

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

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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

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		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

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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

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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.	<p><u>Immediate:</u></p> <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.	<p><u>Immediate:</u></p> <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.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> Collaborate with organizations and groups on Market Survey and Industry Forum <p><u>Short Term:</u></p> <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.	<p><u>Mid Term:</u></p> <p>Target completion of evaluation by fall 2022</p>
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	<p><u>Immediate:</u></p> <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	<p><u>Immediate:</u></p>

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		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