

AGREEMENT**SHARED TRANSPORTATION SERVICES
BETWEEN****Blue Jay Transit USFM LLC****AND****THE CURATORS OF THE UNIVERSITY OF MISSOURI,
ON BEHALF OF COLUMBIA CAMPUS,****AND****CITY OF COLUMBIA, MISSOURI**

THIS AGREEMENT (hereinafter "Agreement") is made and entered into this 9th day of September, 2024 by and between BLUE JAY TRANSIT, USFM LLC, a corporation organized under the laws of the state of California, and licensed to do business in the State of Missouri, hereinafter called "Supplier", and THE CURATORS OF THE UNIVERSITY OF MISSOURI, on behalf of University of Missouri-Columbia, a public corporation of the State of Missouri, hereinafter called "University", and the CITY OF COLUMBIA, MISSOURI, hereinafter called "City", a municipal corporation.

WITNESSETH: That for and in consideration of the acceptance of Supplier's proposal and the award of this contract to Supplier by University and City, and in further consideration of the agreements and undertakings of the parties hereinafter set forth, it is agreed by and between the parties hereto, as follows:

1. Supplier shall furnish and deliver Shared Transportation equipment and services to University and City as set forth in University's Request for Proposal #24-1139 dated May 2, 2024, and their proposal response submittal dated May 22, 2024.
2. The initial term of this agreement is September 9, 2024, through May 31, 2026. At the end of the initial term, and if mutually acceptable, the agreement may be renewed for up to four (4) additional one-year terms.
3. Responsibilities of all parties shall be in strict accordance with, and as described in the detailed specifications entitled "Shared Transportation Services Proposal Request #24-1139", prepared by Teresa L. Vest, Associate Director, University of Missouri, and are on file in the Office of the Director-UM System Procurement. Said specifications being hereby made a part of this Contract as fully as if attached hereto or set forth herein.
4. BIRD must submit a new AppSweep Report within 90 days of contract award (on or before December 9, 2024) due to high vulnerabilities identified in the most recent report.
5. Supplier shall compensate University and City based on the price schedule set forth in Supplier's response dated May 22, 2024, and their best and final offer provided via email on June 12, 2024. All payments made shall be split evenly (50/50) between the University and the City. Said payment to be made at the time and in the manner provided in the specifications forming a part of this Contract, in the order provided below:
 - a. The Contract Documents shall consist of the following parts:
 - b. This Instrument;
 - c. University's Request for Proposal Dated May 2, 2024, including the Detailed Specifications;
 - d. Supplier's response dated May 22, 2024;
 - e. Best and Final Offer dated June 12, 2024;
6. It is agreed upon by all parties, the hours of operation shall be from 6:00 am (CT) to 10:00 pm (CT). After 90 days of operation, the hours of operations will be reviewed to determine if adjustments are warranted.

7. To the extent not prohibited by law, Company shall indemnify and hold harmless City, its directors, officers, agents, and employees and University, its Curators, directors, officers, agents, and employees from and against all claims, damages, losses, and expenses (including but not limited to attorney's fees) arising by reason of any act or failure to act, negligent or otherwise of Company, of any subcontractors (meaning anyone including but not limited to contractors having a contract with Company) or a subcontractors for part of the services), of anyone directly or indirectly employed by Company or by an subcontractors, or anyone for whose acts Company or its subcontracts may be liable, in connection with manufacturing Small Vehicles or providing Shared Active Transportation services. This provision does not, however, require Company to indemnify, hold harmless, or defend City its directors, officers, agents, and employees from their own negligence.
8. In no event shall the language of this Agreement constitute or be construed as a waiver or limitation for either Party's rights or defenses with regard to each Party's applicable sovereign, governmental, or official immunities and protections as provided by federal and state constitution or laws.
9. This Agreement shall be governed, interpreted, and enforced in accordance with the laws of the State of Missouri and/ or the laws of the United States, as applicable. The venue for all litigation arising out of, or relating to this Contract, shall be in Boone County, Missouri, or if there is jurisdiction, in the United States Western District of Missouri. The Parties hereto irrevocably agree to submit to the exclusive jurisdiction of such courts in the State of Missouri.
10. Any notice, demand, request, or communication required or authorized by this Agreement, unless otherwise specified herein, shall be delivered either by hand, facsimile, overnight courier or mailed by certified mail, return receipt request, with postage prepaid to:

IF TO UNIVERSITY: UM System Procurement
2910 Lemone Industrial Boulevard, Columbia, MO 65201

IF TO CITY: City of Columbia, Missouri ATTN: Public Works
PO Box 6015, Columbia, MO 65205-6015
With copy to: City of Columbia, City Counselor
PO Box 6015, Columbia, MO 65205-6015

IF TO COMPANY: Blue Jay Transit USFM LLC
Adam Davis <adam.davis@bird.co>
11. No provision of this Agreement is intended to nor shall it in any way inure to the benefit of any customer, property owner or any other third party, to constitute any such person a third-party beneficiary under this Agreement.
12. No amendment, addition to, or modification of any provision hereof shall be binding upon the Parties, and neither Party shall be deemed to have waived any provision or any remedy available to it, unless such amendment, addition, modification or waiver is in writing and signed by a duly authorized officer or representative of the applicable Party or Parties.
13. This Instrument, together with the documents hereinabove mentioned, form the Contract, and they are as fully a part of this Contract as if attached hereto or herein repeated. In the event that any provision in any of the component parts of this Contract conflicts with any provision of any other component parts, the provision in the component part first enumerated herein shall govern, except as otherwise specifically stated.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement by their duly authorized representatives as of the day and year first above written.

