

BIKE SHARE PROGRAM APPLICATION

RESPONSE TO SOLICITATION 2006-004
PREPARED BY LYFT, INC.

Primary Contact Information

Name: Laura Fox

Address: 441 9th Avenue, Suite 200, New York, NY 10001

Telephone #: [917-514-4914]

Fax #:

Email: [lfox@lyft.com]

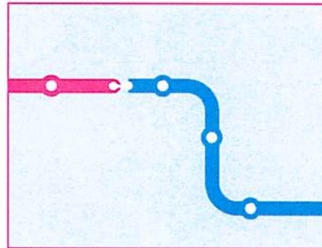


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We have clearly marked confidential sections of our response that contain trade secrets and proprietary commercial or financial information that we believe are exempt from disclosure, pursuant to the New Jersey OPRA, N.J.S.A. 47:1A-1.1. Confidential sections are marked in the following pink brackets [] throughout the document. **Visual content and tables** (e.g. images, screenshots) on each page subject to these restrictions will be highlighted with a pink border, as in this illustrative example below:



Application Layout and Table of Contents

Our proposal is structured around the 27 guiding criteria outlined by the Cities in Section 7 of the RFP. Our intent was to present your team with a clear understanding on how the Lyft Micromobility Team will both prioritize and work to meet the Cities' goals for their expanded regional bike share network. In an effort to make the process of evaluation easier, we have mapped each of the criteria from Section 7 to the relevant section(s) of our response. The following table details where the Cities can locate information that addresses each of the Cities' guiding criteria.

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3.4. Executive Summary

This section should include a summary of the key points and highlights of the Respondent's response and should discuss the pricing contained in the Proposal.

3.4.1. Cover Letter

July 27th, 2020

Division of Purchasing
City of Jersey City
394 Central Avenue, Third Floor
Jersey City, New Jersey 07307

Dear Selection Committee,

Thank you for the opportunity to submit our application to operate the bike share program for the City of Jersey City and City of Hoboken. Lyft is excited about the opportunity to offer your Cities a unified bike share program that ties into the larger Citi Bike regional network, which has earned a globally recognized reputation for its innovation and reliability.

Lyft was founded with the mission of reconnecting communities through better transportation. At the heart of that mission is a commitment to working with cities to build bike share programs that vastly expand the sustainable commuting options available to their residents. Through close collaboration with our City partners, **we believe we can jointly create bike share programs that transform how people move** and create a new transportation equilibrium that places people, not cars, at the center of our cities.

We are inspired by the deep commitments to prioritizing sustainable modes of transportation that both of your Cities have made through the Jersey City Bicycle Master Plan and Hoboken's Complete Streets Design Guide. Jersey City has set ambitious goals to transform how residents move with the intent of quadrupling cycling levels in the city by 2025, while Hoboken has an award-winning Complete Streets Program that has resulted in over 40% of streets having a conventional or protected bicycle lane. Both Cities have established a clear commitment to eliminate barriers and increase access to biking within the greater Hoboken-Jersey City area. We share your mode-shift and equity goals and are motivated by the opportunity to collaborate with the Cities to implement a best-in-class bike share program that will help deliver on your transportation vision.

Lyft hopes to play a critical role in helping the Cities reach their mobility and climate goals by:

- Growing Citi Bike into a regional bike share program that truly meets the regional first and last mile commute needs of your residents, who often have bike share transportation needs on both sides of the Hudson;
- Providing the Cities with an expanded fleet comprised of 1,000 battle-tested bikes, with 40% ebikes;
- Delivering an organized and clutter-free bike share program that draws on Lyft's best-in-class operational practices in station density, valet parking to manage peak demand, and proven user-incentive driven rebalancing programs;
- Facilitating seamless connections to transit through installation of docking stations at/near regional transit hubs (e.g. Hoboken Terminal, Grove Street Station), and integration of transit trip planning in our mobile application to help facilitate seamless travel between bike share and regional transit systems like PATH and HBLR;
- Providing our industry-leading equity programming approaches to deliver on the Cities' commitment to address barriers to transportation equity;
- Dedicating significant resources to ensuring rider safety through investments in displaying bike lanes and bike friendly routes in the Lyft app and partnering with local organizations on Vision Zero initiatives; and

- Delivering an expanded system on an expedited timeline, as a result of our deep experience in the region and our ability to leverage existing supply chains to begin delivering initial ebikes and stations within 8 weeks of contract execution.

We are proud of the program we've delivered in Jersey City since 2015, and are excited for the opportunity to expand this service into Hoboken. This proposal is centered around increasing access to transit and delivering on the Cities' shared mobility, climate and equity goals. The following proposal outlines Lyft's unique ability to meet the stated criteria your cities are looking for in a bike share partner, including:

- **Qualifications and Experience: The most experienced and successful bike share operator in North America.** Lyft is the largest and most experienced multimodal system provider in North America, operating a combined fleet of over 45k vehicles that collectively generated over 42 million trips in 2019 (3.4.3). Our team, which is composed of the most experienced bike share operations experts in North America (3.9.1, Appendix C), has a proven track record when it comes to growing regional programs and scaling up integrated bike and ebike operations. We are uniquely qualified to deliver the Cities a new unified bike share program that would enable members to use bikes and ebikes in both Jersey City and Hoboken, as well as four New York City boroughs (Manhattan, Brooklyn, Queens and the Bronx).
- **Technical Criteria: State-of-the-art technology and industry-leading operational solution.** Managing complex regional bike share operations with as many as ~15,000 vehicles has required Lyft to develop state-of-the-art technology tools to manage fleet operations, rebalancing and maintenance (3.5.1). In 2019, these tools allowed Lyft to seamlessly manage 352,000 bike repairs, 431,000 bike inspections, and rebalance over 3.9 million bicycles (3.4.3).

Using these best-in-class operational software tools, Lyft will implement a 1,000 vehicle mixed fleet operation, composed of traditional pedal bikes and ~40% ebikes, providing the Cities with a fleet mix that best meets the diverse riding preferences of its residents and visitors (3.5.1.3).

Lyft will also provide the Cities with unique membership options that integrate this program with the larger regional Citi Bike program, enabling members to have one regional membership (\$179) for their two-wheel commuting needs (3.5.5). **[With over 70% of current Jersey City members also riding in New York City, Lyft believes this universal membership will have an outsized impact on the ability of the new program to drive commuter mode shift.]**

- **Advancing Innovation: Commitment to continued innovation in micromobility program delivery.** At Lyft, we strive to integrate innovation into every aspect of how we operate our bike share programs. For example, Lyft has invested in unique software solutions aimed at extending vehicle lifespans through proactive maintenance and minimization of vehicle miles travelled for operational rebalancing (3.5.3).

Lyft, at its core, is deeply committed to providing riders with the very best end user experience. This has led our team to develop a multimodal product that seamlessly facilitates intermodal travel through integrated trip planning, while investing in user safety by displaying the friendliest corridors for bike travel. We believe these solutions will support the region's already impressive transit mode split by enabling more first/last-mile trips to transit (3.6.4).

Our team is also committed to delivering programs that proactively address equity barriers to transportation. We accomplish this goal by designing and delivering Reduced Fare Bike Programs (\$5/month) coupled with robust community outreach initiatives that have led to the largest and most well utilized equity programs in the US — both by percentage and sheer number of participants (3.5.5.2).

Finally, we are a committed community partner who will respond quickly to the changing needs of local residents, as evidenced by our Critical Workforce Program, which provided 27,000 free Citi Bike memberships to essential workers in the wake of COVID-19 (3.5.6).

- **Management Criteria: A seasoned team with a detailed financing and expansion plan.** Lyft strongly believes in the power of bike share to drive meaningful mode-shift as reflected by our deep investments in expanding bike share in major cities across the US. **[Over the last year, Lyft has invested \$60 million in expansion equipment for city partners where we have long term contracts.]** These investments have accelerated bike share adoption and reflect Lyft's commitment to growing alternative transportation options and utilization. **[For the Jersey City and Hoboken program, we are proposing to make a \$23.5 million**

investment inclusive of \$8.5 million in capital investments over the life of the contract (3.10.2). In addition, we are also committed to share 5% of annual ridership revenue above \$2 million with the Cities. (3.10.3).] Beyond this proposed investment, we will also work with the Cities to secure private-station funding, which Lyft has a proven track record of procuring to help expand regional networks (3.10.1). Finally, baked into our implementation plan are opportunities to further expand the system, based on ridership growth and bike utilization metrics, to deliver a program that continues to support the Cities' flourishing cycling culture (3.7).

- **Implementation Plan: We are ready to go.** Our team has already taken significant steps to prepare for launching this program should we be selected (3.7). **We anticipate beginning initial deployment of ebikes and installation of stations within weeks of contract execution.** Our implementation plan places community engagement at the heart of our project plan and marketing strategy (3.7, Phase 2, Phase 5), designed to make bike share available to those who need it most. Operationally, we have existing warehouse facilities to support program growth, have begun the procurement process of required vehicles, and have stations ready to be deployed in Hoboken. We are very excited about the possibility of partnering with the Cities and look forward to the hard work of getting this expanded regional program up and running as quickly as possible.

We recognize that the Cities have ambitious mode-shift goals that they are committed to delivering on to preserve the region's quality of life. We are excited by the opportunity to work hand-in-hand with the Cities to deliver a state-of-the-art bikeshare program that is committed to innovation and deeply integrated with the region's larger transportation network. Thank you for the opportunity to submit this application.

Respectfully,



Caroline Samponaro*
Head of Lyft Bike and Scooter Policy
[csamponaro@lyft.com (718)-753-6842]

*Authorized to Negotiate and sign contracts on behalf of Lyft, Inc.

Name of Applicant Company
Headquartered Address
Single Point of Contact
Contact Phone
Email
Website

Lyft, Inc., through its subsidiary Lyft Bikes and Scooters, LLC
185 Berry St., Suite 5000, San Francisco, CA 94107
Laura Fox
[(917)-514-4914]
[lfox@lyft.com]
www.lyft.com/bikes

3.4.2 Company Overview

Lyft has unparalleled experience in the successful operation of the largest bike share systems in North America. Lyft, which acquired Motivate in 2018, provides bike share in over 20 cities across 8 major metropolitan areas. Lyft bike share riders have taken over 150 million rides, and Lyft now operates over 45,000 bikes across our systems. We work in coordination with city governments and local stakeholders to deliver bike share systems that respect the public right-of-way and ensure that bike share infrastructure is equitably distributed across neighborhoods.

Lyft also operates scooter share systems across the United States. Since our launch of scooter share operation in 2018, millions of people have taken trips on our scooters in cities across the United States. We pride ourselves on a high-touch micromobility operations model that prioritizes safety, equity, and environmental sustainability, and strive to be the most compliant, responsive, and collaborative operator in every city we serve.

Hand-in-hand with our city partners, our team has transformed the urban fabric of the cities we work in by vastly expanding their sustainable transportation networks. In the Citi Bike system alone, we currently operate 15,000 bikes, and recently surpassed a major milestone in North American bike share: 100,000 trips in one day. In Boston, our recent investment in the Bluebikes system, doubling station density in the urban core and adding a more equitable distribution of stations, is enabling us to break weekly system records. This type of scale is built on a deep foundation of operational experience and an efficient, vertically-integrated equipment and software supply chain.

Lyft has invested significant engineering and data science resources in developing our own proprietary suite of tools to manage, monitor and track bike share operations (3.5.3). We implement data-driven approaches in real-time through the use of our proprietary monitoring and deployment applications to maximize system performance.

We are also the industry's most experienced practitioners when it comes to day-to-day matters like station maintenance, bike repair and rebalancing. In 2019, we made over 352,000 bike repairs, 431,000 bike inspections, and rebalanced over 3.9 million bicycles across our systems. This relentless focus on maintenance and system upkeep allows us to stretch the useful lifespan of our equipment, and ensure we catch any maintenance issues before they lead to larger problems.

[Lyft has over 5,000 full time employees, with 485 of them working in the New Jersey/New York area. Our Transit, Bikes and Scooters line of business is supported by a total of 568 full time employees, and our Citi Bike operations currently consist of over 400 full time employees.]



Table 1. Lyft's Bike Share City Partners

City	State	Operations Type	# of Devices
Boston	MA	Bikes	3,500 bikes
Chicago	IL	Bikes, eBikes	6,000 bikes
Columbus	OH	Bikes, eBikes	600 bikes
Jersey City	NJ	Bikes	500 bikes
Minneapolis	MN	Bike, eBikes, Scooters	3,000 bikes, 1,000 scooters
New York City	NY	Bikes, eBikes	14,500 bikes
Portland	OR	Bikes, eBikes	1,500 bikes
San Francisco	CA	Bikes, eBikes	5,000 bikes
San Jose	CA	Bikes, eBikes	800 bikes
Washington	DC	Bikes, eBikes, Scooters	5,000 bikes, 1,000 scooters

References for existing bike share partners can be found in Appendix A.

3.5. Scope

3.5.1. Equipment

In the following section we provide an overview of each element of Lyft's state-of-the-art as well as battle-tested equipment that we propose to rollout as part of the Jersey City-Hoboken bike share system. Detailed specifications for all equipment can be found in Appendix B.

3.5.1.1. Lyft Pedal Bike

With a design that is informed by our best mechanics and battle-tested through millions of rides delivered under the largest bike share systems in North America, Lyft's pedal bike is built for the rigors of urban cities. We've made component choices that take into account the full lifecycle and total cost of ownership of a vehicle -- such as our decision to include a continuously variable transmission (CVT) hub instead of Shimano or Sturmey Archer. A CVT hub, also known as an infinity shifter, uses a different mechanism from the typical cog-based hub design. We have found that the CVT hub far outlasts the Shimano/Sturmey Archer options, in addition to being a preferable riding experience for riders.

The Lyft pedal bike has been designed and tested, by 3rd party, authorized certification bodies to meet or exceed all North American, Federal regulations per CPSC 16 CFR 1512. The Lyft pedal bike has also been certified to other voluntary standards that are recognized internationally. These standards include ISO 4210 and EN 15194. These standards subject our bikes to conditions and test cases not found in 16 CFR 1512. The diverse testing that Lyft requires ensures that our bikes will provide the safest vehicles for our riders.



3.5.1.2. Lyft Pedal Assist ebikes

Over the last year, Lyft has been working to vastly expand ebike fleets across all of the North America Bike Share systems we operate. Today we have thousands of these vehicles operating on the streets of New York, San Francisco, San Jose, Minneapolis, Columbus and Washington DC, with plans to expand in Portland and Chicago over the next two months. With pedal-assist ebikes, riders activate the motor by pedaling, and the motor alone won't propel the bike. Over the last year, Lyft ebikes have logged over 1 million rides with an average utilization of 10+ rides per day.

This year, we introduced our dock-only ebike. The new model includes a longer lasting battery and a new and improved front braking/rear wheel drive configuration. Our bike is a single gear design, optimized with the e-assist to have a comfortable ride over all terrain types and speeds. This design leads to a lower bike weight and makes it easier to use for all riders. Over 3,000 of our dock-only ebikes will be deployed in NYC this year.

[Development of our third generation ebike is underway, taking into account all of our learnings from shared mobility to bring the best to cities and riders, with a significantly higher capacity battery.]

3.5.1.3. Fleet Make-up

As discussed in the Project Work Plan Section 3.7, Lyft proposes deploying a bike share fleet of 1,000+ bikes composed of approximately 40% ebikes — providing the Cities with a fleet mix that best meets the diverse riding preferences of its residents and visitors.

3.5.1.4. Stations

Lyft's bike share stations provide a dependable docking solution that have proven reliable in some of the largest cities and harshest urban environments. Each station includes one terminal, bike docks, bike dock slabs and an ad panel. Our proposed network of 95 docking stations includes the 51 existing Citi Bike stations in Jersey City, 29 new stations in Hoboken (utilizing where possible the existing Hudson Bike Share station locations), and 15 additional planned stations (locations TBD).



The bike docks are equipped with a key reader for releasing bikes and include a numeric keypad and a maintenance request button. Bikes are securely and quickly locked into place at docking points by a robust locking mechanism that is both tamper-proof and easy to use. Docking stations are designed to be theft, tamper and graffiti resistant. As a bike enters the dock, the dock reads the encrypted RFID chip and instantly engages the locking mechanism. A LED indicator flashes and a unique sound is emitted informing the user that the bike is securely locked. The bike docks are also equipped with the latest NFC technology.

To meet the challenges of integrating a station in any urban landscape, the station is designed to be extremely versatile with bike dock positioning that can be configured easily to fit almost any street or sidewalk space. Station placement can prioritize locations where street lighting is already available to impede vandalism and encourage nighttime usage. Stations can be quickly and easily installed, moved or removed. Combined with a highly efficient power management system, stations operate on solar power during the day, on batteries during the night, and use wireless communication via standard mobile networks.

Users can quickly find docking station locations throughout the system using the Citi Bike or Lyft app. The apps provide a complete picture of the network, and allows users to plan their journeys accordingly.

Lyft's stations are all designed with weatherproofing in mind. The enclosures are water tight to prevent rain and humidity damage, and include components that are plated or painted for corrosion resistance. Lyft already has a flood plan response in place for Jersey City, and we would develop a similar plan for Hoboken.

3.5.1.4.1. Station User Interface

Lyft's docking stations are easy to use, and provide a reliable clear direction to riders. Each of Lyft's docking stations operate 24/7 and process payments and liability waivers for walk-up users. The stations allow Citi Bike members with key fobs to unlock bikes without needing to use the payment terminal. Users can also use the Lyft or Citi Bike app to rent bikes, or register online for Annual or Reduced Fare memberships.

3.5.2. Hours of Operations

Lyft proposes to operate a bike share system that will be available 24 hours a day, 7 days a week throughout the year. Our 24/7 operation will allow users to rent bikes as well as reach our award winning customer service team at all hours of the day (3.9.3).

3.5.3. Operational Approach and Software

To effectively manage the complex bike share systems we operate in major cities across the United States, our team has invested significant time in the development of best-in-class operational tools as well as innovative operational approaches. In the following section, we outline the tools we have developed to ensure proper vehicle maintenance, facilitate efficient and timely rebalancing, maintain robust record keeping as well as deliver system performance data to our City partners. Together, this suite of tools will allow Lyft to deliver to Jersey City and Hoboken a well-oiled operation from Day 1.

3.5.3.1. Maintenance

Vehicles. Lyft has developed proprietary tools to manage, monitor and track vehicle maintenance and workflow management. Each time a vehicle comes into a warehouse, it receives a full inspection from a mechanic. [Lyft's field staff Android application, called **Fieldwork**, logs a full maintenance history for every vehicle (including trips logged on key components since last replacement), so we are able to prescribe vehicle-specific "mandatory maintenance actions" that are designed to extend the vehicle's lifespan.] Lyft undertakes regular preventive maintenance via inspections every 500 trips or 45 days, whichever comes first.



Stations. Stations are monitored in real time using our proprietary software, AirControl. Should a station go offline for any reason, our field staff is automatically notified and our dispatch sends out a station technician to resolve the issues. In addition, every station undergoes a quarterly inspection and maintenance procedure from one of our station technicians. These include both terminal inspections (including PCI data security) and docking point testing. In addition, Lyft proactively clean stations at least once every 45 days and more often as needed. We remove any graffiti from stations within 48 hours of discovery. Our station cleaning procedures include: removal of any litter, leaves, debris within the station footprint, sweeping the space between station and curb, the removal of any graffiti or stickers, and pressure washing.

Maintenance Team. Lyft utilizes a team of trained mechanics and warehouse associates to regularly perform vehicle maintenance and inspections. At the outset of this program, we will employ approximately 24 FTE Field Roles (e.g. Mechanics, Rebalancing, Station Tech, etc.) and FTE Warehouse Associates to ensure our bike fleet meets our rigorous quality and safety standards. As the system grows, we expect the number of Mechanics to scale roughly equivalently while gaining some efficiencies with improvements to hardware longevity. Warehouse associates will scale incrementally as their primary focus is on rigorous vehicle inspections. More information on Staffing is available in Section 3.9.

