



Board Report

File #: 2021-0812, File Type: Contract

Agenda Number: 15.

**FINANCE AND BUDGET COMMITTEE
MARCH 16, 2022**

**EXECUTIVE MANAGEMENT COMMITTEE
MARCH 17, 2022**

SUBJECT: METRO BIKE SHARE PROGRAM UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Motion Response Work Plan (Attachment A) to Board Motion Item No. 41 approved December 2021.

ISSUE

The Board of Directors approved Motion Item No. 41 “Improving the Effectiveness and Sustainability of Metro Bike Share” in December 2021 (Attachment B). The Motion directs staff to report back in 90 days. This report provides staff’s response.

BACKGROUND

The Metro Bike Share (MBS) program was launched in July 2016 in partnership with the City of Los Angeles and is in its fifth year of operation. It continues to provide a service to Los Angeles County residents with more than 200 stations located in the Downtown Los Angeles, Central Los Angeles, Westside, and North Hollywood service areas. MBS recently expanded and launched new service in Hollywood offering a total of 12 stations and a new mobility option for residents in this community. Both the Westside and the North Hollywood service areas, although initially launched as Smart systems, have now been converted to a Classic system. As MBS has grown, greater connectivity has been achieved between the service areas as well as an improved user experience. To date, a total of 1.3 million trips have been taken, 4.4 million miles have been traveled, and 4.2 million pounds of CO2 have been averted. In addition, the operator, Bicycle Transit Systems (BTS), has achieved its Disadvantaged Business Enterprise (DBE) commitment of 22.37% overall.

Over the last two COVID impacted years, MBS has continued to remain in full operation. However, as with other programs, ridership has been negatively impacted. Latest ridership figures from January 2022 show year-over-year improvement but are still lower than pre-COVID ridership. Sanitation protocols continue to be implemented as well as other guidelines as directed by the CDC and the Los Angeles County Public Health Department. Despite these challenges, in September

2021 MBS agreed to a one-year sponsorship deal with DoorDash valued slightly over \$1 million. The agreement includes placing DoorDash decals on bicycles and stations. The revenue obtained from this agreement will offset ongoing Operations and Maintenance (O&M) costs. Staff is coordinating with Metro Communications to support the continuation of sponsorship opportunities.

In addition, demographic data of MBS users is provided below. The data is from the MBS Annual Survey conducted in calendar years 2020 and 2021.

MBS Annual Survey - Demographic Data		2020	2021
Gender			
	Male	59.08%	57.82%
	Female	38.35%	40.26%
	Non-Binary	2.58%	2.03%
Race/Ethnicity			
	Caucasian/White	44.51%	47.79%
	African American	7.45%	14.59%
	Latinx/Hispanic	23.73%	19.01%
	Asian/Pacific Islander	18.82%	11.07%
	Native American	1.18%	3.62%
	Other	4.31%	3.92%
Income			
	\$24,999 or less	16.00%	14.35%
	\$25,000 - \$49,999	17.72%	20.02%
	\$50,000 - \$74,999	19.76%	24.20%
	\$75,000 and above	46.51%	41.53%
Age			
	16-24	9.67%	19.66%
	25-34	36.31%	47.37%
	35-49	33.08%	24.92%
	50 years and over	20.95%	8.06%

*Multiple responses allowed

The current deployment of MBS represents Metro’s initial implementation of a regional bike share program. The deployment is accomplished primarily through the contract with BTS, which is in the final year of the 7-year term set to expire July 31, 2022.

DISCUSSION

MBS is currently deployed under its initial pilot implementation. While bike share was not a new service when MBS was launched, it was nevertheless the first deployment by Metro. As with many services and programs, the initial deployment provides many learning opportunities which have informed the program's direction. The points and directives contained in Board Motion No. 41 identify issues and challenges to be addressed by the program to ensure MBS's success in meeting the agency's sustainability and equity goals and the program's goals to increase utilization, growth, and regional mobility.

The Board's Metro Bike Share Motion includes directives (A) to (F) along with clarifying information. Overall, staff is proposing to address this Motion with a number of immediate, short-term and mid-term actions. The actions include work to be performed directly by staff as well as through contract/consultant services. Examples of staff actions include steps to replenish the bike fleet and ensure uninterrupted service. Staff is also actively engaged with the City of Los Angeles and has reached out to other parties who have expressed past interest and/or with whom MBS has routine dialog. Staff's goal is to identify and create a working group comprised of regional interested parties to assist with the review of MBS and the development of the final recommendations.

