



# Shared Mobility Pilot Program Application

Application support - Lime

City of Santa Monica

**Neutron Holdings, Inc.**

dba Lime  
2121 South El Camino Real, B-100  
San Mateo CA 94403  
(510) 710-2684

**July 27, 2018**

**Mr. Rick Cole**

City Manager  
City of Santa Monica  
1685 Main Street  
Santa Monica, CA 90401

Dear Mr. Cole:

At Lime, our mission is to provide on-demand transportation solutions that help people move seamlessly throughout their communities. We are eager to be a collaborative partner with the City of Santa Monica to achieve our transportation and sustainability goals.

Lime is the nation's largest dock-free mobility company and currently provides a multimodal fleet of classic bikes, electric bikes, and electric scooters to a growing network of more than 70 cities and universities. We are proud of our track record of partnering with local communities to build the future of urban transportation from Washington, D.C. to San Diego, CA and small to mid-size cities in between. Importantly, we are also working closely with neighboring cities including Los Angeles and El Segundo, giving the public regional access to shared micro-transit and integrating with the region's mass transit systems such as LA Metro.

We believe we are in the strongest position to serve the City with shared electric-assist bikes and electric scooters. First, we have more experience than any other operator in running effective programs with physical assets that require maintenance, repair, customer service, and a strong team to manage it. Second, we have the financial stability to invest in the community and our operations. In addition, we take great pride in our focus on safety and the quality of our devices. Finally, we have a commitment to serving as a partner to the City of Santa Monica and its residents as the community goes through the learning process of this pilot program.



Our goal of revolutionizing transportation options across the country means we enthusiastically strive to serve everyone. Not only does Lime cover communities in a geographically equitable way, but we also ensure that no one is denied access because of financial or technological challenges. We will achieve this goal by working with the City and communities to implement a robust equity program.

Lime's vision aligns with the City's: namely, to make the world more sustainable, healthier, and enjoyable. We are revolutionizing city mobility by helping to solve first and last mile transportation challenges and providing a system that:

- Supports efficient, affordable, diversified and healthier transportation;
- Complements existing transit programs, reducing congestion & freeing up parking;
- Supports more vibrant downtown and residential communities; and
- Reduces local pollution from short, inefficient trips.

Thank you for the opportunity to let us serve Santa Monica, and we look forward to answering any questions you may have. Sam Dreiman, of my staff, will be available to provide additional information or present to the City if requested.

Warmly,



Toby Sun  
CEO and Co-Founder  
Neutron Holdings, Inc  
dba LimeBike

**People authorized to represent LimeBike:**

**Toby Sun**  
CEO and Co-Founder at LimeBike  
2121 South El Camino Real, B-100  
San Mateo CA 94403  
  
f. (844) 620-5037

[toby@limebike.com](mailto:toby@limebike.com)

**Sam Dreiman**  
Director, Strategic Development  
2121 South El Camino Real, B-100  
San Mateo CA 94403



p. (310) 903-6722  
[sam@limebike.com](mailto:sam@limebike.com)



## A. Intent

Lime's overall vision is to integrate our multi-modal dockless shared mobility devices into the daily lives of the residents, visitors and commuters of Santa Monica in a safe, responsible and effective way. We strive to diversify the the mobility options available to the City of Santa Monica and offer new first and last-mile transportation solutions that are healthier, cheaper, more convenient, and environmentally-friendly. Importantly, we aim to do this all while prioritizing safety, right of way access and compliance with applicable state and local laws.

Our proposal includes both our Lime-E e-assist bikes and Lime-S scooters. Being the largest shared micro-mobility operator in the country with the most extensive experience, we have seen how the multi-modal aspect of shared mobility can increase the impact - on ridership, emissions, and healthy lifestyles. Since our launch in Santa Monica, Lime riders have already prevented 296,318 pounds of CO2 from being released into the atmosphere in Santa Monica, and saved almost 10,000 gallons of gas had these trips been taken instead with a short ride in a car.

Lime is committed to being a reliable and cooperative partner with the City to ensure that the Santa Monica pilot program is successful and serves a model guideline that other cities will emulate nationwide. We intend to do this through continued safety and educational outreach campaigns in coordination with the City's efforts and with local community groups and events, not to mention through our own efforts and channels.

Lime wholeheartedly understands the safety concerns that have arisen as a result of this innovative technology and system. Our vision for success is not solely a system that yields high ridership; it includes a robust effort to educate the public on what constitutes proper riding, parking and overall usage of the system. We have adopted innovative ways to mitigate improperly parked vehicles, resolve instances of oversaturation of any particular area, and respond to vehicles that have been idle for longer than desired. We will continue to our commitment to innovate in these areas as the pilot program progresses.

Lime is excited to the have the opportunity to partner with the City of Santa Monica as it commences this pilot program. At heart, we have the same goals, and we hope to be selected as a partner with the City to achieve them and learn more.



## B. Operator Information

### Project Team

Our Santa Monica team will be led by Thomas Lord, Los Angeles General Manager, and Sam Dreiman, Director of Strategic Development. See **Appendix A** for biographies and qualifications, as well as an organization chart of Lime and the local team.

### Other Shared Mobility Systems

Lime operates pedal bicycle, electric-assist bicycle and electric scooter share mobility systems in over 70 markets, including cities and universities, around the U.S. and internationally. A list of all our current programs (which changes weekly) is available on our website at [www.limebike.com/locations](http://www.limebike.com/locations). Our earliest program began June 1, 2017 and we have never withdrawn from a program or been requested to leave by a counterparty. In each instance we have obtained any and all necessary permits (e.g. encroachment, bikeshare, shared mobility) or executed agreements (e.g. SLA, MOU) with those municipalities in order to fully comply with local and state law, particularly regarding right of way safety, insurance, and indemnification. See **Appendix B** for a detailed list.

### Corporate operation

Lime was established as a company in January 2017, and has no related or ancillary business operations beyond shared mobility systems.

### Additional company information

See Section J (Oaks Initiative Disclosure Form) below.

## C. Equipment

### Types and Specifications of Devices

Our smart mobility fleet is a first and last mile solution that will help enable more transit use and reduce SOV trips. Lime currently has two devices that we would operate under this pilot program: Lime-E (Lime's electric-assist bike; herein all reference to "bikes" will be considered Lime-E e-assist bikes), and Lime-S (Lime's electric scooter). Our GPS-enabled technology allows riders to locate and unlock our entire mobility fleet using our mobile app and then simply lock the e-bike or e-scooter in any commonly accepted parking spot.

Lime's design and specs are in continual iteration based on user feedback and testing to create the best riding experience. Our bikes include front and rear brakes, front and rear lights, reflectors, an easily adjustable seat to fit heights of more than 6', a step-through frame, and a front basket carrier that can hold up to 15 lbs. of weight. Our Lime-E bikes are UN 3840, FCC, and ENC compliant; and Lime-S is UN 38.3, and FCC complaint. Lime will provide certifications of all its products upon request.

See **Appendix C** for images and spec details of both Lime-E and Lime-S.

### Proposed Launch Fleet Size

We propose to deploy **1,000 Lime-S electric scooters and 250 Lime-E e-assist bikes** at launch. Based on our experience providing shared mobility services both in Santa Monica and in dozens of other cities, we anticipate a maximum fleet size of 2,500 scooters and 500 to 1,000 e-bikes during the pilot program.

### Device Functions

All Lime-E bikes and Lime-S scooters have built-in 3G/GPS-enabled technology, giving us the ability to locate and communicate with the devices when needed. This is also what allows us to track ridership data, such as number of miles traveled and trips taken. We use this technology embedded in our devices to collect data, not through the tracking of users via their mobile phones.

### Software and Operations Management System

The Lime Operations App encompasses a host of features to ensure proper operational efficiency on a daily basis. All operations staff is properly trained with all of the in-app tools in order to maintain our fleet of bikes and scooters.

App Features:

- 1) Overall control functions
  - a) Lock



- b) Unlock
  - c) Ring
  - d) Deploy (Rideable for consumer)
  - e) Maintenance (Unrideable for consumer)
- 2) Detailed list of bike and scooter health statistics including:
- a) GPS Location and signal strength
  - b) Battery level
  - c) Ring function
  - d) Repair or retrieval tickets
  - e) In-ride visibility
- 3) Bikes and scooters flagged for retrieval will populate on the app as tasks for completion, including but not limited to the following criteria:
- a) Any device knocked over
  - b) Any device reported as damaged or broken
  - c) Any device with low battery level
  - d) Any device displaced out of a service area
- 4) Deployment Zones, including detailed instructions on where to specifically place scooters on the street:
- a) Address of deployment
  - b) Number of scooters needed at the locations
  - c) Picture instructions of how to properly park scooters without impeding pedestrian traffic

#### Ability to provide minimum number of devices at launch

Given that Lime has been operating in Santa Monica under a vendor permit since April 2018, we would be able to meet and exceed the minimum of 250 devices required by the City to deploy on the launch date. We do not want the community that has been enjoying the use of this mobility option to experience a halting of service once the pilot program commences. Therefore, we can commit to meeting the maximum number of scooters initially allowed for a permittee on Day 1 of the pilot program; we will also commit to meeting the minimum number of e-assist bikes initially allowed for a permittee on Day 1 of the pilot program, and meeting the maximum number of e-assist bikes allowed for a permittee within 30 days.

#### Local warehouse

Lime's local warehouse is located at 1625 17th St. This is where our operations team is based, and is also where we conduct all maintenance activities.

## D. Operations

As the most experienced operator of shared dockless mobility services in the U.S., Lime fully appreciates the necessity of having a fully-developed operations team and plan in place *prior* to launching. Although undoubtedly there are always lessons to learn, adjustments to make and emergencies to respond to, without having the actual history of running a dockless mobility program, it is extremely difficult to understand how intensive and critical a functional and responsive operations team is.

We plan on having an operations team that will manage both our Lime-E and Lime-S fleets in Santa Monica. Since each device is handled differently, there will be slightly separate but coordinated teams and plans in place. For instance, we have two main methods for deploying and redistributing scooters: a robust, responsive and efficient on-the-ground operations team comprised of local hires, and a network of reliable independent contractors who serve as “Juicers.” Our bikes, however, are rebalanced just by our team. We believe our commitment to having Lime employees as a local operations team differentiates us from other operators. It is also what will allow us to manage our multi-modal fleet effectively and enable us to address issues in a prompt fashion.

The overall goal for the team is to make our devices are visible, presentable and rideable. During operational hours we feature a fleet of 6 vehicles sweeping the City for errant bikes and scooters which may have been misparked or misplaced. The team has a daily strategy on where to collect our devices and where to redistribute around the City. Any devices flagged for repair, maintenance or charging will also be removed from the streets (batteries on Lime-E are swappable) and brought back to our warehouse for further inspection.

### Visible

Operations team is trained to target scooters that are dispersed outside of our service area, in any residential area, or hidden from sight. We employ our GPS location services to plan pick-ups and our scooter ring function to find any scooters hidden from eyesite. Once errant scooters are retrieved they will be inspected, tested and finally redistributed to any open deployment zones.

### Presentable

We as a company take pride in the image of our scooters in the street and our strategy is to maintain this image constantly. During patrol any scooters that may negatively affect our overall brand image will be addressed. Any scooters dirty, knocked over or vandalized will be addressed immediately. Operations team will rebalance any scooters in the field that do not follow our guidelines of proper parking,



including scooters that block pedestrian pathway or any scooters that are unpresentable to the public in any way.

### Rideable

Lime mission is to provide reliable and consistent transportation to our users on a daily basis. Operations team uses an inspection system to maintain proper standards of rideability for our fleet of vehicles. Any scooter our operations team touches in the field will be verified for proper functionality before being left in the field. Operations team will clean scooters with any issues, replace bolts and test ride functions in the field.

### Fare structure and low-income plan

Both our Lime-E bikes and Lime-S scooters have a flat \$1 unlocking fee, plus \$0.15 cents per minute of riding time.

Individuals who qualify for for state, regional, or local low-income programs will be able to use Lime devices at **a 50% discounted rate.**

### Hours of availability

Lime-E bikes will be available on a 24/7 basis (24 hours per day, 7 days per week); Lime-S scooters will be available every day from 4 a.m. until 9 p.m. Because scooters need to be recharged on a nightly basis and ours are designed to not have swappable batteries, our operations team and juicer team will be responsible for removing dead-battery scooters from the streets and redeploying them the following morning.

Our customer service support is accessible on a 24/7 basis. Anyone can call or text us at 1.888.LIME.345 (1-888-546-3345) or email us at [support@limebike.com](mailto:support@limebike.com).

Our field operations teams run 24 hours per day.

### Staffing plan and responsibilities

We have three shifts of on-the-ground specialists to manage the fleet: morning, mid-day, and night.