THE CURATORS OF THE UNIVERSITY OF MISSOURI,
ON BEHALF OF THE UNIVERSITY OF MISSOURI-COLUMBIA

By: _____ Date: _____

Printed Name & Title: _____

CITY OF COLUMBIA, MISSOURI

By: _____ Date: _____

SSC

Printed Name & Title: De'Carlton Seewood, City Manager

APPROVED AS TO FORM:

By: _____
Nancy Thompson, City Counselor

BLUE JAY TRANSIT USFM LLC

By: Austin Marshburn Date: 09 / 11 / 2024

Printed Name & Title: Austin Marshburn Sr. Director, Government Partnerships



University of Missouri

May 7, 2024 | RFP 24-1139



Cover Letter

To the University of Missouri and the City of Columbia:

On behalf of Bird and as a lifelong Tiger fan, I am pleased to present our completed RFP response to the University of Missouri and the City of Columbia for shared micromobility. As a former Columbia resident and program lead since our launch in 2021, we are proud of our record of continuously serving the MU and Columbia community as the exclusive partner. Our commitment to this community has been unwavering, as demonstrated by our consistent presence and proactive engagement with local stakeholders, students, and residents. We have dedicated ourselves to understanding and addressing the unique needs of Columbia, fostering strong relationships with both MU and Columbia program managers, and contributing positively to the community. We are excited by the opportunity to build on our partnership going forward, ensuring that our dedication remains steadfast and that we continue to provide a reliable and beneficial service to all.

Who We Are. Founded in 2017, Bird's mission is to help cities reduce car trips by providing a highly affordable, equitable, and sustainable transportation alternative. **Although we use an app to make our service easily accessible and convenient, we are not a tech company. We are a partnership-focused company that is committed to working together to advance shared mobility, public safety, and sustainability goals.** We also strongly believe in showing respect for the accessibility community and those with valid concerns regarding the safety of shared devices in dense urban areas. This is evidenced through a number of proven solutions to reduce sidewalk riding and consistently enforce proper parking, which we showcase in detail with data and performance-based outcomes throughout this proposal.

Our Record at the University of Missouri. Nothing should speak louder than our actions and established track record of serving the University of Missouri and the City of Columbia during the latest permit cycle. Specifically, we are proud to highlight the following notable achievements:



Strong Ridership: Over the course of the current permit period (2021 to Current), we are proud to share that 200,000+ trips were completed by riders on Bird scooters. During the busiest periods of the year, students and staff averaged over 2.5 trips per device per day on Bird scooters – a strong indicator of the popularity of our service.



Significant Community Investment: Since 2021, Bird has invested more than **3.5 million dollars into providing our local mobility service at the University of Missouri.** This includes a significant investment in vehicle hardware, community engagement and marketing efforts, and with \$600,000+ paid directly to the City and University through fees.



Highly Equitable & Affordable Pricing: Over the course of our operations at MU, we have been proud to offer our Bird Community equity pricing plan, which previously offered a 50% discount on all trips. As detailed below, we recognize we can do even better. We are thrilled to double-down on equity with **enhanced discounted offering (70% off!) to drive even more inclusive ridership across the entire Columbia community.** Additionally, during the previous permit period, we introduced geographic pricing which offers 50% off all rides based on the ride start. This has allowed us to increase ridership in low-income areas and make it possible for all residents to access alternative transportation.

Community Involvement: We have consistently collaborated with local organizations such as the Columbia Special Business District, the Office of Sustainability, and the Missouri Students Association to ensure our services align with community needs and goals. Our involvement in events like the Personal Safety Fair and the True/False Film Fest demonstrates our commitment to being an active and supportive community partner.

Moving Forward Together. Looking ahead, we are committed to making continuous improvements that add meaningful value to the local community to enhance affordability, access, and safety outcomes. This includes the following:



Prioritizing Affordability & Access: We recognize that pricing is a major barrier for many people who are interested in potentially using our service. In recognition of this fact, we have purposefully made our service the most affordable of any mobility operator in the region. Specifically, we are **increasing our low-income assistance program from 50% off to 70% off, as well as continuing to offer an automatic discount of 50% off in the City's Equity zones.**



Multimodal Fleet: By bringing to MU and the City of Columbia a multimodal fleet of the industry's leading e-scooters and e-bikes, Bird will be able to offer riders more car-free options—with our e-scooters supporting shorter first- and last-mile trips and our e-bikes fulfilling longer journeys that result in a decrease in traffic congestion and improved air quality for all. See below for images and detailed specifications.



NEW FOR Columbia! Lyft App Integration: We are thrilled to announce our expanded native integration with Lyft—already active through our subsidiary company “Spin” in over 40 cities nationwide—to make it much easier and more convenient for the entire community to rent our e-scooters and e-bikes. Instead of separately downloading the Bird app to rent our devices, **users will be able to select and rent a Bird within the Lyft app alongside rideshare options. Based on recent performance data in other cities, we expect this integration to boost ridership higher (20%+) and positively contribute to modeshift away from rideshare.**

We appreciate the opportunity to share our enclosed e-scooter and e-bike proposal for your review. We look forward to strengthening our partnership and enhancing our service for the entire Columbia community. If you have any questions or require any additional details, please contact me by phone at 573-508-9508 or by email at adam.davis@bird.co

Best regards,

A handwritten signature in black ink that reads "Adam R. Davis". The signature is fluid and cursive.

Adam Davis
Principal Manager, Government Partnerships

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Attributes: Deployment and Size of Fleet

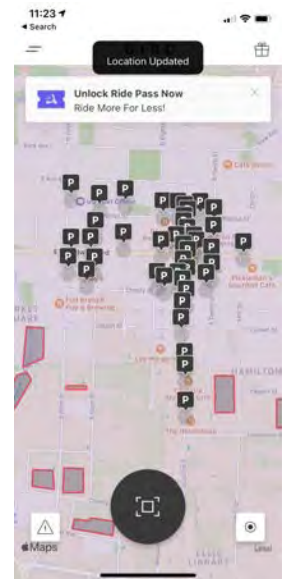
Phased Deployment Plan and Fleet Size

The University of Missouri is incredibly important to Bird's story. It is the first place in the world where Bird piloted incentivized parking and the first place where Bird was able to restrict parking to bike racks effectively, utilizing fines and innovative technology to ensure compliance. We were able to achieve this through close collaboration with university officials. Since day one, the same dedicated Bird team has managed the program and handled ground operations. This consistency has allowed us to seamlessly integrate into the City of Columbia and the University of Missouri, avoiding many potential headaches and ensuring smooth and effective collaboration. This also means that it's not a launch of something new, but the growth of something that has proven to work in this community.

