



## Board Report

File #: 2022-0680, File Type: Program

Agenda Number: 40.

**REVISED**  
**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE**  
**OCTOBER 20, 2022**

**SUBJECT: METRO BIKE SHARE PROGRAM**

**ACTION: APPROVE RECOMMENDATION**

**RECOMMENDATION**

APPROVE the updated Metro Bike Share (MBS) operational model of Privately-Owned and Publicly Managed to improve overall performance and support a more sustainable regional bike share program (Attachment A).

**ISSUE**

In December 2021, the Board approved Motion No. 41 (Attachment B), titled “Improving the Effectiveness and Sustainability of Metro Bike Share”. The Motion directed the CEO to undertake several actions including recommendations to ensure a successful, regional, and sustainable MBS program. Additionally, since the current MBS contract is set to expire in July 2023, approval of the operational model is needed to secure a Contractor/Operator to support the ongoing operation of MBS.

**BACKGROUND**

In June 2015, the Board adopted the Regional Bike Share Implementation Plan for Los Angeles County and awarded a firm fixed price contract (FFP) with milestone payments to Bicycle Transit Systems, Inc. (BTS) for the acquisition of equipment, installation of stations, and operations and maintenance (O&M) of the Metro Countywide Bike Share program. Under current operations, Metro and the City of Los Angeles share capital costs equally (50%-50%) and split the cost of O&M 35% (Metro) and 65% (City of Los Angeles). Metro pays a lower share of O&M because it provides staffing for the management and administration of the program. Metro is also responsible for the planning and station siting implementation. Since the contract award in 2015, MBS has deployed service in Downtown/Central Los Angeles, Westside, and North Hollywood. Previous funding for MBS included City of Los Angeles subsidy, fares, and PC25% to bridge expense gaps. Under current guidelines, Prop C 25% funding is eligible for utilization of the first two years of a demonstration program, which occurred for MBS. Measure M 2% (MM2%) Active Transportation Program funds were also utilized to support MBS capital costs as this is an eligible expense under the MM2% program. As Metro improves the effectiveness and sustainability of the MBS program, staff will ensure that any available

operating-eligible funding will be utilized for non-capital MBS expenses.

The MBS program has always been envisioned as a regional and scalable bike share system that is accessible to Los Angeles County residents and that easily integrates with existing Metro transit services to provide a seamless passenger experience on Metro's transportation system. The first phase of the program launched in Downtown LA in 2016 and subsequently, the City of Pasadena and the Port of Los Angeles (POLA) launched bike share as part of the second phase in 2017. Both entities have since ended their participation in the program. The City of Pasadena withdrew in 2018 based on the amount of operating subsidy required, reallocating resources to other City programs. In 2019, POLA opted to not renew the Memorandum of Understanding (MOU) with Metro to continue being part of MBS for similar reasons. Other local jurisdictions have expressed interest in participating in MBS but declined due to cost considerations.

As of September 2022, 1.5 million trips have been taken, 5.2 million miles have been traveled, and 4.9 million pounds of Carbon Dioxide (CO2) have been averted with MBS.

As with all industries worldwide, the COVID-19 pandemic impacted MBS utilization. Prior to COVID, MBS ridership was growing and had almost surpassed 300,000 rides in FY2020; however, by FY2021, COVID impacts had decreased ridership by over 40%.

As we're emerging from the COVID crisis, ridership has steadily returned. In FY2022, ridership improved to 24%, below the highest pre-COVID levels. Ridership is anticipated to increase in FY2023, with projections that it shall recover to pre-COVID levels by the end of FY2023. This recovery demonstrates the continued value and role of MBS as a local transportation resource, providing a mobility option for residents, visitors, commuters, and workers.

In December 2021, the Board approved Motion No. 41, which focused staff on 1) improving existing MBS operations, and 2) charting a new path for MBS that supports a more regional, sustainable, effective, and successful program. In response to the Motion, several actions have been taken to stabilize and improve existing operations, including the replenishment of the MBS bike fleet, acquisition of GPS equipment fleetwide, and extension of the contract. Work was also undertaken to determine an operational path for MBS that will grow ridership, increase the size and density of the system, provide greater operational flexibility, improve service within economically impacted communities/neighborhoods, enhance equitable access, and ensure a financially and operationally sustainable program for both riders and funding agencies.

## **DISCUSSION**

In support of MBS and in response to Motion No. 41 (summary update provided in Attachment C), staff conducted several actions to identify the next steps and ensure the continued success and sustainability of the program. As directed in the Motion, 1) a market survey was conducted covering ten (10) national and five (5) international bike share programs; 2) an Industry Forum was held with representatives from the bike share industry, regional Council of Governments, biking-based community groups, as well as local and national bike share operating peers; 3,) a review of equitable access issues has been undertaken, and 4) engagement with stakeholders has been and will

continue to be conducted to ensure that MBS is best positioned to understand and meet the needs of each potential local partner while still maintaining a sustainable regional operation.