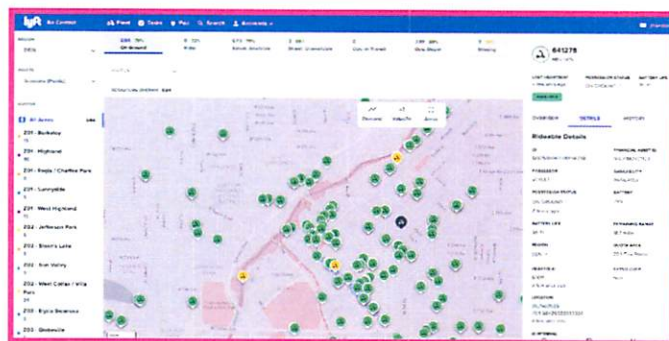
3.5.3.2. Fleet Redistribution

Our bike share redistribution procedures are designed to both maximize service availability and minimize the vehicle miles traveled (VMT) and greenhouse gas emissions (GHG) associated with redistribution. We mainly use cargo vans for early morning and overnight vehicle deployment and redistribution, and ensure efficiency by using a routing algorithm to minimize unnecessary VMT.

To more reliably accommodate the riding public's needs during peak periods and at high-traffic locations, Lyft employs the **following technology tools and innovative emissions-free techniques to rebalancing**:

- **Fleet Management and Rebalancing Software.**

We implement data-driven approaches in real-time through the use of our proprietary monitoring and deployment applications to maximize system performance. [Our fleet management software, called **AirControl**, helps our Operations team deploy, reallocate, and recall vehicles throughout the day. Fieldwork is the mobile app that our field team uses, and AirControl is the underlying system that monitors system performance and assigns work orders. Our tools track the location and battery status of each vehicle in real-time, and when system imbalances arise, vehicle charge is depleted, and usage violations occur, our software will deploy a team member to redistribute or replace our fleet.



Lyft's data science team has developed and continues to refine our rebalancing algorithm, which now incorporates multiple models of anticipated demand based on forecasted weather and time of day. This decision support system is both predictive and responsive in nature and assigns our field delivery team with detailed work orders that we can track, monitor, evaluate and refine. Moreover, **each bike move generated by the system is retroactively graded based on the number of trips the intervention enabled allowing our system to get smarter about rebalancing over time.**]

- **Valet Services.** Lyft proposes to implement “Valet” stations at the Cities’ busiest transit stations (such as continuing valets at Grove Street Station, and adding them in areas like Hoboken Terminal) in order to ensure customers can start or end rides near transit hubs, even when docking racks are full. Valet stations would be staffed by field team members during peak time periods and enable tens to hundreds of additional trips to be accommodated at major transit stations. We have implemented similar valet programs in Jersey City, Boston, Chicago, New York and San Francisco to ensure that large trip generators are served in an organized fashion, preventing adverse impacts on sidewalk space and facilitating connections to transit.



- **Bike Trains.** Bike Trains are redistribution bicycles equipped with rear trailers to move small fleets of bikes between stations. “Bike Trains” are a greenhouse gas and VMT-free way to rebalance bikes or swap batteries efficiently that are less affected by traffic than vans and are ideal for rebalancing stations on narrow streets and during congested time periods. Bike Trains could be an effective rebalancing mechanism in the dense Hoboken footprint, for example.



- **Bike Angels.** The Lyft team will also implement a **highly effective and innovative user rewards program to incentivize user-driven rebalancing.** Lyft has extensive experience with bike share user rewards, with a special focus on “ride-ending” actions through the [Bike Angels program](#), which is currently running in Jersey City. This program has proven effective at impacting the end-of-ride parking location decision process for thousands of users in San Francisco and New York, and is already active in Jersey City. By rewarding users for slightly adjusting their origin or destination away from capacity-constrained stations based on real-time and forecasted system conditions, the Bike Angels program meaningfully increases bike availability across the system without adding additional operations VMT. Bike Angel incentives are displayed in-app before and during a trip, which gives all users an incentive for helping in rebalancing the system. Users are rewarded with ride passes, Membership Extensions and gift cards depending on how many points they earn through the program.

3.5.3.3. Database - Record Keeping and Datasharing

Lyft will collect and store information about the Cities' Bike Share system in order to manage the service, conduct lifecycle maintenance audits, respond to customer support inquiries, communicate with users, and respond to trust and safety issues. In the following section we discuss the various systems we have in place to collect system operations data and how that record keeping is used to support the bike share system. We also discuss how system information is shared with the Cities.



Operations - Record Keeping Management Systems

[Please refer to the Maintenance Section [3.5.3.1](#), where we discuss Lyft's AirControl and Fieldwork tools.] These proprietary tools keep records on the full life history of every vehicle within our fleet, as well as the history and impact of each and every rebalancing event to improve operational performance.

Customer Service - Record Keeping. When customer complaints are filed with Lyft, they enter a ticketing system that ensures that all issues are addressed in a timely fashion. [We have a 24/7 customer service team ([3.9.3](#)) that strives to answer customer service calls within 30 seconds, and 90% of customer service complaints are resolved in under two hours via email.] On a monthly basis, Lyft will provide the Cities with summary reports on the number and character of the calls and emails received, average call answer time and duration, percentage of first call problem resolutions, top five customer service issues, and any incidents reported including the date, location and outcome of the incident.

Lyft's Datasharing Dashboards. Lyft is committed to providing the Cities with robust data to help visualize, evaluate and celebrate the impact of their bike share program. Lyft will share system data with the Cities through a documented web-based API, online data dashboards, and monthly reports specifically tailored for Jersey City and Hoboken - along with some system-wide stats that include New York City - to provide real-time and aggregated insights into system travel patterns across bike share types. This data format is what we collect and report for all of our dock-based systems (including the Jersey City program today) and we believe would meet the data needs of the Cities in place of the Mobility Data Specification feed, and we welcome the chance to discuss this further with the Cities. Lyft's dashboard will share important system health and performance metrics including: active end riders, total number of rides by time of day/day of week, utilization rates per device, and more. Lyft will also share additional data with the Cities through monthly reports delivered via a secure file transfer method, such as IronBox, to meet reporting obligations.

Lyft's data dashboards will include overall system health stats such as:

- **System Infrastructure Utilization:** Number of members, numbers of rides a day (daily), numbers of monthly rides, the stations with the top ridership, as well as ridership by and gender percentages of riders
- **System Infrastructure Inventory:** Number of stations, number of docks, station utilization and relative popularity
- **System Infrastructure Expansion Tracking:** In-depth overview of station planning and progress to implementation

3.5.4. Rider Facing Software and User Experience

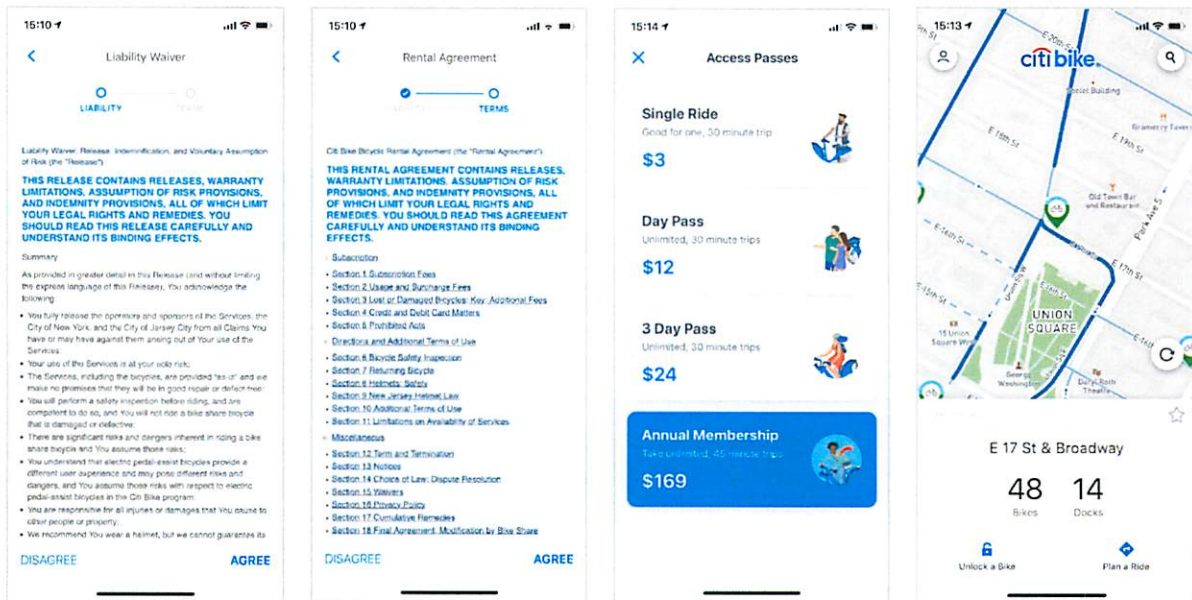
3.5.4.1. Mobile Application

Users will be able to rent bikes from the dedicated Citi Bike app and Lyft app (both available in the Apple App Store and Google Play Store). Both apps will present users with the entire network of docking stations available in Hoboken, Jersey City, and New York City. It also includes features which allow users to report any maintenance issues with our team relating to the bikes or docking stations.

To encourage greater modeshift and user adoption of bike share, every time a user goes to book a trip in the Lyft app, they will be presented with a bike share option, as well as one-click option to book a bike. This integration has proven to be incredibly impactful in driving new user adoption. [For example, 20% of casual passes across the Citi Bike system are being driven through the Lyft app.]

Onboarding Flow and Liability Waivers

When a user registers to rent a bike via the Lyft or Citi Bike app, they are prompted to sign liability waivers and go through the in-app onboarding process. The onboarding flow indicates how users can find their closest docking station, any time limitations, and FAQ about how the program works including how to unlock and return bikes.



Additional Features

Our apps have a number of features designed to deliver an excellent user experience. The Lyft app is available in English, Spanish, French and Portuguese and will soon be available in Traditional and Simplified Chinese. The Customer Experience Team can be reached at any time using our report-an-issue feature. Lastly, as part of our strategy to encourage sustainable travel and promote safe travel, we include information about transit connections, walk mode, and bike lanes (3.6.7).

3.5.4.2. Rider Website

Users will be able to find all relevant information about the Jersey City and Hoboken bike share program on Lyft's dedicated Citi Bike website (citibikejc.com). Public users can find all relevant information on our website, and are able to register for all membership types (e.g. reduced fare memberships) online. The website describes how the system works, how to register, and where to find stations, as well as any Frequently Asked Questions. [The Citi Bike website saw nearly 1.5 million visitors in 2019, and in 2020 has already attracted 971,000 visitors with year on year growth of 87% in May as Citi Bike became a critical mode of transportation during the COVID-19 pandemic.] Users can also find out more information about Lyft's broader bike sharing programs at lyft.com/bikes.



3.5.5. Pricing and Membership Options

One of the key benefits that Lyft will look to bring to this program is to offer a seamless regional bike share pass for program users. [Jersey City and Hoboken bike share members will benefit greatly from the bike share program

being integrated with Citi Bike's operations in NYC, as currently **over 70% of registered Citi Bike members in Jersey City also use Citi Bike in New York**. Providing a unified membership option across the region will provide an unparalleled user experience that program users have come to expect and enjoy.]

3.5.5.1. Casual Riding

Single Ride Pricing. For non-members, Lyft's pricing for a single ride costs \$3, for up to 30 minutes on a classic pedal bike. When a user upgrades to an ebike, it will be an additional \$0.15 per minute. If a user rides a bike for longer than 30 minutes at a time, regardless of the type, it will cost them an additional \$0.15 per minute.

3.5.5.2. Membership Options and Equity Programs

We know from experience that **membership pass programs are the keys to driving modeshift**. As a result, Lyft also offers a variety of passes to encourage users to spend more time cycling, whether they are visiting for the day, a weekend, or want to commute year round using Citi Bike.

Annual Membership. For the dedicated commuter, Lyft offers an annual membership designed to keep our riders pedal-powered. [90% of rides in Jersey City are done by riders who hold a Citi Bike annual membership.] For \$179 per year, annual members can take as many 45-minute rides as they like on a classic bike or upgrade to an ebike for an additional \$0.10/min. For trips longer than 45 minutes, it costs members an additional \$0.15 per minute, regardless of the type of bike.

Reduced Fare Memberships. Ensuring equity of access and **breaking down transportation barriers to access is a driving pillar of Lyft's bike share work**. As a result, Lyft offers a deeply discounted Citi Bike reduced fare membership that costs only \$5 per month for Jersey City Housing Authority (JCHA) and SNAP recipients. For Reduced Fare users, the first 45 minutes of each ride is free when riding a Citi Bike classic pedal bike. If a Reduced Fare user chooses to take an ebike, it will cost an extra \$0.05/minute. If a user keeps a bike out for longer than 45 minutes at a time, it will cost \$0.15 per minute for the remainder of their journey, regardless of the type of bike.

Veterans and Military Memberships. In appreciation of the women and men who have served, Citi Bike also offers a Veterans and Military Discount, with \$35 off annual membership costs to all active, reservist, veteran and retired US military personnel.

Bike for Business. When employers subsidize bike share memberships as a transit or wellness benefit for employees, it encourages a new audience of riders to enroll and try out biking. It also 'normalizes' bike share as a convenient transportation option for commuting. Hundreds of workplaces across the Citi Bike network offer subsidized Annual Memberships to employees as a wellness, transportation, or recreation benefit. [The Bike for Business program has proved to be an effective channel for introducing bike share to a new audience; 62% of members who enroll are new to Citi Bike. Nationwide, our Bike for Business accounts for 10% of all members. In Boston, most major universities and hospital systems participate in the program, accounting for nearly 9,000 annual members.] We will look to achieve a similar scale in Jersey City and Hoboken.

City Employee Pass Programs. The City of Jersey City is currently enrolled in Citi Bike's Bike for Business program, which offers discounted annual memberships to employers who subsidize bike share memberships for employees. As of 2020, over 350 Jersey City employees had enrolled in this program. Lyft looks forward to working with the City of Hoboken to create a similarly robust City employee program.

3.5.6. Promotions and Marketing

The Lyft team brings extensive experience in growing bike share ridership through localized marketing and communications. Our experience includes expertise in equity-based outreach, community engagement, experiential and field marketing, and public relations. We will continue to inform and iterate on our Jersey City and



Today we announced to our city employees that we are offering all Jersey City Municipal Employees FREE CitiBike Membership. It is another great benefit to further engage current/prospective employees to the City + most important it is healthy.



Hoboken-specific marketing strategy — which centers around equity, lowering barriers to access and promoting sustainable commuting — with a national playbook that will allow us to execute best-in-class marketing campaigns.

In Jersey City, Lyft has made its mark by collaborating with organizations and events that reach a diversity of residents and visitors across the city. **Below we provide an overview of the extensive outreach undertaken by the Lyft/Motivate team since launching Citi Bike in Jersey City in 2015.** These outreach activities aimed to reach a diversity of riders, inform local residents about our low-income pass programs, educate users on safe riding and proper parking etiquette, as well as engage the public around how to reach us to report good and bad rider behavior:



- **Supporting the Bike JC Ward Tour.** Citi Bike has sponsored the Jersey City Ward Tour event since 2016, working with Bike JC to provide operational and promotional support. We provide operational support with a full bike corral at Grove Street station and valet service at the Harborside station for users to conveniently pick up and dock their bikes. Citi Bike has an onsite presence at the event's finish line festival where Citi Bike Ambassadors educate riders on the benefits of riding Citi Bike, provide a discount on annual memberships for new members, as well as provide riding and safety tips. We meaningfully engage with thousands of event participants and will continue to be a core partner of Bike JC and the Ward Tour in 2021 and beyond.
- **Investing in community presence at local events.** The Lyft/Citi Bike team has a network of 25 ambassadors who cover the regional system. The ambassadors are dedicated to attending local events such as Jersey City's annual Fourth of July festival, the All About Downtown Street Fair, the Jersey City Ward Tour, as well as Hoboken's Summer Streets, or the Italian Festival. At these events, the Lyft/Citi Bike team offer information about the system, conduct demo rides, and provide onsite sign-up for Annual and Reduced Fare memberships.
- **Supporting essential workers with critical transportation options during the pandemic.** To ensure social-distanced commuting options were available to our region's essential workers during COVID-19, Citi Bike provided free annual memberships to essential workers. Through this Critical Workforce Program, we distributed more than 27,000 free memberships to essential workers in New York and Jersey City. This program was funded in part through additional sponsorship dollars our team secured from Mastercard and Citibank.
- **Investing in relationships with the local biking community.** We are in consistent contact with groups like Bike JC to make sure that our fingers are on the pulse of what the Jersey City cyclist community is looking for in their local bike share system. Citi Bike has offered to be a regular presence at Bike JC's monthly meetings. We would extend the same offer to Hoboken's bike advocacy community, such as BikeHoboken.
- **Supporting the "Hudson Ribbon" Pedestrian/Bike Bridge.** Citi Bike is eager to help Jersey City and Sam Schwartz Engineering realize the vision of a pedestrian and bicycle bridge connecting Jersey City and New York City. This would quickly become one of the most used bridges in the region for bike commuting, and further integrate and connect Jersey City, Hoboken, and New York City.
- **Engaging and supporting Jersey City's Climate Action Planning Group.** Citi Bike has been an active participant in Jersey City's Climate Action Planning group, attending multiple planning meetings and participating in transportation related subcommittees. We've learned the priorities of Jersey City residents first hand, and have contributed our own transportation and street design related expertise as well. We would be eager to participate in similar stakeholder committees related to transportation planning in Hoboken.

In 2021, in line with the growth in vehicles and service area expansion to Hoboken, we plan to vastly expand the outreach outlined above, including:

- **Let's Ride JC Streets Action Plan.** Lyft plans to work with the Cities to be vocal advocates for initiatives that seek to better connect Jersey City and Hoboken by bike. In coordination with the Cities, we will support campaigns and planning processes that center around people, not cars, in the region. We will also work with

advocacy groups like Bike JC, Bike Hoboken, and the Tri-State Transportation Campaign to engage grassroots supporters, as well.

- **Climate Action Planning Group.** Continue to engage in Jersey City's Climate Action Group, and join any similar planning/stakeholder engagement body hosted by Hoboken.
- **BikeHoboken.** Lyft will engage BikeHoboken, who are an organization of Hoboken residents advocating for more bike-friendly and safer streets in the city. We will work closely with them to consider how Citi Bike can support their initiatives.
- **JC Ward Tour 2021.** Continue to support the JC Ward Tour, and use the opportunity to grow Citi Bike membership in Jersey City and Hoboken.
- **Jersey City and Hoboken Member Survey.** Using our extensive member list and marketing power, we will engage current Citi Bike members - and potential ones -- in Jersey City and Hoboken on what they would like to see from the expansion of Citi Bike into Hoboken. We will do broad organizational outreach in both Cities to help circulate the survey as far and wide as possible. The survey will help inform implementation.
- **Support Local Groups with Free Ride Codes.** We will continue to work with local organizations to provide free ride codes to support social rides and other community building activities.
- **Reduced Fare Membership Program.** We will do specific stakeholder outreach in communities of concern in both Jersey City and Hoboken to ensure that as many people as possible know about the Reduced Fare Membership program.

3.6. Objectives

3.6.1. Launch a financially self-sustaining, 24-hour, 365-day bike share program that can expand regionally in subsequent years, and is capable of meeting negotiated performance standards.