Looking forward, we've come a long way since those early days, and our partnership with research institutions like MU is the reason we've been able to continue to innovate with and pioneer better technologies like VPS parking technology (see page 18 for more information) and wayfinding which help users without needing to utilize excessive fines to enforce MU and Columbia rules for riders.

The solutions outlined below are the result of our extensive experience spanning seven years of collaboration with university and city partners, during which we have developed these innovative parking technologies. Consistent with our launch approach on campuses and in cities across the country, Bird is committed to a phased deployment approach that aligns with MU's service area while emphasizing safety, accessibility, and campus engagement. This approach also allows us time to reintroduce ourselves and our new multimodal fleet, especially as the University of Missouri has an influx of students each year (first-years and transfer students) who are unaware of proper usage and parking rules. Given the new vehicles, inclusive of e-scooters and e-bikes, we will continue to spend time educating students, faculty, staff, visitors, and residents on safe riding and parking practices. With our historic operational experience at MU and across Columbia and strong local regional presence, we are well-positioned to efficiently relaunch our mobility service and serve the University and City of Columbia over the next six years.

Our approach involves closely monitoring rider behavior from day one, adjusting operations to ensure compliance and address concerns promptly. We envision growth contingent on achieving set milestones, including increased parking compliance and minimized complaints, reflecting our commitment to continuous improvement. Our proposed phased deployment plan charts a gradual fleet expansion, fostering community support and adherence to safety measures. In addition, we will always ask for feedback from the local community to ensure the whole community benefits from scooters and bikes being available. For example, in 2022 we worked directly with the Columbia Special Business District Staff, and Executive Director Nickie Davis, to create parking locations in front of businesses in the downtown area upon request to drive foot traffic into stores. This resulted in a 40% increase in rides downtown with no increase in parking 311s. See the image on the right for a picture of the rider map:

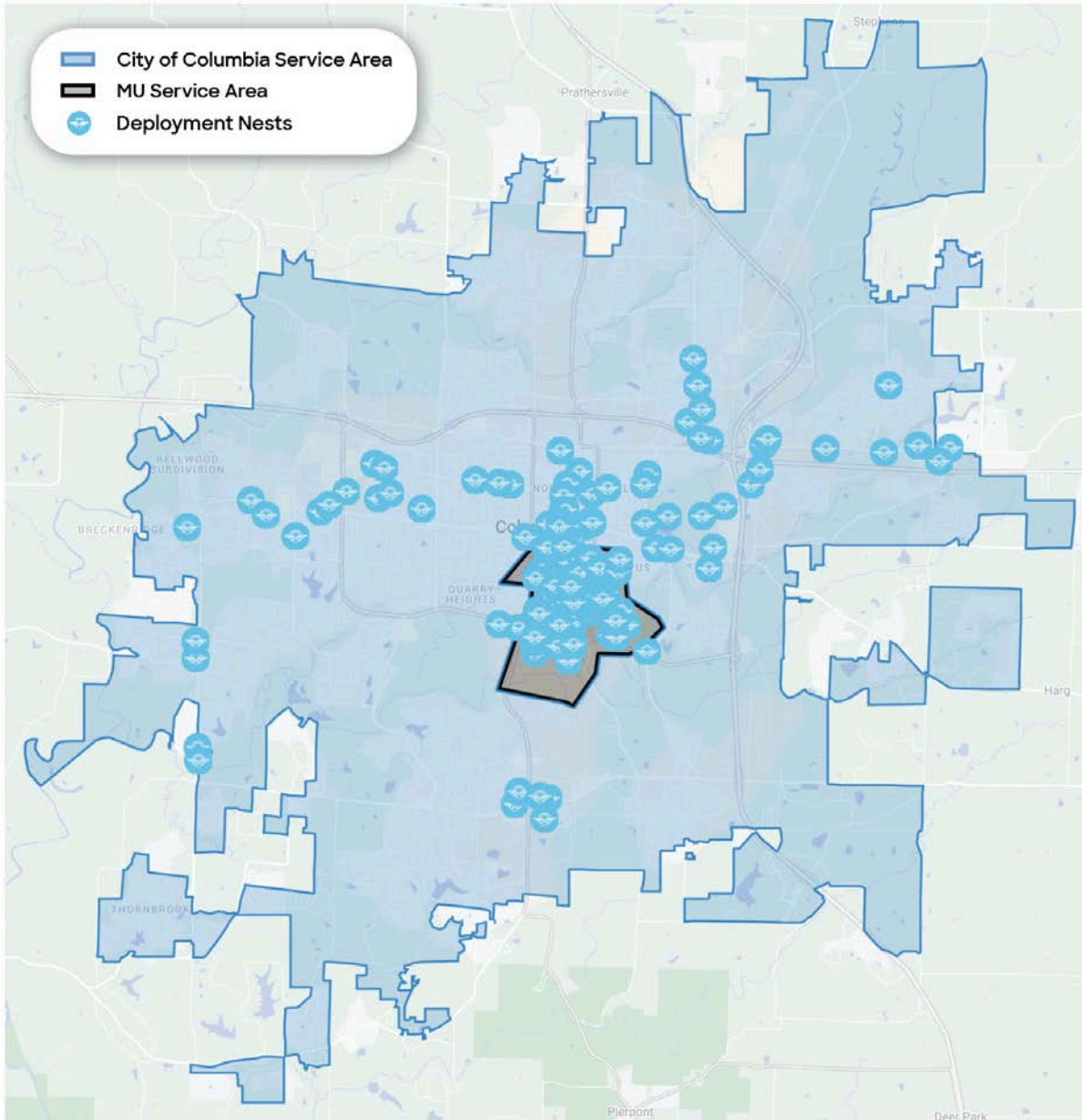


Below, see our plan for a phased rollout of our vehicles.