The information obtained from the survey (Attachment D), forum, and stakeholder engagement, combined with a review of current MBS operations and lessons learned, helped in determining the path forward. The current operation represents the initial deployment of the program and, as such, there have been “growing pains,” including limited-service deployment, lower-than-anticipated ridership, and program sponsorship delays. Nevertheless, MBS has proven to be a valuable transportation resource to Los Angeles County travelers and residents: cities and communities have and continue to show interest in joining the program, ridership is recovering to pre-COVID levels, and a sponsor was secured, demonstrating that there is interest in MBS from advertisers. While work will continue on all facets of the program within the current contract, staff believes that approval of the updated MBS operational model will help improve overall performance and support a more sustainable regional bike share program consistent with the goals of Motion No. 41. In conjunction with Motion No. 41, some underlying goals that will assist in the management of MBS include:

- Expanding the system equitably and geographically
- Managing the program’s performance and costs to ensure a sustainable regional program
- Growing the benefits of MBS throughout the region’s diverse communities
- Providing customers, residents, and visitors, with a reliable, clean, efficient, affordable, and available transportation/mobility option
- Expanding mobility options to better serve and connect economically impacted communities
- Ensuring equitable access to service, including access to equitable payment methods and fares
- Improving the quality of life for Los Angeles County residents and ensuring that MBS operates as a “good neighbor/community” partner
- Ensuring connectivity to existing and/or planned transit, ATP, and/or micro-mobility services
- Ensuring flexibility and scalability to support temporary needs/special events (i.e., 2028 Olympics)
- Ensuring flexibility to integrate with innovative or alternative solutions (e.g., bike library), improve coordination and enable collaboration with other bike share programs and stakeholders (e.g., Long Beach, Santa Monica), and efficiently deploy new technologies/advancements.

**Program Models and Factors Examined**

Pursuant to Motion No. 41, staff obtained information and examined different operational models to support MBS. The models ranged from continuing the current contract model to full private sector/P3 operations, in-house operations, and hybrid/modified operations. Through the market survey, summarized in Attachment C, four predominant operating models were identified. The table below provides some characteristics for each model.

	<b>Privately Owned &amp; Operated (Privatized)</b>	<b>Non-Profit Operator</b>	<b>Publicly Owned - Privately Operated (Contracted)</b>	<b>Privately Owned - Publicly Managed (Contracted)</b>
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<b>Equipment</b>	Equipment owned by the operator	Potential mixed public/non-profit/for-profit operator ownership	Equipment owned by the agency	Equipment owned and provided by the contractor
<b>Program Cost</b>	Limited to no agency costs	Non-profit manages and/or operates program - may require an agreement and/or initial public agency funding support.	Agency covers all equipment and operating costs - generally highest agency cost model	Agency pays only operating costs - per the market survey, this model, with the exception of the fully privatized model, generally resulted in a lower overall cost to the agency
<b>Program Management</b>	Stations sited and Fares set by the operator. Fares were generally higher than publicly funded systems.	Non-profit with City support responsible for station siting. Non-profit sets fares. Fares were generally higher than the other models.	Stations sited by and Fares set by the agency. Fares were lower than privatized or non-profit models.	Stations sited by and Fares set by the agency. Fares were lower than privatized or non-profit models.
<b>Equity</b>	Equity focused expansion concerns	Expansion is challenging due to funding limitations	Expansion is more challenging due to the need to purchase equipment	Expansion is more streamlined
<b>Agency Control</b>	Less agency control	Less agency control	Greater agency control	Greater agency control

Based on the assessment conducted, the Privately Owned/Publicly Managed alternative is the best model for meeting the motion’s goals of equity, scalability, expansion, affordability/cost, and efficiency. This model affords Metro and its partner jurisdictions control over siting and fares consistent with the current model while creating efficiencies in terms of overall cost and incentivizing ridership as a factor in managing the contract.

**Proposed Metro Bike Share Operational Model**

The proposed operational model, most closely aligned with the Privately Owned - Publicly Managed model, will result in contracted service, but rather than the existing FFP milestone-based contract, the new contract would be performance-based with defined requirements. Payment may be based on a more defined fixed unit rate reimbursement/subsidy model (for example, price per ride or station) and/or other similarly negotiated factors that would take into account performance/service levels, availability, and ridership considerations, with the objective of better aligning the goals, performance

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and cost of the program between the contractor and Metro. Additionally, staff is proposing that Metro no longer own or directly purchase MBS equipment; the equipment would instead be provided by the contractor who will also be responsible for managing the operations of MBS pursuant to the defined performance and service level requirements. It is anticipated that the transfer of ownership will not only reduce the need for Metro to incur direct capital costs but will streamline expansion and system improvements. This proposed model is not new as similar deployments are successfully operating in Paris, Barcelona, and Mexico City. Of the national programs, many operate under a fully privatized model, which is not recommended due to equity, fare, and agency management/oversight concerns. The proposed model seeks to blend some of the lower cost benefits of the privatized model while still providing agency oversight on the deployment and management of the system.