**Morning Shift:** The morning shift is primarily responsible for deploying our fleet of scooters into the street in proper parking zones. Within each zone we have specific drop points, based on our analysis of sidewalk space available, foot traffic, and previous usage. We also stage scooters at LimeHubs: local businesses that have agreed to host scooters on their property. In addition to deployment, this team monitors and adjusts scooter deployments by juicers, while also reparking or repositioning Lime-E bikes as they go about their route. We train our team to be familiar with the local regulations regarding obstruction of the public right of way.



**Mid-day Shift:** At 11 a.m., the mid-day shift begins. This team is primarily focused on the overall maintenance of our fleet. They actively patrol the City throughout the day and monitor the fleet to address a number of items, including: identifying and picking up scooters that are low on battery to recharge, or replacing Lime-E batteries; immediately addressing any maintenance issues reported in the app; handling any customer service issues reported in the app or via our customer call number or email address; reparking bikes or scooters that are found or reported to be improperly parked; and rebalancing and redistributing devices that are parked in too large a cluster.

**Night Shift:** The night shift, beginning around 7:30 p.m., has an overall goal of retrieving scooters that need to be charged for the next morning. This crew splits by zone and drives around the City to collect scooters and return them to our warehouse for charging. Each scooter goes through a maintenance and testing check, to be sure all outstanding repair issues are caught and handled. This shift also does final checks on our bike fleet parking as they pick up scooters.

#### Plan for achieving city-wide coverage

Our plan to achieve city-wide coverage and avoid overconcentration is to carefully monitor ridership and deployment spacing, and make adjustments on a daily basis to maximize ridership and meet demand without obstructing the right of way or creating unsafe conditions.

Providing both bikes and scooters means this requires separate but complementary plans. Because scooters are collected each night for charging and redeployed the next morning, it is easier for us to control where they are deployed on a daily basis and monitor ridership based on that deployment. We can remove or add deployment locations for not just our operations team but our juicer team as well. We can control these quite precisely and will penalize juicers that do not abide by our guidelines. While the team's schedule includes regular patrols of high scooter deployment areas, such as Downtown or beach-adjacent areas, our team is always on call and ready to rebalance when necessary.

For Lime-E bikes, we will be able to expand mobility coverage to include areas where scooters may not be able to be deployed or where they may not be frequently ridden. This will be managed by our daily patrol and distribution crew, who will monitor ridership of our bikes and be responsible for rebalancing 2-3 times per day, or more frequently depending on the circumstances.

### Plan for resolution of on-going issues

We understand the importance of resolving on-going issues, daily complaints and emergencies as promptly as possible. All requests submitted to our customer service team will be reviewed by management for immediate action. Those requests regarding deployment adjustments, improper parking, or bike or scooter removal will be incorporated into our overall strategy. The operations team constantly tweaks its plans to incorporate feedback as best as possible and be respectful to city residents and users.

On-going issues will be reviewed with an eye on how to adjust our overall operations strategy to improve the system. Recurring issues will be flagged to understand the reason for their recurrence and to prevent them from taking place again.

Daily complaints are submitted to our customer service team before being forwarded to operations management. Our in-field patrol team will be assigned to remedy any complaints that have not been corrected already through our patrols. All teams are trained to properly correct common issues that may occur during daily operations.

Urgent issues submitted to management will be addressed immediately. One or more operations leads will be on call 24 hours a day to address any issues that may be outstanding. Including night retrieval, our operations team is based in Santa Monica at all times, which means we will be present and responsive in emergency situations.

### Plan for device maintenance

We will know when a bike or scooter needs maintenance through the following ways:

- A report is received through the **in-app function** that allows customers to indicate to us when a bike or scooter is having a maintenance issue;
- A rider calls or emails our **customer service center** informing us that a bike or scooter is in need of maintenance support; or
- As our team retrieves scooters each night, the team identifies maintenance issues that require attention from our **in-house mechanics team**.
- As our patrol team goes through rebalancing or reparking protocols, we identify maintenance issues which we address on the spot.

Our approach to maintenance, cleaning and repair of bikes and scooters is multi-faceted. We ensure that bikes and scooters are touched on a daily basis and there are procedures in place to find problems if they exist.

First, if a device has two low-star trip ratings, it is automatically put into maintenance mode, which means it's flagged for our operations team to take a closer look at that particular device and try and identify the reason for receiving low ratings. An in-app report from a user also automatically puts that device into maintenance mode. Our

field patrol teams also ensure that each time they touch a device it is in proper working condition.

Second, basic maintenance tasks (such as tightening down tubes) are completed before each deployment. We work to keep bikes and scooters in operable condition and replace parts as needed. This ensures that the lifespan of a bike and scooter is extended for as long as possible. Our batteries have a lifespan of more than 300 charges, and any that malfunction or are beyond repair we send back to our manufacturing partner for additional R&D.

### How customers can communicate issues

Customers can communicate issues to us by:

- Calling or texting our 24/7 customer service hotline - 1.888.LIME.345 (1-888-546-345)
- Emailing our customer service email address - [support@limebike.com](mailto:support@limebike.com)
- Reporting an issue through our Lime app

We will respond to each call, text, email or in-app report with a reply acknowledging the customer's communication to us has been received and a ticket number. Each ticket is then directed to the designated market for that ticket, at which point the operations team prioritizes it based on urgency. Emergency tickets are responded to as promptly as possible, typically within 1 hour; less urgent tickets are addressed at most before the end of that day. Our team then closes each ticket as it is resolved. We use Zendesk and Basecamp software to track the progress of these tickets.

### Details of customer service system

All customer service calls are routed to one center in Fresno, California. We can assure 95 percent of calls are answered within 30 seconds and 95 percent of emails are answered within 24 hours. Users can also contact customer service through our in-app reporting function.

The Lime mobile application is available in English, Spanish, Chinese, and German, Russian, and these are also the languages that are available through our 24/7 Customer Service team.

### Service to customers without a credit card or smartphone

Lime is committed to providing mobility for all, which includes individuals with limited resources. We are proud to have grown our Lime Access program from its inception in Los Angeles and Seattle as a pilot program to a fully-fledged, national low-income plan with a partnership with PayNearMe, offering cash payment service at dozens of locations.



Through this partnership, individuals now can go to physical locations tied to PayNearMe and sign up for a Lime account with cash payments. This allows them to unlock a vehicle without a smartphone - removing two primary barriers to equitable mobility. **The ability to serve the unbanked and those without smartphones is critical to our mission of expanding mobility access at Lime**, and we are proud to be the only dock-free company to-date to have solved these two critical issues together.

We are finalizing the process to allow for individuals without a credit card or smartphone to be able to text to our number the plate number of the Lime-E or Lime-S they want to use. Our system will automatically match their phone number to their account and will unlock the vehicle remotely. This text-to-unlock feature would be open to all users, but the discounted fare would only be available to those who qualify for Lime Access.

#### Insurance and indemnification requirements

Lime commits to meeting the insurance and indemnification requirements as set forth by the City of Santa Monica.

## E. Parking, Helmets & Roadway Safety Compliance

While bike and scooter sharing offers many transportation benefits, we know there is a learning curve that needs to be addressed. Ensuring responsible parking and helmet riding and eliminating sidewalk riding are critical for increasing the safety of pedestrians and riders and maximizing public acceptance of scooter sharing. We are committed to hastening the adoption of the acceptable norms of this new, innovative service, which we believe has a long-term place in reducing individual car trips in urban environments.

From the beginning, Lime has made a proactive and concerted effort to educate and promote compliance with applicable laws through both online and in-community education campaigns. We understand our devices are not to be parked in a way that obstructs pedestrian traffic, nor should they inhibit accessibility to curbs, ramps, transit stops or entranceways. Helmets must be worn when required, and riders must know where and how to ride these devices so that they are complying with the rules of the road. We have employed a number of methods to communicate this broadly to our users - product display and in-app education - but have also instituted newer techniques, features and tactics to address each specifically.



### *Product Display*

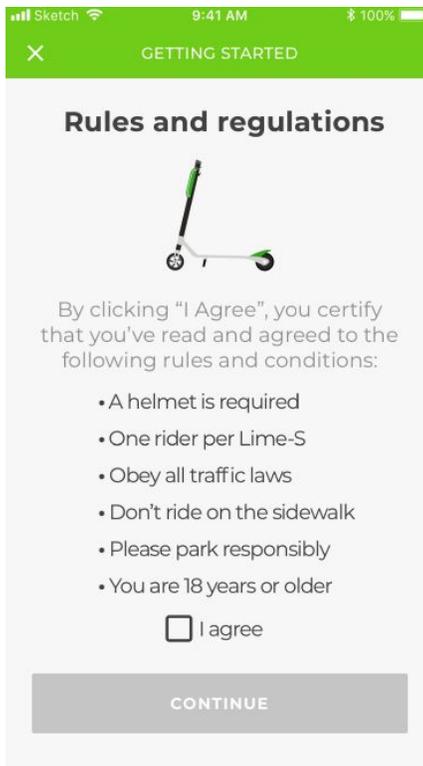
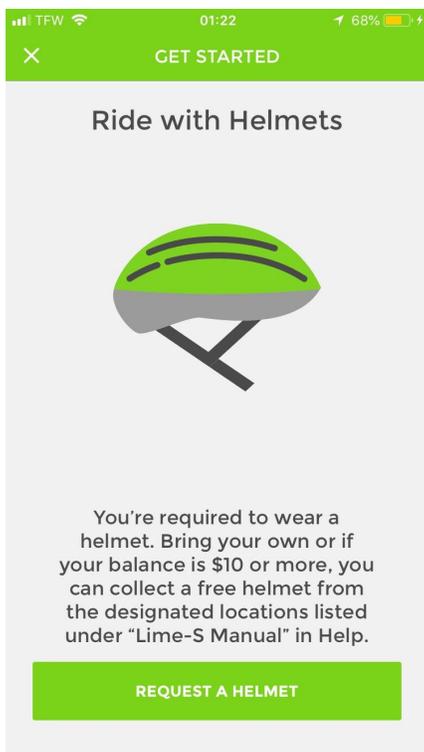
Lime-E and Lime-S are custom-made, in-house-designed e-assist bikes and e-scooters. We have always taken it upon ourselves to communicate proper riding and parking etiquette to users. This is why the frames of our bikes and stems of our scooters have a number of requirements already listed and highlighted in bright color, facing where the rider stands.

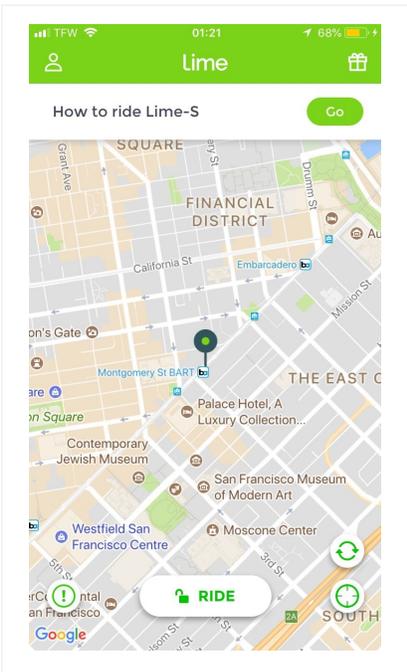
Since scooters in particular are new to the shared mobility space, education and messaging on them is critical. These include:

- Park properly (i.e. by the curbside)
- DO NOT block sidewalk or traffic
- Wear a helmet when riding
- Must be 18+ years old to ride

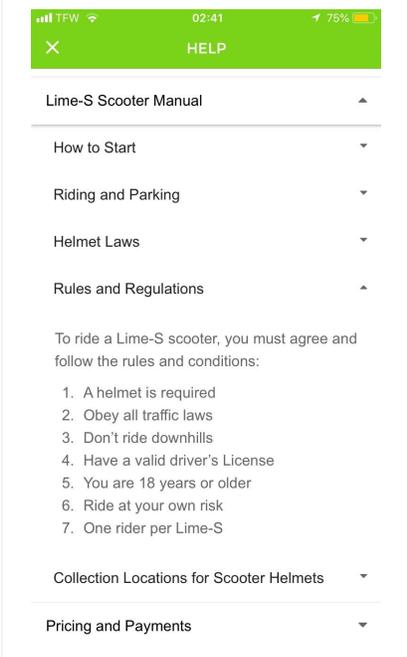
### *In-app Education*

We also make extensive efforts to onboard users in a way that informs and trains them to ride and park properly and lawfully and to understand the rules of the road. When a rider unlocks a scooter for the first time, he or she is taken through a series of screenshots and texts that includes explaining where to ride (in bike lanes, not on sidewalks), where to park (on curbsides or by bike racks, not blocking pedestrian paths or ADA ramps) and that helmets are required. We have also created a checklist that every rider must proactively agree to before being allowed to unlock a scooter for the first time. Examples of these can be found below.