Expansion Phases	Performance Benchmarks & Details
<p>Phase 1 (est. June 1, 2024)</p>	<p>Fleet Size: For the initial launch, we propose to deploy between 250-300 e-scooters and 50-75 e-bikes (inclusive of maintaining a minimum of 150 devices on the MU campus). When we first relaunch, we opt for a more conservative initial fleet size to enable our local team, the University and the City to review operations, discuss feedback, and make adjustments during this first introductory phase. Specifically, we recommend evaluating the following key system milestones before increasing our deployed fleet of e-scooters and e-bikes:</p> <ul style="list-style-type: none"> • 2.5 rides per device per day (RpD) over a 1-2 -month period; • Fewer than 1 public complaint per device over a monthly period <p>That said, we are happy to expand the number of devices (including to our full requested fleet size of 400 e-scooters and 100 e-bikes) at launch if preferred by university staff. With over five years of</p>

	<p>operational experience at MU and Columbia, our team possesses an in-depth understanding of the intricacies involved in serving the campus and city effectively. As a result, we have already fine-tuned our geofences and operational procedures to ensure seamless service delivery on campus and across the city.</p>
<p>Phase 2 (est. August / September 2024)</p>	<p>Fleet Size: After the completion of Phase 1, Bird will review the performance data and partner with MU and City staff to implement program adjustments as needed. This includes gradually increasing our fleet to a target size of 400 e-scooters and 100 e-bikes (inclusive of maintaining a minimum of 150 devices on the MU campus), conditioned on meeting or exceeding agreed upon key system milestones. For example, this includes:</p> <ul style="list-style-type: none"> • A clear upward trend in ridership levels (e.g. 1.75 rides per device per day); • Few public complaints (e.g. <0.5 complaints per deployed device); <p>We will conduct detailed assessments beyond the high-level performance metrics, evaluating the necessity for adjusting vehicle numbers in specific areas to ensure we are meeting the needs of the MU and wider Columbia community.</p>

Service Area & Deployment Map



E-scooter and E-bike Deployment

Bird uses nests, which are predetermined deployment areas that have been identified by our local team as safe, attractive and convenient places to park devices pursuant to University and City regulations. For example, on the MU campus, all nests are located at existing bike racks. Each nest is allocated a maximum device capacity and photographed for our field teams to reference during staging. Please see below for more information on how we determine nest locations in Columbia. In addition, we provide all of our local team members responsible for deploying and rebalancing vehicles with mandatory

training on how and where to deploy vehicles and ensure that the team deploys along Tiger Line routes to ensure there are scooters available in proper parking locations near to campus shuttle stops. As part of this training, team members are directed to follow all local laws and regulations when using vehicles to load and unload Birds into approved parking locations.

As well, our in-house operations system (Bird AI) determines daily nest deployments and hourly rebalancing tasks. It also provides visual reminders to our on-the-ground teams on Bird's parking protocols, and enables us to conduct large-scale parking audits by requiring team members to submit photos after staging devices.



Release Enforcement | Our system informs our team how many Birds can be released into each nest based on its current capacity and any university/ city zone caps. The system does not allow unauthorized releases.



Ride Ready | When a Bird is confirmed to be in an approved area that is not at capacity, the system will enable our team to release the vehicle into the nest.

When training our team on university and city-specific rules and regulations related to parking, we also focus on the importance of maintaining accessibility and keeping sidewalks clear of devices. We require and facilitate sensitivity training for all team members to ensure they understand the concerns of individuals with disabilities. Training includes common safety concerns and explanations of how people with disabilities interact with city infrastructure; for example, how to park Birds on corners in a manner that guarantees a wide turning radius for wheelchair users.

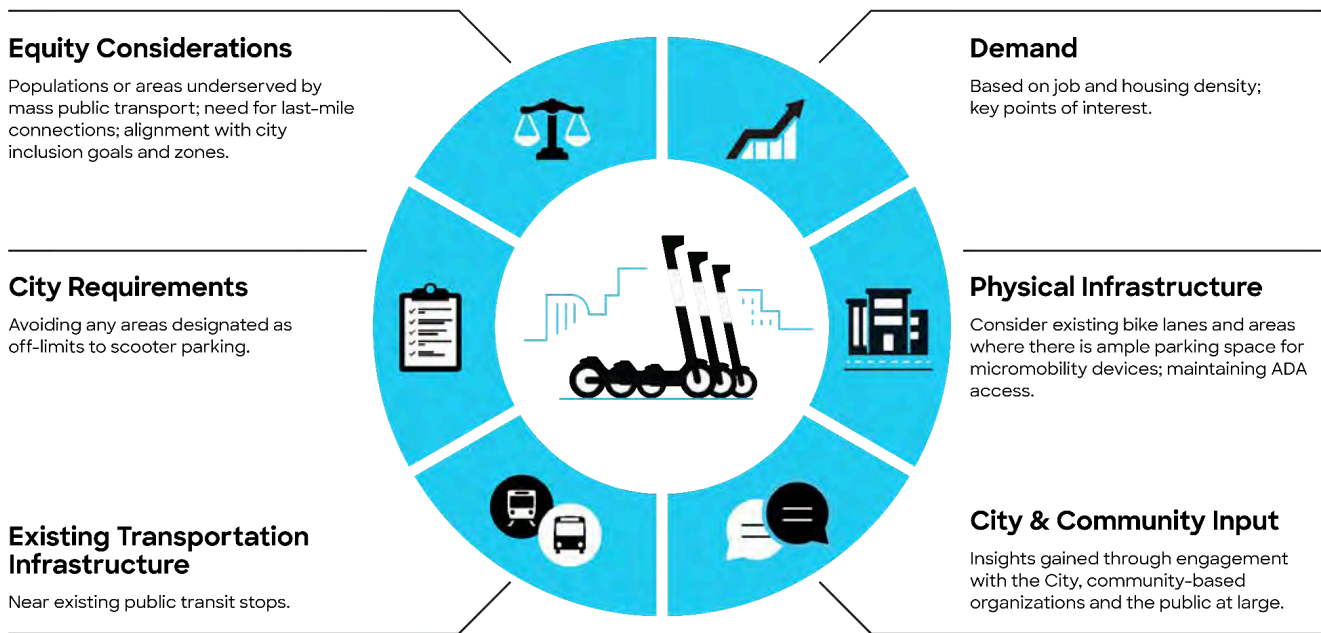
Bird Nests

As detailed above, Bird uses nests (deployment hubs) to manage the overall deployment of our fleet across the campus and city and to create compliant, designated deployment areas. We position nests to complement an area's existing transportation infrastructure while also helping to fill in its mobility gaps. Bird has a team of urban planners, data scientists and operations specialists who consider an area's particular mobility needs when creating nests.

