</td>
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### Evaluation and Monitoring Plan

| Establish Metrics | Consultant’s expertise in methods would be key here. |                                |                                |
|-------------------|-------------------------------------------------------|                                |                                |
## Establish Benchmarks
Based on Objectives, Goals, and Budget, consultant would establish an achievable timeline

## Accountability
Assignment and contract of responsibilities

## Plan Updates/Revisions
BSC Planning Task Force would be responsible for initiating these updates

### Notes:
I am unsure of the responsibilities we would like to assign Student Service Learning courses; I think they are a great resource of ingenuity and are essentially Think Tanks of idealistic youth, but the weight of their words unfortunately may not be enough to move the administration. I believe they would be a great resource for data collection, avoiding consultant fees.

Key University Partners: Architect’s Office, IUOS, IU Parking Operations, City of Bloomington, IUSA
Appendix 3: More Info on the TDM (from IUOS Website)

The transportation demand management plan (TDM) was published in 2012 on the recommendation of the IUB Campus Master Plan. The purpose of the TDM is to understand the current transportation patterns of university student, faculty, and staff and make proposals to "encourage the reduction of employee and student commuting by single-occupant vehicles."

The TDM found that of university employees, 71% drive alone, and 23% of off-campus students drive alone as their major commuting method. Below is a breakdown of off-campus students and employees by transportation mode utilized.

The TDM confirms that there is wide section of the IU community that has not yet adopted alternative transportation modes. The TDM provides many campus improvements that would incentivize bicycling, public transit use, walking, and carpooling. The TDM's solutions are currently under consideration and have not yet been implemented.

Selected TDM Recommendations:

- Establish strong administrative stance to reduce drive alone commuting to campus
- Elevate status of walking, biking, and carpooling to equal standing as drive alone mode
- Build awareness to capitalize on existing programs and build momentum for alternative transportation use
- Provide financial incentives for alternative mode use (paid for by financial disincentives for drive alone commuting)
- Hoosier Commuter Club - membership exclusive to employees who regularly commute through alternative transportation and surrender the ability to buy an individual parking pass. The benefits of the club include free Bloomington Transit pass, access to Zimride, and more
- Parking Price Increase – 5% per year for 10 years
- Carpool Financial Incentive – 20% Discount for 2-person carpools