Lyft and Citi Bike will expand our current Jersey City offering into Hoboken to provide a 24-hour, 365-day bike share program to all users. We look forward to working with the Cities to create a financially self-sustaining program that can expand regionally and is capable of cost-effectively sustaining the high performance standards we strive to provide all of our City partners. In order to achieve this objective, we see the following elements as critical to delivering a financially sustainable system:

- **System Sponsorship.** [In order to support the financial sustainability of the program, we require sponsors to help finance system expansion and operations. We are well positioned to procure sponsorship for this program and more details can be found in Section [3.10.](#)]
- **[Single Operator System Approach.** In order to provide a system that is convenient to users, environmentally responsible for rebalancing, and financially viable to operate, Lyft requests the Cities offer the chosen provider the exclusive right to operate bike share within their Cities.]
- **Additional Micromobility Modes.** Given the cross-over in ridership and financial interconnectedness between bike share and other shared mobility programs (such as scooter share), Lyft requests that, should the Cities seek to introduce other types of shared mobility vehicles, Lyft first be provided the option to integrate those new vehicle types into the existing program.
- **Planned Expansion.** Our project plan calls for adding 15 stations and 200 bikes shortly after the initial 80 stations deployment has been completed. We plan to fund those additional stations through partnerships with private developers. Those potential partners have already been identified and have actively engaged in discussions. Lyft has a proven track record of working with private developers to fund bike share stations. We have worked with real estate organizations, such as Kushner Real Estate and Van Leer, to privately fund stations near their residential properties in order to bring Citi Bike as an amenity to their residents, which brings more stations and bikes to the public.
- **Regional Expansion.** Lyft has experience providing financially self-sustaining regional bike share programs that cross multiple municipal boundaries. Our regional expansions have been funded through a variety of sources including incremental ridership revenue, investment from private developers, incremental

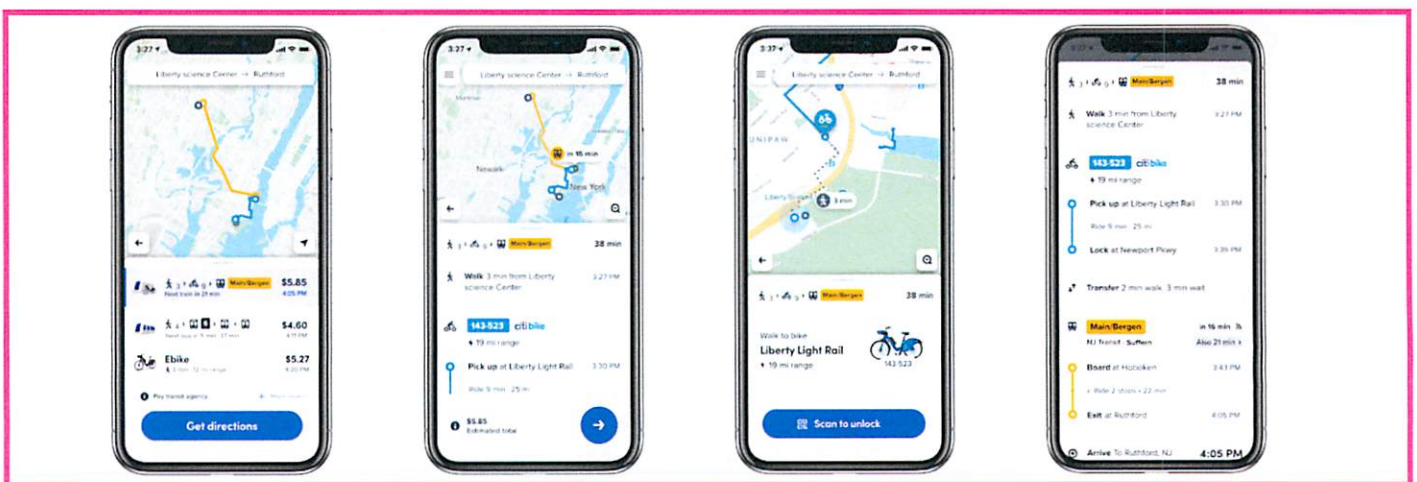
sponsorship, and public funding including state and federal grants. For example, earlier this month, in Metro Boston, we announced the addition of 5 new municipal jurisdictions to the Bluebikes program, taking the total number of city partners for that program to 10. The Metro Boston expansion is being funded through a grant from MassDOT that was secured through collaborative efforts between Lyft and the city partners. We have additional examples of successful regional expansions in Washington DC and Chicago and look forward to working with Jersey City and Hoboken to recreate that model.

- **Measuring Program Health and Performance.** Lyft will work with the Cities to agree on the performance standards that will be used to evaluate the program. These standards will align with the Cities' transportation agendas and ambitions, such as a 4x increase in the levels of cycling in Jersey City by 2025. Regular monthly reports will also enable a deeper dive into system health and ridership patterns, and can be structured around the specific planning needs of the Cities.

3.6.2. Reduce dependency on automobiles, particularly for short trips, in turn reducing traffic congestion, vehicle emissions, and demand for parking

Lyft has made significant investments in new technology tools aimed at encouraging the adoption of sustainable commuting options, including biking (of course!), transit and walking. As a company, we recognize that public transit is the foundation of urban mobility and that a major objective of bike share systems is to facilitate connections to the region's robust mass transit network. With this in mind, the Lyft team invests heavily in technology solutions that encourage adoption of public transit and mode-shift away from personal automobile usage. These features include:

- **Transit Trip Planning Services.** In 2018, Lyft became the first micromobility company to provide real-time transit information via its rider facing application. In 2019, Lyft integrated **real-time transit information and transit trip planning for all NJ Transit Services into the Lyft App** to encourage greater awareness and adoption of public transit. Live since March 2019, the Lyft transit feature has been used by more than 747,000 riders in the greater Jersey City-Hoboken area.
- **Multimodal Trip Planning.** Building on our transit trip planning features, Lyft has begun development and testing of a multimodal trip planning feature that will provide bike share + transit directions. **This new feature will be live in the Jersey City and Hoboken community in the next three months, surfacing recommended multimodal journeys to Jersey City and Hoboken residents by pairing first/last-mile bike trips with longer PATH and HBLR travel legs.** This new multimodal feature will present a convenient, sustainable commuting alternative for every trip planned through our app. See below for screenshots of this feature.]
- **Walk Mode.** Lyft recognizes that certain trips considered through the Lyft app may be better served by walking than any of the other modes Lyft could recommend. Recognizing both Cities' commitment to active travel, Lyft has also launched a walking mode within our app that encourages walking trips as an option for any short journey. This feature was launched to all Lyft users in the Jersey City-Hoboken area in June of this year.



3.6.3. Increase transportation options for economically disadvantaged residents

Addressing transportation equity is a founding pillar of Lyft's bike share work,¹ and is an issue we commit ourselves to executing on in all of our programs. Lyft is eager to work with the Cities to institutionalize equity within the bike share program, aligning with the five priority equity goals listed in Jersey City's Bicycle Master Plan. In both Jersey City and Hoboken, Lyft will prioritize the participation and engagement of the Cities' underserved communities. Some of our approaches for transportation equity include the placement and allocation of docking stations, as well as programs and services to reduce financial barriers to using bike share.

Docking Stations. Ensuring economically disadvantaged residents enjoy the benefits of bike share begins with access: station density and proximity drives program utility. Jersey City has identified and mapped priority Communities of Concerns, which are based on race and socioeconomic class. The Cities identified Communities of Concern within the existing service area, which will help inform Lyft's docking station placement. We welcome the opportunity to discuss with the Cities to ensure the network of docking stations serves low-income census blocks, and how to address those areas in the context of other expansion priorities. We've previously discussed with Jersey City opportunities to add stations to Ward E through developer sponsorships, and would be open and excited to continue to discuss those important public-private partnerships.

Reduced Fare Memberships. Creating a membership structure that ensures access to affordable transportation for all residents regardless of income is critical to creating an inclusive program. In that vein, Lyft offers a well-utilized Reduced Fare membership program which allows qualifying residents to register for month-to-month bike share usage capped at \$5 per month (3.5.5).

Community Engagement. Lyft's community engagement efforts concentrate on welcoming Reduced Fare Riders and ensuring that people who qualify for reduced fare memberships are aware of the program and have the resources and tools they need to register. These efforts strive to measurably increase the rate of cycling among the Cities' marginalized and historically and systemically excluded populations (3.5.6).

Bridging the Technology Gap. Lyft recognizes that not all of our users have access to a smartphone, and this can prove to be a substantial barrier to accessing bike share. To address this access barrier, Citi Bike distributes key fobs to Monthly Reduced Fare and Annual Members to unlock bikes without using an app or the kiosk at the station. The bike key is an RFID enabled key fob linked to a member's account. Simply insert the bike key into a dock, and a bike is released.



3.6.4. Enhance existing public transportation systems by providing a bicycle share system to complete the first and last leg of a trip (e.g. from the train station to the workplace or home) and enable rail, bus, and ferry commuters to make short trips without a car

The greater Hoboken-Jersey City area is a key economic hub for the region—and transit is a critical lifeline. Hoboken ranks first in the United States for commutes by transit, with 60% of commuters taking advantage of trains, buses, and ferries to get to work. By integrating bike share with transit, we can do more to lower barriers to transit ridership, and create a more seamless multimodal transportation system.

The transit integration strategies we discuss below will help ensure that commuters always have a convenient and reliable way to get around, whether it's to close that first/last-mile gap, or to seamlessly squeeze in some small errands around town:

- **Multimodal App.** We have redesigned the Lyft app to help facilitate first/last-mile connections to transit, and encourage a shift to shared mobility—be it bike share, shared Lyft rides or public transit (see images in 3.6.2). Residents of Jersey City and Hoboken have access to the multimodal version of our Citi Bike and Lyft apps, which integrates real-time transit and bikes into a single app. Riders are able to track transit vehicles in

¹ <https://medium.com/@johnzimmer/lyfts-approach-to-bikes-scooters-90ce505ff496>

real-time, plan a multi-modal trip, and find and unlock a Citi Bike. The multimodal app will provide rail, ferry, and bus commuters with simple directions on how they can use the Citi Bike system to connect with their desired transit trip or allow them to make short trips and access urban amenities without a car.

- **Real-Time Transit Information.** In 2018, Lyft became the first ridesharing company to integrate real-time GTFIS-RT transit information into our mobile app. In the Jersey City-Hoboken area, real-time transit arrivals for several agencies are available in the Lyft app, including but not limited to New Jersey Transit, PATH, and NY Waterway. Real-time transit information is surfaced to riders for every trip booked through the Lyft platform.
- **Multimodal Hubs.** To reinforce the link between transit and bike share, we develop station and fleet deployment plans anchored around existing transit networks. The placement of docking stations will prioritize areas where first/last-mile journeys can be taken such as key transit interchanges, and employment centers. Some key anchors are highlighted below:
 - Regional hubs such as Grove Street Station and Hoboken Terminal are of critical importance due to the number of passengers who pass through the stations on a daily basis (Grove Street saw 6.6 million PATH passengers in 2018, while Hoboken saw 8.5 million PATH passengers).
 - Hoboken Terminal connects broader New Jersey residents with NYC via multi-modal connections between local and regional train lines and ferry services.
 - Grove Street Station connects residents and visitors to Lower Manhattan, Hoboken, and Midtown.
- **Lowering barriers to active transportation with ebikes.** The potential of pedal-assist bikes to boost transit ridership cannot be overstated. Across our systems, our ebikes are used 2-3 times as frequently as our traditional bikes. Electric bikes unlock longer trips, and give new riders in particular an easier, less strenuous introduction to active commuting. Bringing our best-in-class pedal-assist bikes to scale in the greater Jersey City-Hoboken area will make it easier for daily PATH and HBLR riders to close the first/last-mile gap, and seamlessly integrate trip chaining into their commutes.

3.6.5. Provide transportation options to the Cities' transit deserts

Jersey City has identified and mapped priority Communities of Concerns, which are based on race and socioeconomic class. Communities of Concern are geographic areas where the Jersey City Bicycle Master Plan will target investments in the cycling network, and the implementation of the Equity Action Plan. Lyft welcomes the opportunity to discuss with the Cities areas that are prioritized as transportation deserts, and how we can address those areas in the context of other expansion priorities. We have discussed with Jersey City ways to add stations to Ward E through developer funded stations and would be open and excited to continue to discuss these important public-private partnerships in both Jersey City and Hoboken.

3.6.6. Promote tourism through exploring the cities by bicycle



Lyft's Citi Bike program will promote tourism in Jersey City and Hoboken through a number of existing programs, including being integrated with Google Maps and the promotions with local hotels and tourism groups. Pricing options such as day passes also enable tourists to take unlimited journeys within a 24 hour period, enabling them to discover new corners of the cities, from the Empty Sky Memorial to Sybil's Cave. In Jersey City and Hoboken, docking station locations will prioritize areas with high footfall and tourist attractions, such as the Hudson River Waterfront Walkway and various waterfront parks (e.g. Liberty State Park, Maxwell Place Park). These locations are popular with tourists, locals and casual cyclists alike.

To expand upon these efforts, Lyft will initiate collaborations with Visit NJ, and actively promote Jersey City and Hoboken bike routes to popular tourist destinations, restaurants, and other attractions. We will also encourage more tourists within the program through the introduction of ebikes. These bikes unlock longer trips and give new riders and tourists, in particular, an easier riding experience on their first bike share trip.

Lastly, the Lyft platform is installed and used by hundreds of thousands of residents and visitors to the Jersey City-Hoboken region each year. [Lyft has integrated the Citi Bike system as well as multimodal trip planning into the Lyft app already, and as a result of this effort, every time a user enters the Lyft app they will be presented with a bike share option - as well as one-click option to book a bike - for each and every trip they consider through our platform; almost 20% of casual passes in the Citi Bike system are now coming from the Lyft app.]

3.6.7. Spur the transformation of city streets to become environments where pedestrians and bicyclists feel safe and comfortable, and help the Cities achieve their respective Vision Zero goals to eliminate traffic-related deaths

Improving safety for pedestrians and cyclists is a priority for Lyft. Because traffic crashes disproportionately affect lower-income communities, safety is also key to achieving our equity goals. Lyft endorse Bike JC's campaign to help the greater Jersey City-Hoboken area achieve their shared Vision Zero goal by encouraging policies such as complete street redesigns (e.g. Grand Street), and supporting pop-up bike lanes to show the impact of protective infrastructure.

We will continue to support local advocacy organizations and community groups who are doing this vital work and draw on their local expertise about what is needed to make Jersey City and Hoboken safer and more bikeable for everyone.

3.6.7.1. Investing in Surfacing Safe Travel Corridors

To help all riders locate the safest way to travel from A to B, Lyft displays Jersey City and Hoboken's existing bike lane network to micromobility users. Bike-friendly, fully protected bike lanes will appear as dark green lines in the app, while partially-protected sections of the Cities' bike network appear as dotted green lines. Our hope is that this in-app information will help more users feel confident exploring the region on two wheels.

In light of COVID-19 and the rise of "Open Streets" programs, which provide temporary bike and walking corridors to help support social distancing, Lyft has built out a feature that integrates these road closures into the bike lane network and shows users where they can safely ride.

3.6.7.2. Vision Zero

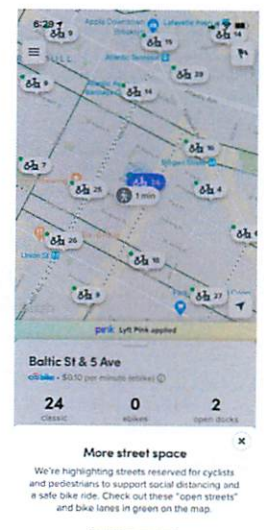
Lyft recognizes that bike share systems work best when streets are designed around people, not cars. Lyft partners with Vision Zero to educate everyone on our platform about the rules of the road and help support safer streets - including a feature in our rideshare app that alerts passengers to do the "dutch reach" before exiting vehicles near bike lanes to prevent "dooring" crashes.

Lyft wholeheartedly supports the Let's Ride Jersey City Bicycle Master Plan, including the goal to address equity as part of Vision Zero by "reduc[ing] the number and percentage of bicycle-related fatalities and moderate to serious injuries among Jersey City's marginalized and historically and systemically excluded populations". We will continue to support its implementation through stakeholder bike rides, social media promotion, as well as participation in local forums like Jersey City's Climate Action Working Group.

[We will also continue to work with researchers, such as Sarah Kaufman at NYU Wagner and Mike Lydon at Street Plans, who are working on Vision Zero and street safety by providing them relevant data and information.]

3.6.7.3. Supporting National Level Biking Initiatives

Working with a coalition of both national and local advocacy organizations, Lyft has been the leading micromobility company supporting the passage of the federal Bicycle Commuter Act. This bill, if enacted, would give bicycle commuters - including those using bike share - access to pre-tax financial support for the choice to commute by bicycle. The best Vision Zero research supports the "safety in numbers" theory; that is, the more cyclists using the street, the safer each cyclist (and pedestrian/driver) is. Our goal is not only to support safe infrastructure projects, but to also support the broader safe streets culture at every level.



3.6.8. Expand the health and wellness benefits of bicycle transportation beyond traditional enthusiast groups to everyone living or working in the service area

[Lyft's Citi Bike system in Jersey City sees 90% of trips taken by members], and membership has more than doubled since Citi Bike's initial launch in 2015, with over 2,000 current members. To promote more casual users in Jersey City and Hoboken, beyond our traditional user groups, Lyft will introduce a mixed fleet of pedal bikes and ebikes paired with promotions and marketing to reach wider, more diverse audiences.

Corporate Membership Program. Lyft has developed the Bike for Business program as a corporate membership solution that allows employers to provide free or subsidized membership to their employees (3.5.5.2).

Supporting Essential Workers with critical transportation options during the pandemic. Lyft's critical workforce programs have also created a record high in female bike share membership. For Citi Bike across New York City and Jersey City, 61.7% of the members of the critical worker program were female. As a result, the share of female membership in the Citi Bike system (currently at 37.8% of active members) has increased by 3.4 percentage points since May 2020, and by 5.1 percentage points compared to June 2019.

Free & Discounted Rides. Lyft frequently uses free and discounted ride promotions as a tool to invite new riders to try and experience the value of bike share. Each free ride campaign is planned with a clear, meaningful purpose in mind. Here are just a few recent examples from other cities:

- **Car-Free Earth Day.** In partnership with sponsor Mastercard and NYC City Council, we celebrated the natural relationship between bike share and greener cities with a systemwide Free Ride Day. The program resulted in more than 5,000 new riders, 4% of which converted into annual members within 14 days.
- **Transit Service Interruption Support.** In Boston during construction on the Commonwealth Avenue bridge, we deployed temporary stations and valet service along the impacted route and offered \$1 rides to impacted commuters. We are committed to working with the Cities on similar initiatives if local transit disruptions should arise.
- **Vote with Citi Bike.** With a lack of transportation options shown to be a barrier to voting, Citi Bike encouraged Jersey City residents to get out the vote for the 2018 midterm election by providing free bike rides.



3.6.9. Achieve measurable successful performance and public response to the system, including annual members per bikes in service, average daily uses per bike, average daily trips per residents, projected motorist trip reductions, private buy-in to sponsorships, and engagement of significant future partners for widening the reach of the network.

Lyft is committed to delivering the Cities with a world class bike share program, and being partners the Cities can rely on to fulfill agreed upon performance standards. Lyft will work with the Cities to set measurable performance standards to ensure rideability metrics, ridership growth, and bike utilization metrics are being met over the course of the contract. We share Jersey City's goal of quadrupling cycling levels in the city by 2025, and will work directly with both Cities to help achieve this milestone. [Lyft is uniquely positioned to support transportation behavior change in the region, because over 70% of Jersey City Citi Bike members use the program both in Jersey City and in New York City, enabling more users to embrace cycling on both sides of the Hudson.]

With existing relationships to sponsors such as Citibank and Mastercard, we are in a strong position to secure sponsorship to deliver initial capital investment and ongoing operational support for the program (3.10.1). Lyft's work in Jersey City already includes local partners such as BikeJC, Journal Square Civic Association, Sam Schwartz Engineering, Street Plans, and businesses such as Citibank, Suez, and Horizon Blue Cross Blue Shield Foundation. In Hoboken, we will initiate partnerships with groups such as Bike Hoboken, Safe Routes New Jersey, New Jersey Bike and Walk Coalition, Families for Safe Streets (NJ), and Better Waterfront to help boost rider growth. We will also work with local developers to consider how they can sponsor system expansion to widen the reach of the network.

3.6.10. Contribute to innovation in the regional transportation system by offering a system that can flexibly respond to rapid changes to the micromobility industry.

Lyft is committed to providing Jersey City and Hoboken with a state-of-the art bike share system. We discuss this opportunity in depth in Section 3.11 on Innovation, including future bike models, reward programs, member discounts, transit integrations, and operational advancements.