Nests are defined much more specifically than just an intersection or block face; they are precise locations identified by our team as safe, attractive and convenient places to stage devices. When defining the specific deployment area, we consider factors such as sidewalk width, accessibility access, curb ramps, red or loading zones, transit platforms, existing street furniture and building entrances.

Defining Nests

Bird considers the following factors and data points when creating eligible nests:



For each area of the city, we calculate the number of nests needed in relation to the allocated fleet maximum and the operating area's size. As a guide, we average one nest every 500m in residential areas and <100m in high-density areas, with approximately five nests per device. We also allocate each nest a capacity of 2-5 devices; this is determined based on local restrictions like limiting the number of devices per block face and considerations related to sidewalk widths, terrain, and varying streetscapes.

Nesting Near Transit | Given public transit's vital role in affordably connecting people with opportunity, placing nests in locations that complement existing transit options is essential. As in other Bird markets, in Columbia we will continue to prioritize nests near downtown and near bus stops along key routes like the Red Route, where e-scooters and e-bikes can expand the transit catchment area into surrounding neighborhoods.

Iterating Over Time | Nests are virtual and dynamic, meaning they can be changed and repositioned at any time to best meet a community's needs. We collect feedback on nests through our many feedback channels, as well as in direct discussion with universities, cities, businesses and the community at large. Bird also supports community-scale decision-making through our "Request a Nest" campaign, encouraging residents to submit suggestions for Bird deployment locations via social media and email to ensure equitable access to our service in their neighborhoods.

Attributes: Safety

Advocating for Helmet Usage

At Bird, the safety of our riders and the communities we serve is our top priority. That is why we are committed to ensuring our riders have access to free and reduced-cost helmets, understand the rules regarding helmet usage, and provide users incentives for wearing helmets. Additionally, we provide users with comprehensive education, see **Section XI** for more information.

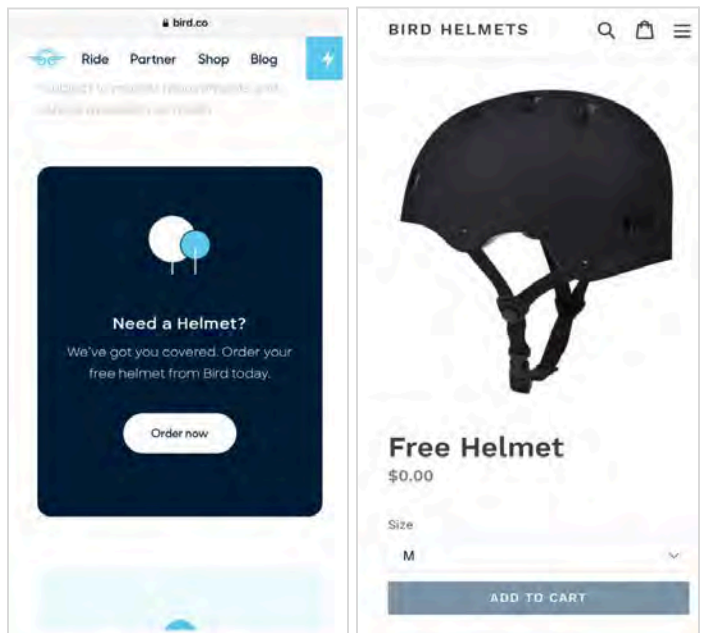
To date, Bird has already given away over 250 helmets at MU and in Columbia.
To date, Bird has given away over 90,000 helmets around the country.



Bird recognizes the important role helmets play when it comes to rider safety. We were the first shared-mobility company to spearhead a proactive helmet safety campaign, From handing out free helmets via in-person safety events and in-app giveaways to exploring new solutions like on-vehicle attachments, we ensure all riders have easy access to helmets when using our service.

Providing Access to Helmets

- **Free Helmet Orders:** Riders can request a free helmet online through our website (<https://birdhelmets.myshopify.com/>) or the Bird app.
- **Safety Marketplace:** Bird's in-app Safety Marketplace provides riders with curated and discounted safety products, including helmets and protective gear.
- **Helmet Giveaways:** Bird will give away helmets to residents and visitors at community events and safety trainings.
- **In-Field Giveaways:** Our on-the-ground teams can carry helmets while on patrol in high-use areas and distribute these to riders on the streets.
- **Direct Delivery to the City:** Bird can send MU officials helmets directly for distribution at their discretion.



Bird's Online Helmet Order Form

Encouraging Helmet Usage

At the University of Missouri, we will encourage helmet use through our education program, in-app reminders, in-person events, and technology-based solutions like our Helmet Selfie feature (detailed below). During rider onboarding and in the "How to Ride" section of the app, we present instructional safety graphics that encourage the use of helmets. A clear

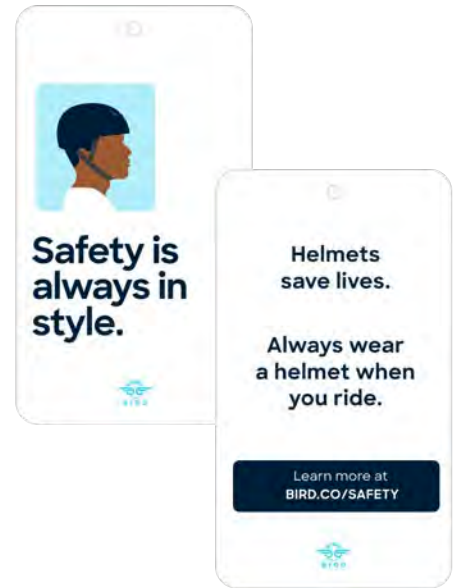
directive to wear a helmet is also visibly printed on the device itself. Additionally, helmet use is a major focus in our print, email, online and in-person safety training and messaging.