We also have these instructions available for easy access to riders by simply having a bar at the top of the main map screen stating “How to ride Lime-S”, prompting users to click the green “GO” button to see this education.



In our Help menu, we also have a Lime-S Scooter Manual section which contains a Rules and Regulations tab outlining the conditions all riders must agree to in order to ride a scooter.

While these are strong initial steps, we are prepared to do more to achieve the level of safety and compliance needed to make this a successful shared mobility system.

## Plan and approach to parking

We take a multi-pronged approach to ensure our devices are parked in a manner that is safe, legal and complies with local and state law. This includes informing our users of Lime's parking guidelines through multiple channels; employing a local operations team to monitor and address parking by customers and juicers; developing technology features to incentivize proper parking; and utilizing geo-fencing and virtual station markers to encourage parking behavior. We address each of these below.

### *Educating users*

Lime makes a concerted effort to communicate to customers on how to properly park. Because our system is dock-free and our mission is to increase mobility for everyone, we do not have specific stations at which bikes or scooters must be parked. Rather, we promote guidelines on how to properly park our devices: Lime-E and Lime-S should not be parked in a way that obstructs pedestrian traffic, nor should they inhibit accessibility to curbs, ramps, transit stops or entranceways. On the side of sidewalks or next to bike racks are examples of permissible parking spots. This is shown in the graphics and texts of screenshots shared above. We also send safety emails on a regular basis to users, which include reminders on how to properly park. See **Appendix D** for a sample email sent to Santa Monica riders.

### *Juicers*

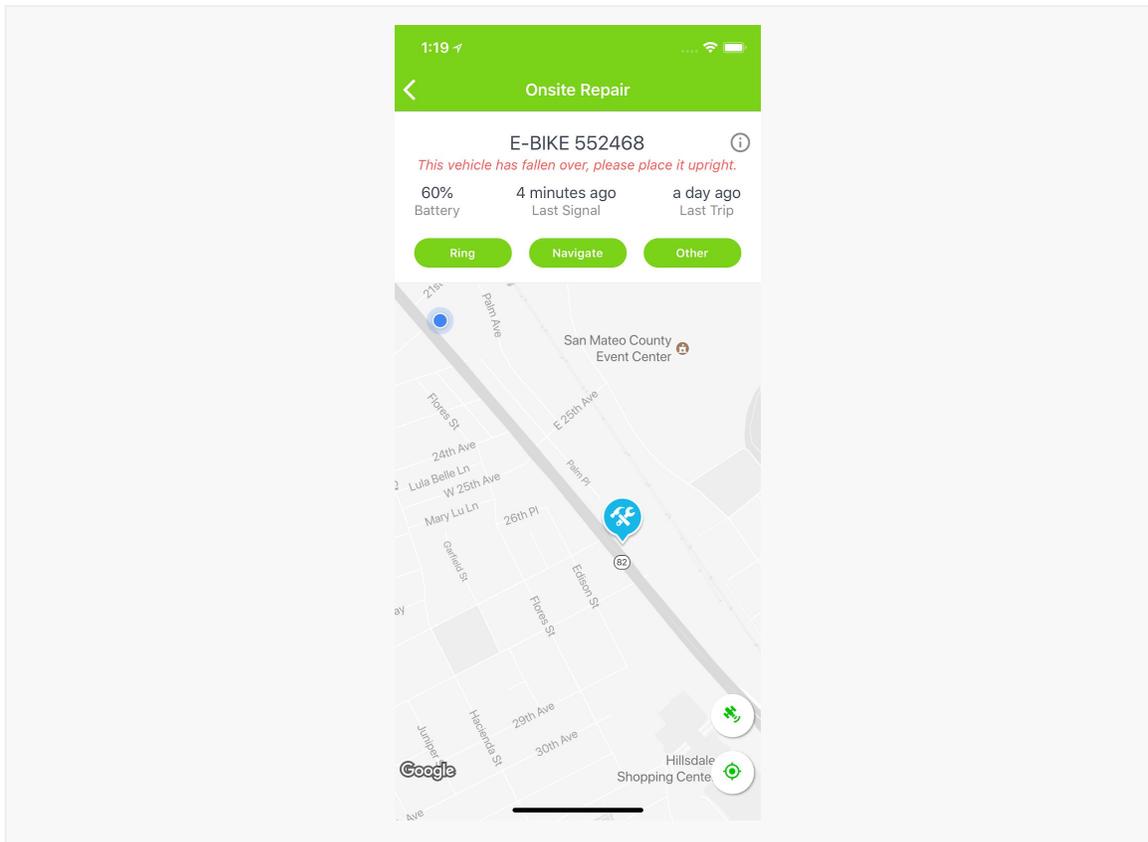
Juicers are community members who, on their own part-time basis, assist our scooter operations by retrieving and charging scooters using their own resources. Juicers have strict guidelines for how, when and where they can deploy our scooter fleet.

Juicers are equipped with proper in-app education on how to properly park a scooter in the street, following Lime and City guidelines. Each parking location selected by a juicer contains further instructions on where scooters should be parked and how many scooters are permitted to be parked at that location. Real-time app refreshing occurs to eliminate any full parking zone from the app. This prevents overflow in a specific location. Juicers are also required to take a picture of each deployment in order to maintain accountability.

Operations teams patrol deployment areas to monitor any juicer deployments that do not abide by Lime or City standards. Any juicer deployment that is haphazard can easily be traced back to a specific juicer and is reported to our juicer team. We have the ability to warn or penalize repeated poor juicer performance. Any continuous rogue juicer activity will result in a suspended or terminated account.

## Technology Features

From a technology perspective, we have **installed new “tipped sensors”** on all scooters. Similar to GPS’s ability to identify location, sensors on our scooters can detect whether a scooter is upright or not. In the case of a fallen or tipped over scooter, our field team is alerted in our operations app and can promptly respond and reposition the vehicle so that it is upright. See below for a sample screenshot:



We are also exploring the potential to have juicers be notified of nearby scooters that are tipped over and how we can utilize them to address these issues faster for us.

Another feature we have rolled out to improve parking for scooters in particular requires riders to take and **submit a photo of their parked scooter** at the end of each ride. While other companies may also require this, no operator has employed techniques to evaluate these photos to turn the user’s actions into a meaningful outcome.

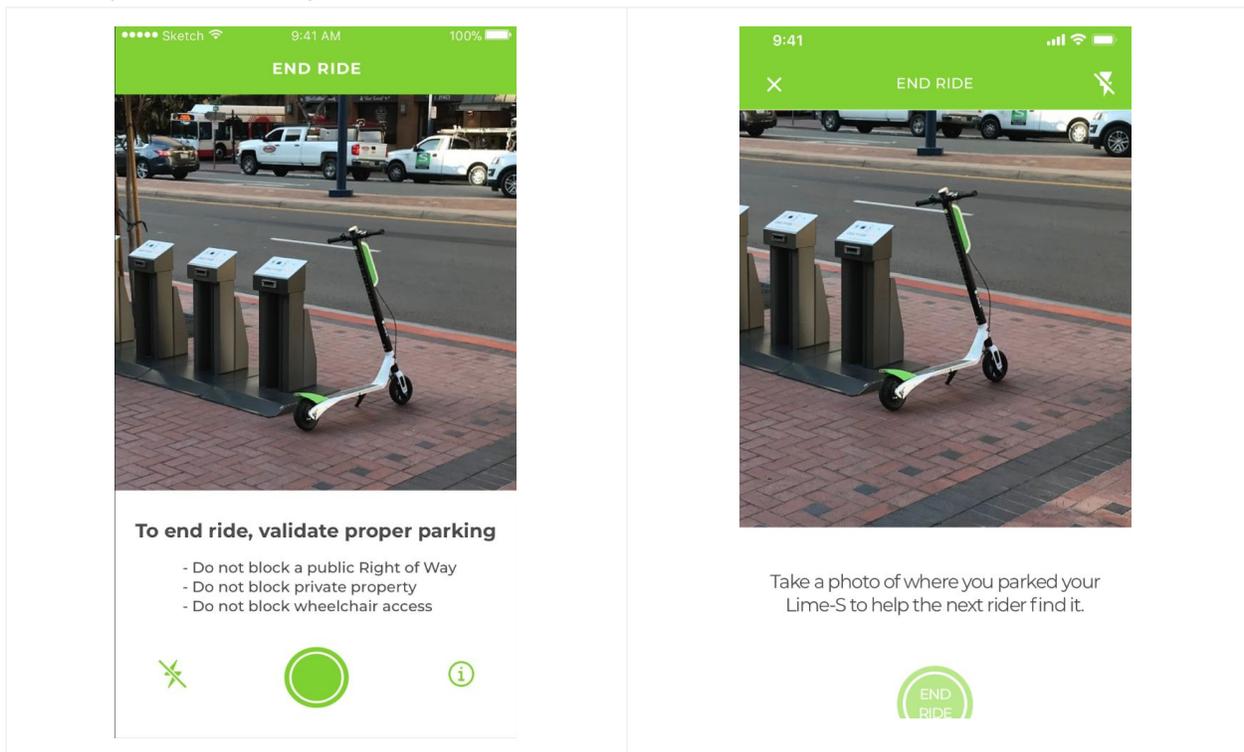
On July 25, Lime announced a new in-app feature called **“Parked or Not”** where Lime users will be able to look at randomized photos and anonymously select whether or

not the scooter has been parked properly. Using the information collected through this intuitive new feature, the team at Lime will be able to:

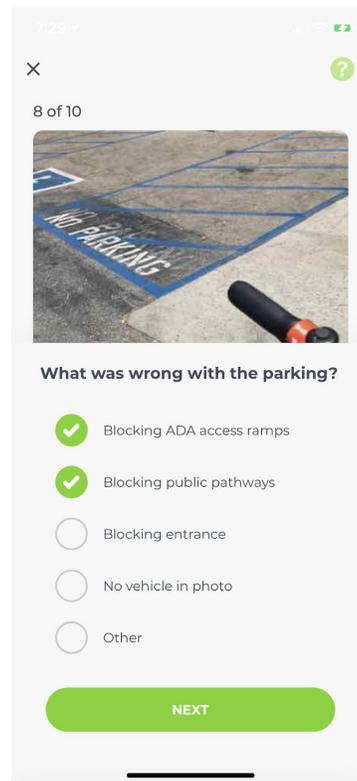
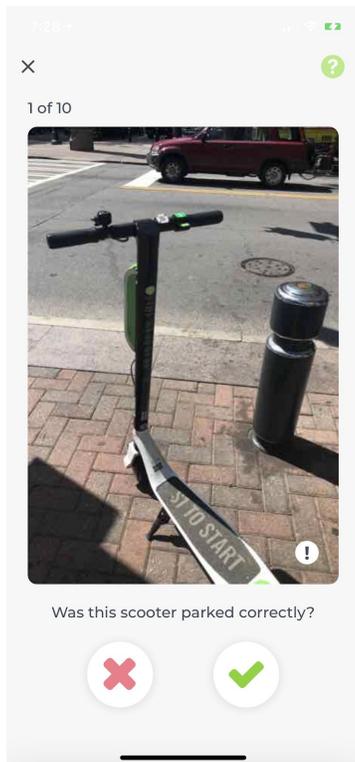
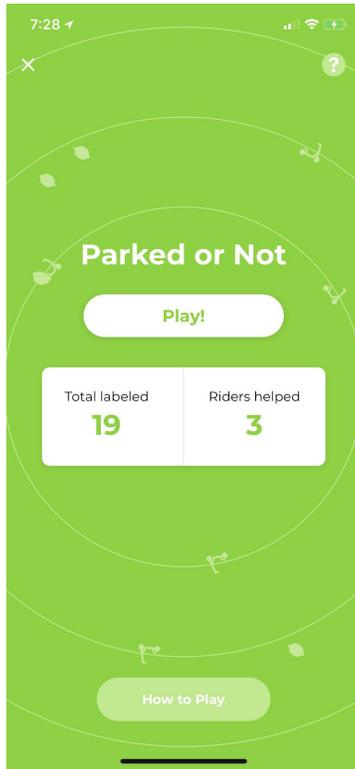
- Identify users who park scooters incorrectly, provide feedback on their parking and offer additional resources to help them understand how to properly park a scooter;
- Encourage engaged riders to take an active role in educating fellow users in their communities; and
- Use statistical models to provide real-time feedback and develop machine learning to enhance the accuracy of future ratings.

With high engagement, we plan on incentivizing users to park in a way that keeps their ratings up and communities happy. Below are sample screenshots of how we are rolling this out with riders.