3.6.11. Promote resiliency by introducing redundancy in the regional transportation system

Lyft will support the Cities' wider transportation objectives through a partnership that complements the regional transit system, including NJ Transit, PATH and Hudson-Bergen Light Rail. Bike share has the opportunity to support and fill gaps within the existing transit network, and we look forward to working with the Cities to deliver a program that addresses transit deserts in the region. With the inclusion of ebikes, the expanded Citi Bike offering will enhance reliability and redundancy of the local transit network, further promoting multi-modal and intermodal travel. The Lyft app points users to all modes of transportation, depending on journey length, including walking, cycling, and public transit. Offering multiple modes of alternative transportation introduces redundancy into the regional transit system, allowing users to holistically plan their journeys no matter where they are travelling.

3.6.12. Provide a service that will result in high rates of membership satisfaction.

Lyft's mission is to deliver the world's best transportation. A core component of achieving this mission is ensuring our members are satisfied with the bike share service, and feel that they are a part of the community Citi Bike has built in the region. All components of the program, from the quality of the bikes to the placement of docking stations, are designed to provide users with an experience they love.

In order to measure membership satisfaction, Lyft will conduct annual membership surveys to track (1) program satisfaction, (2) areas for improvement, (3) mode substitution data, and (4) metrics related to sponsor awareness. This survey will be consistent with previous surveys from Jersey City's Citi Bike program, allowing us to track the system's long-term performance as well as track the impact the Hoboken expansion has on user satisfaction.

With respect to survey distribution, we will send a link to the survey by email as well as provide pop-up notification reminders in the app. Finally, the survey would be advertised at community events (such as fairs or festivals), safety workshops, community partner newsletters, and elected officials' channels. Lyft will use the results of the survey to ensure members are satisfied, and identify areas where Lyft can improve the service to their benefit.

3.7. Project Work Plan

The Lyft team is excited about the opportunity to partner with Jersey City and the City of Hoboken to create a unified regional bike share network. In the table below, we provide a high-level project work plan and implementation schedule. In the section that follows, we provide a detailed explanation of each task and the proposed implementation timeline for expanding the current Citi Bike operations to the full service area.

PROJECT WORK PLAN AND IMPLEMENTATION SCHEDULE											
PHASES		Sept 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	After May 21
1	Develop Mobilization & Service Plan										
2	Community Engagement										
3	Street Test										
4	Execution and Deployment										
5	Marketing and Outreach										
6	Program Expansion										

Note on Ability to Expedite Schedule: Given Lyft's existing contract with Jersey City and on-the-ground operations, we expect a seamless expansion of the program. Lyft anticipates beginning to rollout ebikes within weeks of contract execution. In addition, we will begin installing stations in Hoboken within eight weeks of contract execution.

3.7.1. Project Implementation Plan

In the section below, we walk through the seven primary tasks that Lyft will undertake to launch and grow the unified bike share program in Jersey City and Hoboken.

Phase 1. Develop a Draft Mobilization & Service Plan

A joint bike share program between Jersey City and Hoboken offers the opportunity to build a unified regional bike share network from two discrete systems. A conceptual example of how the existing two systems could be unified into a single network is presented in the maps below. **The map on the right is an illustrative example, and does not represent exact station locations, as exact station locations would be developed in collaboration with the Cities and informed by the community engagement process.**



As a first task in the Project Work Plan, we would work with the Cities to finalize the proposed deployment plan including the size and general location of each station. We propose using the following guiding principles to be used in the development of the final mobilization and service plan:

- **Leverage existing high-usage station locations.** Both Jersey City and Hoboken have existing station locations that should be maintained, such as high-use stations near transit hubs and dense areas of the Cities. Expanding docks at existing stations should also be considered for locations where demand is particularly high (such as near PATH stations) to support critical transit commuter travel patterns.
- **Pursue additional station funding to expand the network.** We propose an initial network size of 80 stations, with additional stations delivered through external funding from developers, grants, or public sources. See Section [3.6.1](#), for Lyft's previous work implementing developer led stations.
- **Reposition stations to promote inter-city connectivity and better serve Communities of Concern.**

The Cities and Lyft have the opportunity to assess relocating existing stations to achieve target station

densities and program goals. We look forward to collaborating with the Cities on this effort and propose that the final station plan prioritize the following goals:

- **Increasing access for Communities of Concern** within the service area, particularly near affordable & public housing, community centers, and other priority locations for the Cities.
- **Increasing connectivity between the Cities**, with possible corridors including the Hudson River Waterfront Walkway, Marin Blvd, Grove St, and the Hudson-Bergen Light Rail-Hoboken Ave trail.
- **Reinforcing existing and planned bicycle infrastructure/corridors**, such as Grand Street, Bergen Avenue, and Montgomery Street in Jersey City and Clinton Street, Grand Street, Jefferson Street, and 11th Street in Hoboken.
- **Reinforcing land use plans**, for example by relocating stations to serve new and/or planned residential & commercial developments.

Phase 1. Tasks and Milestones

Tasks and Milestones	Parties	Lyft Team Leads	Timeframe
Task 1. Agreement Finalization <ul style="list-style-type: none"> - Discussions to finalize contract - Discussions regarding station siting plan - Define Community outreach process 	Cities + Lyft	Mark Roberts Caroline Samponaro Laura Fox Harrison Lewis	Sept - Nov 2020
Task 2. System Sponsorship Finalization <ul style="list-style-type: none"> - Cities help make additional introductions - Sponsorship of minimum of \$600K finalized 	Cities + Lyft	Mark Roberts Will Bissell	Nov - Dec 2020
Task 3. Privately Funded Station Expansion <ul style="list-style-type: none"> - Outreach to potential private funders of stations 	Cities + Lyft	Will Bissell Harrison Lewis	Nov 2020 - Mar 2021
Task 4. Outstanding Equipment Order <ul style="list-style-type: none"> - Place equipment order for any additional stations and bikes 	Lyft	Laura Fox Harrison Lewis	Nov 2020 - Jan 2021

Phase 2. Community Outreach and Engagement on Draft Mobilization Plan

Finalization of the Phase 1 Mobilization Plan will be informed by a community engagement process that includes a diverse range of stakeholders, including the Cities, community groups, residents, and businesses.

Citi Bike has years of extensive experience doing community outreach for bike share. We will communicate actively with stakeholders that we already have relationships with, such as BikeJC and the Journal Square Community Association, and also actively build bridges with new stakeholders in both Jersey City and Hoboken such as The Royal Men Foundation, Friends of Liberty State Park, Bike Hoboken, the Hoboken Business Alliance, Hoboken Community Center, Hoboken Division of Cultural Arts, and the Hoboken Family Alliance. We would prioritize engaging Communities of Concern, and make sure that public housing residents and SNAP recipients were receiving clear communication about our Reduced Fare Membership program.

Lyft is eager and willing to coordinate with Jersey City and Hoboken on crafting community outreach processes that work for them. Our outreach process in New York City, for example, is one of the most comprehensive in the bike share space, including in-person forums and online feedback portals led by NYCDOT, and one-on-one ambassador outreach in the field led by Lyft. We can scale up our outreach to be consistent with efforts and goals of the Cities.

We would work with the Cities to phase our community outreach to correspond with the rollout of new stations, making sure that key stakeholders were involved from the beginning.

Phase 2. Tasks and Milestones

Tasks and Milestones	Parties	Lyft Team Leads	Timeframe
Task 1. Expand Community Outreach Capacity <ul style="list-style-type: none"> - Building on existing community engagement work, begin building additional community partners to support expanded program area. - Identify and connect with key neighborhood associations, civic organizations, business groups, and local leaders to share informational material. 	Lyft	Thomas DeVito	Sep - Nov 2020
Task 2. Outreach on Proposed System Plan <ul style="list-style-type: none"> - Expand Rider Education programming to Hoboken residents. - Continue outreach to key neighborhood associations, civic organizations, business groups, and local leaders. 	Cities + Lyft	Thomas DeVito France Francois	Nov 2020 - Jan 2021
Task 3. Outreach around new Station Siting <ul style="list-style-type: none"> - Conduct Community Outreach for new stations - Finalize at least a subset of station siting locations. 	Cities + Lyft	Thomas DeVito Harrison Lewis	Jan - May 2021

Phase 3. Street Test

Lyft is fully operational in Jersey City, and is currently street testing our ebikes in NYC. New York State has stringent engineering standards and reviews (which all public shared bikes must meet), and the Cities will benefit from bikes which deliver upon this high caliber of review. For any software or hardware innovations that Lyft would introduce into the program over the contract period, Lyft will host street tests ahead of a full implementation.

Phase 3. Tasks and Milestones

Tasks and Milestones	Parties	Lyft Team Leads	Timeframe
Task 1. Street Test <ul style="list-style-type: none"> - Lyft is already testing stations and bikes on streets of Jersey City. - Ebikes are currently rolled out in NYC and will be street tested in Jersey City and Hoboken upon finalization of contract. 	Cities + Lyft	Laura Fox Harrison Lewis	Nov 2020

Phase 4. Execution and Deployment

As the current bike share provider in Jersey City with deep connections to the community, we will be able to rapidly deploy an ebike expansion as well as grow the program into Hoboken. Lyft staff and suppliers are already lined up and ready to build out the expansion for bikes, ebikes, and stations. We also have existing community partnerships in the region, and will be able to move swiftly for community engagement and station planning.

Bike and Station Deployment

We anticipate deploying ebikes within a few weeks of contract execution, and to begin installing initial new stations within a few months (pending station drawing approvals by the Cities).

Initial Deployment. Upon outset of the contract being finalized and procurement of title sponsorship funding (3.10.1), we will begin deployment of the 29 Hoboken stations, utilizing wherever possible the existing Hudson Bike Share station locations. The combined Jersey City and Hoboken system will have a fleet of 800 bikes and 80 stations.

Planned Expansion. Concurrent with that initial deployment, we will begin outreach for a 15 station expansion, adding an additional 200 bikes, bringing the total system to 95 stations and 1,000 bikes. We expect that expansion will take 4 to 6 months to implement, due to the community outreach process required to identify and secure station locations. We are confident in our ability to deliver this planned expansion as Lyft has fielded multiple inbound requests from private developers to install stations so far in 2020.

As we roll out the new stations, our goal will be to maintain a ratio of twice as many docks as bikes within the system. Based on our current expectations of contract finalization, we expect to have the unified system at full capacity by May 31, 2021 (but this could be earlier if the Agreements timeline and station approval process is shorter than anticipated below). Key deployment milestones are presented in the table below:

Phase 4. Tasks and Milestones

Tasks and Milestones	Parties	Lyft Team Leads	Timeframe
Task 1. Initial System Deployment <ul style="list-style-type: none"> - Deploy initial ebikes - Deploy initial new stations 	Lyft	Laura Fox Harrison Lewis Matt Scholl Trevor Ingraham	Sept - Jan 2020
Task 2. New Station Implementation Planning <ul style="list-style-type: none"> - Create station drawings for new stations. - Receive approval from Cities. 	Lyft + Cities	Harrison Lewis Trevor Ingraham	Dec 2020 - Apr 2021
Task 3. Expansion Implementation <ul style="list-style-type: none"> - Receive and assemble equipment - Begin deployment on rolling basis to install new stations, relocate agreed upon stations. 	Lyft	Harrison Lewis Matt Scholl Trevor Ingraham	Jan - May 2021
Task 4. Full Deployment by May 31, 2021 <ul style="list-style-type: none"> - New unified system across Cities fully implemented with additional stations and bikes/ebikes deployed 	Lyft	Laura Fox Harrison Lewis Matt Scholl Trevor Ingraham	May 2021

Phase 5. Marketing and Outreach

Lyft believes that robust and inclusive community engagement is the key to delivering a bike share program that meets the needs of all people who call Jersey City-Hoboken home, including communities that have historically faced the greatest barriers to access. To unlock the full ridership potential of the newly launched system, and build a ridership base that reflects the diversity of greater Jersey City-Hoboken, our program growth plans double down on community engagement as well as marketing. Please see (3.5.6) for a full discussion of our existing marketing and outreach capacity, as well as our plans to support growth under the new system.

Phase 5. Tasks and Milestones

Tasks and Milestones	Parties	Lyft Team Leads	Timeframe
Task 1. Launch marketing and communications <ul style="list-style-type: none"> - Communications / press to local, regional, press by Lyft and Cities on roll out of program - Launch Marketing of program to (a) Existing JC 	Lyft + Cities	Steph La Raja	Nov 2020 - May 2021

<p><u>riders</u> (expansion of the program to Hoboken and new destinations); (b) <u>New JC / Hoboken riders</u> - overall marketing campaign to launch program and, (c) <u>Existing JC / Hoboken rideshare users</u> - target those who have not ridden a bike, touting the benefits of biking and highlighting new program launch</p>			
<p>Task 2. Engagement with key advocates and community organizations, focused on:</p> <ul style="list-style-type: none"> - New rider engagement and facility with the program through Citi Bike 101 classes, etc. 	<p>Lyft + Community Partners</p>	<p>Thomas DeVito</p>	<p>Nov 2020 - May 2021</p>
<p>Task 3. Equity Program Expansion to Hoboken</p> <ul style="list-style-type: none"> - Partnerships to raise awareness of Reduced Fare Bike Share program (RFBS) activated 	<p>Lyft + Community Partners</p>	<p>France Francois</p>	<p>Nov 2020 - Jan 2021</p>
<p>Task 3. Marketing to New Rider Audiences</p> <ul style="list-style-type: none"> - Key JC and Hoboken events (e.g., Ward Tour) - Corporate partnerships and corporate membership program 	<p>Lyft + Cities</p>	<p>Steph La Raja</p>	<p>May - Dec 2021</p>
<p>Task 4. Ongoing Membership and Modeshift Marketing:</p> <ul style="list-style-type: none"> - New rider education and acquisition (e.g., first ride) - Ongoing rider engagement (e.g., as casual rider to take additional rides, ride with a friend, explore a new part of the city, etc.) - Membership acquisition and upsell - Membership retention and value generation 	<p>Lyft</p>	<p>Steph La Raja</p>	<p>Ongoing</p>

Phase 6. Program Expansion Plans

After the initial deployment is complete and the bike share programs of the two cities are integrated, we will learn much about the riding patterns of Jersey City and Hoboken commuters and visitors. With this data, Lyft will be able to access and recommend an optimal fleet size and vehicle mix as well as new station locations. Future expansion would be mutually-agreed upon with the cities and informed by utilization metrics. This data driven approach to growth has proven very effective as fleet size scales with rider demand. In other partnerships, including Minneapolis and Portland, we have worked with our city partners to predefine utilization rates (trips per vehicle per day, t/v/d) that trigger a Lyft obligation to add additional vehicles. We would look to replicate that in Jersey City and Hoboken as well.

System Flexibility.

Lyft's bike share program is adaptable to changing market dynamics as well as localized ridership and usage. We carefully consider modifying our fleet mix, docking station locations, and community programs to ensure that we are delivering a bike share program that users love and cities need. Any adaptations or modifications to the program will be reviewed with the Cities. Station relocation is flexible because no station equipment is fixed into the streetscape. Station relocation services required by the cities will be charged at cost. Lyft is able to update both the Citi Bike and Lyft app about any changes to station locations in a timely and effective manner, making station information easily available to all users.

Regional Expansion beyond Jersey City and Hoboken

The existing Citi Bike program, which includes both Jersey City and New York City is a great example of the benefits of a regional bike share program. As described in [3.6.1](#), we have additional examples throughout our portfolio including both Metro-DC and Metro-Boston, where the total number of municipalities in each market exceeds six jurisdictions. Lyft is experienced at developing regional bike share programs that cross municipal lines and would welcome the opportunity to expand the program to additional cities. Our regional expansions have been funded through a variety of sources including incremental ridership revenue, investment from private developers, incremental sponsorship, and public funding including state and federal grants. We believe similar funding models can also be used to further expand the program to areas beyond Jersey City and Hoboken should there be community support.

Phase 6. Tasks and Milestones. Since this portion of the project scope is currently undefined, there are currently no tasks and related milestones with this Phase.

3.7.2. Implementation Schedule and Ability to Expedite Schedule

Please see **Task 4. Execution and Deployment** ([3.7.1](#)) for Lyft's full deployment plans. As the current operator in Jersey City, we benefit from having significant bike share staff and resources in the region and anticipate being able to expedite service delivery. In particular, we will be able to ensure no break in service in Jersey City, be able to rollout initial ebikes within mere weeks of contract execution, and swiftly implement community engagement and station planning as a result of our existing community partnerships in the region.

3.7.3. Legal

3.7.3.1. Indemnification

Lyft is fully committed to indemnifying the Cities for any harm we cause and will agree to language reflecting this commitment. We would like to reserve the right to discuss and negotiate the specific terms of such indemnification with the Cities to more closely mirror our existing language with Jersey City.

3.7.3.2. Insurance

Lyft is fully committed to maintaining insurance in the amounts requested but we would like to discuss some non-standard types of insurance that we do not view as applicable to this partnership.

3.7.3.3. Other Contract Terms

If selected, Lyft would like to further reserve the right to discuss and negotiate the specific terms of the contract based on our experience implementing and expanding other bike share networks, with the goal of providing a program that meets the Cities' micromobility needs while ensuring the program's long-term viability.

3.8. Assumptions/Cities' Responsibilities

3.8.1. Promotions and Marketing

Lyft assumes the Cities will act as strong partners for our promotional and marketing campaigns. In particular, we assume the Cities will offer to promote events, initiatives, and membership through the Cities' external channels such as social media, OOH advertising space (e.g. bus shelters), website content, newsletters, and press releases.

3.8.2. Station Siting and Permitting

Lyft is experienced, capable, and committed to meeting the station siting, permitting, licensing, relocation, removal and reconfiguration requirements of docking stations for the Cities' bike share program. Lyft regularly assumes responsibility for these activities in the bike share systems we operate, including producing detailed in-house site plans and leading robust community engagement exercises before, during and after a station is installed. We also work hand-in-hand with our city partners to move stations due to construction, street work or demand optimization. Cities play a role in assisting Lyft with docking station siting, review and permitting. This includes indicating areas which are priorities for docking stations, providing guidance on suggested sites, working with local elected officials

and community boards on approvals, and approving permits for new stations. Lyft assumes that we will collaborate with the Cities to determine under-utilized stations to relocate to better align with travel patterns, bicycle infrastructure, and connectivity between the two cities.

3.8.3. Demonstrated Support for Cycling

As the Cities continue their investment in the development of cycling infrastructure such as protected bike lanes, cycle parking, and other programs designed to promote cycling in the cities, we look forward to discussing how to modify and grow the program around these biking corridors. We are inspired by the leadership Hoboken has shown with its Complete Streets program, and Jersey City's commitment to quadruple cycling levels by 2025, and believe that continued investment in this cycling infrastructure is critical to achieving the Cities' mode-shift goals.

3.9. Staffing

3.9.1. Management Team

LAURA FOX | General Manager, Citi Bike, Lyft Transit, Bikes and Scooters

Laura Fox is the General Manager for Citi Bike for Lyft, where she oversees strategy, growth, operations, marketing, and the local P&L. Laura is an adjunct professor of MBA strategy at NYU Stern School of Business. Prior to joining Lyft, Laura worked for Sidewalk Labs, an Alphabet company dedicated to building the city of the future through urban technologies. Before that, Laura worked for the Boston Consulting Group (BCG), where she led strategy and digital venture projects for urban mobility, technology, and cultural organizations. In parallel, she edited a book on bottom-up urban development principles including transportation ("Order Without Design" by Alain Bertaud) and delivered a TED talk on the role of curiosity and ignorance in the creative process. Laura holds a B.A. from the University of Notre Dame and an M.B.A. from New York University (NYU), Stern School of Business.