In-App Rider Onboarding



On-Vehicle Safety Decal

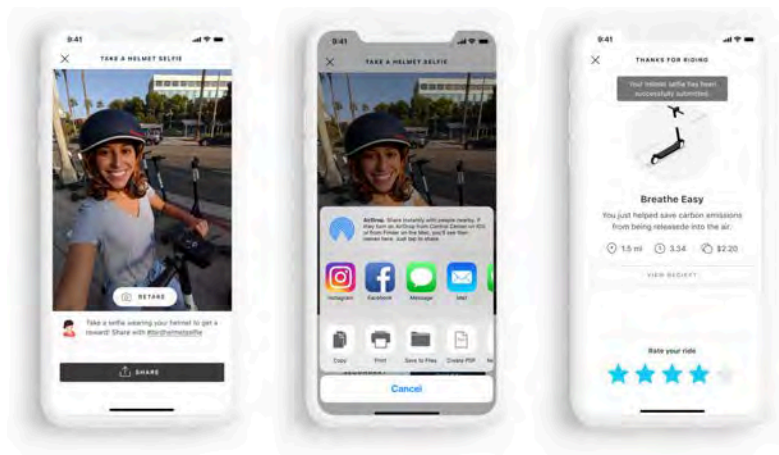


Hang Tags

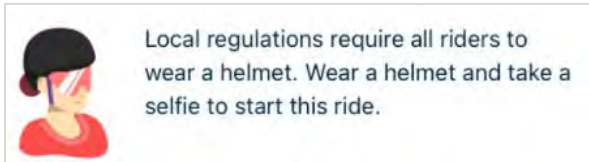
SPOTLIGHT: Helmet Selfie

Designed to improve rider safety, this feature incentivizes riders to wear a helmet. At the end of each trip, riders can be prompted to submit a selfie with their helmet on. Those wearing helmets receive rewards, like ride credits. Riders can also share their selfie via social media with #BirdHelmetSelfie to promote broader use of helmets.

Bird is also partnering with UCLA Medical Center's Dr. Tarak Trivedi to study financial incentives to increase helmet usage on UCLA's campus. This first-of-its-kind collaborative effort is a direct response to Dr. Trivedi's research, published in the Journal of the American Medical Association, which revealed a low helmet usage rate for shared e-scooter riders. Through our joint efforts, we will further refine our Helmet Selfie feature and identify additional helmet compliance strategies to introduce worldwide.



At the City's request, Bird can make our Helmet Selfie mandatory and use the feature to require riders to confirm helmet usage before starting their ride. Verified in real time, riders not wearing helmets in their selfie must retake their photo with a helmet on in order to proceed with the rental. Our machine-learning technology can recognize the difference between someone wearing a baseball cap or holding a helmet and someone properly wearing a helmet, thus effectively preventing riders from attempting to cheat the system.



In-App Message Highlighting Mandatory Helmet Usage



In-App Message Requiring Rider to Retake Helmet Selfie

DETAILED SPECIFICATIONS

I. Geofence

Bird was the first operator to introduce geofencing for shared electric micromobility and continues to use that experience to bring our industry-leading technology to every market we serve. We developed our solution in collaboration with our city partners to ensure safe and compliant operations across the world. Our global experience, combined with technological advancements to improve accuracy and responsiveness, has set the industry benchmark for real-time location-based fleet management and compliance. We will employ and maintain geofencing in all areas specified by MU and the City, and we understand these requirements may be updated at any time. Our latest geofencing technology will continue to benefit the University of Missouri in the following ways:



Mitigate
collision risk
to pedestrians



Prevent
e-scooter/bike access
to prohibited areas



Enforce
parking
compliance

Bird's latest geofencing system is built upon three core pillars, including **onboard maps**, **hyper-accurate map data**, and **the industry's most precise device location system**, to provide the fastest and most accurate enforcement of no-ride, no-parking and slow zones in the industry.

ONBOARD MAPS

Bird's geofences are applied and stored at the vehicle level via our devices' onboard computer to mitigate any cloud-based delay.

Efficient Communication | Our devices' onboard "brain" can store **over 25,000 geofences per city**, allowing for highly accurate detection and enforcement **within 0.3-0.5 seconds**. First-generation systems used by other operators require their vehicles to communicate with the cloud to determine geofence permissions, resulting in a lag time of up to 30 seconds, during which an [e-scooter/e-bike] going 15 mph will travel nearly 200 yards into a geofenced zone. By enforcing geofence boundaries in a fraction of a second, our system increases rider and pedestrian safety while ensuring compliance with city rules and regulations.



Other systems

30 seconds

MAP DATA: SUB-METER ACCURACY

Our new process factors in real-world conditions and variables to ensure hyper-accuracy.