The objective of this model is to realign roles and responsibilities. Metro and our partners would focus on performance, while the contractor would provide the industry expertise required to efficiently operate and maintain the service and ensure the system is kept up to date. The model will ensure that Metro retains management oversight and control over certain key elements of MBS, such as fare structure, bike availability, system performance, and station placements. Retaining this oversight and control is important to ensure that MBS is operating in support of Metro's and not the operator's goals. Retention of these rights will ensure that Metro can advance MBS expansion into EFCs as well as investigate and implement new tiered-based fare structures to improve system access for reduced fare riders. Additionally, examining tiered-based fare pricing opportunities may allow Metro to better support and connect customers to transit infrastructure for their fixed or multi-modal trips in an effort to improve the overall transit experience (e.g. providing a bike fare discount for vanpool customers, monthly pass holders, etc.). Metro will engage with its partner agencies and contractor to ensure system and ridership growth, as well as innovations that can improve service and potentially lower operating costs. It is anticipated that this model will increase flexibility, provide greater transparency, improve performance, and cost management, and spur ridership and system growth beyond current partners and locations. These benefits are anticipated to encourage and enable a more efficient and effective expansion of MBS into a regional program. (Attachment A)

Staff anticipates that this model will enable a more effective and efficient expansion of MBS. Through discussions with local stakeholders, it has become clear that the expansion of MBS into other cities has stalled due to cost considerations. Staff expects that this model will result in a reduction in overall cost that will enable a more substantive dialog with interested stakeholders and result in an expansion of the program into areas outside of the City of Los Angeles. Any discussions on modification to the current cost-sharing formula are pending and will be conducted in a more informed manner once the cost associated with the new model has been negotiated.

## **EQUITY PLATFORM**

The approval of the proposed MBS operational Privately Owned-Publicly Managed model will realign roles and responsibilities, and ensure Metro retains management control over certain key elements of MBS, such as fare structure, bike availability, system performance, and station placements.

To ensure that the recommended model advances equity, staff used a Rapid Equity Assessment Tool for further analysis. Results indicate that the model will allow Metro to maintain low bike share fares. MBS will ensure that participants of the LIFE and Reduced Fares programs continue to have access to service with continued discounted fare media. The reduction of operations and maintenance costs

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for Metro and partners will also allow the program to be implemented in more equity focused areas. This recommendation will benefit communities that would like to have MBS but have found that the current cost and program type are prohibitive. Additionally, Metro is committed to continue outreach and coordination activities with neighborhoods and community-based organizations in support of ensuring robust representation from EFCs and marginalized communities and will investigate the best path forward toward the effective integration of adaptive and accessible bikes as the MBS program evolves to meet agency goals and customer needs.

The operational model will not only continue to enhance the service MBS currently serves in the EFC communities of Downtown/Central Los Angeles, Westside, and North Hollywood (Attachment E), but will encourage and enable a more efficient, and effective expansion of MBS into a regional program.

### **DETERMINATION OF SAFETY IMPACT**

Metro's safety standards will be improved through the approval of this recommendation by ensuring the continued operation of a safe and secure bike share program.

### **FINANCIAL IMPACT**

Approval of this recommendation will not impact the FY2023 budget, since funding for this program is from Measure M 2%, City of Los Angeles subsidy, fares, and operating-eligible funding to bridge any gaps, and is already included under Cost Center 4540. There is no immediate impact on the current budget and no budget amendment will be required. Staff will continue to seek new and/or alternative funding, including grants and sponsorship opportunities, to support future MBS capital and operational costs. Staff will ensure that any available operating-eligible funding will be utilized for non-capital MBS expenses.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

MBS program supports the following Vision 2028 Strategic Plan Goals:

1. Provide a high-quality mobility option that enables people to spend less time traveling.
2. Deliver an outstanding trip experience for all users of the transportation system.
3. Enhance communities and lives through mobility and access to opportunity.
4. Transform LA County through regional collaboration and national leadership.
5. Provide responsive, accountable, and trustworthy governance within the organization.

### **ALTERNATIVES CONSIDERED**

The Board may choose not to approve the updated MBS operational model; however, this alternative is not recommended. The current contract is scheduled to end on July 30, 2023, and the MBS program will not be operational without a new contract in place. MBS operated successfully through the COVID-19 pandemic without any reduction in service and is now on track to recover most, if not all, ridership. Approval of the updated model is needed to provide seamless service and this path forward has the greatest potential of reducing cost while ensuring the appropriate degree of authority over key components of MBS. Other models will either increase costs or require Metro to relinquish authority, neither of which will support the Board's goals as outlined in Motion No. 41.

## **NEXT STEPS**

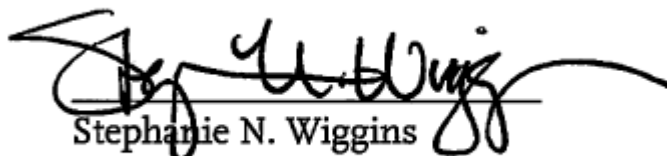
Upon Board approval of the current action, staff will prepare and release the appropriate procurement action for the MBS program focused on the updated MBS operational model. Staff will report back on the results of the procurement action at the time of award of the new contract.