Staff is also proposing to use consultant services in response to the Board Motion. One immediate action is to modify an existing task order to support the Market Survey, planning/development of the Industry Forum and in identifying funding and/or legislative opportunities. In addition, staff is recommending that a consultant be secured to support the evaluation of MBS and assist in the development of the final recommendations as identified in Motion Directive F.

Staff has prepared the following update, addressing each of the directives identified in the Motion. A more detailed action plan is provided as Attachment A.

Board Motion Item No. 41

(A) An action plan to stabilize the current fleet size including actions for how to identify, prioritize, and address new mechanisms of theft as they arise.

Metro staff continues to address the issue of bicycle loss and theft through loss prevention and recovery activities. Bicycle loss is expected as part of the cost of business operations given the public nature of the program with the level of loss/theft experienced in the US and around the world at 1% to 2% a month. Although there is an acknowledgement that some loss will continue to impact the system and that the program's losses have grown during the pandemic as compared to pre-pandemic levels, the goal is to continue to implement efforts and strategies that reduce loss and theft while increasing recovery.

Staff has identified a myriad of actions/tactics to mitigate the loss and improve fleet retention and recovery efforts. Attachment A outlines 10 actions that staff is pursuing. These actions include:

- Purchasing bicycles to re-establish the fleet size;
- Purchasing and installing GPS equipment on all bicycles;
- Improving the operator's lost/missing bike recovery rate;

- Deploying a marketing/awareness campaign;
- Implementing technical system improvements;
- Implementing new inventory protocols to ensure a consistent and stable service to the public.

Staff is keenly aware of the need to re-establish the MBS fleet and is currently in discussions with the operator, BTS, to secure additional bicycles and GPS equipment with a target of the April Board meeting with recommendations to address the purchase of the bicycles and GPS equipment. Additionally, despite the proposed efforts to reduce loss and missing bicycles, staff anticipates that there will continue to be bicycle loss. To maintain a consistent and stable fleet, staff is developing a protocol to maintain a readily available inventory. Staff is currently reviewing available data to best determine the minimum inventory level required to support a stable operation. The inventory will enable the contractor to swap out bicycles in need of maintenance and to replace missing or lost bicycles. The goal will be to maintain a consistent deployed fleet size for public use.

(B) An action plan to address equitable access in the current program and in any future form of the program. This plan shall include recommendations on issues such as serving people who may be unbanked, addressing the digital divide and keeping fare cost low.

Staff is proposing to include a request in the Market Survey (Motion Directive E) to obtain information from other bike share programs regarding how they address equity, unbanked and digital divide matters. Additionally, this will be included as a topic in the Industry Forum (Motion Directive D). Staff will also continue to engage with the Metro Office of Equity and Race as well as the City of Los Angeles (in particular the Los Angeles Department of Transportation) to review and address current and future equity considerations. Staff has held discussions with TAP and will continue to engage to identify solutions to handle unbanked and digital divide issues. Staff will also investigate alternative/innovative fare and sponsorship options for possible implementation. Finally, staff will include this as an action item in the MBS evaluation study.

(C) A plan to provide uninterrupted service as the next iteration of the program is determined and executed.

Concurrent with the discussions to purchase bicycles and GPS equipment, negotiations with BTS for a contract extension are underway. The extension will allow staff to ensure the continued and uninterrupted operation of MBS, while continuing to address all directives of the Board Motion.

(D) A plan to convene an Industry Forum (as was performed for Metro Micro) to bring together academics, cities with existing bike share programs, community stakeholders, and industry experts to provide recommendations on advancing Metro Bike Share beyond the current contract in one of several forms including but not limited to:

- 1. Continuing Metro Bike Share as a contracted service,*
- 2. Operating the program In-house with Metro employees,*
- 3. A private-sector model with financial subsidy provided by Metro.*

Staff has engaged Metro Micro to understand and learn from their experience. Staff is now working to develop the format, invitees, subject/agenda, and logistics to hold the forum. Staff is proposing that the forum be included as part of the MBS evaluation study and that information gathered from

participants help inform recommendations.

(E) Performing a Market Survey to identify best practices and business models among existing bike-share systems in the US, and comparable global systems (e.g., Paris, London, Barcelona, Madrid, and Mexico City), and to develop comparative data on subsidy cost per ride, total ridership, size of fleet, vehicle technology, theft and damage, loss and prevention, and alternative financing sources like sponsorship and advertising.