### *Take a photo to end your ride*



# Parked or Not



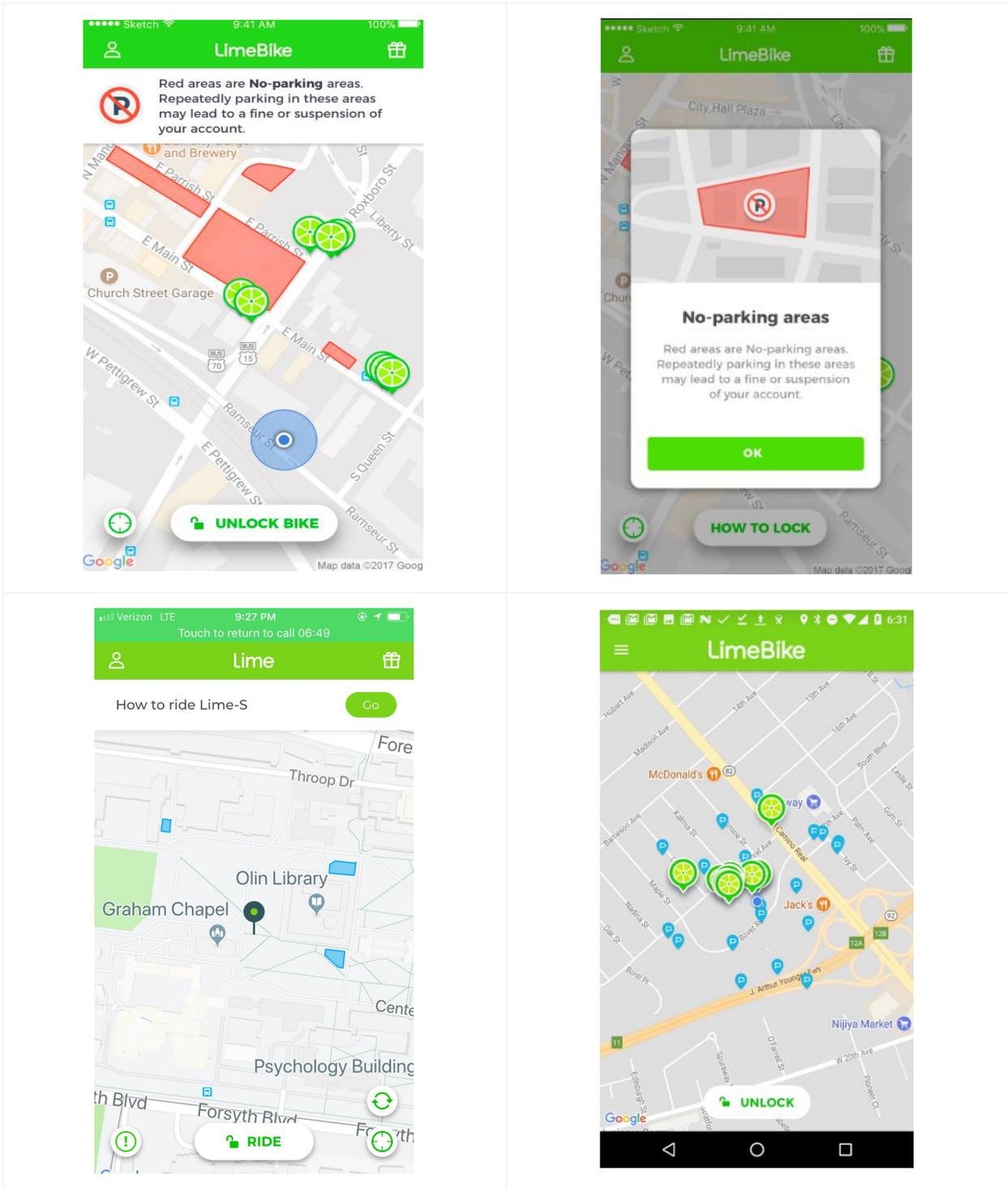
### *Geo-fencing and Virtual Stations*

To further support parking compliance efforts, we can work with the City to implement virtual “geofences” in our app. As illustrated in the below images, this will then show on the app when a user is in a no-parking zone. Users can receive in-app notifications indicating their presence in one of these zones and warning them of potential fines or other penalties.

To complement this, we can also identify recommended parking areas. This can be done by placing “P” pins in our app or drawing shaded areas, both of which appear in the app in blue. We can work with City staff on identifying specific areas where we want to encourage users to park, and signaling those spaces in our app with these features.

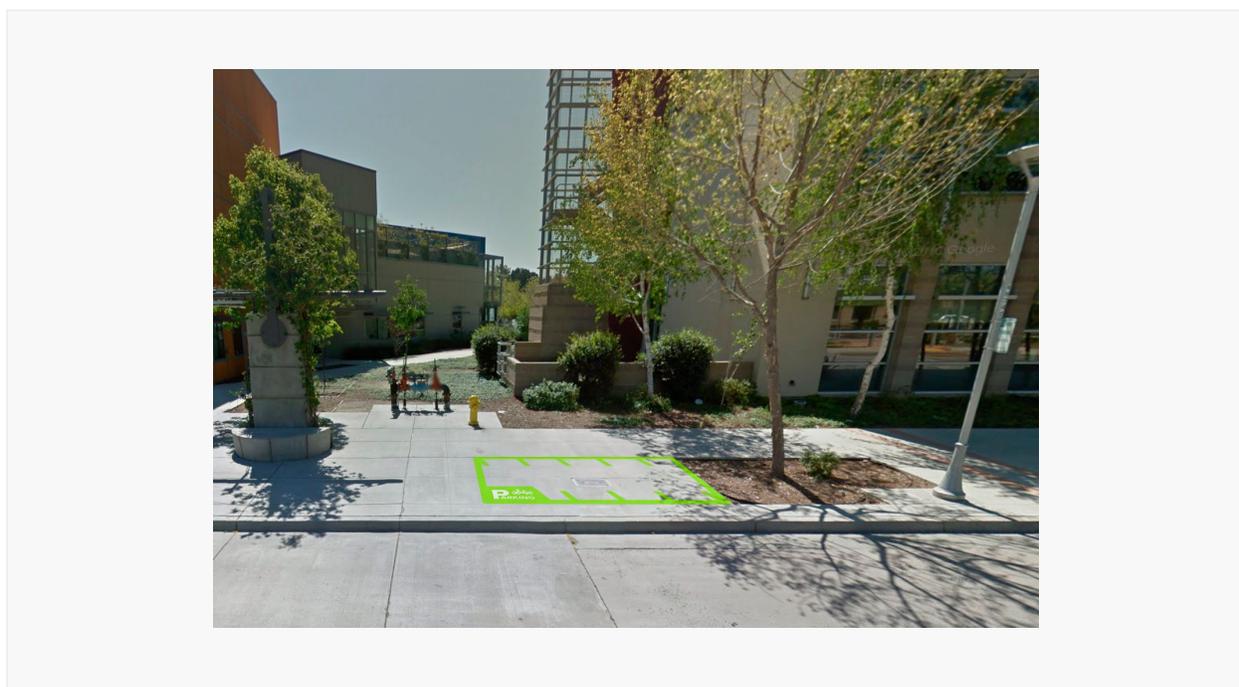
Sample screenshots of each of these features are below.

Sample screenshots of geo-fences & Virtual Stations



We would also like to work with the City on identifying additional measures that might be effective in improving compliance among riders, including selecting sidewalk space that could be simply marked with paint or decals as a designated bike or scooter share parking location. Other cities have implemented this technique, and we find it an effective and low-cost method of organizing parking.

As this new mobility option is embraced and becomes part of the suite of services available to the public, we believe this will be a critical measure for the City, in partnership with select companies, to integrate into the its parking efforts. See below as an example.



We hope to take a collaborative partnership approach with the City of Santa Monica throughout this pilot program. In that vein, we are willing to comply with required parking hubs for juicers and customers. For customers though, we would rather promote parking guidelines in concert with the City and monitor our parking technology features to track compliance, rather than require them to park at specific hubs.

### Influencing customer riding and parking behavior

As the only company with a parking rating system currently in place (the aforementioned “Parked or Not” feature), we have the ability to create incentives to influence user riding and parking. With high expected engagement, we will collect statistics on parking behavior and will be able to message users who park well or poorly, and subsequently offer rewards or penalties. Since this system was just

introduced this week, we will be testing the feature and engagement from now until just before the pilot program start date. Our goal is to effectively quantify proper parking behavior by the pilot program's commencement, and to derive a reward and penalty system based on that. This way, our pilot program launch can immediately begin with this system already tested and developed.

Users who repeatedly violate rules or otherwise misuse our system will be warned both through in-app messages and emails. Continued violations can result in financial penalties, and in extreme cases of repeated or egregious behavior we will suspend or ban users from Lime.

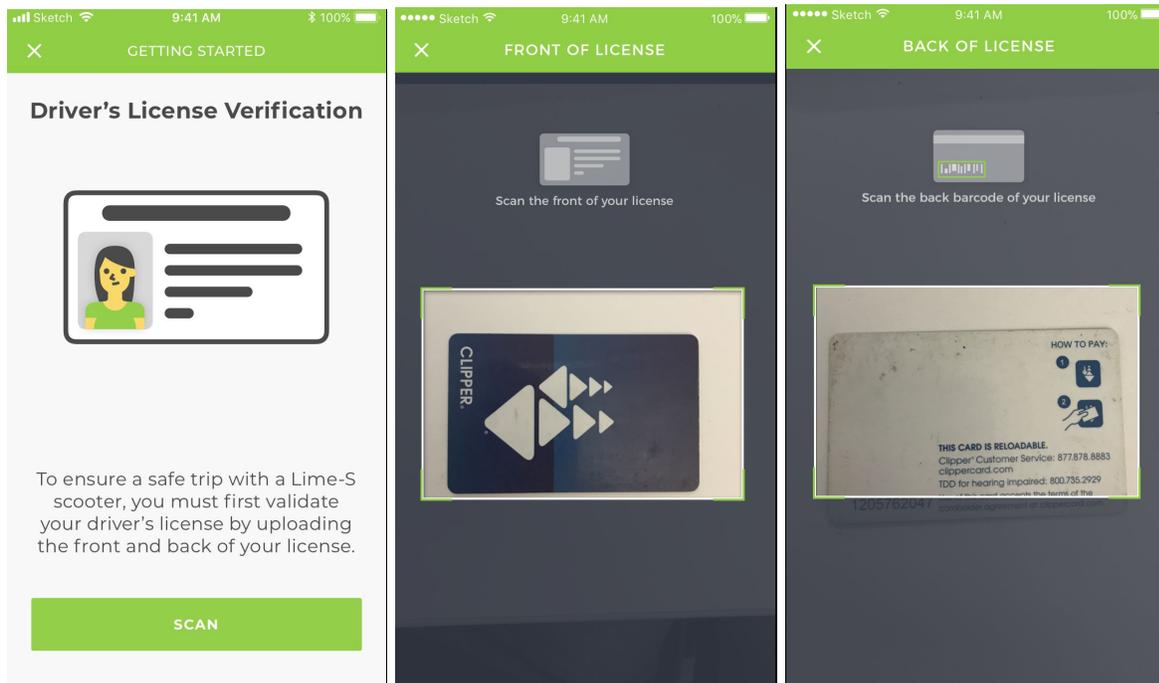
### Avoiding underage use of e-scooters

Lime is aware that despite our policy requiring all users be 18 years of age or older to ride our e-scooters, there still remains a portion of underage users who continue to use them. In order to more effectively deter this prohibited activity, we have already implemented a driver's license scanning function as part of the onboarding process. It is currently in effect for all new riders, and all riders who had accounts before this function was developed were forced to go through the process. It work as follows:

- When a first-time scooter rider begins to unlock a scooter, the rider will be presented with a screen to scan the front and back of his or her driver's license. This will take place prior to going through the educational tutorial we already have in place and the affirmative checkbox that must be accepted acknowledging the rider understands the rules and regulations.
- This process will ensure the validity of the document, as the rider will scan the barcode on the reverse side of the rider's driver's license in addition to the data on the front.
- After confirming the barcode scan is valid, the system will check the data points obtained from the scan to verify the individual's birthdate and the document's expiration date. We work with Microblink, a third-party vendor, to conduct this verification.
- Once these are confirmed, the rider continues on through the rest of the onboarding process.