## **ATTACHMENTS**

- A - Privately Owned - Publicly Managed Model Summary
- B - Motion 41 - Improving the Effectiveness and Sustainability of Metro Bike Share
- C - Motion 41 - Summary Update
- D - Market Survey Tables 1 and 2
- E - Metro EFC Map 2022

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## Attachment A

### Privately Owned – Publicly Managed Model Summary

The following is a summary of key attributes of the Privately Owned - Publicly Managed model:

- System owner (agency) retains rights – system fares, station siting decisions, expansion decisions, bike loss mitigation strategies, etc.
- Agency will define performance/service level requirements – system bike availability, ridership, rides per bike and other metrics, maintenance standards, type of bikes (e-bike, classic pedal, docked, undocked), etc.
- System operator (contractor) owns and provides the bicycles and associated equipment as part of contract
- Contractor will provide overall bike share operations and maintenance and will support system expansion
- Revenue (fare & sponsorship) can be shared or owned entirely by either the agency or contractor to offset operating costs
- Model has benefits of both the privately owned and the publicly owned models and is most aligned in meeting the mandate of Board Motion 41
- Reducing cost will address a key concern of interested parties outside of the City of Los Angeles to join Metro Bike Share
- Similar model is used in Paris, Barcelona and Mexico City
- Generally found to have the lowest fares of any model – agency controlled
- Agency has reduced or no responsibility for lost or stolen bikes
- Improved system scalability and expandability as the model enables a more efficient and agile expansion path
- Optimal alignment of roles and responsibilities – agency is responsible for expansion, performance and cost management; Contractor, as the subject matter expert, is responsible for provision of equipment, operations and maintenance
- Improved opportunity to reduce and manage costs, while improving service and increasing ridership
- Improves alignment between Agency and Contractor in operation and performance of the system
- Improves equipment updates and innovations as this will not be tied to agency funding





# Metro

## 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.

## Motion 41 Response Summary Update

	Motion 41 Recommendation Update	Status	Activities/Notes
A	Action plan to stabilize the fleet size	Ongoing	<ul style="list-style-type: none"> <li>-Added 500 new bicycles, increasing the fleet size to 1,800 and established 10% inventory;</li> <li>-Established goal of &lt;1-2% monthly bike loss, consistent with industry standards;</li> <li>-Procured GPS units to ensure 100% GPS coverage for entire fleet;</li> <li>-Continually working with Operator on improved tracking and recovery of lost bikes;</li> <li>-Launched educational campaign to encourage correct docking of bikes</li> </ul>
B	Action plan to address equitable access in current program and future form of program	Ongoing	<ul style="list-style-type: none"> <li>-In-person survey to collect data on digital divide;</li> <li>-Collaboration to introduce MBS through digital skills classes;</li> <li>-Investigating and developing partnership opportunities with programs serving the unbanked (i.e., Metro LIFE, Angeleno Connect, MoCaFi);</li> <li>-Pursuing Metro/TAP solutions for the unbanked through PayNearMe and Mobility Wallet in addition to LIFE and Reduced Fares programs</li> </ul>
C	Uninterrupted service plan as next iteration of the program is determined	Completed	-Current MBS Operations Contract extended through July 2023
D	Plan to convene industry forum bringing together partners, stakeholders and experts to provide recommendations to advance MBS	Completed	<ul style="list-style-type: none"> <li>-Hosted an industry forum at The California Endowment in Los Angeles on Monday, August 22, 2022</li> <li>-Forum convened academics, cities with existing bike share programs, community stakeholders, and industry experts</li> <li>-Provided information for consideration of future MBS operations</li> </ul>
E	Perform market survey to identify best practices and business models among existing bike-share systems (local and global)	Completed	-Metro Bike Share completed a market survey with the participation of 15 programs (10 domestic and 5 international)
F	Recommendations to evolve Metro Bike Share program	Ongoing	<ul style="list-style-type: none"> <li>-The October 2022 action requesting approval of the updated Metro Bike Share operational model and path forward ensuring system and ridership growth, innovation to improve customer experience and potentially lower operating costs;</li> <li>-Continue engagement with partners, stakeholders and internal Metro resources to identify potential new funding sources and/or legislative opportunities</li> <li>-Continue engagement with interest based jurisdictions as the details of the new model are identified</li> </ul>

Bike Share Market Survey Summary (General Information)

Type	Location	System Name	Fleet Size	Daily Ridership	Sponsorship	Operational Model
Domestic	Los Angeles	Metro Bike Share	1,800	800	Small-scale sponsorship program	Publicly Owned - Privately Operated (Contracted)
	Santa Monica (bike)	Lyft	unknown	unknown	Permit Only	Privately Owned & Operated (Privatized)
	Atlanta	Relay Bike Share	500	unknown	Georgia's Own Credit Union	Privately Owned & Operated (Privatized)
	Austin	Metro Bike	847	806	Big Outdoor	Non-Profit Operator
	Chicago	Divvy	16,000	13,500	Lyft	Privately Owned & Operated (Privatized)
	Detroit	MoGo	645	unknown	Henry Ford Health System and HAP	Non-Profit Operator
	Honolulu	Biki	1,300	unknown	Small-scale sponsorship program	Non-Profit Operator
	Long Beach	Long Beach Bike Share	400	unknown	Small-scale sponsorship program	Publicly Owned - Privately Operated (Contracted)
	New York	Citi Bike	24,000	115,500	Citibank	Privately Owned & Operated (Privatized)
Philadelphia	Indego	1,500	2,500	Independence Blue Cross	Privately Owned & Operated (Privatized)	