Staff is currently compiling all readily available information and will be securing a consultant to conduct an initial Market Survey. In addition to the information listed in the Motion, the survey will also seek to obtain information regarding programs or services offered that address the unbanked and the digital divide.

(F) Recommendations for continuing and evolving the Metro Bike Share program to meet the goals of the agency, with countywide stakeholder engagement and consideration of cost-sharing, with the goal of expanding service area and local participation to all subregions in the County. These recommendations should include eligible local, state, and federal funding sources for capital and operations budgets, as well as legislative opportunities to expand such funding eligibility.

Staff is working on procuring services from a consultant team to support the review of MBS. Staff will also coordinate with the City of Los Angeles' pending bike share program review/evaluation, as the City's findings may impact MBS operations. Additionally, staff will form working groups and actively engage regional stakeholders and partners to ensure a comprehensive, transparent, and realistic evaluation of MBS. Working group participants may include other cities who have had bike share and cities that have not as well as Council of Government organizations (COG), and Community-Based Organizations (CBO). Staff is also working on plans to improve market awareness and customer engagement to support the operation and ensure the overall quality of the future MBS program. The evaluation of the current program and feedback from working group(s) will result in recommendations to provide a roadmap ensuring a successful, regional, equitable and viable bike share program. Staff is targeting to complete the evaluation by fall 2022.

Equity Platform

In support of the response to the Motion, several activities will be implemented in the next 3 to 12 months. Activities include implementing a plan to reduce theft and increase recovery of missing bikes making more of them available. Staff will continue to work with Metro Security and the program's LAPD liaison, each of which have provided support to the theft/recovery task force. Staff will also engage with programs that can offer support to certain users in need of access to more long-term transportation. In addition, staff will be developing a plan focused on increasing accessibility to individuals who are unbanked or face a digital divide; keeping fares low and increasing reduced fare and LIFE participation; conducting a Market Survey of other bike share programs and an Industry Forum to learn about best practices including increasing participation from marginalized groups and reducing barriers for people in EFCs.

Given the demographic information collected from the annual surveys, staff is aware that bike share ridership is not representative of Metro ridership or Los Angeles County demographics. However,

results from the survey show that there is an increase in utilization by females as well as African American/Black and Native American MBS users. Staff will work to improve user data collection to better understand potential barriers to the MBS system and address or mitigate them in the future. As delineated in Motion Directive B, staff will work to improve awareness of the utilization of the program and will ensure that the future MBS program addresses equitable access and increased diversity actions/recommendations.

In addition, staff will be working with community groups and other organizations such as NABSA and NACTO, to gather their feedback and incorporate it in the recommendations moving forward. Information from users will also be gathered to inform the future program. Activities will be carried out to ensure CBOs and community members in EFCs, including those who are unbanked or have a digital divide, are aware and can fully participate. Staff engagement will include community outreach efforts in EFCs, providing information in various languages, and targeted communication using different forms (print, online, social). The information gathered through this process will help inform the recommendations for a new operations model for the future MBS program.

DETERMINATION OF SAFETY IMPACT

The Board action will not have a negative impact on the safety of Metro's patrons or employees. The Metro Bike Share program has demonstrated effectiveness in providing a mobility service to Los Angeles County residents.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Recommendation supports the following strategic plan goals:

1. Provide high-quality mobility options that enable people to spend less time traveling;
2. Deliver outstanding trip experiences for all users of the transportation system; and
3. Enhance communities and lives through mobility and access to opportunity.

NEXT STEPS

Upon Board approval, staff will complete the negotiations for the contract modification with BTS with the goal of returning in April for approval. Staff will also continue to move forward with the actions as outlined in the Motion Response Work Plan and with the procurement of the consultant teams in support of responding to other aspects of Motion No. 41.