Precise Mapping Technology | For geofencing to work effectively, each zone must be drawn and virtually mapped—based on local rules. However, existing GIS and satellite imagery often prove unreliable for zone creation due to lens distortion, image warping, and tectonic plate movement. Our new process solves for this by calculating the offsets and rotations caused by those factors and comparing those values with GPS locations of nearby real-life landmarks to adjust the individual geofence boundary and create maps that are **accurate to within 10**

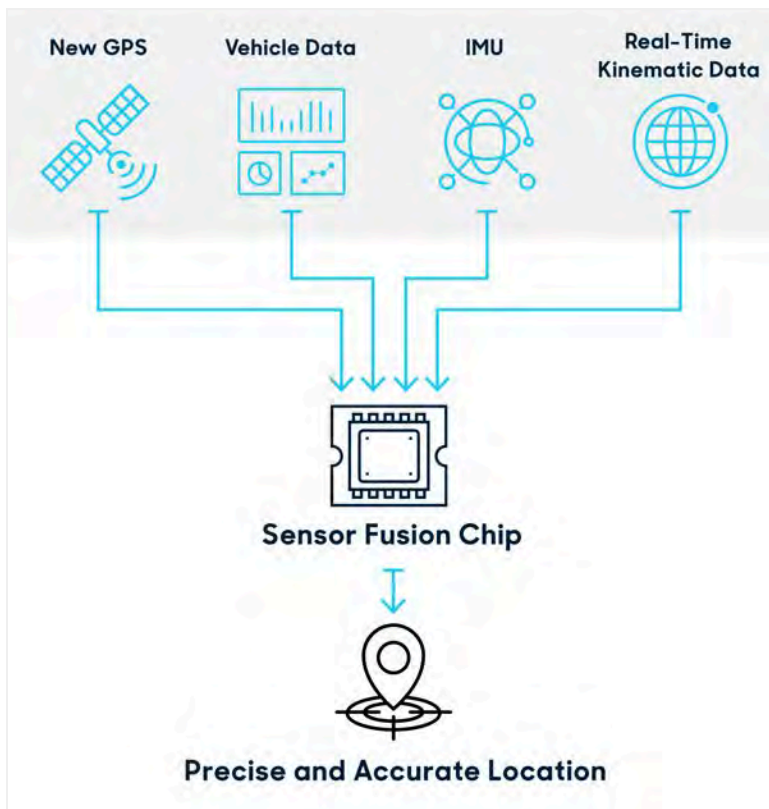
Bird's geofencing technology has been proven successful in our operations globally, from parks and school zones to highly sensitive areas like the Vatican and U.S. military bases.

centimeters. These high-accuracy maps are then uploaded over the air to the vehicles' embedded computers.

LOCATION ACCURACY

Our VLS technology ensures cities know the location of our vehicles, within 10 centimeters at all times.

Proprietary Vehicle Location System (VLS) | Our latest devices are equipped with the industry's most reliable and precise location system that can **track a device within 10 centimeters of accuracy.** VLS uses a proprietary sensor fusion microchip (see below) which Bird engineers developed in collaboration with u-blox, a leader in GPS/GNSS positioning solutions. Whereas standard GPS receivers found in other operators' devices only connect to approximately four satellites, Birds leverage 114 active satellites. This broader range of signals results in a more reliable and accurate location determination.



Multiple, Redundant Data Sources |

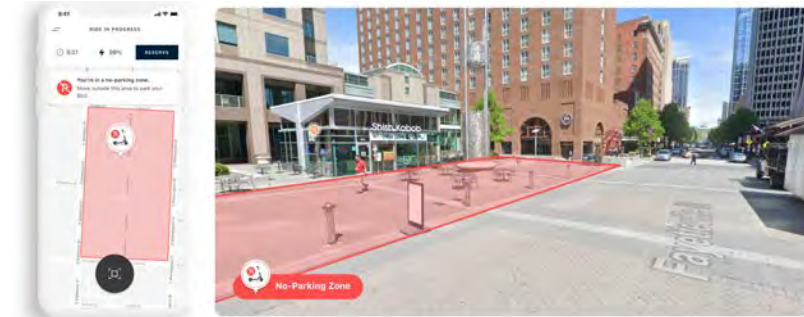
For standard GPS to work effectively, the location chip on a device needs to “see” a GPS satellite. Interference can be caused by obstructions like inclement weather or large buildings, resulting in an urban canyon effect that dulls or blocks the GPS signal. To address this, we designed our sensor fusion chip to utilize multiple data sources—GPS, vehicle data, Inertial Measurement Unit (IMU), and real-time kinematic data—so **the system can continue operating properly even if one or more components fail**, ensuring location accuracy in even the most challenging environments.

GEOFENCING CAPABILITIES

Our advanced geofencing enables us to remotely establish safety zones across Columbia within minutes.

Safety Geozones | Our geofencing technology enables us to establish both permanent (static and time activated) and temporary (single use, usually for events) geofenced zones that are virtually mapped and uploaded to each Bird. In every market in which we operate, we work closely with city officials to establish **no-ride, no-parking, and slow zones** that comply with prohibitive ride areas and effectively manage rider behavior. Every geozone is established remotely and can be easily adapted to immediately meet the city's changing needs. If a rider enters or approaches a geofenced zone, we send an in-app alert to their mobile phone as well as audible and visual alerts on the Bird itself that inform the rider of the specific restriction and response.

No-Ride Zones | These geofences are highlighted black in our app. As a rider approaches a no-ride zone, such as Stephens Lake Park, they are alerted that their speed will be reduced. The Bird then safely decelerates, coming to a complete stop to **prevent the vehicle from crossing the geofence boundary**.



No-Parking Zones | These geofences are highlighted red in our app and **prevent riders from parking in specific areas**. If a rider enters a no-parking zone, they are alerted that they will not be able to end their ride until they are outside of the restricted area.

Slow Zones | These geofences are highlighted yellow in our app. Using our on-vehicle speed governor and geofencing technology, we can **implement speed limits (both temporary or permanent) in different areas of a city and on specific streets**. If a rider enters a slow zone, they are alerted that the vehicle's speed is about to be safely reduced.



Walk »)



On-Vehicle Visual and Audio Geofence Alerts | In addition to receiving the in-app notifications pictured above, riders are audibly and visually alerted via the Bird's onboard computer when they approach a restricted zone. For example, as a rider approaches a no-ride zone, they will receive the following audio alert: "No riding in this area. Please walk your Bird." These alerts can be customized with different messages tailored to MU; for example, "There is no riding at Memorial Stadium."

II. Parking

We recognize the importance of enforcing rules to maintain order and safety within the community. Our team implements robust measures to ensure compliance with parking regulations, including strict adherence to designated parking areas on the MU campus. We employ a combination of technology and human oversight to monitor parking behavior and swiftly address any instances of non-compliance.