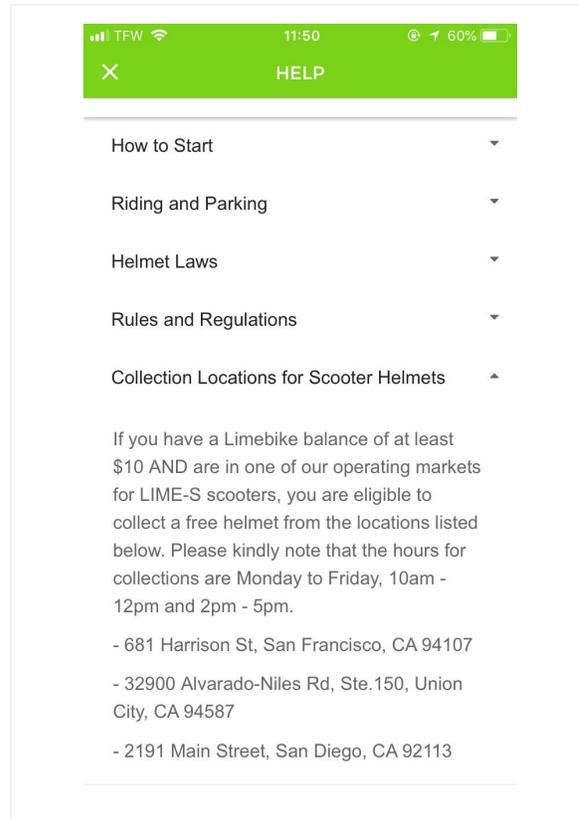
If a license or card is scanned which is not a driver's license meeting the City's age requirement, a notification pops up stating it is invalid, preventing the user from proceeding with the process of unlocking the scooter. We believe this system provides an effective immediate mechanism for greatly reducing scooter riding by minors. In parallel, we plan to continue our ongoing efforts to reach an agreement to implement a more sophisticated driver's license scanning solution from a third-party contractor in the future, which would offer additional functionality such as validation of international driver's licenses.

Below are screenshots of what this process looks like.



## Helmet availability

Lime is committed to making a stronger effort on providing helmets to Lime-E and Lime-S riders. We have a section in our Help menu showing where users can pick up a free helmet. We plan on adding our Santa Monica office locations to this list.



Another plan of ours is to use our LimeHub network as centers for helmet distribution. We will identify the most popular LimeHubs used as origins or destinations for riders, and provide them with a supply of helmets. We can then advertise to our riders that they can pick up a free helmet at those locations.

As part of our community engagement and marketing programs, we will also plan on having helmet giveaways to encourage helmet wearing while riding. This is explained further below.

## Educating customers of e-scooter and e-bike helmet laws

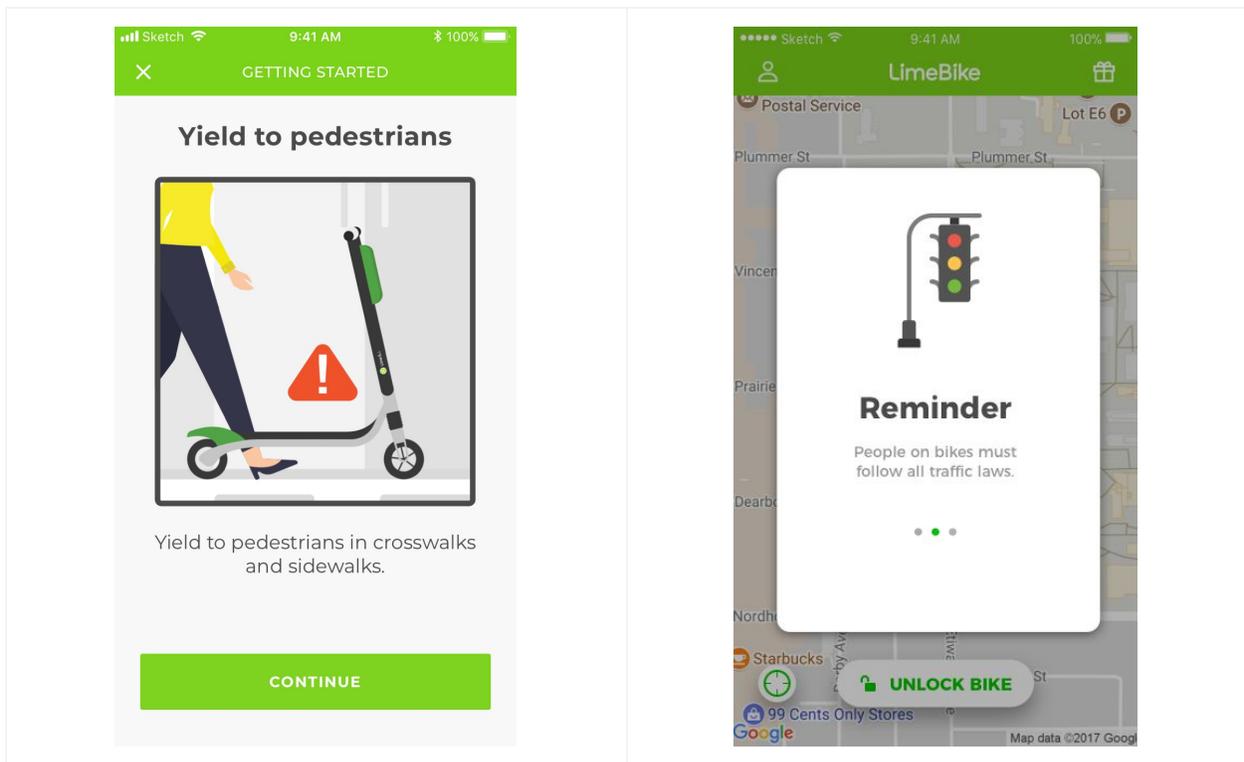
As shared above, we encourage customers to wear helmets both through printing education on our bikes and scooters and adding information in our app. Our plan for making customers aware of helmet laws includes implementing a more proactive campaign at our on-the-ground marketing events, leveraging our LimeHub network to explain the need to comply, and reorganizing the education in our app to more

explicitly explain the helmet laws. This plan will be in place and enacted by the time the pilot program commences.

### Educating users about rules of the road

We believe the best place for our customers to ride our devices is in the street, preferably in bike lanes, and specifically not on the sidewalk. Likewise, riding more than one person to a device (especially a scooter) is explicitly against our policy. We do our best to share this through our app.

We are in the process of creating more explanatory screens in the app that share more details about rules of the road. Below are sample screenshots, but we would like to work with the City to coordinate on which road rules would be most important to communicate and how we can coordinate this with City-driven efforts as well.



Another crucial component of this will be our community engagement and marketing efforts. The brand ambassador teams will play a large role in helping riders understand and follow the rules of the road. This is explained further in the Engagement section.

### Incorporating features into system to address issues

Our team is always exploring ways to develop and integrate additional features to improve rider experience and safety, as evidenced by our introduction of our new

parking verification and rating system. Moving forward, we will continue to experiment with features that we think would be effective in addressing other safety issues such as helmet use and sidewalk riding.

One example of this is a technology innovation we are currently prototyping: a sensor that alerts both the rider and our internal system when a scooter is ridden on different surfaces, including asphalt roadways and concrete sidewalks. For analysis purposes, we are also measuring GPS drift to determine whether it is someday possible to use this to measure sidewalk riding. These are still in development, but they are important features that we feel would be effective in allowing us to monitor and enforce proper behavior regarding sidewalk riding. We also look forward to sharing this data with the City of Santa Monica to help plan for safer and more inviting streets.

## F. Engagement

Describe the outreach and engagement program for Santa Monica. Include marketing, education, safety outreach; and education regarding applicable local and state laws.

### Community Engagement

In any city or community in which we operate, Lime strives to cultivate relationships with key stakeholders, community groups, non-profit organizations, and the community at large in order to foster a sense of trust and transparency. We have already reached out to several neighborhood groups with the goal of sharing information about our program as well as listening to questions and concerns from residents. These groups include:

- Friends of Sunset Park
- North of Montana Association
- Ocean Park Association
- Santa Monica Mid City Neighbors
- Santa Monica Northeast Neighbors
- Wilshire Montana Neighborhood Coalition

We have also been in close communication with the Santa Monica Chamber of Commerce to collaborate on our business-focused programs such as our LimeHubs and Lime Business Network.

In addition to this outreach, we plan to attend local events such as the Santa Monica Main Street Farmers Market and the Wednesday Farmers Market. At these events, we can educate folks, demonstrate how our bikes and scooters work, help people sign up, answer questions, and distribute helmets. Finally, we plan to host our own events that bring together our community partners and riders. These in-person opportunities to engage with the community are invaluable to our continued success in Santa Monica.

From now until the start of the pilot program, our goal is to build a strong relationship with each group and put together a robust schedule of events. Prior to the start of the pilot program, either in mid to late-August or early September, we will start having a presence at these local groups and events so we can both promote the safety measures users should take when riding as well as the relevant laws regarding riding Lime-E and Lime-S.

### Safety Programs, Public Information & Education



One of the key elements of our public safety program is the distribution of helmets. Safety is a high priority for Lime, and we work hard to ensure all of our riders have access to a helmet in order to ride safely. We distribute helmets by request from riders, in-person during drop-in hours, and at our community events.

Lime is also the only company to invest significant resources into creating a dedicated Lime safety [webpage](#) and [video series](#). We frequently share these to current and prospective riders via social media, email campaigns and other web-based channels.

In all of our market launches, we work with local Brand Ambassadors to educate the community in person. These individuals wear Lime-branded apparel that easily identify them to potential riders and non-riders, and they are stationed throughout high-density areas during high-traffic times. All our Brand Ambassadors can answer questions about the product and remind users to ride on the street, ride one person to a scooter, and wear a helmet. This is one of our most effective ways to reach both users and non-users, and inform them not only of how to properly ride, but where is best to park. Our Brand Ambassador teams typically have “postcards” on hand of where popular riding spots are and easy riding routes, which are handed out to everyone. We plan to update these with key LimeHubs to visit as well as safety tips. We will have these teams available throughout the pilot program, particularly during high-tourist times or major events. See **Appendix E** below for photos of our Brand Ambassador team already in action in Santa Monica.

### Marketing program

Our Marketing, Communications, and Public Relations team is well-versed in working with local communities to identify the proper marketing and communications channels. As part of a new product launch, our team will work with the City to host a launch event, issue a press release, and share information with local news outlets.

Lime also equips the City and community partners with materials that can be used in a variety of ways: links on a webpage, social media posts, blog posts, and many other materials in our Press kit that comprise a robust marketing toolkit. We always seek to coordinate our marketing efforts with the City’s resources to reach as much of the community as possible.

In addition to this partnership with the City, our marketing includes using our global brand at the local level. Through pop-up events, social media, sponsorship of pre-existing local events, and an operations team always equipped with Lime gear, our marketing program includes strong visibility throughout the community. We follow the lead of local organizations and collaborate where appropriate to ensure that everyone in the community learns about the various programs and features of Lime in Santa Monica.

### Integration with other modes of transportation

Across all of our markets, [27% of riders](#) report using Lime to get to or from public transportation. In many of our urban markets, this number is much higher. In order to facilitate a multi-modal network with existing forms of transportation, we approach this from both an operations and partnership perspective.

Operationally, the team identifies locations at or near existing transit hubs to deploy our vehicles. By ensuring that Lime scooters are available at any transit stop, the team creates the opportunity for transit riders to rely on Lime for their commute. As we gather more information about where Santa Monica riders take scooters, we will adjust this deployment to have maximum impact and to create a natural-feeling integration with existing transportation options.

From a partnership perspective, we work very closely with key transit agencies to identify areas to deepen collaboration and to ensure strong communication. Prior to the pilot program start date, we plan on having conversations with Big Blue Bus as well as LA Metro to try and identify ways we can work together to improve mobility access and ridership on both systems. In other markets, we have created formal agreements with transit agencies to identify parking on their property, and we are also pursuing integrated payment options. Both are options we will explore in Santa Monica.

## G. Data

The Lime team has experience in warehousing user data with a real-time, robust, and secure data tracking system that acts as the ears and eyes of Lime's business. Always putting our riders first, we securely record and store riders' personal information in databases and enterprise-grade data warehouse. Data is only accessed with strong authentication, encrypted transfer and secure data storage. We also have access control policies to make sure data is not shared with anyone outside the company, or within the company except for specific administrators for legitimate uses.

### Scope and specifications of data available

As part of our partnership, Lime will submit a quarterly report (more frequent upon request) to the City to assist with enhancements of the dock-free mobility program. This report will include a summary of the number and status of bikes and scooters, total rides, and total riders currently on our platform. It will also include the customer service and operational excellence metrics we are tracking to ensure quality and best quantify the benefits of Lime to the City and its residents or students. Below are some components of the customizable report:

- Usage (daily/quarterly/annually)
- Total miles (daily/quarterly/annually)
- Number of bikes and scooters in circulation
- Daily, weekly and monthly active riders (including members/walk-up renters)
- Number and duration of rides / rider / day
- Number and duration of rides / bike / day
- Monthly summary of distribution and GPS-based natural movement
- Incidents report and resolution with comments/complaints, theft/vandalism, crashes
- Time saved by residents and commuters
- Average repair times
- Greenhouse gas emissions reduced
- Quantitative (annual) reports on subscriber numbers, trip purpose, customer satisfaction ratings, and target market penetration success rates

Regarding the LADOT Mobility Data Specifications, we have a number of concerns regarding the definitions, trip data query parameters, and reporting practices. Generally speaking, we have the ability to meet the requirements laid out, however we would welcome the opportunity to meet with the City of Santa Monica to explain our concerns in more detail and establish a reasonable time frame for us to meet the specifications.