Implementation Task Involvement: Phase 1, Phase 2, Phase 3, Phase 4, Phase 5, Phase 6

CAROLINE SAMPONARO | Head of Public Policy, Lyft Transit, Bikes and Scooters

Caroline leads scooter, bike, and pedestrian policy and partnerships. She works with cities on policy initiatives like Vision Zero and complete street redesigns, as well as realizing specific goals around bike and scooter shared mobility. Prior to Lyft, Caroline spent 2 months at ofo, and prior to that 12 years as deputy director of Transportation Alternatives in New York City. At TransAlt, Caroline led advocacy campaigns to bring Vision Zero to the United States, establish the country's largest bike share program, Citi Bike, and set national standards for urban complete street design. In 2013, in partnership with traffic violence victims, Caroline founded Families for Safe Streets, a grassroots, victim-led movement to eradicate reckless driving. Caroline holds a BA in Anthropology from Columbia University.

Implementation Task Involvement: Phase 1, Phase 2

MARK ROBERTS | Director, Business Strategy, Lyft Transit, Bikes and Scooters

Mark oversees growth strategy for Lyft's Transit Bike and Scooters programs. Prior to joining Lyft, Mark was a member of the senior leadership team at Citi Bike's parent company, Motivate International. Mark has procured over \$100 million in sponsorship funding for bike share programs throughout his tenure at Motivate and Citi Bike. Mark holds a Bachelors of Arts in Economics from the University of Virginia where he completed his independent research project on the impact of transportation design on urban development.

Implementation Task Involvement: Phase 1, Phase 6

WILL BISSELL | Senior Manager, Strategic Partnerships, Lyft Transit, Bikes and Scooters

Will manages day-to-day relationships with our current portfolio of bike share sponsors and is also responsible for building new partnerships with like-minded brands and organizations. Will identifies opportunities for sponsors and advertisers, develops sales materials, manages a pipeline and conducts pitches, and implements campaigns by working cross functionally with local system operations and marketing teams. Will has been a member of the Citi Bike team since the program launched in NYC in 2013 and holds a BA in Economics from Wake Forest University.

Implementation Task Involvement: Phase 1, Phase 4

HARRISON LEWIS | Expansion Specialist, Lyft Transit, Bikes and Scooters

Harrison plans day-to-day station operations for Citi Bike in Jersey City and New York City. Previously, Harrison held positions at New York City Emergency Management and New York City Transit with overarching responsibilities related to modernizing daily operations and continuity planning. Harrison has a Masters of Urban Planning from Hunter College as well as a BS from Cornell University. He's passionate about sustainable transportation and experiencing neighborhoods by foot/bicycle.

Implementation Task Involvement: Phase 1, Phase 3, Phase 4, Phase 6

FRANCE FRANCOIS | Equity and Community Program Manager, Lyft Transit, Bikes and Scooters

France helps Citi Bike/ Lyft address historical barriers to access and equity in under-resourced communities. Transcending the skills she honed during her stint on Capitol Hill and working on social issues in emerging markets at the InterAmerican Development Bank as a Social Development Specialist, she is passionate about the intersection of tech, social impact, and community building. Through her work on Citi Bike's expansion into historically marginalized communities, she continues to be integral in making national initiatives fit local realities, bridging the gap between people and the programs and technologies that impact their lives.

Implementation Task Involvement: Phase 2, Phase 5

THOMAS DEVITO | Public Policy Manager, Lyft Transit, Bikes and Scooters

Tom spearheads local and state policy and partnerships for Transit, Bikes and Scooters on the East Coast of the U.S. Prior to Lyft, Tom was Senior Director of Advocacy at Transportation Alternatives, New York City's leading advocates for walking, biking, and mass transit. Tom led the push for New York City's first busway on 14th Street, as well as the expansion of speed safety cameras near schools. Tom earned an M.A. from University of Saint Andrews in Scotland. He is an avid cyclist, bike share member, and loves to explore cities.

Implementation Task Involvement: Phase 1, Phase 2, Phase 5, Phase 6

STEPH LA RAJA | Regional Marketing Manager, Lyft Transit, Bikes and Scooters

As Regional Marketing Manager at Lyft, Stephanie leads marketing for Citi Bike in New York City and Jersey City and has been with the Citi Bike marketing team for over four years. Prior to joining the Citi Bike team, she led integrated marketing programs for Bicycling Magazine and has nearly 20 years of marketing experience. She is passionate about healthy, sustainable transportation and bringing Citi Bike to more people.

Implementation Task Involvement: Phase 5

MATT SCHOLL | Maintenance Operations Lead, Lyft Transit, Bikes and Scooters

Matt scopes and leads the development of all bike and scooter mechanic resources. This includes Standard Operating Procedures for routine maintenance and repair, training sessions and content, directing all pilots and retrofits across the fleet, and hosting routine Quality Assurance audits of repair quality to keep the teams' work, and the quality of the rideable, up to standard. Supporting me is a team of two Maintenance Operations Associates and a Maintenance Operations Lead to ensure this expansive area is completely covered.

Implementation Task Involvement: Phase 4

TREVOR INGRAHAM | Station Hardware Operations Lead, Lyft Transit, Bikes and Scooters

Trevor leads the Station Hardware Operations for all US markets. This includes SOP creation, spare parts support, new station product development support, quality assurance audits of stations, and station technology and cloud based tool development. Having previously worked at Scoot Networks and later Bird Rides, Trevor has an extensive history in multi-modal transportation and micro mobility. He holds a B.F.A. from Cal Poly San Luis Obispo and is an avid motorcycle enthusiast and advocate for transportation reform with an emphasis on pedestrian-centric cities.

Implementation Task Involvement: Phase 4]

Full resumes of the team are provided in Appendix C.

3.9.3. Customer Service

Lyft has a sophisticated customer service infrastructure that quickly manages service issues that may arise, including 24/7 in-app, phone help line, and email support. Our Customer Experience Team has hundreds of representatives

that process thousands of inquiries per month across all of Lyft’s shared modes. The heart of our customer support team is centered in Nashville, TN, but we have a geographically distributed team to ensure 24/7 coverage.

Contacting Lyft Customer Support. Users and non-users can reach Lyft’s Customer Experience Team through our in-app report-an-issue feature or by calling the help line 1-855-245-3311 displayed on all vehicle decals. Agents are available 24/7 for email and phone support.

Social Media Support. In addition to in-app, phone and email support, we also have dedicated staffing to address customer concerns across all markets over social media. Customer service support via social media channels is available 8am-7pm CT, and is inclusive of Facebook and Twitter messages for all bike and scooter issues channeled through our @AskLyft and @Lyft social media accounts.

Response Time. [We strive to answer customer service calls within 30 seconds, and 90% of customer service complaints are resolved in under two hours via email.] Depending on volume levels of webform reports, the escalation process can take a matter of minutes.

Language Translation Support. Lyft provides phone and email support in English and Spanish, and provides translated phone support for over 170 languages. In addition, our online Help Center (<https://help.lyft.com/hc/en-us>) currently supports multiple languages, including English and Spanish.

Recognized for Providing Best in Class Customer Support. Lyft’s customer service excellence has been recognized by third-party reviewers, winning Newsweek’s Best in Customer Support for three years running. We’re proud of our efforts and continuously strive to improve our best-in-class program to deliver high quality customer support to users.

3.10. Timing and Fees

3.10.1. Sponsorship

Lyft has leveraged sponsors large and small to help fund rapid capital expansion and/or operations of our systems, [raising in aggregate over \$195 Million.] Current program sponsors include Citibank (New York/Jersey City), Nike (Portland), Blue Cross Blue Shield of MN (Minneapolis), and Blue Cross Blue Shield of MA (Metro-Boston). Lyft has also successfully generated funding from secondary sponsors including Mastercard, Showtime, Healthfirst, San Pellegrino, Blue Apron, REI, and T-Mobile. As a well-utilized amenity for city residents, we recognize bike share is an experiential platform for brands to generate invaluable earned media. Lyft knows how to build creative packages to maximize the value of sponsorship and brings significant weight to the table during negotiation and delivery. Our creative team works hand-in-hand with the sponsor’s brand agency to bring it to life using the system’s physical and digital assets.

Sponsorship Experience in Jersey City: [Here in Jersey City, with the assistance of the Mayor’s office, we were able to secure over \$700k per year in funding through partnerships with Citibank, Horizon Blue Cross Blue Shield Foundation, Suez, Carepoint, and RWJ Barnabas Health.] We have begun the process of securing sponsorship funding for the expanded program in Jersey City and Hoboken. This includes initial conversations with Citibank. [We are confident that we will be able to secure the \$600k per year required to fund the program.]

3.10.2. Level of Investment

Lyft’s proposal represents a \$23.5 million investment in Jersey City and Hoboken. This includes \$8.5M in capital investments and \$15M in operational expenditures. Additionally, Lyft proposes 5% of annual ridership revenue over \$2M to the Cities. Details of our financial offer are discussed in the subsections below.]

3.10.2.1. Capital Investments and Expenditures

Cost Line Item	Timing	Budget	Description
Existing Citi Bike system	Existing	\$3.2M	Legacy system, 51 stations and 500 bikes in Jersey City

Hoboken Expansion, Introduction of Ebikes	Q4 2020	\$2.3M	Bikes and stations at program launch (29 stations and 300 bikes in Hoboken)
Ongoing Capex	Q4 2021+	\$3.0M	15 expansion stations, 200 bikes, and State of Good Repair including plate replacements, etc.]

3.10.2.2. Operations Expenditures

Cost Line Item	Timing	Budget	Description
Personnel	5Y term	\$7.0M	Local Lyft management team (inclusive of Marketing), field operations and warehouse staff (excludes mechanics)
Facilities	5Y term	\$0.4M	Lease, utilities, security and related
Vehicles	5Y term	\$0.2M	Van & related + e-trikes (excludes bikes and scooters)
Maintenance, Equip., & Suppl.	5Y term	\$4.3M	Mechanics, tools, spare parts, and other supplies (excl. stations)
IT & Software	5Y term	\$1.2M	Web hosting, station communication
Professional Services & Ins.	5Y term	\$1.1M	Insurance
Other	5Y term	\$0.8M	Credit card fees, Marketing, Customer Experience Team, other]

3.10.3. Revenue Sharing

[Lyft will offer the Cities 5% of annual ridership revenue over \$2 million. This grows the current hurdle from our Jersey City contract at \$1.5M by 33% (compared to system physical expansion of nearly 84%), to reflect the growth of the overall system. Moreover, this aligns incentives between Lyft and the Cities; Lyft is incentivized to continue to grow riders and revenue, and the Cities benefit from our top-line growth.]

3.11. Innovation

Lyft is committed to helping drive modeshift and adoption of bike sharing through the implementation of unique and innovative technology solutions, operational protocols, and marketing programs. At Lyft, we strive to integrate innovation into every aspect of how we operate our bike share programs. As a result, woven throughout the above application are a number of innovative features that Lyft has developed and implemented to deliver a best-in-class program to the Cities' riders. In the following section, we review each of these innovative offerings, provide a brief description and then reference the section where that program feature is further discussed.

- **Pedal Assist Bikes.** Lyft has invested time and resources into continuously improving our fleet of bikes. With every iteration, we aim to make our bikes more enjoyable to ride and products that people can't wait to ride again. [Development of our next generation bike is underway, ready for deployment in 2021, and we will share more information during the interview process.] For full details about our current ebike see Section [3.5.1](#).

- **Preventative Maintenance.** Lyft has developed systems that integrate preventative maintenance protocols into our everyday procedures. These protocols help keep our bikes on-street for longer, extend the life of the vehicle, and prioritize rider safety above all else ([3.5.3.1](#)).
- **Algorithmic Driven Rebalancing.** Lyft uses its proprietary routing algorithms to power its rebalancing software, AirControl, which helps minimize the vehicle miles travelled and greenhouse gases associated with service rebalancing ([3.5.3.2](#)).
- **Expanding Station Capacity with Valets.** During commute periods, bike trip ending actions at transit stations will always outstrip available station supply. To ensure the reliability of bike share as a first-last mile solution to end users, Lyft implements Valet stations at major transit hubs ([3.5.3.2](#)).
- **User Driven Rebalancing Incentives.** To increase bike share availability, prevent dock overcrowding and reduce vehicle miles travelled from rebalancing, Lyft has implemented a very popular [Bike Angels program](#) that provides rewards to users for “ride-ending” actions that aid real-time system rebalancing ([3.5.3.2](#)).
- **Facilitating Multimodal Connections.** Lyft has integrated real-time transit information for all transit services running through the Cities. By program launch, Lyft will have enabled a multimodal trip-planning feature that will provide users with a full bike + transit trip itinerary including walking directions to the nearest station ([3.6.2](#)).
- **Helping Riders Find Safe Travel Corridors.** Lyft recently rolled out a new app feature that displays all local protected bike lanes to Citi Bike and Lyft App users. Jersey City and Hoboken’s existing bike lane network will be displayed to all system users, helping your residents and visitors find bike-friendly, fully protected bike lanes for their bike share travels ([3.6.7.1](#)).
- **Addressing Transportation Access.** To ensure that the Cities’ bike share system is addressing transportation access barriers, Lyft has implemented a Reduced Fare membership that costs only \$5 per month ([3.5.5.2](#)) and developed a robust community outreach approach to drive program awareness and adoption ([3.5.6](#)).
- **Additional Membership and Free Ride Discounts.** Lyft offers our users ongoing promotions such as to veterans and young people, as well as referral discounts for inviting other riders to use Citi Bike. An example of a recent promotion is our Critical Workforce Program ([3.5.6](#)).
- **Life Cycle Analysis and End of Life Care.** Once they’ve reached the end of their useful life, Lyft’s bikes are broken down into parts, which are reused for repairs of other vehicles when possible. Lyft recycles 100% of parts and assets that cannot be reused. Recycled assets are demanufactured and transformed into commodity materials (steel, aluminum, lithium ion, etc.) and reintegrated into the global supply chain. For new hardware development, vehicle lifecycle considerations are included in product requirements ensuring future deployments improve recycling efficiencies and reduce life-cycle greenhouse gas impacts.
- **Combined Micromobility Membership.** If Lyft were to introduce scooters into Hoboken and Jersey City, we propose working with the Cities to develop a combined micromobility pass that provides access to both bikes and scooters. Under this new program, users would only have to enroll once to get the benefits of both types of vehicles. We will be launching this combined micromobility membership in Minneapolis in August 2020.

3.12. Public Health

3.12.1. COVID-19 Response

Lyft is committed to doing everything we can to protect the health and safety of our riders and staff during these difficult times. **Our current approach to operations is driven by guidance from the Centers for Disease Control and Prevention (CDC) and local health officials.** In New York and Jersey City, we have implemented the following strict protocols to protect the Citi Bike community (both riders and staff).

- **Cleaning High-Contact Surfaces of Bikes in the field and depot.** High-contact surfaces on bikes (including handlebars, seats, brakes, bells, shifters, and seat post clamps) are disinfected each time they arrive in the depot, by field-bike mechanics before they service a bike in the field, and by added roving field teams dedicated to cleaning activities.
- **Cleaning High-Contact Surfaces of Vehicles and Vans.** High contact surfaces on vans (including steering

wheels, door handles, seat belts, and center console) are disinfected at the start of each shift.

- **Communicating with Riders.** Dedicated emails to riders have reiterated healthy best practices, including hand washing, using sanitizer if not possible to wash hands, avoiding close contact with others, as well as avoiding touching eyes, nose, and mouth, etc. As additional resources, we have:
 - Developed an [online resource](#) with tips from the CDC to stay healthy, what to do if you feel sick, frequently asked questions about COVID-19, and how we're helping riders stay safe.
 - Distribute in-app notification to riders reminding them to wash their hands before and after riding, and to only travel for essential purposes.
 - Provide social media updates as CDC guidance changes.
- **Setting Staff Policies:**
 - In the warehouse and field, our mechanics and associates handle vehicles using gloves and masks, and are required to frequently wash hands.
 - Per CDC guidance, staff members with COVID-19 symptoms will be instructed to go home and stay home until they have had no fever for at least 72 hours, other symptoms have improved, and at least 7 days have passed since their symptoms first appeared. If we are notified of a staff member testing positive for COVID-19, they will not be allowed to work in our warehouse until a medical professional advises that they may return to work; in this event, we will also follow guidance from the CDC and local health officials to attempt to identify other individuals who may have been impacted.

3.13. Appendices/Other

3.13.1. Respondent Qualifications and Resumes

Please see attached in Appendix C.

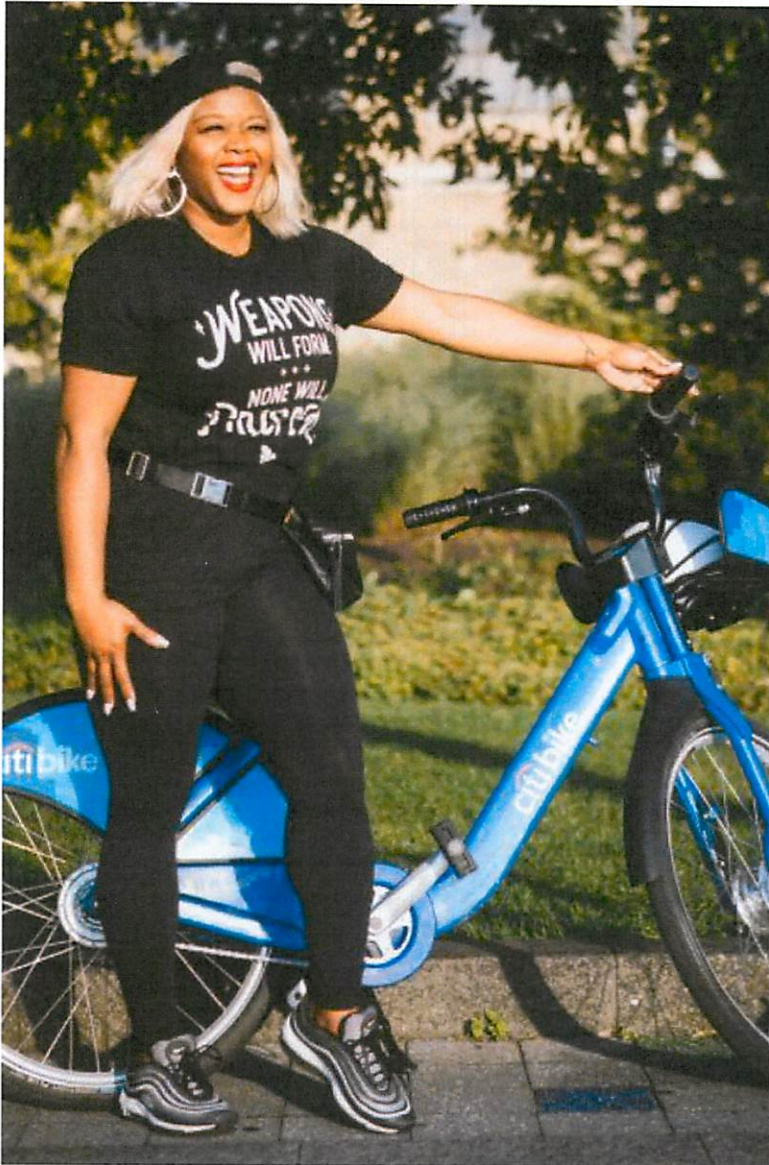
3.13.2. References

Please see attached in Appendix A.

3.13.4. Additional Materials

Please see Appendix D for Letters of Support.

Please see Appendix E for Required Forms and Acknowledgement of Addenda.



BIKE SHARE PROGRAM APPENDICES

RESPONSE TO SOLICITATION 2006-004
PREPARED BY LYFT, INC.