ATTACHMENTS

Attachment A - Motion Response Work Plan

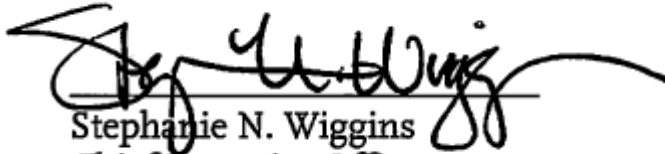
Attachment B - Board Motion Item No. 41 (November/December 2021)

Prepared by: Eric Houston, Senior Manager, Operations, (213) 922-4063

Paula Carvajal-Paez, Senior Director, Operations, (213) 922-4258

Ken Coleman, Deputy Executive Officer, Operations, (213) 922-2951
Shahrazad Amiri, Acting Deputy Chief Operations Officer, (213) 922-3061

Reviewed by: Conan Cheung, Deputy Chief Operations Officer (213) 418-3034



Stephanie N. Wiggins
Chief Executive Officer

Attachment A – Motion Response Work Plan

Metro Bike Share
Motion Response Work Plan

This work plan is in response to Metro Bike Share Motion No. 41 passed by the Metro Board of Directors in December 2021. The plan involves a multi-prong approach to developing a comprehensive, transparent, and collaborative recommendation to support the future of the Metro Bike Share Program. The plan will address the following goals, as identified in the Motion:

- Address the fleet size and loss/theft;
- Ensure equity;
- Keep fares low and address unbanked and digital divide concerns;
- Ensure continued service;
- Improve and expand regional participation;
- Ensure long-term viability (technology, cost, cost-sharing, new funding sources);
- Confirm role of Metro Bike Share as an affordable, accessible public transportation and mobility option that improves the quality of life, supports meeting regional climate goals and meets Metro’s agency goals;

In addition to the goals, the plan will also include actions to:

- Examine the role and impact of micro-mobility services;
- Establish performance metrics and associated data analytics;

To accomplish this, staff will move forward with a new evaluation of the program and take a series of immediate actions – such as to 1) engage an existing task order Consultant to assist with the development of the Industry Forum, support the Market Survey, and conduct an evaluation of funding opportunities; 2) extend the current BTS contract, procure replacement bikes and install GPS units on all bikes; and 3) conduct an evaluation of the MBS program taking into consideration the information gathered through the directives in the Motion, and propose recommendations for the future program. The goal is to complete the evaluation and have recommendations by fall 2022 and initiate action on the future operational model of MBS.

Specific actions/tactics tied to the Motion include:

Motion Directive A – Action Plan to stabilize the fleet and actions to identify, prioritize and address theft			
#	Action/Tactic	Notes	Schedule/Timeline
1a	Draft and update theft/loss mitigation strategies	Initial mitigation strategy drafted. Staff will continue to develop, refine, implement, and evaluate strategies	<ul style="list-style-type: none"> • Completed and will update as appropriate
2a	Obtain information via Market Survey	Initiate procurement action to obtain information on loss/theft and any mitigation strategies via market survey of other operators.	<p><i>Immediate:</i></p> <ul style="list-style-type: none"> • Procurement process initiated • Secure consultant support within 30 days • Target completion of work in 2 months

Attachment A – Motion Response Work Plan

3a	Procurement of bikes to replenish fleet – new bikes to be equipped with GPS	Staff is actively engaged in Procurement action with the Operator. Procurement action is currently pending final negotiations and agreement on terms for O&M and replenishment.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Targeting April Board approval <p><u>Short Term:</u></p> <ul style="list-style-type: none"> Completion dependent upon number of bikes procured and final delivery schedule
4a	Retrofit existing bike fleet with GPS	Staff is actively engaged in Procurement action with the Operator. Procurement action is currently pending final negotiations and agreement on terms for O&M and replenishment.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Targeting April Board approval
5a	Bike fleet replenishment/inventory policy	Staff is developing a protocol to maintain a readily available inventory with the goal of maintaining a consistent deployed fleet size for public use.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Targeting April Board approval
6a	Develop and launch marketing/informational campaign to address user confusion and negligence about returning bikes to docking stations	Staff to work with Metro Communications and MBS Operator to initiate the development of the campaign.	<p><u>Short Term:</u></p> <ul style="list-style-type: none"> Target launch of campaign to tie-in with the receipt of new bikes
7a	Engagement with law enforcement to aid in recovery of stolen bikes	Continuation of staff engagement with Metro Security and LAPD liaison.	<p><u>On-going:</u></p> <ul style="list-style-type: none"> Staff continuing current engagement and will examine opportunities to improve recovery efforts
8a	Discussion with Operator to improve missing bike recovery rate	Staff reviewed current recovery rate and initiated discussions on additional resources for fleet recovery. Possible engagement with other Metro departments and community programs to mitigate any concerns regarding loss of primary means of transportation.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Operator providing data on recovery rate and recovery process (non-systems related) <p><u>Short Term:</u></p> <ul style="list-style-type: none"> Development and implementation of process improvements Target implementation by spring/summer 2022
9a	Develop and implement system improvements to better monitor and report on bike fleet, identify misplaced or missing bikes and improve recovery response time	Fleet monitoring and alerting improvements (due to availability of GPS data) to better understand fleet utilization and improve the identification of missing bikes.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Current performance metrics and reporting practice under review