## Device utilization and availability

Vehicle availability is measured by the number of operational bikes and scooters in a given region.



Vehicle utilization is measured by the average number of trips associated with all the operational bikes and scooters, also referred to as "rides per vehicle per day".



Vehicle availability and utilization data can be accessed via data-sharing dashboard, which is explained in the following section.

## Data availability to the City

Sharing ridership data with cities is a core component of our company's mission. We hope sharing our findings with the City of Santa Monica will not only enhance ridership and encourage integration of these new mobility options into the community, but it will also help inform the City's decisions on infrastructure and transportation developments.

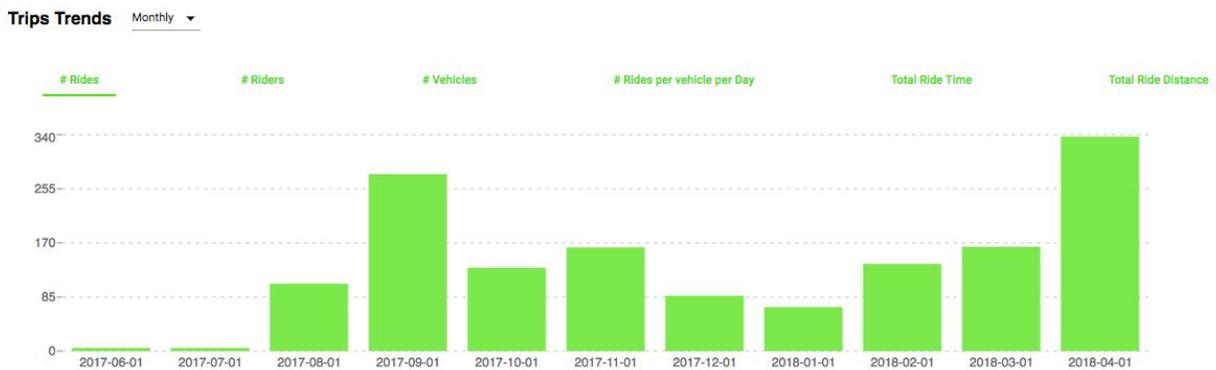
To support this process, we have built out real-time dashboards that track the position and usage status of every bike in circulation and major rider actions in the app. This data is all processed anonymously to give us a clear picture of overall rider lifecycles, usage patterns, location of idle or broken bikes, and key performance metrics, without compromising personal privacy. We anticipate working closely with the City to identify opportunities to improve both the system and local infrastructure.

As part of our partnership, Lime has in fact already granted Santa Monica City staff access to our data-sharing dashboard. This dashboard includes real-time data, and we are constantly working to improve the data we provide. This dashboard will include a summary of the number and status of bikes and scooters, total rides, and total riders currently on our platform. Sample screenshots are included below:

Trip data:

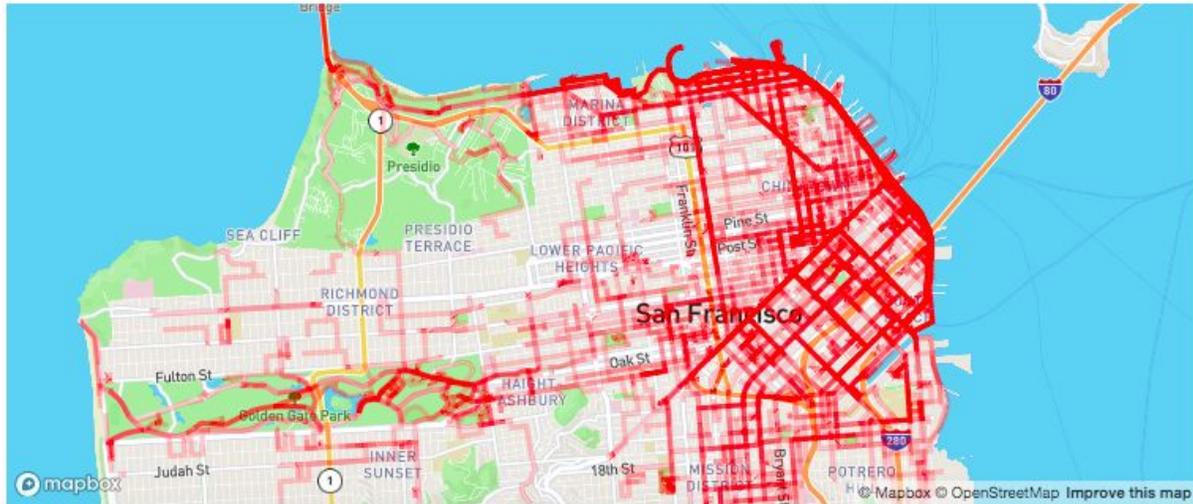
Cumulative Trips		Lifetime			
# Rides	# Riders	Total Distance	Total Time	Median Distance/Trip	Median Time/Trip
1,482	856	1,056.3 mi	72,276 min	0.2 mi	13 min

Visual Trends:



## Ride Routes (All Types of Vehicles)

Yesterday ▾



For an example of a monthly report, see [Appendix F](#).

### Monitoring system effectiveness

We monitor system effectiveness by tracking average trips per vehicle per day and making sure it meets or exceeds a minimum threshold which we set internally to evaluate shared mobility systems. Our goal is to maximize trips per vehicle per day while ensuring our customers are compliant with applicable laws and are riding our bikes and scooters in a safe and responsible manner.

For customer satisfaction, we solicit rider ratings at the end of each ride. Customers can submit feedback here about the ride or Lime more generally. We also monitor our Apple app store and Google Play store reviews for customer satisfaction. In addition, we track social media channels and our customer service support portals for customer reviews. We are always looking to incorporate user feedback into our system.

Since operating in the City of Santa Monica this spring, Lime has worked to build an open line of communication with staff, and we would continue strengthening our cooperative relationship with the City throughout the pilot program. One way would be to develop a regular cadence of check-ins with the City. This will allow Lime and the City to be well-aligned on progress being made with safety, marketing and engagement efforts, as well as support coordination on what additional steps we can both take to improve the environment for these shared mobility devices. With other municipalities, we have had check-ins on a monthly basis, but we are open to meeting more frequently with the City or on an as-needed basis.

### Complying with financial privacy laws

We currently comply with all financial privacy laws and best practices. Our updated [PCI compliance AOC](#) is provided by Stripe, our payment processor. We pass credit card information directly from our client applications to Stripe, which is PCI compliant. This data does not cross our servers.

We also have access control policies to make sure personal customer data is not shared with anyone outside the company, or within the company except for specific administrators for legitimate business uses. We do not share our data with Federal or State law enforcement authorities unless provided a subpoena.

### Collecting and selling data

We take user privacy and data security seriously. We do not share or sell any user data to third parties. Consequently, we agree to not sell or share user data to any third parties through the duration of the pilot program.

# H. Non-Discrimination Policy Acknowledgment



EXHIBIT A



**City of Santa Monica  
Non-Discrimination Policy Acknowledgment**

A. Discrimination.

Discrimination in the provision of services may include, but not be limited to the following:

- (a) Denying any person any service, or benefit or the availability of a facility.
  - (b) Providing any service, or benefit to any person which is not equivalent, or in a non-equivalent manner or at a non-equivalent time, from that provided to others.
  - (c) Subjecting any persons to segregation or separate treatment in any manner related to the receipt of any service.
  - (d) Restricting any person in any way in the enjoyment of any advantage or privilege enjoyed by others receiving any service or benefit.
  - (e) Treating any person differently from others in determining admission, enrollment, quota, eligibility, membership, or any other requirement or condition which persons must meet in order to be provided any service or benefit.
- (1) Consultant shall take affirmative action to ensure that intended beneficiaries of this Agreement are provided services without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, marital status, AIDS or disability.
- (2) Consultant shall further establish and maintain written procedures under which any person applying for or receiving services hereunder, may seek resolution from Consultant of a complaint with respect to any alleged discrimination in the provision of services by Consultant's personnel.

At any time any person applies for services under this Agreement, he or she shall be advised by Consultant of these procedures. A copy of these procedures shall be posted by Consultant in a conspicuous place, available and open to the public, in each of Consultant's facilities where services are provided hereunder.

B. Non-discrimination in Employment

- (1) Consultant certifies and agrees that it will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, sex, age, sexual orientation, marital status, AIDS or disability in accordance with the requirements of City, State or Federal law. Consultant shall take affirmative action to ensure that qualified applicants are employed, and that employees are treated during employment, without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, marital status, AIDS or disability, in accordance with the requirements of City, State and Federal law. Such shall include, but not be limited to, the following:
- (a) Employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation.
  - (b) Selection for training, including apprenticeship.

- (2) Consultant agrees to post in conspicuous places in each of Consultant's facilities providing services hereunder, available and open to employees and applicants for employment, notices setting forth the provisions of this non-discrimination policy.
- (3) Consultant shall, in all solicitations or advertisements for employees placed by or on behalf of Consultant, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, marital status, AIDS or disability, in accordance with the requirements of City, State or Federal law.
- (4) Consultant shall send to each labor union or representative coworkers with which it has a collective bargaining agreement or other contract or understanding a notice advising the labor union or workers' representative of Consultant's commitments under this non-discrimination policy.
- (5) Consultant certifies and agrees that it will deal with its sub-consultants, bidders, or vendors without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, marital status, AIDS or disability, in accordance with the requirements of City, State and Federal law.
- (6) In accordance with applicable State and Federal law, Consultant shall allow duly authorized representatives of the County, State, and Federal government access to its employment records during regular business hours in order to verify compliance with this non-discrimination policy. Consultant shall provide other information and records as the representatives may require in order to verify compliance with this non-discrimination policy.
- (7) If City finds that any of the provisions of this non-discrimination policy have been violated, the same shall constitute a material breach of agreement upon which City may determine to cancel, terminate, or suspend this Agreement. While City reserves the right to determine independently that this nondiscrimination policy has been violated, in addition, a determination by the California Fair Employment and Housing Commission or the Federal Equal Employment Opportunity Commission that Consultant has violated State or Federal non-discrimination laws shall constitute a finding by City that Consultant has violated the provisions of this non-discrimination policy.
- (8) The parties agree that in the event Consultant violates any of the non-discrimination policies set forth herein, City shall be entitled, at its option, to the sum of five hundred dollars (\$500) pursuant to Civil Code Section 1671 as liquidated damages in lieu of canceling, terminating or suspending this Agreement.
- (9) Consultant hereby agrees that it will comply with Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), all requirements imposed by applicable Federal Regulations, and all guidelines and interpretations issued pursuant thereto, to the end that no qualified disabled person shall, on the basis of disability, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity of the Consultant receiving Federal Financial Assistance.



7/27/2018

Signature/Date

Andrew Savage, VP of Strategic Development

Name of Proposer

# I. Non-Collusion Affidavit



EXHIBIT B

## NON-COLLUSION DECLARATION TO ACCOMPANY PROPOSALS OR BIDS

STATE OF CALIFORNIA }  
COUNTY OF LOS ANGELES }

Andrew Savage, being first duly sworn, deposes, and says: that He/She is:

Vice President of Strategic Development

(Insert "Sole Owner," "A Partner", "President," "Secretary," or other proper title)

of Neutron Holdings, Inc dba Lime

(Insert name of proposer)

Who submits herewith to the City of Santa Monica the attached proposal; that He, She, It, or They is (are) the person(s) whose name(s) is (are) (strike out words not appropriate) signed to the hereto attached proposal; that said proposal is genuine; that the same is not sham or collusive; that all statements of fact therein are true; that such proposal was not made in the interest or on behalf of any person, partnership, company, association, organization or corporation not therein named or disclosed.