Primary Contact Information

Name: Laura Fox
Address: 441 9th Avenue, Suite 200, New York, NY 10001
Telephone #: [917-514-4914]
Fax #:
Email: [lfox@lyft.com]



[**Appendix A. City Partner References**

<p>Name and Title: John Frost, Head of Bike Sharing Company/Agency: NYCDOT Address: 55 Water Street, New York, NY 10041 Phone: 212-639-9675 Email: jfrost@dot.nyc.gov</p>	<p>Name and Title: Sean Wiedel, Assist. Commissioner Company/Agency: CDOT Address: 30 N. LaSalle #1100, Chicago, IL 60602 Phone: 312-744-8182 Email: Sean.Wiedel@cityofchicago.org</p>
<p>Name and Title: Bill Dossett, Executive Director Company/Agency: Nice Ride Minnesota Address: 2030 Elm St SE, Minneapolis, MN 55414 Phone: 612-747-4659 Email: bdossett@managesharedmobilitymn.org</p>	<p>Name and Title: Aaron Goldbeck, Bicycle Programs Company/Agency: DDOT Address: 55 M St SE, Washington, DC 20003 Phone: 202-671-2700 Email: aaron.goldbeck@dc.gov</p>
<p>Name and Title: Jose Elias, Bikeshare Manager Company/Agency: Los Angeles DOT Address: 100 S. Main St., Los Angeles, CA 90012 Phone: 213-972-4944 Email: jose.elias@lacity.org</p>	<p>Name and Title: Brad Westall, Greenways Planner Company/Agency: City of Columbus Address: 1111 E Broad St, Columbus, OH 43205 Phone: 614-645-2441 Email: brwestall@columbus.gov]</p>

Appendix B. Vehicle Specifications

LYFT BIKES DESIGN SPECIFICATIONS - Pedal Bikes

Pedal Bike Design Specifications	
Frame	Powder coated aluminum Step-through design
Weight	44 lbs
Wheels	26" Anodized aluminum rims Stainless steel spokes
Tires	Marathon Puncture resistant tires
Lights	100 lumens
Gears	Nuvinci internally geared, infinite shifting hub
Brakes	Front: Sturmey Archer drum brake Rear: Roller brake
Basket	25 lb carrying capacity Bungee to secure cargo
Saddle	Weather-resistant, Center cut-out for water drainage
Rider Height	4'10 to 6'7"

LYFT BIKES DESIGN SPECIFICATIONS - Pedal Assist Ebikes

Lyft EBikes Design Specifications	
Frame	Powder coated aluminum Step-through design
Weight	70 lbs (inclusive of battery)
Wheels	26" Anodized aluminum rims Stainless steel spokes
Tires	Marathon Puncture resistant tires
Lights	Front: 200 lumens Rear: 12 lumens
Gears	Nuvinci internally geared, infinite shifting hub
Brakes	Front: Tektro MD-M300 disc brake Rear: Roller brake
Basket	25 lb carrying capacity Bungee to secure cargo
Saddle	Weather-resistant, Center cut-out for water drainage
Rider height	4'10 to 6'7"
Top Speed	Configurable by city. Max 20 mph.
Range	28-32 miles
Power	350W front-wheel hub motor
Battery	Energy content approx. 500Wh

Charger	External AC Adaptor 4.2V, 4A 4 hours for full charge 80 minutes for 50% charge
Embedded Technology	Connectivity: CAT1/CATM Bike Location: IMU enabled GPS plus WiFi Reader: NFC
Firmware Updates	Delivered over-the-air
Unlock Capabilities	NFC Unlock QR Code Unlock Chainstain number unlock
User Interface	LED light ring visually displays 5 different bike states Buzzer for audio tones
Sure-Lock (optional)	Stainless steel lock-pin immobilizes rear wheel 10mm diameter steel braided cable with plastic housing

Laura Fox

General Manager, Citi Bike



Laura Fox is the General Manager for Citi Bike for Lyft, where she oversees strategy, growth, operations, marketing, and the local P&L. Laura is also an adjunct professor of MBA strategy at NYU Stern School of Business. Prior to joining Lyft, Laura worked for Sidewalk Labs, an Alphabet company dedicated to building the city of the future through urban technologies and comprehensive development. Before that, Laura worked for the Boston Consulting Group (BCG), where she led strategy and digital venture projects for urban mobility, technology, and cultural organizations. In parallel, she edited a book on bottom-up urban development principles including transportation ("Order Without Design" by Alain Bertaud) and delivered a TED talk on the role of curiosity and ignorance in the creative process.

LYFT, General Manager, Citi Bike, Lyft Transit Bikes and Scooters

July 2019 - Present

- Own the P&L for Citi Bike in NYC, which includes market growth, strategy, ops, marketing, and city public partnerships.

NYU STERN SCHOOL OF BUSINESS, Adjunct Professor

Jan 2019 - Present

- Teach full-time MBA advanced strategy course; pair students with leading companies (e.g., Equinox, Random House, Audi, CBS, etc.) to solve strategic issues (e.g., market entry, product / audience expansion, etc.).

SIDEWALK LABS, Associate Director, Development

July 2018 - June 2019

- Led company's largest deliverable, Master Innovation and Development Plan, to completion across range of innovation and planning areas including future of mobility and digital products in cities
- Managed all operations required to complete the project, including developing executive-level decision-making processes, coaching senior leadership on content and financial models, creating complex financial and urban data analyses, and leading core ~12-member cross-functional team on daily deliverables

BCG, Project Leader

Sep 2015 - June 2018

- Delivered TED@BCG talk in Paris, France to 500+ audience
- Experience directly managing, coaching, and mentoring teams of 2-9 staff (consultants, designers, engineers) across client engagements, as well as managing client teams of 5-8
- Ran innovation workshops for 20+ mayors in cities across the U.S. for an urban philanthropy group; included 8-hour working sessions on problem identification and scoping, use of design-led tools (e.g., ethnographic research, idea sprints, concept testing, etc.), and structured work planning
- Developed urban mobility concepts with BCG Digital Ventures, built MVP over three-month sprint (mobile app, hardware, etc.), created commercial promo film, launched MVP at Geneva Motor

Show; managed 9-member team of designers and developers to accomplish outcomes

- Awards: Women@BCG 2017 Prize in recognition of internal community-building efforts, and described as an “excellent hub for intellectual networks / connecting people together”

Order Without Design, Lead Editor

2016 - 2018

- Edited "Order without Design: How Markets Shape Cities" by urbanist Alain Bertaud with MIT Press on weekends; comprehensive book on urban development, economics, and planning covering topics such as affordable housing, urban mobility, community engagement / entrepreneurship, etc.

EDUCATION

NEW YORK UNIVERSITY, Master of Business Administration, 2015

UNIVERSITY OF NOTRE DAME, Bachelor of Arts, 2008]

[Caroline Samponaro

Head of Public Policy



Caroline leads scooter, bike, and pedestrian policy and partnerships. She works with cities on policy initiatives like Vision Zero and complete street redesigns, as well as realizing specific goals around bike and scooter shared mobility. Prior to Lyft, Caroline spent 2 months at ofo, and prior to that 12 years as deputy director of Transportation Alternatives in New York City. At TransAlt, Caroline led the advocacy campaigns to bring Vision Zero to the United States, establish the country's largest bike share program, Citi Bike, and set national standards for urban complete street design. In 2013, in partnership with traffic violence victims, Caroline founded Families for Safe Streets, a grassroots, victim-led movement to eradicate reckless driving. Caroline holds a BA in Anthropology from Columbia University.

LYFT, Head of Public Policy, Lyft Transit, Bikes and Scooters

April 2018 - Present

- Set global micromobility policy objectives for the company, including establishing and managing strong public-private partnerships with cities to deliver two-wheeled public transportation solutions
- Serve as a member of Policy and Lyft Bike and Scooter Leadership Teams
- Manage team of staff and consultants across the country

OFO US Limited, Head of Public Policy and Government Relations, Northeast

February - April 2018

- Set national public policy objectives and oversaw service proposals and permit negotiations with municipal partners
- Manage more than 10 government relations consultants and corresponding portfolios
- Work cross-functionally to craft compelling communications, establish favorable service agreements with municipal partners, build coalitions that support favorable brand dynamics in key markets

TRANSPORTATION ALTERNATIVES, Deputy Director

2014 - 2018

- Set annual strategic priorities for the organization, including policy objectives, legislative agenda, and grassroots organizing campaigns
- Oversee cross-functional partnerships for implementation of defined priorities
- Performed regular communications and public relations work, including interviews for print media, on camera interviews, lobbying with local and state elected official, and public presentations
- Managed policy and legislative, organizing and communications departments comprised of 28 staff members

EDUCATION

COLUMBIA UNIVERSITY, Bachelor of Arts, Cultural Anthropology]

[Mark Roberts

Head of Business Strategy



Mark oversees business strategy and business development for Lyft's Transit Bike and Scooters line of business. Prior to joining Lyft, Mark was a member of the senior leadership team at Citi Bike's parent company, Motivate International. Mark holds a Bachelors of Arts in Economics from the University of Virginia where he completed his independent research project on the impact of transportation design on urban development.

LYFT, Head of Business Strategy, Lyft Transit Bikes and Scooters

Dec 2018 - Present

- Oversee business strategy and business development for Lyft's Transit Bike & Scooters business unit.

MOTIVATE, Vice President, Marketing

Nov 2014 - Nov 2018

- Responsible for growing revenue at large scale bikeshare systems through rider acquisition, rider retention and sponsorship.

EVERYDAY HEALTH, General Manager, Health Solutions

Jul 2012 - Oct 2014

- Launched partnership with the Mayo Clinic to develop an employee health engagement platform.

EVERYDAY HEALTH, Senior Vice President, Marketing

Aug 2003 -

Jun 2021

- Managed marketing for a portfolio of health and fitness brands including Everyday Health, What to Expect When You're Expecting, Jillian Michaels, and South Beach Diet.

EDUCATION

UNIVERSITY OF VIRGINIA, Bachelor of Arts, Economics]

[Will Bissell

Strategic Partnerships, Senior Manager



Will Bissell is a Senior Manager of Strategic Partnerships within Lyft's Transit, Bikes, and Scooters business unit. His purview includes day-to-day account management with key partners such as Citibank and Healthfirst, and leading the sales and implementation of sponsorship, advertising, and marketing activations with both new and existing partners. He works closely with Lyft's Partner Marketing, Entertainment, and Business Development teams to create unique and impactful moments for our bike and scooter brands. Most recently, Will secured sponsorship dollars from Mastercard and Citibank to support free Citi Bike Annual Memberships for Critical Workers, with over 26,000 memberships distributed.

Will has over 10 years of experience in brand management and live events, working as a freelance producer on both high-profile and small scale consumer activations. He was a member of the original team that launched Citi Bike in May 2013 and is based in New York.

LYFT, Senior Manager, Strategic Partnerships

December 2018 - Present

- Lead Lyft's day-to-day relationship with Citibank, a \$110 million sponsorship contract. Ensure internal compliance with sponsorship agreements as new products or initiatives are launched.
- Identify opportunities for brand alignment between external partners and bike or scooter systems. Responsible for developing pitch materials, closing sales, and implementing partnerships.

Motivate, Director of Sponsorship Sales

January 2016 - December 2018

- Generated over \$4 million in new business through a combination of sponsorship and advertising campaigns. Developed successful campaigns for partners in a variety of industries including San Pellegrino, Switzerland Tourism, Showtime, Noosa Yoghurt, J Crew, and American Red Cross.
- Secured Blue Cross Blue Shield of MA as a new title sponsor of metro-Boston's bike share program and managed the transition of the brand from Hubway to Bluebikes.

NYC Bike Share, LLC, Marketing Manager

April 2013 - January 2016

- Launched North America's largest bike share program with 332 stations and 6,000 bikes operational on Day 1. Led 25-member outreach ambassador team, social media and rider communications, and Citi Bike's participation in major city events such as Summer Streets, NYC City Council's inaugural Car-Free Earth Day, and Pride.

FREELANCE, Event Producer

June 2010 - Present

- Experienced producer of consumer-centric events including award shows, product launches, sports, and corporate summits. Major properties include Veuve Clicquot Polo Classic, The New Yorker Festival, IBM Think Forum, US Open, Tribeca Film Festival, Glamour Magazine's Women of the Year Awards, etc.

EDUCATION

WAKE FOREST UNIVERSITY, Bachelor of Arts in Economics]

Harrison Lewis

Expansion Specialist



Harrison plans day-to-day station operations for Citi Bike in Jersey City and New York City. Previously, Harrison held positions at New York City Emergency Management and New York City Transit with overarching responsibilities related to modernizing daily operations and continuity planning. Harrison has a Masters of Urban Planning from Hunter College as well as a BS from Cornell University. He's passionate about sustainable transportation and experiencing neighborhoods by foot/bicycle.

LYFT, Expansion Specialist, Citi Bike, Lyft Transit, Bikes and Scooters

2019 - Present

- Manage service area of 1,000+ Citi Bike stations including construction requests, special events, unplanned blockages and damage; coordinate daily with government agencies, fleet contractor & external parties
- Created Tableau dashboard to monitor progress towards system growth goals and status of NYC service area
- Drove Jersey City system expansion planning including analysis of travel patterns, siting recommendations based on usage and demographics; delivered recommendations and gathered input from Jersey City clients
- Created Knowledge Base to institutionalize & standardize ops team knowledge, procedures to ensure continuity and serve as a resource for all team-members, particularly newer employees
- Review station site drawings, deliver notifications for new stations, attend community forums regarding bike planning

NEW YORK CITY EMERGENCY MANAGEMENT, Data & Operations Program Manager

2019

Data & Operations Specialist

2017-2019

- Established agency-wide dashboard in Microsoft Power BI to monitor progress toward agency KPIs and after-action improvement measures, saving \$10K annually by eliminating the need for iDashboards software
- Created data reporting process to track Hurricane Maria support operations (400 pallets of donated items, 2,100 households at service center), providing real-time visibility for leadership via Tableau dashboards
- Revamped citywide emergency food distribution program by digitizing data collection process and reporting via Tableau dashboards; created internal support documentation for operating team and agency partners
- Led procurement process for new incident management software including needs assessment, market research and outreach, RFP creation, and internal communication of progress across the agency
- Directed inter-agency trainings on NYC's Emergency Operations Center and emergency response

framework

ShareThis, Business Intelligence & Operations Associate

2015-2017

- Devised and oversaw real-time executive dashboard in Domo to monitor company KPIs, collating data from Salesforce, Google BigQuery, JIRA, comScore & spreadsheets
- Implemented new expense reporting software across 6 offices; visualized spending for \$1M travel budget
- Administered Salesforce database with DataLoader (bulk editing); created workflow & reporting process for new unit's \$10M sales pipeline
- Created Domo dashboards for new products to highlight customer feedback from Salesforce opportunities

New York City Transit, Advanced Service Initiatives Intern

2016

- Launched continuity of operations plan for back-up control center to ensure resiliency in case of disaster
- Conducted site visit interviews and synthesized existing documentation to help institutionalize and digitize operating procedures for B-division trains

Maslansky & Partners, Associate Communication Strategist

2014-2015

- Conducted focus groups, consumer surveys, and social media analyses for Fortune 500s (Bank of America, Johnson & Johnson, Toyota) to test different brand positionings and messaging strategies
- Created deliverables utilizing quantitative and qualitative research data to help clients communicate in a more convincing, consumer-friendly manner
- Managed client relations by assessing needs, facilitating review process, and delivering final presentation

EDUCATION

HUNTER COLLEGE, CITY UNIVERSITY OF NEW YORK, Master of Urban Planning

CORNELL UNIVERSITY, Bachelor of Science in Urban & Regional Studies]

France Francois

Equity and Community Program Manager



France helps Citi Bike and Lyft address historical barriers to access and equity in under-resourced communities. Transcending the skills she honed during her stint on Capitol Hill and working on social issues in emerging markets at the InterAmerican Development Bank as a Social Development Specialist, she is passionate about the intersection of tech, social impact, and community building. Through her work on Citi Bike's expansion into historically marginalized communities, she continues to be integral in making national initiatives fit local realities, bridging the gap between people and the programs and technologies that impact their lives.

LYFT, Equity and Community Program Manager, Lyft Transit Bikes and Scooters Dec 2019 - Present

- Work collaboratively to develop and execute strategies, programs, and policies that will help further Lyft's role as a leading voice on transportation equity, utilizing our platform's unique abilities to improve lives of underserved communities through transportation
- Lead the strategy to design more inclusive marketing materials for NYC, Lyft's largest market, and launch inclusive campaigns
- Create and nurture enduring partnerships with external organizations focused on issues of transportation equity, community development, safe streets, health equity, environmental justice, and more
- Sustainably scale Lyft's various community programs to have a broader social impact

CATALYST, Policy & Engagement Director October 2018- Dec 2019

- Build a stakeholder outreach strategy designed to deepen relationships with leaders and policy stakeholders, increase civic engagement, and develop policies that helped grow community
- Training and supervising 5 members of a cross-cultural and cross-functional team; Guiding team in defining scope, deliverables, and schedules, supported by goal-setting, performance reviews, and recommendation of company resources/training to further growth

CONSULTANT, Social Impact Consultant January 2016- Oct 2018

- Redesigned projects and process within startups and corporations to significantly improve efficiency, compliance, quality, profitability, competitive position, and social impact
- People+Impact- Trained executives to define and implement social and economic impact metrics within their corporate philanthropy strategy in multinational companies
- Esperanza Social Venture- Led a team of 5 consultants to redesign and scale a start-up incubator that enabled client to see a 35% increase in loan repayments

EDUCATION

AMERICAN UNIVERSITY, Masters in International Development and Conflict Resolution

FLORIDA STATE UNIVERSITY, Bachelors in Political Science

[Thomas DeVito

East Coast Policy Manager



Thomas is Lyft's policy manager for transit, bikes, and scooters, covering cities on the east coast of the United States, including Citi Bike in New York City and Jersey City. He is working to expand people's accessibility to high-quality micromobility systems and public transit. He has worked on safe streets and sustainable transportation for almost a decade - previously as the Senior Director of Advocacy at Transportation Alternatives. While there, Thomas led campaigns to turn 14th Street into a high efficiency busway, dramatically expand the school based speed camera program, and pass groundbreaking legislation mandating the construction of 50 miles of protected bike lanes every year.

LYFT, East Coast Policy Manager; Transit, Bikes, and Scooters

January 2020 - Present

- Building partnerships with stakeholders, working with agencies, and setting policy and priorities for Lyft's bikeshare and scooter program in key east coast cities.
- Launched New York City and Jersey City's "Critical Workforce Program", providing free annual memberships to healthcare workers, transit workers, first responders, critical city agencies, and food support non-profits

Transportation Alternatives, Senior Director of Advocacy

March 2013 - December 2019

- Managed a team of nine organizers and researchers, worked on city-wide campaigns to improve walking, biking, and mass transit in New York City.
- Led TransAlt's successful citywide campaign to extend and expand NYC's school zone based speed safety camera program into what will be the most comprehensive system in the world;
- Successfully led the campaign for the widely heralded 14th Street busway;
- Led TransAlt's congestion pricing advocacy, empowering communities across New York City to demand support from key elected officials during the successful 2019 state budget push;
- Worked in coalition to protect New York City's working cyclists from unfair enforcement practices by legalizing e-bikes;
- Led the advocacy push behind the passage of the Green Wave cycling safety action plan, and the ambitious Streets Master Plan bill;
- Created and ran a (free) 13-part activist training series twice a year.

EDUCATION

University of Saint Andrews, Scotland; M.A. International Security Studies

Marlboro College, Vermont; B.A. Political Science and History]

[Stephanie La Raja

Regional Marketing Manager



As Regional Marketing Manager at Lyft, Stephanie leads marketing for Citi Bike in New York City and Jersey City and has been with the Citi Bike marketing team for over four years. Prior to joining the Citi Bike team, she led integrated marketing programs for Bicycling Magazine and has nearly 20 years of marketing experience. She is passionate about healthy, sustainable transportation and bringing Citi Bike to more people.

LYFT, Regional Marketing Manager, Lyft Transit Bikes and Scooters

December 2018 - Present

- Oversee marketing and brand strategy for Citi Bike.
- Led the launch of Citi Bike's Critical Worker Program to provide safe transportation to critical workers in New York City and Jersey City during Covid-19; nearly 30,000 memberships distributed to date.

NYC BIKE SHARE, LLC, Deputy Director of Marketing and Growth
2018

February 2016 - December

- Oversight over partnerships, corporate sales, tourism and field marketing.
- Re-vamped ambassador program creating a template for the other bikeshare programs nationwide that were operated by Motivate. Recruited, hired and trained 30 ambassadors within the first three months of joining Citi Bike.

CONTRACTOR, Marketing Director

December 2014 - November 2015

- Advised and consulted executive leadership teams of start ups, global brands and nonprofits to develop marketing and brand strategies, ideated and executed marketing programs, and led hospitality and VIP experiences.

