


LACUNA

Data-driven  
Revenue Streams  
& Policy Outcomes





Successful policies optimize micromobility's benefits to residents by driving positive behavior in the public right-of-way.



**S**pecifically, policies with a financial component can utilize fees and incentives to encourage operators toward allyship in creating a program that is environmentally, socially, and economically sustainable—but in order to get there, cities need good data. A digital policy management platform, like Lacuna's **City Conductor**, brings vehicle and trip data from every operator directly to cities—standardized, complete, and in near real-time. And when cities have holistic oversight into all commercial micromobility activity, new revenue opportunities open up.

# LADOT's micromobility program brings in \$90k per month

In 2019, with eight different companies operating in the world's largest micromobility program, the Los Angeles Department of Transportation faced an increasingly uphill battle. Angelenos enthusiastically embraced dockless bikes and scooters as amenities of convenience and recreation, but the sheer number of vehicles triggered the need for more

regulatory oversight in order to encourage behavior to support the City's aspirations for robust safety, environmental stewardship, and social equity.

In the everyday management and governance of the public right-of-way, LADOT staff waded through a plethora of tools and processes that provided limited, siloed, and differing information. Data was

self-reported by operators and the City had no means of verifying it, which led to under-invoicing and disagreements about the amount operators owed. As a result, the effort to leverage financial incentives to drive behavior was time-consuming and largely ineffective.

LADOT's solution was a digital policy management platform that:



Directly ingested all data on how, where, and when vehicles used the public right-of-way, giving LADOT full visibility into all commercial micromobility happening in the LA market



Processed and standardized the data into an independently verifiable system of record that was recognized by both the City and operators as a source of truth



Aggregated and visualized the data for LADOT staff to easily generate reports on usage and compliance for invoicing and strategic policy optimization



Immediately communicated new policies and policy updates to operators in human-readable and machine-readable formats



The impacts on LADOT’s revenue stream were overwhelmingly positive. With the ability to count every trip by every vehicle, LADOT pivoted from a \$130 per-vehicle annual fee to a 20¢ per-trip fee, tallied and billed monthly—a move that is estimated to have **netted the City more than a million dollars in the first year.**

LADOT took per-trip pricing even further by using geofencing capabilities within the platform to create “special operations zones” and implement variable pricing.

Trips that began and ended in high-demand areas like Venice, Downtown LA, and Hollywood increased to 40¢. Conversely, fees were either lowered to 6¢ or waived altogether for trips that began or ended in areas underserved by existing transit options—**resulting in operators increasing fleet availability in neighborhoods where increasing transportation access is an important component of meeting the Department’s social equity goals.**

By standardizing all trip data into a single trustworthy source, the digital policy management platform streamlined the monthly invoicing process. Empowered with a billing log, LADOT staff spent less time compiling usage information and haggling over fees owed—and **added an estimated \$90,000 to the coffers every month.**

With a digital policy management platform, cities can transform their relationship to micromobility as a means to both support operators in offering convenience to residents, and to further more sustainable, positive outcomes for the greater good. To learn more about how a digital policy management platform like **City Conductor** can bring financial benefits to your community, connect with us.

## THE RIGHT DATA

To harness data for positive financial outcomes, cities need verifiable data that is:



### ACCURATE

Reflective of the “what” “where” and “when” of real-world events and free of outdated and duplicate information



### COMPLETE

All events and details are recorded and included in the set



### STANDARDIZED

A uniform series of data types and formats, and free of extraneous information



### TIMELY

Ingested/delivered with enough frequency to be actionable



### TRUSTED

Recognized by both the city and operators as a shared source of truth



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