Declarant further deposes and says: that the proposer has not directly or indirectly by agreement, communication or conference with anyone attempted to induce action prejudicial to the interests of the public body which is to award the contract or of any other proposer, or anyone else interested in the proposed contract; that the proposer has not in any manner sought by collusion to secure for himself, herself, itself, or themselves, an advantage over any other proposer. (strike out words not appropriate)

Declarant further deposes and says that prior to the public opening and recording of proposals the said proposer:

- (a) Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham Proposal;
- (b) Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said proposer or anyone else would submit a false or sham proposal, or that anyone should refrain from proposing or withdraw his/her proposal;
- (c) Did not, in any manner, directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix any overhead, profit or cost element of his, her, its, their price, or of that of anyone else; and
- (d) Did not, directly or indirectly, submit his, her, its, or their proposal price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association, organization, depository, or to any member or agent thereof, or to any individual or group of individuals, except to the awarding authority or to any person or persons who have a partnership or other financial interest with said proposal in his, her, its, or their business. (strike out words not appropriate)

I declare under penalty of perjury that the foregoing is true and correct.



7/27/2018

Signature/Date

Andrew Savage, VP of Strategic Development

Name of Proposer

# J. Oaks Initiative Disclosure Form

DocuSign Envelope ID: F8115FDA-A2AE-49C0-9479-10BF6F15B477



## EXHIBIT C

### CITY OF SANTA MONICA OAKS INITIATIVE NOTICE

#### NOTICE TO APPLICANTS, BIDDERS, PROPOSERS AND OTHERS SEEKING DISCRETIONARY PERMITS, CONTRACTS, OR OTHER BENEFITS FROM THE CITY OF SANTA MONICA

Santa Monica's voters adopted a City Charter amendment commonly known as the Oaks Initiative. The Oaks Initiative requires the City to provide this notice and information about the Initiative's requirements. You may obtain a full copy of the Initiative's text from the City Clerk.

This information is required by City Charter Article XXII—Taxpayer Protection. It prohibits a public official from receiving, and a person or entity from conferring, specified personal benefits or campaign advantages from a person or entity after the official votes, or otherwise takes official action, to award a "public benefit" to that person or entity. The prohibition applies within and outside of the geographical boundaries of Santa Monica.

All persons or entities applying or receiving public benefits from the City of Santa Monica shall provide the names of trustees, directors, partners, and officers, and names of persons with more than a 10% equity, participation or revenue interest. An exception exists for persons serving in those capacities as volunteers, without compensation, for organizations exempt from income taxes under Section 501(c)(3), (4), or (6), of the Internal Revenue Code. However, this exception does not apply if the organization is a political committee or controls political committees. Examples of a "public benefit" include public contracts to provide goods or services worth more than \$25,000 or a land use approval worth more than \$25,000 over a 12-month period.

In order to facilitate compliance with the requirements of the Oaks Initiative, the City compiles and maintains certain information. That information includes the name of any person or persons who is seeking a "public benefit." If the "public benefit" is sought by an entity, rather than an individual person, the information includes the name of every person who is: (a) trustee, (b) director, (c) partner, (d) officer, or has (e) more than a ten percent interest in the entity. Therefore, if you are seeking a "public benefit" covered by the Oaks Initiative, you must supply that information on the Oaks Initiative Disclosure Form. This information must be updated and supplied every 12 months.



**CITY OF SANTA MONICA  
OAKS INITIATIVE DISCLOSURE FORM**

In order to facilitate compliance with the requirements of the Oaks Initiative, the City compiles and maintains certain information. That information includes the name of any person or persons who is seeking a "public benefit." If the "public benefit" is sought by an entity, rather than an individual person, the information includes the name of every person who is: (a) trustee, (b) director, (c) partner, (d) officer, or has (e) more than a ten percent interest in the entity.

Public benefits include:

1. Personal services contracts in excess of \$25,000 over any 12-month period;
2. Sale of material, equipment or supplies to the City in excess of \$25,000 over a 12-month period;
3. Purchase, sale or lease of real property to or from the City in excess of \$25,000 over a 12-month period;
4. Non-competitive franchise awards with gross revenue of \$50,000 or more in any 12-month period;
5. Land use variance, special use permit, or other exception to an established land use plan, where the decision has a value in excess of \$25,000;
6. Tax "abatement, exception, or benefit" of a value in excess of \$5,000 in any 12-month period; or
7. Payment of "cash or specie" of a net value to the recipient of \$10,000 in any 12-month period.

Name(s) of persons or entities receiving public benefit:

Name(s) of trustees, directors, partners, and officers:

Weiyao Sun	President	Co-founder / CEO
Zhoujia Bao	Secretary	Co-founder / Chairman

Name(s) of persons with more than a 10% equity, participation, or revenue interest:

Prepared by: Scot Mollot DocuSigned by: \_\_\_\_\_ Title: Head of Finance

Signature: Scot Mollot Date: 07/27/2018

Email: smollot@limebike.com Phone: (650) 667-0722

FOR CITY USE ONLY:	
Bid/PO/Contract # _____	Permit # _____



## Appendix A: Biographies, Qualifications, Org Charts

**Thomas Lord, Los Angeles General Manager:** Thomas Lord leads operations and market expansion for the greater Los Angeles area for Lime. Thomas graduated from UCLA and has extensive experience managing operations-heavy tech-enabled businesses. Before Lime, Thomas was Southern California business operations manager for Shift Technologies, an on-demand used car sales platform. He was also previously based in New York as manager of new business acquisitions for MMMG, a private equity/management consulting firm.

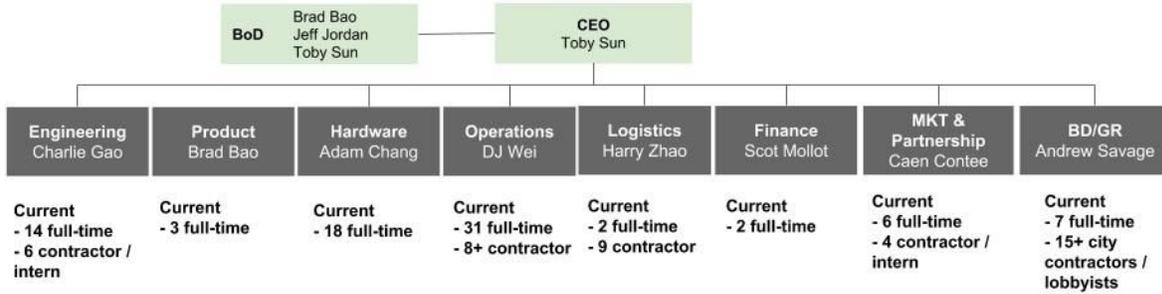
**Noah Applebome, Los Angeles Operations Manager:** Noah Applebome heads up local product and repairs. Noah's focus is on working with Lime's product team to improve the Lime-S product based on what the local team sees in the field. Previous to Lime, Noah founded Birksun, a consumer electronics brand. Noah has extensive experience working with battery-powered electronic products and supply chain management. Noah graduated from Occidental College in LA, with a BS in Economics.

**Antonio Garabis, Los Angeles Operations Manager:** Tony Garabis leads Lime's local Operations Specialist team and fleet management. Tony has been part of managing Lime's Lime-S programs in both San Francisco and San Diego. Tony graduated from Ohio State with a BS in Business Marketing.

**Vany Jourian, Los Angeles Operations Manager:** Vany leads Lime's local Operations Specialist team. Vany was one of the first members of Lime's LA team, and led operations for Lime's pilot program in Los Angeles Council District 15. Previous to Lime, Vany was managing director at Causeforce, a peer-to-peer fundraising platform. Vany graduated from McGill University with a degree in Project Management.

**Sam Dreiman, Director of Strategic Development:** Sam leads government affairs and policy for Lime across California and the southwest U.S. He has worked at the intersection of technology and government in a variety of roles for nearly a decade, and has successfully worked with city government departments, transportation agencies, and communities to launch more than 30 markets throughout California, Texas, and Arizona for Lime. Sam earned his Master of Public Policy degree from the University of Virginia.

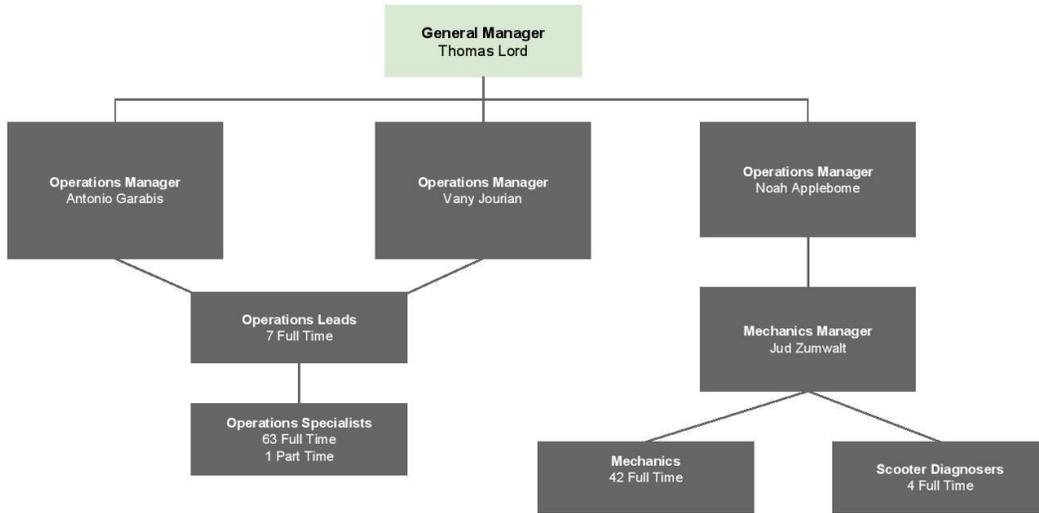
# Lime Org-chart



G&A (HR, office management, etc.)  
5 Headcounts

© 2017 LimeBike. Proprietary and confidential. Do not distribute.

# Lime Local Santa Monica Org-chart



© 2017 LimeBike. Proprietary and confidential. Do not distribute.

## Appendix B: List of Other Lime Mobility Programs

Market	Agreement type	Term Start	Type
Montgomery County, MD	Dockless Permit	9/29/2017	bikes
Washington DC	Permit	9/20/2017	bikes, e-bikes, scooters
Charlotte, NC	Dockless Permit	11/3/2017	bikes
Dallas, Texas	Business License	n/a	bike and scooters
Austin, TX	Permit	5/31/2018	Scooters and ebikes
Plano, TX	Permit	n/a	bikes
Seattle, Washington	Dockless Permit	7/17/2017	bikes
Sioux City, IA	MOU	3/1/2018	bikes, ebikes, scooters
Golden Valley, MN	MOU	6/1/2018	bikes, ebikes, scooters
Hartford, CT	Service and License Agreement	1/1/2018	bikes
Aurora, CO	Dockless Permit	10/3/2017	bikes
St. Louis, MO	Permit	4/16/2018	bikes, ebikes, scooters
Clayton, MO	None	7/6/2018	bikes, ebikes, scooters
Ferguson, MO	MOU	7/6/2018	bikes, ebikes, scooters
University Park, Texas	Permit	TBD	bikes, ebikes, scooters
Denver, CO	None	5/25/2018	scooters
Key Biscayne, Florida	MOU	6/15/2017	bikes
Greensboro, North Carolina	MOU	8/4/2017	bikes
Miami Shores, FL (Oct 14)	MOU	10/5/2017	bikes
North Miami, FL	MOU	1/23/2018	bikes, ebikes, scooters
Ballaynte Corp Park, NC	MOU	TBD	bikes, scooters
Durham, NC (Nov. 27.)	Dockless Bike Permit	11/27/2017	bikes
North Bay Village, FL (Oct 20)	MOU	10/20/2017	bikes
Bothell, Washington (12/15)	Business license	n/a	bikes, ebikes, scooters
Metro-Boston region	Regional master contract, individual statements of work w/16 cities	4/1/2018	Bikes/eBikes
Scottsdale, AZ	Business License	n/a	bikes
South Lake Tahoe, California	Business License	n/a	bikes
Imperial Beach, California	License Agreement	9/7/2017	bikes
National City, CA (Nov 24)	License Agreement	11/21/2017	bikes
Monrovia, CA	MOU	2/20/2018	bikes
San Jose, CA	No regs	1/20/2018	bikes, ebikes, scooters
San Diego, CA	no regs	2/14/2018	bikes, ebikes, scooters
Mesa, AZ	None	2/14/2018	bikes
Los Angeles, CA	Pilot CD-15	n/a	bikes
Foster City, CA	MOU	5/21/2018	bikes, ebikes, scooters
Albany, CA	Business license	n/a	bikes
South San Francisco, California	Encroachment Permit	8/1/2017	bikes
Alameda, CA	MOU	10/4/2017	bikes
Burlingame, CA - (12/15)	MOU	12/19/2017	bikes
El Cerrito, CA	MOU	1/18/2018	bikes
Walnut Creek (Business center)	MOU with business park	1/1/2017	bikes
South Bend, Indiana	MOU	7/11/2017	bikes
Green Bay, WI	MOU	Jul-18	open
Zurich, Switzerland (12/11) - international	JV	n/a	bikes
Frankfurt, Germany (12/11) - international	n/a	n/a	bikes
Georgetown University	MOU	1/1/2018	bikes
University of Washington (Seattle)	Operating agreement	Jul-17	bikes
Johnson and Wales University (Denver)	MOU	TBD	bikes, ebikes, scooters