Attachment A – Motion Response Work Plan

		Includes the review of performance metrics and reports. Staff to review current practices and identify improvements.	<ul style="list-style-type: none"> Improvements to monitoring and reporting practices will be implemented in collaboration with Operator
10a	Develop and deploy system improvements to deter bike theft	Implementation of system or technical improvements – TAP, payment fraud prevention, rider alerts, payment collection, station rebalancing, etc.	<p><u>On-going:</u></p> <ul style="list-style-type: none"> Staff will continue to work on these items and implement as feasible
Motion Directive B – Action plan to address equitable access (address unbanked, digital divide and keeping fare low)			
#	Action/Tactic	Notes	Schedule/Timeline
1b	Obtain information via Market Survey and Industry Forum	Initiate action to obtain information on unbanked, digital divide and fare information via Market Survey. Separately, include further engagement as necessary as part of Industry Forum.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Procurement process initiated Target completion of Market Survey work in 2 months <p><u>Short Term:</u></p> <ul style="list-style-type: none"> Target completion of task order work in summer 2022
2b	Include as part of Metro Bike Share Program evaluation	<p>Specific tasks include:</p> <ul style="list-style-type: none"> Ensure inclusion of equity, unbanked, digital divide, and reduced fares in the future operation. Review sponsorship opportunities, including possible targeted fiscal sponsorships. Identification and evaluation of possible alternative fare models based on equity considerations. 	<p><u>Mid Term:</u></p> <ul style="list-style-type: none"> Target completion of evaluation by fall 2022
3b	Engagement with Metro’s Office of Equity & Race and LADOT	Review current delivery of bike share from an equity perspective and identify recommendations for current and future consideration.	<p><u>On-going:</u></p> <ul style="list-style-type: none"> Staff to continue engagement with both Metro’s Office of Equity & Race and LADOT <p><u>Short Term:</u></p> <ul style="list-style-type: none"> Identification and implementation of recommendations

Attachment A – Motion Response Work Plan

4b	Engage with TAP on current best practices for unbanked	Collect information from TAP on current approach to this issue and learn how this may further support MBS	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Initiated discussions with TAP to identify current solutions within TAP and recommend additional modifications for MBS
5b	Engagement with Metro LIFE and other reduced fare programs	Review of current Metro Bike Share utilization of Metro LIFE and other Metro reduced fare programs to identify opportunities and solutions to increase participation.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Staff reviewing current data and participation levels Identification and development of initial opportunities and solutions to increase participation <p><u>Short Term:</u></p> <ul style="list-style-type: none"> Coordination with appropriate departments and implementation of approved and achievable solutions

Motion Directive C – Plan to provide uninterrupted service

#	Action/Tactic	Notes	Schedule/Timeline
1c	Extension of current Operator contract	Staff has prepared contract documents required for the modification and is actively responding to proposal and information submitted by Operator. Procurement action pending final negotiations and agreement on terms for O&M and replenishment.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Targeting April Board approval

Motion Directive D – Plan to convene Industry Forum

#	Action/Tactic	Notes	Schedule/Timeline
1d	Engagement with Metro Micro	Staff discussion with Metro Micro regarding their Industry Forum	<p><u>On-going:</u></p> <ul style="list-style-type: none"> Staff held initial discussion and will continue to engage with Metro Micro staff as the Bike Share forum is developed
2d	Hold Forum	Conduct the Industry Forum as part of evaluation of Metro Bike Share program.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Create framework & structure of the Forum Target to hold Forum in summer 2022