**Bike Share Market Survey Summary (General Information)**

Type	Location	System Name	Fleet Size	Daily Ridership	Sponsorship	Operational Model
Domestic	SF Bay Area	Bay Wheels	7,000	6,250	Lyft (Mastercard is presenting sponsor)	Privately Owned & Operated (Privatized)
	Washington DC	Capital Bikeshare	7,000	7,500	Arlington, one of several areas in the program, has a Superlative Group as a presenting sponsor	Publicly Owned - Privately Operated (Contracted)
International	Barcelona	Bicing	7,000	42,000	None, sponsorships expected in the future	Privately Owned - Publicly Managed (Contracted)
	London	Santander Cycles	12,000	32,000	Santander	Publicly Owned - Privately Operated (Contracted)
	Madrid	BiciMAD	2,964	12,000	None, sponsorships will be allowed in 2023	Publicly Owned and Operated
	Mexico City	ECOBICI	6,700	30,000	None, sponsorships will be allowed under new contract	Privately Owned - Publicly Managed
	Paris	Vélib' Métropole	19,000	110,000	None, sponsorships are prohibited	Privately Owned - Publicly Managed

- Per the 2022 bike share market survey, Metro is one of the most affordable bike share systems available
- Metro Bike Share (MBS) reduced fares (monthly and annual programs) are available through TAP including LIFE
- The MBS mobile app and website offer reduced passes through EBT verification, however, Metro will continue to review options to serve unbanked customers and those with technology access issues
- Reduced fares and passes are available to individuals eligible for federal and state benefit programs such as WIC, Medical, SNAP, and others. Requirements may vary between cities
- Subsidy cost per ride information is not readily available and/or disclosed by sponsors

Bike Share Market Survey Summary (Fare Information)

Type	Location	Classic		E-Bike		Monthly Pass	Annual Pass	Reduced Fare
		Unlock Fee	Base Fare	Unlock Fee	Base Fare			
Domestic	Los Angeles	N/A	\$ 1.75	\$ 1.00	\$ 1.75	30-Day pass is \$17, with no unlocking fees for E-bikes	365-Day pass is \$150, with no unlocking fees for E-bikes	\$5 monthly pass \$50 annual on TAP reduced fares and LIFE, and w/ operator using EBT verification
	Santa Monica (bike)	N/A	N/A	\$ 1.00	\$ 14.70	Monthly pass not available	Annual pass not available	Membership has no monthly fee \$0.50 unlock and \$0.15 per minute rides
	Atlanta	N/A	\$ 3.50	N/A	No E-bikes	\$15 for 90 minutes of daily ride time	\$120 for 90 minutes of daily ride time	\$5 monthly pass \$10 college student pass
	Austin	N/A	\$ 12.99	N/A	No E-bikes	\$11 unlimited 60-minute rides	\$86.60 unlimited 60-minute rides	One-time \$5 annual pass \$12 annual pass for University of Texas at Austin students
	Chicago	\$ 1.00	\$ 4.80	\$ 1.00	\$ 11.70	Monthly pass not available	Annual pass is \$119 for unlimited 45-minute rides on Classic bikes only; \$0.16 per minute on Classic bikes and E-bikes; No unlocking fees	One-time \$5 annual membership fee: -Unlimited 45-minute trips -\$0.05 per minute on Classic and E-bikes -\$0 unlocking fees
	Detroit	\$ 1.00	\$ 7.50	N/A	No E-bikes	\$20 for unlimited 60-minute rides; \$0.25 per minute afterwards	\$90 for unlimited 60-minute rides; \$0.25 per minute afterwards	\$5 annual pass: -Unlimited 60-minute rides -\$0.25 per minute afterwards -Eligible senior pass at \$70 for unlimited 60-minute rides, \$0.25 per minute afterwards
	Honolulu	N/A	\$ 4.50	N/A	No E-bikes	\$15 for unlimited 30-minute rides; \$25 for unlimited 60-minute rides	Annual pass not available	Reduced fares not available
	Long Beach	N/A	\$ 7.00	N/A	No E-bikes	\$15 for 90 minutes of daily ride time; \$0.12 per minute afterwards	\$120 for 90 minutes of daily ride time; \$0.12 per minute afterwards	50% discount for monthly student pass only
	New York	N/A	\$ 3.99	N/A	\$ 6.90	Monthly pass not available	Unlimited 45-minute rides on Classic bikes only for \$185 annual pass; \$0.15 per minute (capped at \$3) for E-bikes; \$0.15 per minute after 45 minutes	\$5 monthly pass: -Additional \$0.05 for E-bikes (capped at \$3) -\$0.15 per minute after 45 minutes