Market	Agreement type	Term Start	Type
Our Lady of the Lake University (San Antonio)	MOU	TBD	bikes, ebikes, scooters
Community College of Aurora	None	3/1/18	bikes
Washington University of St. Louis	MOU	7/1/18	bikes, scooters
University of North Carolina, Greensboro	MOU	6/5/17	bikes
North Carolina State University	MOU	8/7/17	bikes
NC Agricultural and Technical	MOU	8/15/17	bikes
Arkansas State University	MOU	10/1/17	bikes
Gulford College (Greensboro, North Carolina)	MOU	10/11/17	bikes
Barry University	MOU	12/1/17	bikes
East Carolina University	MOU	12/7/17	bikes
St. Thomas University	MOU	1/5/18	bikes
Durham Technical Community College	None	TBD	bikes, scooters
North Carolina Central University	None	TBD	bikes, scooters
Harris Stowe University	None	n/a	bikes, ebikes, scooters
Duke University	MOU	11/20/17	bikes, ebikes
California State University, Northridge	License Agreement	1/22/18	bikes
Holy Cross College (South Bend)	None	n/a	bikes
St. Mary's College (South Bend)	None	n/a	bikes
University of Notre Dame	MOU	8/1/17	bikes
Johnson and Wales University (North Miami)	MOU	2/16/18	bikes, scooters
Rockford, IL	MOU	3/21/18	bikes, ebikes, scooters
Reno area	Regional franchise agreement	4/18/18	bikes, ebikes, scooters
Charlotte, NC	Dockless Permit	5/22/18	Scooters
Edina, MN	MOU	5/1/18	bikes, ebikes, scooters
Plainfield, NJ	MOU	6/19/18	bikes
Keypoint, NJ	MOU	6/19/18	bikes
Yonkers, NY	MOU	5/20/18	bikes, e-bikes
White Plains	MOU	6/4/18	bikes
Wake Forest, NC	MOU	6/2/18	bikes
Columbus, OH	MOU	6/4/18	bikes, e-bikes
Mississippi State University	RFP winner	8/1/18	bikes, ebikes
Georgia Southern University	MOU	7/1/18	bikes, ebikes
Worthington, OH	MOU	5/19/18	bikes & e-bikes
Dublin, OH	MOU	5/5/18	bikes & e-bikes
Ithaca, NY	RFP winner	5/4/18	bikes, e-bikes
Mountain View, CA	Permit	4/4/18	e-bikes
Ohio State University (near final)	MOU	June 2018 (likely)	bikes, e-bikes, scooters
New Orleans	Permit	7/1/18	scooters
University of Miami	RFP	8/1/18	bikes, e-bikes
University of Central Florida	RFP	8/1/18	bikes, e-bikes
Chicago, IL	Dockless permit	5/1/18	e-bikes
NYC	Pilot	7/9/18	bikes, e-bikes
University of South Alabama	MOU	8/1/18	bikes, ebikes, scooters
Xavier University (OH)	MOU	8/1/18	bikes, ebikes, scooters



## Appendix C: Images and Specifications

### Lime-S



# Lime-E



## Next Generation Lime-E (Summer 2018)



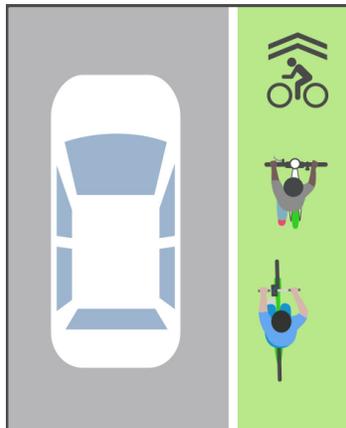
## Appendix D: Sample Safety Email



Dear Lime Rider,

We want to update you on our work to expand electric scooter access in Santa Monica. This week, the Santa Monica City Council approved a proposed pilot program for shared mobility options like our Lime-E bikes and Lime-S scooters. We are excited to work closely with the City and bring these affordable, convenient and green transportation options to you in a more formal way.

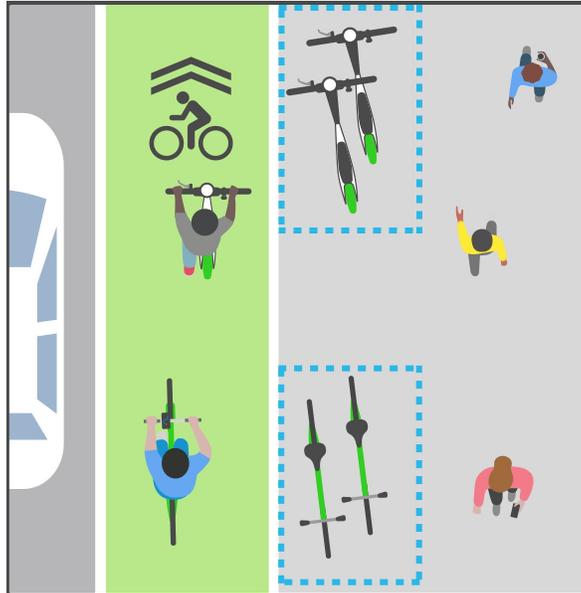
The single best way you can help is by being a safe, responsible rider and remembering our 3 safety tips whenever you ride.



1. Do not ride on sidewalks. The bike lane or side of the street is the best place to ride when you aren't starting or ending a ride.



**2. Wear a helmet - It's California state law.**



**3. Park with care - Remember to park in public and accessible spaces and use bike racks when available. Do not block public pathways.**

If you want to provide feedback to City Council on their pilot program, [you can send them a customizable message using our letter tool.](#)

Thanks for being part of our community!

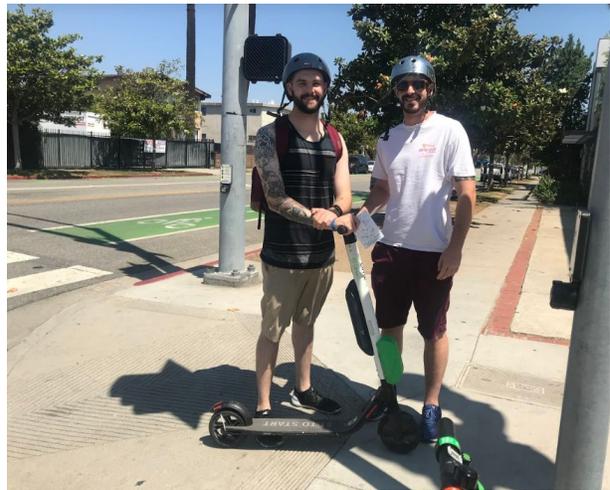
Ride on,

Sam Dreiman  
Lime Team

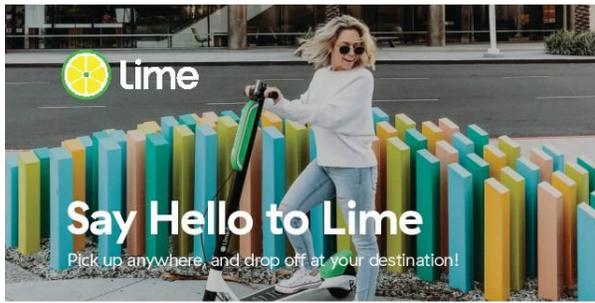


# Appendix E: Brand Ambassador Photos

*Brand Ambassadors in Santa Monica*



Sample Postcard



**How to use**

1. Download the LimeBike app
2. Scan or enter code to unlock
3. Click "End Ride" in the app to end your trip

Please ride safely and always park responsibly!



Kick to start moving



Press on the throttle to accelerate



Always follow local traffic laws



Always park properly out of the way of pedestrians

Use Promo Code **LIMEWITHLA1** for \$3 in Ride Credits!

[www.limebike.com](http://www.limebike.com)



[business@limebike.com](mailto:business@limebike.com)



- Dedicated lanes
- - - Bike/scooter trails
- - - Bike/scooter friendly roads

- LimeHub:** 395 Santa Monica Place Santa Monica, CA 90401
- 1 San Vicente
- 2 Palisades Park
- 3 Montana Ave
- 4 Santa Monica Pier
- 5 Pacific Park
- 6 Memorial Park
- 7 City of Santa Monica Woodlawn Cemetery
- 8 Bergamot Station
- 9 City Hall



[www.limebike.com](http://www.limebike.com)



[business@limebike.com](mailto:business@limebike.com)

# Appendix F: Monthly Report Example

## Lime-St. Louis Bike Share Monthly Report:

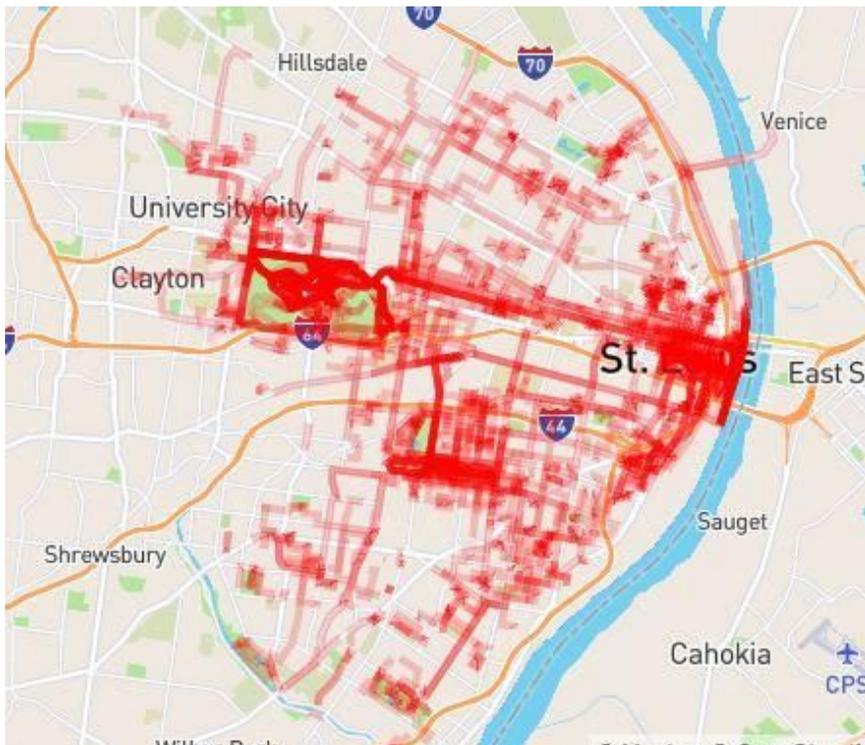
April 16 – May 15, 2018

### By the Numbers

- **43,000+** Trips Taken
- **45,000+** Miles Travelled
- **25,000+** Unique Riders
- **40,738** Lbs. of CO2 Emissions Saved
- **650-750** Bikes Available for Use Per Day
- **19-Minute** Median Trip Duration

### Trip Distribution

St. Louis:



### Repair / Service Reporting



Lime is implementing an updated service tracking system to better track vehicle repairs. This system will be implemented this month, with data available subsequently.

### Accidents / Collisions

We have 0 reported accidents or collisions.

### Loss / Vandalism

We have seen a very limited number of units impacted by loss or vandalism. The amount has been within our expected loss/vandalism ratio and has not impacted our ability to provide service to the City of St. Louis. Likewise with the Repair/Service Reporting, we are implementing an updated tracking over the next month and will should be able to provide exact figures for loss/vandalism in future reports.

### Education

Below is a list of community meetings and events attended by Lime representatives in the past month as part of our ongoing commitment to community education and engagement:

<b>Date</b>	<b>Event/Meeting</b>	<b>Organizer / Contact</b>	<b>Organization</b>
4/20	Breakfast for Bikers	Taylor March	Trailnet
4/22	St. Louis Earth Day Festival	Alex Devlin	Trainet
4/24	The Grove & CWE Bike Share Program Meeting	Sara Feagans	Park Central Dev.
4/24	Tower Grove East Neighborhood Meeting	Jen Brown	Tower Grove East Neighborhood Assoc.
4/26	Kiener Cocktails	Tom Nagel	Gateway Arch Park Foundation
5/6	Porchfest STL	Brandon Sterling	Skinker DeBaliviere Community Council
5/8	Loop CID/SBD Bike Share Program Meeting	Elizabeth Farr	Loop CID/SBD
5/12	O'Fallon 21st Ward Meeting	AK Abdulla	21st Ward / O'Fallon Neighborhood