Attachment A – Motion Response Work Plan

Motion Directive E – Perform Market Survey			
#	Action/Tactic	Notes	Schedule/Timeline
1e	Collection of existing information	Staff is compiling all existing and readily available information. This information will be provided to consultants for further verification.	<u>Immediate:</u> <ul style="list-style-type: none"> Task to be completed within 30 days
2e	Conduct initial Market Survey of other programs	Initiate procurement action to conduct the initial Market Survey.	<u>Immediate:</u> <ul style="list-style-type: none"> Procurement process initiated Secure consultant support within 30 days Target completion of work in 2 months
3e	Engagement with NABSA, NACTO, and other bike share groups	Ongoing engagement with industry and working groups to obtain additional marketplace information that can aid in future Metro Bike Share development.	<u>Immediate:</u> <ul style="list-style-type: none"> Collaborate with organizations and groups on Market Survey and Industry Forum <u>Short Term:</u> <ul style="list-style-type: none"> Actively participate in industry discussions, including the NACTO bike share working group
4e	Include as part of the Metro Bike Share Program evaluation	Review existing program information. Conduct follow up research and data gathering activities in support of the development of recommendations for the future operation and expansion of Metro Bike Share.	<u>Mid Term:</u> Target completion of evaluation by fall 2022
Motion Directive F – Recommendations			
#	Action/Tactic	Notes	Schedule/Timeline
1f	Identification of funding source and legislative opportunities	Initiate action for support to identify traditional and innovative funding sources and legislative opportunities	<u>Immediate:</u> <ul style="list-style-type: none"> Staff working with Government Relations and Grants to identify funding opportunities Procurement process initiated Secure consultant support within 30 days Target completion of work in 2 months
2f	Work with Metro Communications on current DoorDash extension and/or future opportunities	Collaborate with Metro Communication on possible future	<u>Immediate:</u>

Attachment A – Motion Response Work Plan

		opportunities through Metro’s advertising vendors	<ul style="list-style-type: none"> Staff will prepare information with updates on MBS in preparation for next steps
3f	Coordination with LADOT	Coordinate with LADOT on pending bike share program review. Coordination shall occur at both staff and consultant level.	<p><u>On-going:</u></p> <ul style="list-style-type: none"> Staff will continue on-going coordination, support and discussion with LADOT and consultants
4f	Metro Bike Share Program Evaluation and Path Forward	<ul style="list-style-type: none"> Evaluation to provide recommendations which shall address items from motion. Evaluation shall be transparent, with coordination and collaboration with regional partners and stakeholders. 	<p><u>Mid Term:</u></p> <ul style="list-style-type: none"> Target completion of evaluation by fall 2022
5f	Stakeholder and customer engagement	Ensure that the new MBS contains an on-going stakeholder engagement process to support implementation of the new program and support on-going operations. Stakeholders to include MBS partners, CBOs, COGs, local cities. Ensure Customer engagement process to monitor the performance and quality of MBS services, includes engagement with EFCs.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Staff to develop initial outline/plan of working group(s) Analysis of current feedback and comments regarding bike share Review of current engagement practices and identify opportunities for improvement <p><u>Short Term:</u></p> <ul style="list-style-type: none"> Develop and incorporate an on-going process to ensure consistent stakeholder and customer engagement

Notes:

- On-going: Existing activity that will continue
- Immediate: Completion or action within 3 months
- Short Term: Completion or action within 6 months
- Mid-Term: Completion or action with 12 months
- Long Term: Completion or action longer than 12 months



Board Report

File #: 2021-0743, File Type: Motion / Motion Response

Agenda Number: 41.

EXECUTIVE MANAGEMENT COMMITTEE NOVEMBER 18, 2021

Motion by:

DIRECTORS KREKORIAN, GARCETTI, KUEHL, AND SANDOVAL

Improving the Effectiveness and Sustainability of Metro Bike Share

Metro Bike Share, a county-wide bike share program, launched in 2016. Since then, Metro has had over 3,300 bicycles in the system, consisting of a mix of Classic, Smart, and E-bikes.

Currently, Metro only has 38% of the total original fleet remaining in operation. Metro Bikes have been targets of theft, and rates of fleet loss ebb and flow as new methods of theft are discovered and addressed. The Metro Bike Share team has increased efforts to recover lost and stolen bicycles but this is not sustaining the fleet and the program does not have an established fleet replenishment strategy. As a result, fewer Metro Bikes are available for use, which degrades the quality of service available to the public.

Affordable, accessible public transportation and active transportation options such as Metro Bike Share are a cornerstone of meeting our region's climate goals. As local jurisdictions in the County continue expanding bicycle infrastructure and mobility options to meet climate goals and improve the quality of life for residents, a successful and sustainable Metro Bike Share program is more important than ever.