**Bike Share Market Survey Summary (Fare Information)**

Type	Location	Classic		E-Bike		Monthly Pass	Annual Pass	Reduced Fare
		Unlock Fee	Base Fare	Unlock Fee	Base Fare			
Domestic	Philadelphia	N/A	\$ 15.00	N/A	\$ 21.00	Unlimited 60-minute rides for \$20 on Classic bikes only; Additional \$0.20 for E-bikes and after 60 minutes	Unlimited 60-minute rides for \$156 on Classic bikes only; Additional \$0.20 per minute for E-bikes and after 60 minutes	\$5 monthly pass \$48 annual pass -Additional \$0.07 for E-bikes and after 60 minutes
	SF Bay Area	N/A	\$ 3.49	N/A	\$ 12.49	Unlimited 45-minute rides for \$29 on Classic bikes only; Additional \$0.20 per minute for E-bikes	Unlimited 45-minute rides for \$169 on Classic bikes only; Additional \$0.20 per minute for E-bikes	\$5 monthly pass -Additional \$0.05 per minute for E-bikes, capped at \$1; Integrated with Clipper card
	Washington DC	\$ 1.00	\$ 1.50	\$ 1.00	\$ 4.50	Unlimited 45-minute rides for \$20 on Classic bikes only; Additional \$0.05 per minute on Classic bikes and \$0.10 per minute for E-bikes; No unlocking fees	Unlimited 45-minute rides for \$95 on Classic bikes only; Additional \$0.05 per minute on Classic bikes and \$0.10 per minute for E-bikes; No unlocking fees	\$5 annual membership fee: -Unlimited 60-minute rides -Additional \$0.05 per minute for Classic bikes -\$0.10 per minute for E-bikes
International	Barcelona	N/A	N/A	N/A	N/A	Monthly pass not available	\$50.15 for an annual pass provides unlimited 30-minute rides; Additional \$0.35 for E-bikes	Reduced fares not available
	London	N/A	\$ 2.60	N/A	No E-bikes	Monthly pass not available	\$117.20 for unlimited 30-minute trips within 24 hours	Free day passes offered to health care and essential workers
	Madrid	N/A	N/A	N/A	\$ 2.04	Monthly pass not available	\$25.07 for annual subscription for non-transit users; Unlimited 30-minute rides; Users pay \$0.60 for up to 2 additional hours	\$15.32 annual subscription fee for public transit users
	Mexico City	N/A	\$ 5.69	N/A	\$ 5.69	Monthly pass not available	\$25.12 for annual pass; Unlimited 45-minute rides	Unknown
	Paris	N/A	\$ 3.01	N/A	\$ 3.01	Monthly pass not available	\$37.34 for unlimited 30-minute rides on Classic bikes	Reduced fares offered to users under 24, users over 60, and participants of social programs

# Attachment E - Metro EFC Map

ArcGIS Metro EFC Map 2022 (Web Map)

Open in Map Viewer Modify Map Sign In

Details Basemap

Share Print Measure Find address or place

About Content Legend

## Legend

### Metro Rail and Busway

#### Metro Rail

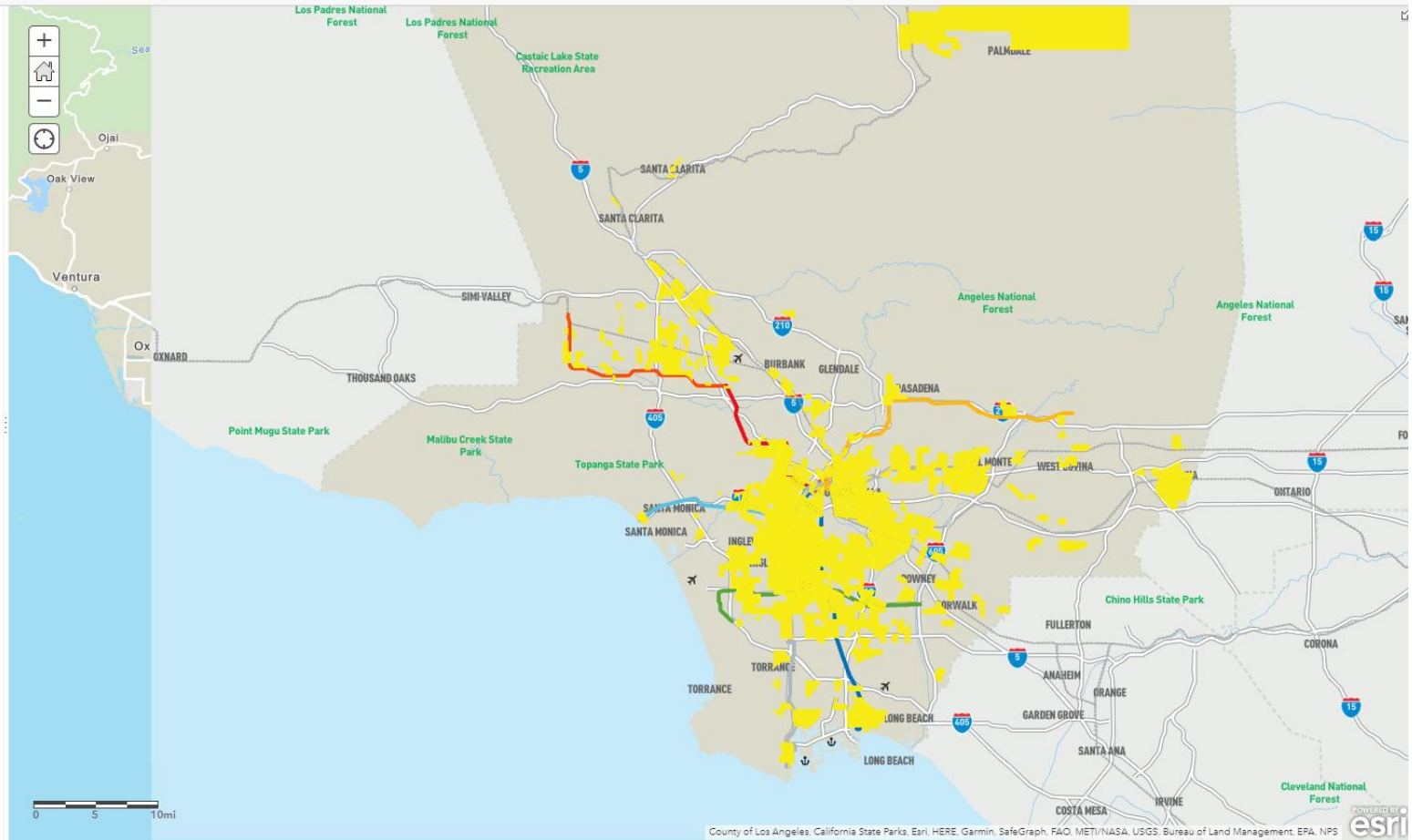
- A Line (Blue)
- B Line (Red)
- C Line (Green)
- D Line (Purple)
- E Line (Expo)
- L Line (Gold)