RODALE INC, Senior Marketing Manager

July 2003 - December 2014

- Strategized and managed high-profile integrated marketing programs for Bicycling and Runner's World. Top multi- year clients included: Nissan (7 years), Michael Foods (3 years), Kraft (2 years), and Foot Locker (2 years).

EDUCATION

Bloomsburg University; B.S.B.A. Marketing]

[Matt Scholl

Maintenance Operations Lead



Matt scopes and leads the development of all bike and scooter mechanic resources. This includes Standard Operating Procedures for routine maintenance and repair, training sessions and content, directing all pilots and retrofits across the fleet, and hosting routine Quality Assurance audits of repair quality to keep the teams' work, and the quality of the rideable, up to standard. Supporting me is a team of two Maintenance Operations Associates and a Maintenance Operations Lead to ensure this expansive area is completely covered.

LYFT, Maintenance Operations Lead

April 2019 - Present

- Development of robust SOP documentation to support maintenance and repair of all vehicle types.
- Build comprehensive remote and onsite training programs for all vehicles and markets.
- Facilitate fleet-wide pilots and retrofits for bikes and scooters.

Mercedes-Benz, Technician

January 2017 - March 2019

- Performed vehicle system diagnostics of all vehicle systems with a focus on gas/electric powertrains, infotainment, driver assistance, chassis and suspension, electrical circuitry.
- Carried out all necessary repairs and maintenance of all vehicle systems to manufacturer specification.
- Created and led a team of express technicians in the Premier program to ensure quality and efficient servicing of vehicles.

Tesla, Technician

May 2016 - January 2017

- Responsible for the diagnostics of all vehicle systems with a focus on:
 - Battery pack and battery management system.
 - Powertrain; including electric motors, control units, and thermal management.
 - Driver assistance systems; including Autopilot.
- Developed an End of Line quality control repair flow for failed QC vehicles at the factory line to be diagnosed and repaired efficiently.]

Trevor Ingraham

Station Hardware Operations Lead



Trevor leads the Station Hardware Operations for all US markets. This includes SOP creation, spare parts support, new station product development support, quality assurance audits of stations, and station technology and cloud based tool development. Having previously worked at Scoot Networks and later Bird Rides, Trevor has an extensive history in multi-modal transportation and micro mobility. He holds a B.F.A. from Cal Poly San Luis Obispo and is an avid motorcycle enthusiast and advocate for transportation reform with an emphasis on pedestrian-centric cities.

LYFT, Station Hardware Operations Lead

May 2020 - Present

- Development of SOPs for station hardware spare parts and repair processes support
- Management of cloud-based tool development and new feature requests
- Perform quality assurance audits of markets and ensure standardization across all systems

BIRD, Senior Service Engineer

July 2019 - Dec 2019

- Created system of communication for local operations teams to report vehicle non-conformance to vehicle programs team
- Tracked trending issues across multiple vehicle types and analyzed business trends
- Maintained OEM supplier relationships and created vehicle revisions for post-production modifications
- Worked with vendors and contract manufacturers in Europe/Asia
- Maintained and constantly revise technical database and digital asset management
- Created service tools and procedures
- Implemented process and trained local operations teams in North America, South America, and Europe
- Analysis of component failure and engineering revisions for vehicle accessories (smart infrastructure lock)
- Created reports and technical bulletins for engineering changes to distribute to operations executives

SCOOT NETWORKS, Senior Service Engineer

Aug 2015 - July 2019

- Created system of communication for local operations teams to report vehicle non-conformance to vehicle programs team
- Tracked trending issues across multiple vehicle types and analyzed business trends
- Maintained OEM supplier relationships and created vehicle revisions for post-production modifications
- Worked with vendors and contract manufacturers in Europe/Asia

- Maintained and constantly revise technical database and digital asset management
- Created service tools and procedures
- Implemented process and trained local operations teams in North America, South America, and Europe
- Analysis of component failure and engineering revisions for vehicle accessories (smart infrastructure lock)
- Created reports and technical bulletins for engineering changes to distribute to operations executives

EDUCATION

CALIFORNIA POLYTECHNIC STATE UNIVERSITY, B.F.A. Art and Design

CITY COLLEGE OF SAN FRANCISCO, A.S. Electronics Engineering Technology]

Appendix D. Letters of Support



July 24, 2020

To whom it may concern,

On behalf of The Street Plans Collaborative, I'd like to offer this letter of support and recommendation for Lyft and its Citi Bike system. I've personally been a member since Citi Bike's inception in 2013. As an owner of multiple bicycles I could not have fathomed how useful the system would become to me in my personal and professional life.

While the system has undergone multiple owners and has certainly endured setbacks, Lyft's commitment to expanding and improving the system is evident. Increasing the fleet size, introducing e-bikes (a huge boon for JC's topography), constantly improving the app experience, and commitment to active transportation, safe streets, and support for expanded bike infrastructure has meant that Citi Bike is not just an important part of our transportation landscape, it's worked its way into the fabric of so many communities across the metropolitan area, supporting countless community planning, engagement, encouragement, and safety initiatives. In Jersey City this is evidenced by their support for Bike JC's annual Ward Tour, Vision Zero policy, and JC's Climate Action Plan.

As one who works often in Jersey City, the reciprocity between multiple cities greatly expands the utility of the system for all. Further including Hoboken in the mix is going to be a great benefit for bike commuters, recreational cyclists, and utility riders on both sides of the Hudson River and between Hoboken and Jersey City.

Finally, Lyft's Citi Bike system seems committed to supporting our cities when they struggle most. To my knowledge, Lyft has maintained its micromobility fleet to be 100% active during the Covid19 pandemic, supporting essential workers in NYC and Jersey City by providing free memberships when it has been needed most. This commitment and support for our larger communities is exactly the kind of bike share partner Jersey City should strongly consider retaining as it recommits to providing residents with a world-class micromobility system that expands mobility options right alongside the city's growing bikeway network.

Sincerely,

A handwritten signature in black ink, appearing to read "MLY".

Mike Lydon
Co-Founder and Principal
Street Plans

195 Plymouth St. FLR 5, Suite 17
Brooklyn, NY 11201

Sam Schwartz Consulting, LLC
30 Montgomery Street, Suite 1340
Jersey City, NJ 07302
(973) 639-9629
samschwartz.com



July 24, 2020

**RE: Letter of Recommendation for Lyft
Hoboken-Jersey City Bike Share Program**

I understand that Lyft has submitted a proposal in response to the combined Hoboken-Jersey City Bike Share Program RFP. Sam Schwartz Consulting is pleased to provide this Letter of Recommendation for Lyft for your consideration. Having offices in both New York City and Jersey City, and having helped develop bike share plans in cities across the country (including the original Hudson County Bike Share Feasibility Study), we understand the critical role that seamless system connectivity plays in the convenience – and, as a result, ridership – of bike share. While a bicycle connection may not (yet) exist between Hudson County and Manhattan, providing one consistent bike share system will encourage ridership both by those in New Jersey visiting New York City, and vice versa.

Sam Schwartz has successfully worked with Lyft around the country to advance the positive relationships between sustainable forms of transportation and livable, equitable cities. Lyft's bikeshare systems are directly complementary to our core planning and design principles to advance green transportation infrastructure, such as safe access to public transportation and pedestrian pathways and bike lanes to facilitate non-motorized transportation. They also share our focus on equity, ensuring that underserved residents are connected to their neighbors, their community, and their city.

Lyft is investing time and resources evaluating strategic bikeshare stations in New York City's outer boroughs (including Queens and the Bronx) to support those with longer travel distances. In Chicago, we have been supporting the expansion of Divvy and have witnessed firsthand Lyft's enthusiasm to bring bikeshare to lower-income neighborhoods on the South Side.

Certainly, during this unprecedented time, both commuter and recreation bike travel will be a vital service. Based on our experience with Lyft across the nation and here in the New York / New Jersey Metropolitan area, I can confidently say that they are a thoughtful and creative partner. I have every reason to believe they would likewise be a wonderful partner for the Hoboken and Jersey City communities in creating and implementing a thoughtful and successful micro-mobility program.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lou Luglio".

Lou Luglio, P.E.
Vice President + General Manager NJ Operations
Cell: (201) 805-8819
LLuglio@samschwartz.com

MAKING THE JOURNEY BETTER

Sam Schwartz is building a safer, more sustainable, livable future—for everyone.
Engineering | Planning | Consulting

Barkha Patel
Director of Transportation Planning
City of Jersey City

Barkha,

Bike JC is sending this letter to you today in regards to the RFP for a contract for bicycle share in Jersey City. We of course fully support bike share for the city and believe that it is a vital mode of public mass transit that should be available to every resident of the city.

We are aware that our present provider, Lyft/Citibike will be making a proposal. Bike JC appreciates Lyft/Citibike given their history of support for our annual Ward Tour event but we are unaware of others who might be making a pitch for the contract so we therefore are uncomfortable with backing any one company for this contract. On the other hand we do feel comfortable offering some opinions as to what we have liked and what we would like to see happen with bike share in our city going forward.

- Much much broader and dense city wide coverage to create a real city wide system
- A system that is cross compatible with New York City has been of great value to Jersey City members. That value would only increase by extending that compatibility to our New Jersey neighboring municipalities.
- The inclusion of some e-assist bikes to open the system to less athletic users by helping to tame the hills of our Palisade cliffs
- We would like to see a larger investment and commitment to the education of riders to instill confidence and encourage them to move away from dedicated pedestrian space
- The continuation to move to a more equitable system by providing cost assistance to those in need of it
- We appreciate Lyft having been one of the few micro mobility systems to stay 100% active throughout the pandemic, while also providing free memberships for critical workers in NYC and JC
- Citibike's support for Vision Zero initiatives has been welcomed

In order to enable these goals, Bike JC believes that some subsidy by cities, at least for a limited time to allow the broader system to take hold, could be in order. We recall that Mayor Fulop stated at the start he would do this if necessary. We understand the stress of the city budget given the Covid-19 pandemic but we also have seen the rise in bicycle usage as transportation since the lock-down and believe that the sparse distribution of bike share docks outside of the downtown area is unacceptable.

Thanks for your consideration of these goals.
Patrick Conlon
Bike JC - President

July 27, 2020

City of Jersey City
280 Grove Street
Jersey City, NJ 07302

Re: Jersey City-Hoboken Bike Share RFP

To Whom It May Concern:

My name is Adam Cohen and I am the chair of the Journal Square Community Association's Transportation Committee. I am writing today on behalf of the Journal Square Community Association Transportation Committee to express our support for Lyft's application under the joint Jersey City-Hoboken RFP for the management and operation of a bike share system.

Journal Square Community Association strives to promote a clean, green, and safe Journal Square and Lyft's Citi Bike system has been an integral part of our community for several years, with bike share docks located throughout the Community Association's boundaries.

Having spoken with members of the transportation committee, there is a deep appreciation of the cross-compatibility of Citi Bike membership between Jersey City and New York City. The possibility of that cross-compatibility being extended to include Hoboken would only further increase the value of Citi Bike to our community. Furthermore, Citi Bike has been a supporter of the annual Jersey City Ward Tour, which rolls through our neighborhood each spring.

While we have all been touched in some way, shape, or form by the Coronavirus pandemic, Citi Bike remained active and available through the worst of the pandemic in Jersey City, while providing free membership to essential workers in Jersey City. As Jersey City works to confront the challenges ahead related to both Coronavirus and climate change, a wide-ranging bike share network with cross-compatibility between the places that Jersey City residents live and work and with a stable operator would only help to serve the City.

Thank you,

Adam Cohen
Chair, Journal Square Community Association Transportation Committee

Appendix E. Required Forms and Acknowledgment of Addenda



STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

Taxpayer Name: LYFT INC.
Trade Name: LYFT
Address: 185 BERRY STREET SUITE 5000
SAN FRANCISCO, CA 94107-9410
Certificate Number: 2184390
Effective Date: November 14, 2017
Date of Issuance: July 22, 2020

For Office Use Only:
20200722163438080

STOCKHOLDER/INTEREST HOLDER DISCLOSURE CERTIFICATION

Name of Business: Lyft, Inc.

Check one of the two listed boxes below:

I certify that the list below contains the names and home addresses of all stockholders and/or interest holders which hold 10% or more of the issued and outstanding stock of the undersigned

OR

I certify that no one stockholder and/or interest holder owns 10% or more of the issued and outstanding stock and/or interests of the undersigned

Check the box that represents the type of business organization:

Partnership

Corporation

Sole Proprietorship

Subchapter S Corporation

Limited Liability Corporation

Limited Liability Partnership

Limited Partnership

Sign and notarize the form below, and, if necessary complete the stockholder list below. Stockholders

/ Interest Holders:

Name: Based on Lyft's knowledge from publicly available SEC filings, FMR LLC., a private company, beneficially owns more than 10% of Lyft's outstanding common stock.	Name:
Home Address: 245 Summer Street, Boston, Massachusetts 02210	Home Address:
Name: Based on Lyft's knowledge from publicly available SEC filings, Rakuten, Inc., a public company traded on the Tokyo Stock Exchange, beneficially owns more than 10% of Lyft's outstanding common stock.	Name:
Home Address: 1-14-1, Tamagawa, Setagaya-ku, Tokyo, Japan 158-0094.	Home Address:
Name:	Name:
Home Address:	Home Address: [REDACTED]

Subscribed and sworn before me on this 27th day of July, 2020.

Dor Levi

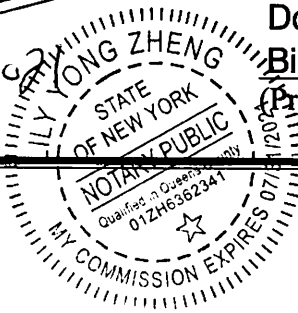
(Affiant)

(Notary Public) X [Signature]

My commission expires 07-31-2021

Dor Levi, Head of Transit, Bikes, and Scooters

(Print name & title of affiant)



NON COLLUSION AFFIDAVIT

**STATE OF NEW JERSEY
CITY OF JERSEY CITY s/s:**

I certify that I am Dor Levi
of the firm of Lyft, Inc.

the Respondent making the proposal for the above named project, and that I executed the said proposal with full authority so to do; that said Respondent has not, directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free, competitive bidding in connection with the above named project; and that all statements contained in said proposal and in this affidavit are true and correct, and made with full knowledge that the City of Jersey City relies upon the truth of the statements contained in said proposal and in the statements contained in this affidavit in awarding the contract for the said project.

I further warrant that no person or selling agency has been employed to solicit or secure such contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, except bona fide employees or bona fide established commercial or selling agencies maintained by (N.J.S.A.52: 34-25)

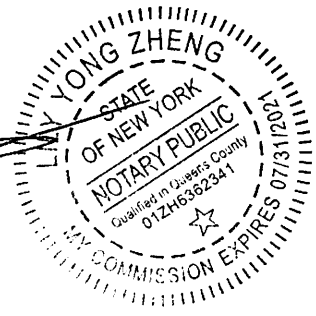
(Signature of Respondent) [Signature]

SUBSCRIBED AND SWORN TO July 27th OF 20 20
BEFORE ME THIS DAY

(TYPE OR PRINT NAME OF AFFILIANT UNDER SIGNATURE)

NOTARY PUBLIC OF New York
MY COMMISSION EXPIRES: 20 7-21-2021

[Signature]



**NOTE:
THIS FORM MUST BE COMPLETED, NOTARIZED AND RETURNED WITH THIS PROPOSAL**



CITY OF JERSEY CITY

DIVISION OF PURCHASING

394 CENTRAL AVENUE, 3RD FLOOR | JERSEY CITY, NJ 07307

P: 201 547 5155/5156



STEVEN M. FULOP
MAYOR OF JERSEY CITY

PETER FOLGADO
DIRECTOR OF PURCHASING, QPA, RPPQ

CERTIFICATION REGARDING SUSPENSION/DEBARMENT

I am Dor Levi of the firm of, the Contractor who submitted the lowest responsible bid for the project known as Joint Jersey City/Hoboken Bike Share RFP.

I executed the Proposal submitted to the City of Jersey City with the full authority to do so. As of the date of execution of this Certification on this 27th day of July, 2020, the firm of Lyft, Inc. nor any affiliates of the firm have not been suspended or debarred from submitting bid proposals by the United States of America, its departments, divisions, and agencies or the State of New Jersey, its department, divisions, and agencies.

I certify that the foregoing statements are true. I am aware that if any of the foregoing statements made by me are willfully false, I am subject to punishment.

Dor Levi

(Name of Contractor)

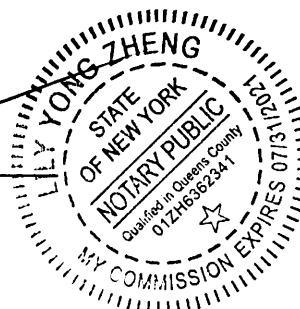
Signed X

By:

Dated: July 27th, 2020

Title: Head of Transit, Bikes. and Scooters

Sworn and subscribed to before me this 27th day of July, 2020



**CITY OF JERSEY CITY
REQUIRED ADMINISTRATIVE FORMS**

PROJECT: Joint Jersey City/Hoboken Bike Share RFP

RESPONDENT: Lyft, Inc.

RESPONDENT'S CHECKLIST

Item	Respondent Initials	Purchasing Review
A. Non-Collusion Affidavit (notarized)	DL	
B. Statement of Ownership Disclosure*	DL	
C. Mandatory Affirmative Action Language (submit with Proposal or after notification of award but prior to signing contract) (EXHIBIT A)	DL	
D. With Proposal or after notification of award but prior to signing a contract, submit a copy of <u>one</u> of the following three documents: 1. A valid letter that the contractor is operating under an existing Federally approved or sanctioned affirmative action program (good for one year from the date of the letter); or 2. Unexpired Certificate of Employee Information Report; or 3. Employee Information Report Form AA302, (if first time doing business with Jersey City)	DL	
E. Americans with Disabilities Act (APPENDIX A)	DL	
F. Supplier Diversity Bidder Questionnaire (with Bid Proposals or within 24 hours of Bid Opening)	DL	
G. Business Registration Certificate	DL	
H. Original signature(s) on all required forms.	DL	
I. Acknowledgment of Receipt of Addenda*	DL	
J. Disclosure of Investment Activities in Iran Form	DL	

*Failure to include these documents with the Proposal will result in an automatic Rejection of the Proposal.

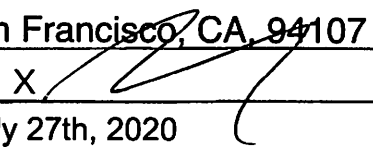
**CITY OF JERSEY CITY
ADDENDUM ACKNOWLEDGMENT FORM
REQUEST FOR PROPOSAL**

The undersigned acknowledges receipt of the following addenda to the Request For Proposal:

**THE COMPLETED ACKNOWLEDGMENT OF ADDENDA FORM
SHOULD BE RETURNED WITH PROPOSAL PACKAGE: NOT TO BE
SENT SEPARATELY**

NOTE: Failure to acknowledge receipt of all addenda will cause the proposal to be considered non-responsive, and the proposal will be rejected. Acknowledgement of receipt of each addendum must be clearly established and included with the proposal pursuant to N.J.S.A. 40A:11-23.2 (e).

Addendum No. 1 Dated 7/14/2020
Addendum No. 2 Dated 7/20/2020
Addendum No. 3 Dated 7/20/2020
Addendum No. 4 Dated 7/21/2020

Name of Company: Lyft, Inc.
Street Address: 185 Berry St #5000
City, State, Zip San Francisco, CA, 94107
Authorized Signature: X 
Date: July 27th, 2020

STATEMENT OF OWNERSHIP DISCLOSURE
 N.J.S.A. 52:25-24.2 (P.L. 1977, c.33, as amended by P.L. 2016, c.43)

This statement shall be completed, certified to, and included with all bid and proposal submissions. Failure to submit the required information is cause for automatic rejection of the bid or proposal.

Name of Organization: Lyft, Inc.