SUBJECT: IMPROVING THE EFFECTIVENESS AND SUSTAINABILITY OF METRO BIKE SHARE

RECOMMENDATION

APPROVE Motion by Directors Krekorian, Garcetti, Kuehl, and Sandoval that the Board direct the Chief Executive Officer to report back in 90 days on:

- A. An action plan to stabilize the current fleet size including actions for how to identify, prioritize, and address new mechanisms of theft as they arise.
- B. An action plan to address equitable access in the current program and in any future form of the program. This plan shall include recommendations on issues such as serving people who may be unbanked, addressing the digital divide, and keeping fare cost low.

- C. A plan to provide uninterrupted service as the next iteration of the program is determined and executed.
- D. A plan to convene an industry forum (as was performed for Metro Micro) to bring together academics, cities with existing bike share programs, community stakeholders, and industry experts to provide recommendations on advancing Metro Bike Share beyond the current contract in one of several forms including but not limited to:
1. Continuing Metro Bike Share as a contracted service,
 2. Operating the program In-house with Metro employees,
 3. A private-sector model with financial subsidy provided by Metro.
- E. Performing a market survey to identify best practices and business models among existing bike-share systems in the US, and comparable global systems (e.g., Paris, London, Barcelona, Madrid, and Mexico City), and to develop comparative data on subsidy cost per ride, total ridership, size of fleet, vehicle technology, theft and damage loss and prevention, and alternative financing sources like sponsorship and advertising.
- F. Recommendations for continuing and evolving the Metro Bike Share program to meet the goals of the agency, with countywide stakeholder engagement and consideration of cost-sharing, with the goal of expanding service area and local participation to all subregions in the County. These recommendations should include eligible local, state, and federal funding sources for capital and operations budgets, as well as legislative opportunities to expand such funding eligibility.

Item 15

Los Angeles County
Metropolitan Transportation Authority

Finance and Budget Committee
March 16, 2022

Executive Management Committee
March 17, 2022



Metro Bike Share Program Update

Background

- MBS launched in July 2016 in partnership with the City of Los Angeles
- MBS serves Los Angeles County residents with more than 200 docked stations located in the Downtown Los Angeles, Central Los Angeles, Hollywood, Westside, and North Hollywood
- To date, 1.3 million trips have been taken, 4.4 million miles have been traveled, and 4.2 million pounds of CO2 have been averted
- Demographics: 50% Caucasian/White; 20% Latinx; 15% African-American; 40% Female; Household income - 34% less than \$50K and 58% less than \$75K; 47% of users are 25-34 years old and 8% are 50 years and above
- Contract with current operator, Bicycle Transit Systems, ending July 2022
 - DBE goal of 22.37% met and on target
- In September 2021, MBS agreed to a one-year sponsorship deal with DoorDash valued at slightly over \$1M will offset O&M
- Motion No. 41 directs staff to implement several actions in preparation for future MBS program model



Motion Response Work Plan

- Staff developed a work plan to respond to motion
- Current actions in the work plan include:
 - **Directive A: Stabilize Fleet and Address Theft**
 - Implementing a theft mitigation plan that includes launching an educational campaign
 - Engaging (ongoing) with Metro Security and LAPD liaison
 - Negotiating with Operator to purchase new bikes and GPS units to stabilize fleet (April 2022 Board action)
 - **Directive B: Equitable Access for Unbanked, Address Digital Divide and Keep Fares Low**
 - Creating an equity plan to address unbanked and the digital divide
 - Engaging OER, TAP, City of LA and other groups on best practices for technology solutions



Motion Response Work Plan

- **Directive C: Provide Uninterrupted Service**
 - Negotiating with BTS to extend contract by 12 months (April 2022 Board action)
- **Directive D: Convene Industry Forum**
 - Creating framework for Industry Forum that will include goals, objectives, topics, identification of subject matter experts
 - Consultant work underway to support Forum development
- **Directive E: Perform Market Survey for Best Practices**
 - Conducting Market Survey of other operators to gather information about existing bike share programs
- **Directive F: Provide Recommendations for Future Model**
 - Procuring consulting services for Motion Response support and final recommendations for new program and funding opportunities
 - Working with GR and Grants to identify additional funding



Next Steps

- Staff will complete negotiations for contract modification with BTS with the goal of returning in April 2022 for approval
 - Modification includes ongoing O&M and fleet replenishment
- Staff will move forward with the actions as outlined in the *Motion Response Work Plan* (Attachment A)
- Staff anticipates identification of new model by fall 2022