#### Metro Busway

- G Line (Orange)
- J Line (Silver)

### Metro EFC Map 2022

- EFCs (Updated 2022)



Trust Center Legal Contact Esri Report Abuse

County of Los Angeles, California State Parks, Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, Bureau of Land Management, EPA, NPS





# METRO BIKE SHARE

## PATH FORWARD – UPDATED OPERATIONAL MODEL

**Operations, Safety, and Customer Experience Committee**

**October 20, 2022**



# METRO BIKE SHARE PROGRAM OVERVIEW & MOTION 41 UPDATE

## Program

- Initiated program in 2015 and deployed bikes in 2016
- Past funding includes partner funding share, fares and Prop C 25% to fill the gap
- Measure M 2% ATP funds have been used to support capital costs
- Staff will ensure that operating-eligible funding will be used for non-capital expenses
- Service Area: Downtown/Central Los Angeles, Westside and North Hollywood
- Established Fleet Size: 1,800
- Ridership: Over 1.5M to date; FY22 = 228,000; FY23 (Projection) = 300,000
- Costs Shared with Partner(s):
  - ✓ Capital: Metro (50%) and City of Los Angeles (50%)
  - ✓ Operations & Maintenance: Metro (35%) and City of Los Angeles (65%)
- Firm-fixed price milestone-based contract – expires July 2023
- Fare: \$1.75/30 minutes (classic and e-bikes)
- Reduced fares available through:
  - ✓ Monthly Pass (regular \$17; reduced \$5)
  - ✓ Annual Pass (regular \$150; reduced \$50)

Motion 41	Directive	Status
A	Stabilize the fleet	❖ Ongoing
B	Address equitable access in current program and future form of program	❖ Ongoing
C	Uninterrupted service as next iteration of the program is determined	✓ Completed
D	Convene industry forum to provide recommendations to advance MBS	✓ Completed
E	Perform market survey to identify best practices and business models	✓ Completed

# BIKE SHARE MARKET SURVEY/FORUM SUMMARY

## Findings:

- Four main operational models in use
- Metro has one of the most affordable bike share systems nationally
- System owners are mostly responsible for lost/missing bikes
- Annual bike loss fluctuates between 2% to 16%
- Unbanked and digital divide concerns are prevalent, and no system has a tested solution
- Depending upon the model, equity and expansion can be problematic
- System sponsorships are varied with some, like New York, have a title sponsor
- Reported annual sponsorship revenue ranges from \$3.5M to \$7.5M
- E-bikes are popular and generate the most trips but having a mixed fleet is important for trip purposes
- Reduced fares are common for domestic systems and are provided through a monthly or annual pass
- MBS fleet size, ridership and fares are in the lower ranges compared to peer agencies
- Local interested partners exist but there is a concern regarding overall cost and the cost sharing percentages
- Some locals have implemented their own programs (Long Beach, Santa Monica) and others have recently deployed bike library programs