Organization Address: 185 Berry St #5000, San Francisco, 94107

Part I Check the box that represents the type of business organization:

- Sole Proprietorship (skip Parts II and III, execute certification in Part IV)
- Non-Profit Corporation (skip Parts II and III, execute certification in Part IV)
- For-Profit Corporation (any type) Limited Liability Company (LLC)
- Partnership Limited Partnership Limited Liability Partnership (LLP)
- Other (be specific): _____

Part II

The list below contains the names and addresses of all stockholders in the corporation who own 10 percent or more of its stock, of any class, or of all individual partners in the partnership who own a 10 percent or greater interest therein, or of all members in the limited liability company who own a 10 percent or greater interest therein, as the case may be. **(COMPLETE THE LIST BELOW IN THIS SECTION)**

OR

No one stockholder in the corporation owns 10 percent or more of its stock, of any class, or no individual partner in the partnership owns a 10 percent or greater interest therein, or no member in the limited liability company owns a 10 percent or greater interest therein, as the case may be. **(SKIP TO PART IV)**

(Please attach additional sheets if more space is needed):

Name of Individual or Business Entity	Home Address (for Individuals) or Business Address
Based on Lyft's knowledge from publicly available SEC filings, FMR LLC., a private company, beneficially owns more than 10% of Lyft's outstanding common stock.	245 Summer Street, Boston, Massachusetts 02210
Based on Lyft's knowledge from publicly available SEC filings, Rakuten, Inc., a public company traded on the Tokyo Stock Exchange, beneficially owns more than ten percent of Lyft's outstanding common stock.	1-14-1, Tamagawa, Setagaya-ku, Tokyo, Japan 158-0094.

Part III DISCLOSURE OF 10% OR GREATER OWNERSHIP IN THE STOCKHOLDERS, PARTNERS OR LLC MEMBERS LISTED IN PART II

If a bidder has a direct or indirect parent entity which is publicly traded, and any person holds a 10 percent or greater beneficial interest in the publicly traded parent entity as of the last annual federal Security and Exchange Commission (SEC) or foreign equivalent filing, ownership disclosure can be met by providing links to the website(s) containing the last annual filing(s) with the federal Securities and Exchange Commission (or foreign equivalent) that contain the name and address of each person holding a 10% or greater beneficial interest in the publicly traded parent entity, along with the relevant page numbers of the filing(s) that contain the information on each such person. Attach additional sheets if more space is needed.

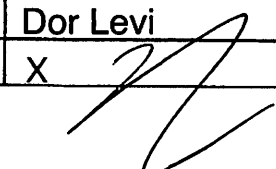
Website (URL) containing the last annual SEC (or foreign equivalent) filing	Page #'s
https://global.rakuten.com/corp/investors/stock/overview.htm	

Please list the names and addresses of each stockholder, partner or member owning a 10 percent or greater interest in any corresponding corporation, partnership and/or limited liability company (LLC) listed in Part II other than for any publicly traded parent entities referenced above. The disclosure shall be continued until names and addresses of every noncorporate stockholder, and individual partner, and member exceeding the 10 percent ownership criteria established pursuant to N.J.S.A. 52:25-24.2 has been listed. Attach additional sheets if more space is needed.

Stockholder/Partner/Member and Corresponding Entity Listed in Part II	Home Address (for individuals) or Business Address
Fidelity https://www.sec.gov/Archives/edgar/data/315066/000031506620001087/filing.txt	245 Summer Street, Boston, Massachusetts 02210

Part IV Certification

I, being duly sworn upon my oath, hereby represent that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I acknowledge: that I am authorized to execute this certification on behalf of the bidder/proposer; that the *<name of contracting unit>* is relying on the information contained herein and that I am under a continuing obligation from the date of this certification through the completion of any contracts with *<type of contracting unit>* to notify the *<type of contracting unit>* in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I am subject to criminal prosecution under the law and that it will constitute a material breach of my agreement(s) with the, permitting the *<type of contracting unit>* to declare any contract(s) resulting from this certification void and unenforceable.

Full Name (Print):	Dor Levi	Title:	Head of Transit, Bikes, and Scooters
Signature:		Date:	7/27/2020

CITY OF JERSEY CITY, NEW JERSEY 07307
DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN

COMPANY NAME: _____

PART 1: CERTIFICATION
BIDDERS MUST COMPLETE PART 1 BY CHECKING EITHER BOX.
FAILURE TO CHECK ONE OF THE BOXES WILL RENDER THE PROPOSAL NON-RESPONSIVE.

Pursuant to Public Law 2012, c. 25, any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must complete the certification below to attest, under penalty of perjury, that neither the person or entity, nor any of its parents, subsidiaries, or affiliates, is identified on the Department of Treasury's Chapter 25 list as a person or entity engaging in investment activities in Iran. The Chapter 25 list is found on the Division's website at <http://www.state.nj.us/treasury/purchasestaff/chapter25list.pdf>. Bidders must review this list prior to completing the below certification. Failure to complete the certification will render a bidder's proposal non-responsive. If the Director finds a person or entity to be in violation of law, s/he shall take action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

PLEASE CHECK THE APPROPRIATE BOX:

I certify, pursuant to Public Law 2012, c. 25, that neither the Bidder listed above nor any of the bidder's parents, subsidiaries, or affiliates is listed on the N.J. Department of the Treasury's list of entities determined to be engaged in prohibited activities in Iran pursuant to P.L. 2012, c. 25 ("Chapter 25 List"). I further certify that I am the person listed above, or I am an officer or representative of the entity listed above and am authorized to make this certification on its behalf. I will skip Part 2 and sign and complete the Certification below.

OR

I am unable to certify as above because the bidder and/or one or more of its parents, subsidiaries, or affiliates is listed on the Department's Chapter 25 list. I will provide a detailed, accurate and precise description of the activities in Part 2 below and sign and complete the Certification below. **Failure to provide such will result in the proposal being rendered as non-responsive and appropriate penalties, fines and/or sanctions will be assessed as provided by law.**

PART 2: PLEASE PROVIDE FURTHER INFORMATION RELATED TO INVESTMENT ACTIVITIES IN IRAN
 You must provide a detailed, accurate and precise description of the activities of the bidding person/entity, or one of its parents, subsidiaries or affiliates, engaging in the investment activities in Iran outlined above by completing the box below.

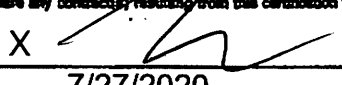
Name _____ Relationship to Bidder/Officer _____

Description of Activities _____

Duration of Engagement _____ Anticipated Cessation Date _____

Bidder/Officer Contact Name _____ Contact Phone Number _____

Certification: I, being duly sworn upon my oath, hereby represent and state that the foregoing information and any statements thereto to the best of my knowledge are true and complete. I attest that I am authorized to execute this certification on behalf of the above-referenced person or entity. I acknowledge that the State of New Jersey is relying on the information contained herein and I hereby acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contracts with the State to notify the State in writing of any changes to the contents of information contained herein. I acknowledge that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I recognize that I am subject to criminal prosecution under the law and that it will also constitute a material breach of my agreement(s) with the State of New Jersey and that the State at its option may declare any contract(s) resulting from this certification void and unenforceable.

Full Name (Print): Dor Levi Signature: X 

Title: Head of Transit, Bikes, and Scooters Date: 7/27/2020

**EQUAL EMPLOYMENT OPPORTUNITY (EEO)/
AFFIRMATIVE ACTION (AA) REQUIREMENTS
FOR GOODS, PROFESSIONAL SERVICE AND GENERAL SERVICE CONTRACTS**

Questions in reference to EEO/AA requirements for Goods,
Professional Service and General Service Contracts should be
directed to:

**Jeana F. Abuan
Public Agency Compliance Officer (P.A.C.O.)
Department of Administration
Office of Tax Abatement & Compliance
13-15 Linden Avenue, 2nd Floor
Jersey City NJ 07305
Tel. # 201-547-4538
E-Mail Address: abuanj@jcnj.org**



**CITY OF JERSEY CITY
DEPARTMENT OF BUSINESS ADMINISTRATION
OFFICE OF DIVERSITY AND INCLUSION**



SUPPLIER DIVERSITY BIDDER QUESTIONNAIRE

The City of Jersey City is committed to ensuring that its utilization of vendors reflects the diversity of its community. Please complete this form to assist us with monitoring our supplier diversity performance.

Business Name: Lyft, Inc.
 Address: 185 Berry St #5000
 Phone: (855) 865-9553
 Email: dlevi@lyft.com
 Contact Name: Dor Levi

Please indicate if your business qualifies as any of the following: (See definitions for clarification)

- Minority Owned
- Woman Owned
- Veteran Owned
- Disability Owned
- Lesbian, Gay, Bisexual, Transgender Owned
- None

Please indicate if your business is currently certified by an authorized certifying body as any of the following:

- Minority Business Enterprise
- Woman Business Enterprise
- Veteran Business Enterprise
- Disability Owned Business Enterprise
- Lesbian, Gay, Bisexual, Transgender Business Enterprise
- Disadvantaged Business Enterprise
- Small Business Enterprise
- None

THE CITY OF JERSEY CITY IS AN AFFIRMATIVE ACTION & EQUAL OPPORTUNITY EMPLOYER AND COMPLIES WITH ALL
LOCAL, STATE AND FEDERAL LAWS AND REGULATIONS IN EMPLOYMENT AND CONTRACTING.



**CITY OF JERSEY CITY
DEPARTMENT OF BUSINESS ADMINISTRATION
OFFICE OF DIVERSITY AND INCLUSION**



SUPPLIER DIVERSITY DEFINITIONS

Minority Owned- a business which is a sole proprietorship, partnership or corporation at least 51% of which is owned and controlled by persons who are African American, Hispanic, Asian American, American Indian or Alaskan Native, defined as follows:

African American: a person having origins in any of the black racial groups of Africa.

Hispanic: a person of Mexican, Puerto Rican, Central or South American or other non-European Spanish culture or origin regardless of race.

Asian: a person having origins in any of the original peoples of the Far East, South East Asia, Indian subcontinent, Hawaii or the Pacific Islands.

American Indian or Alaskan Native: a person having origins in any of the original peoples of North America and who maintains cultural identification through tribal affiliation or community recognition.

Woman Owned- a business which is a sole proprietorship, partnership or corporation at least 51% of which is owned and controlled by a woman or women.

Veteran Owned- a business which is a sole proprietorship, partnership or corporation at least 51% of which is owned and controlled by a person or persons who are veterans.

"Veteran" means any citizen and resident of this State now or hereafter honorably discharged or released under honorable circumstances who served in any branch of the Armed Forces of the United States or a Reserve component thereof for at least 90 days and shall include disabled veterans.

Disability Owned- a business which is a sole proprietorship, partnership or corporation at least 51% of which is owned and controlled by a person or persons with a disability.

Lesbian, Gay, Bisexual, Transgender Owned- a business which is a sole proprietorship, partnership or corporation at least 51% of which is owned and controlled by an LGBT person or persons.

THE CITY OF JERSEY CITY IS AN AFFIRMATIVE ACTION & EQUAL OPPORTUNITY EMPLOYER AND COMPLIES WITH ALL
LOCAL, STATE AND FEDERAL LAWS AND REGULATIONS IN EMPLOYMENT AND CONTRACTING.

(REVISED 4/13)

EXHIBIT A
MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE
N.J.S.A. 10:5-31 et seq. (P.L. 1975, C. 127)
N.J.A.C. 17:27

GOODS, PROFESSIONAL SERVICE AND GENERAL SERVICE CONTRACTS

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will ensure that equal employment opportunity is afforded to such applicants in recruitment and employment, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such equal employment opportunity shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.

APPENDIX A
AMERICANS WITH DISABILITIES ACT OF 1990
Equal Opportunity for Individuals with Disability
Head of Transit,

The contractor and the Bikes & Scooters of Lyft, Inc., (hereafter "owner") do hereby agree that the provisions of Title 11 of the Americans With Disabilities Act of 1990 (the "Act") (42 U.S.C. 5121 01 et seq.), which prohibits discrimination on the basis of disability by public entities in all services, programs, and activities provided or made available by public entities, and the rules and regulations promulgated pursuant thereto, are made a part of this contract. In providing any aid, benefit, or service on behalf of the owner pursuant to this contract, the contractor agrees that the performance shall be in strict compliance with the Act. In the event that the contractor, its agents, servants, employees, or subcontractors violate or are alleged to have violated the Act during the performance of this contract, the contractor shall defend the owner in any action or administrative proceeding commenced pursuant to this Act. The contractor shall indemnify, protect, and save harmless the owner, its agents, servants, and employees from and against any and all suits, claims, losses, demands, or damages, of whatever kind or nature arising out of or claimed to arise out of the alleged violation. The contractor shall, at its own expense, appear, defend, and pay any and all charges for legal services and any and all costs and other expenses arising from such action or administrative proceeding or incurred in connection therewith. In any and all complaints brought pursuant to the owner's grievance procedure, the contractor agrees to abide by any decision of the owner which is rendered pursuant to said grievance procedure. If any action or administrative proceeding results in an award of damages against the owner, or if the owner incurs any expense to cure a violation of the ADA which has been brought pursuant to its grievance procedure, the contractor shall satisfy and discharge the same at its own expense.

The owner shall, as soon as practicable after a claim has been made against it, give written notice thereof to the contractor along with full and complete particulars of the claim. If any action or administrative proceeding is brought against the owner or any of its agents, servants, and employees, the owner shall expeditiously forward or have forwarded to the contractor every demand, complaint, notice, summons, pleading, or other process received by the owner or its representatives.

It is expressly agreed and understood that any approval by the owner of the services provided by the contractor pursuant to this contract will not relieve the contractor of the obligation to comply with the Act and to defend, indemnify, protect, and save harmless the owner pursuant to this paragraph.

It is further agreed and understood that the owner assumes no obligation to indemnify or save harmless the contractor, its agents, servants, employees and subcontractors for any claim which may arise out of their performance of this Agreement. Furthermore, the contractor expressly understands and agrees that the provisions of this indemnification clause shall in no way limit the contractor's obligations assumed in this Agreement, nor shall they be construed to relieve the contractor from any liability, nor preclude the owner from taking any other actions available to it under any other provisions of the Agreement or otherwise at law.

Representative's Name/Title Print: Don Levi, Head of Transit, Bikes, and Scooters
Representative's Signature: [Signature]
Name of Company: Lyft, Inc.
Tel. No.: _____ Date: 7/27/2020

EXHIBIT A (Continuation)

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval

Certificate of Employee Information Report

Employee Information Report Form AA302 (electronically provided by the Division and distributed to the public agency through the Division's website at www.state.nj.us/treasury/contract_compliance)

The contractor and its subcontractors shall furnish such reports or other documents to the Division of Purchase & Property, CCAU, EEO Monitoring Program as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Purchase & Property, CCAU, EEO Monitoring Program for conducting a compliance investigation pursuant to Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.

The undersigned vendor certifies on their company's receipt, knowledge and commitment to comply with:

EXHIBIT A
N.J.S.A. 10:5-31 and N.J.A.C. 17:27
MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE
Goods, Professional Services and General Service Contracts
(Mandatory Affirmative Action Language)

The undersigned vendor further agrees to furnish the required forms of evidence and

understands that their contract/company's bid shall be rejected as non-responsive if said contractor fails to comply with the requirements of N.J.S.A. 10:5-31 and N.J.A.C. 17:27.

Representative's Name/Title (Print): Dor Levi, Head of Transit, Bikes, and Scooters

Representative's Signature: X

Name of Company: Lyft, Inc.

Tel. No.: _____

Date: 7/27/2020

Hoboken Pay-to-Play Forms

PROFESSIONAL SERVICES CONTRACTS

The Hoboken Municipal Code §20A entitled “Professional Services Contracts” sets forth the regulations on political contributions for entities (as defined in §20A-12(C)) receiving professional services contracts and contracts for extraordinary unspecifiable services as defined in §20A-12(A).

In sum, in order to enter into a contract with the City of Hoboken for professional services or extraordinary unspecifiable services, the vendor or entity must certify that they have not made any political contributions in excess of the limits set forth in the ordinance in the calendar year before the contract was awarded. Additionally, the vendor or entity cannot make any contributions in excess of the thresholds per calendar year from the time of the first communication between that entity or vendor and the City regarding a specific agreement until either termination of negotiations, rejection of any proposal, or the termination of the contract or agreement.

Pursuant to §20A-12, entities receiving contracts as defined in §20A-12 must certify that they have not made any reportable contributions, or contributions in excess of the monetary thresholds as defined in §20A-12(D), in the calendar year preceding the award of the contract and that they will continue to abide by the regulations set forth in §20A during the term of the contract. “Calendar Year” is the period of each year beginning January 1st and ending December 31st. Contributions will be considered to have occurred on the date of transfer of the contribution/check from the donor to the recipient.

Pursuant to §20A-14, prior to the award of any contract or agreement to procure professional services or extraordinary unspecifiable services from any entity, the City of Hoboken must receive a written certification from the intended recipient of the contract, made under penalty of perjury, that the entity has not made any contributions in violation of Chapter 20A.

Therefore, prior to completing the attached certification, the entity shall review Hoboken City Code Chapter 20A (relevant portions of which are reproduced below). Any questions or concerns should be addressed to the office of the Corporation Counsel for the City of Hoboken prior to the certification being completed. Entities should be aware that they are under a continuing duty to abide by the provisions of Chapter 20A.

The enclosed form, a content-consistent facsimile, or an electronic data file containing the required details (along with a signed cover sheet) may be used as the vendor’s submission and is disclosable to the public under the Open Public Records Act.

The vendor must also complete the attached Stockholder Disclosure Certification.

Please be sure to complete the attached forms fully. If you do not fully complete these forms, the award and execution of your contract will be delayed.

CITY OF HOBOKEN DISCLOSURE LIST

Entity	Threshold Amount	Time Frame
Candidate of elective municipal office in Hoboken	\$300.00	Per each calendar year, starting the year preceding the contract award through termination of the contract agreement
Candidate Committee of candidate to elective municipal office in Hoboken	\$300.00	Per each calendar year, starting the year preceding the contract award through termination of the contract agreement
Joint Candidate Committee of candidates any of whom are running for elective municipal office in Hoboken	\$500.00	Per each calendar year, starting the year preceding the contract award through termination of the contract agreement
Any individual who currently holds an elective municipal office in Hoboken	\$300.00	Per each calendar year, starting the year preceding the contract award through termination of the contract agreement
Any Hudson County Political Party committee	\$500.00	Per each calendar year, starting the year preceding the contract award through termination of the contract agreement
Any continuing political committee or political action committee that financially supports Hoboken or Hudson County candidates	\$500.00	Per each calendar year, starting the year preceding the contract award through termination of the contract agreement
Combined Total of All Contributions Regulated (above)	\$2,500.00	Per each calendar year, starting the year preceding the contract award through termination of the contract agreement

POLITICAL CONTRIBUTION DISCLOSURE FORM

This form or its permitted facsimile must be submitted to the local unit no later than 10 days prior to the award of the contract.

Vendor Information

Vendor Name:	Lyft, Inc.	
Address:	185 Berry St #5000	
City: San Francisco	State: California	Zip: 94107

The undersigned being authorized to certify, hereby certifies that the submission provided herein represents compliance with the provisions of Hoboken City Code §20A and as represented by the instructions accompanying this form, if applicable.

Signature: X  Printed Name: Dor Levi Title: Head of Transit, Bikes, and Scooters

Contribution Disclosure

Instructions: Below, please list any contributions in excess of the threshold amounts in the calendar year prior to the year the contract was awarded and the calendar year of the contract award:

Check here if disclosure is provided in electronic form.

Entity	Contributor Name	Recipient Name	Date	Dollar Amount
Candidate of elective municipal office in Hoboken	NA	NA	NA	NA
Candidate Committee of candidate to elective municipal office in Hoboken				

Joint Candidate Committee of candidates any of whom are running for elective municipal office in Hoboken	NA	NA	NA	NA
Individual who currently holds an elective municipal office in Hoboken	NA	NA	NA	NA
Hudson County political Party committee	NA	NA	NA	NA
Continuing political committee or political action committee that financially supports Hoboken or Hudson County candidates	NA	NA	NA	NA