# BIKE SHARE MARKET SURVEY/FORUM SUMMARY

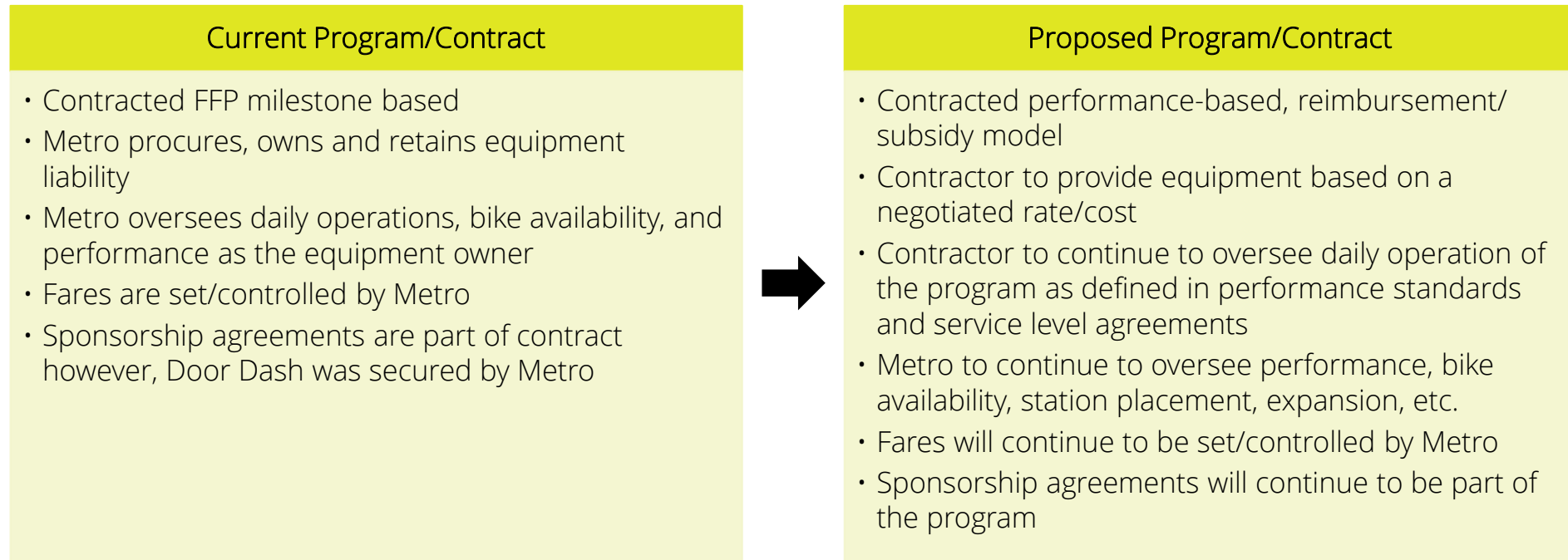
## Program Models:

	Privately Owned & Operated (Privatized)	Non-Profit Operator	Publicly Owned - Privately Operated (Contracted)	Privately Owned - Publicly Managed (Contracted)
<i>Equipment</i>	Equipment owned by operator	Potential mixed public/non-profit/for-profit operator ownership	Equipment owned by agency	Equipment owned and provided by contractor
<i>Program Cost</i>	Limited to no agency costs	Non-profit manages and/or operates program – may require an agreement and/or initial public agency funding support	Agency covers all equipment and operating costs – generally highest agency cost model	Agency pays only operating costs – per the market survey, this model, with the exception of the fully privatized model, generally resulted in a lower overall cost to the agency
<i>Program Management</i>	Stations sited and Fares set by operator. Fares were generally higher than publicly funded systems.	Non-profit with City support responsible for station siting. Non-profit sets fares. Fares were generally higher than the other models.	Stations sited by and Fares set by agency. Fares were lower than privatized or non-profit models.	Stations sited by and Fares set by agency. Fares were lower than privatized or non-profit models.
<i>Equity</i>	Equity focused expansion concerns	Expansion is challenging due to funding limitations	Expansion is more challenging due to need to purchase equipment	Expansion is more streamlined
<i>Agency Control</i>	Less agency control	Less agency control	Greater agency control	Greater agency control

# DIRECTIVE F: RECOMMENDATION TO EVOLVE THE METRO BIKE SHARE PROGRAM *OPERATIONAL MODEL*

Factors Examined to Support for a Greater Opportunity for Sustainable Success:

*Equity, Scalability, Expansion, Affordability/Cost & Efficiency*



# NEXT STEPS

- Initiate procurement activities to secure a Contractor with the goal of enabling a customer centric seamless transition
  - Deploy multi-year performance/service level agreement contract with fixed unit rate/reimbursement elements
    - Contractor to provide and be responsible for equipment and contracted Operations and Maintenance
    - Metro to retain certain management rights/controls
- Pursue new sponsorship opportunities
- Continue investigation and implementation of equitable access solutions – Mobility Wallet, Pay-Near-Me, TAP integration, etc.
- Investigation of possible new tiered fare structures – expansion of reduced fare solutions
- Continue engagement with partners, stakeholders and internal Metro resources to identify new funding sources and/or legislative opportunities
- Continue engagement with interest-based jurisdictions as the details of the new model are identified