The University of Missouri is incredibly important to Bird's story. It is the first place in the world where Bird piloted incentivized parking and the first place where Bird was able to restrict parking to bike racks effectively, utilizing fines to ensure compliance. We were able to achieve this through close collaboration with university officials.

Additionally, Bird has worked directly with the University to build parking and deployment locations around the campus shuttle system stops and locations on and off campus. This ensures our service integrates into and extends the existing transit network at MU.

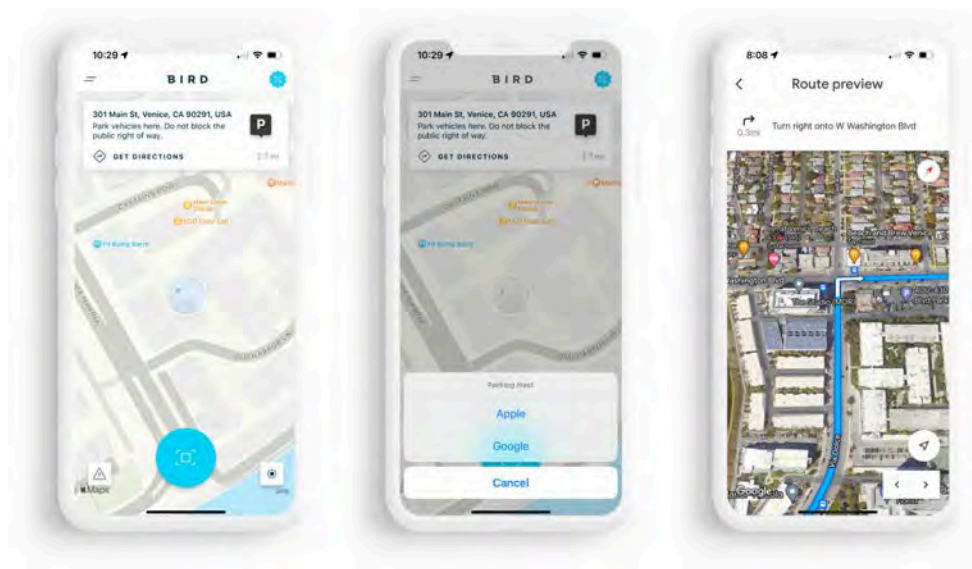
Looking forward, we've come a long way since those early days, and our partnership with research institutions like MU is the reason we've been able to continue to innovate with and pioneer better technologies like VPS parking technology and wayfinding which help users without needing to utilize excessive fines to enforce MU and Columbia rules for riders.

The solutions outlined below are the result of our extensive experience spanning seven years of collaboration with university and city partners, during which we have developed these innovative parking technologies:

In-app Wayfinding to MU Designated Parking Areas

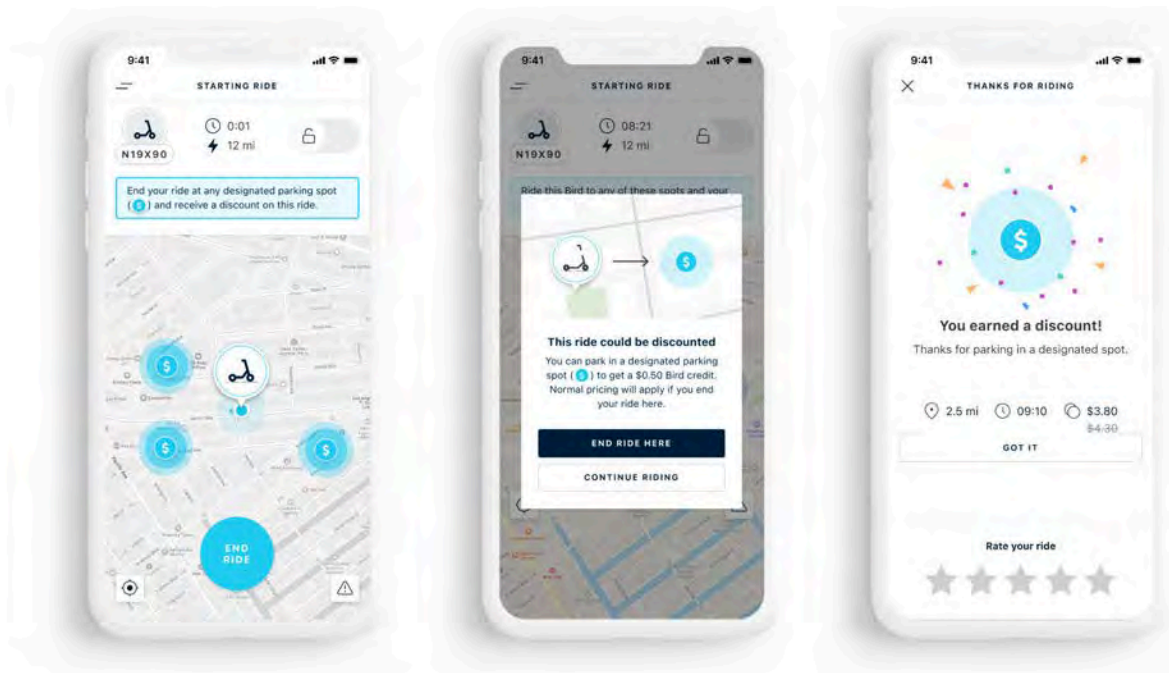
Bird's new Google Maps and Apple Maps integrations will enable riders to access real-time GPS navigation guidance to designated parking areas (bike racks) across the MU campus and in certain areas of the city (if requested). Google Maps is used by 67% of all smartphone users and over one billion people worldwide every month, making it the "go-to" app for navigation.

Once a rider selects their destination using our interactive in-app map, they simply click on the "Get Directions" pop-up. Upon selecting this option, our app redirects to either Google Maps or Apple Maps, depending on the rider's preference, for visual and audible directions along the safest route, prioritizing designated bicycle lanes and bicycle-friendly roads. This feature also lets riders view the length of their journey and confirm the device has charge to complete the trip.



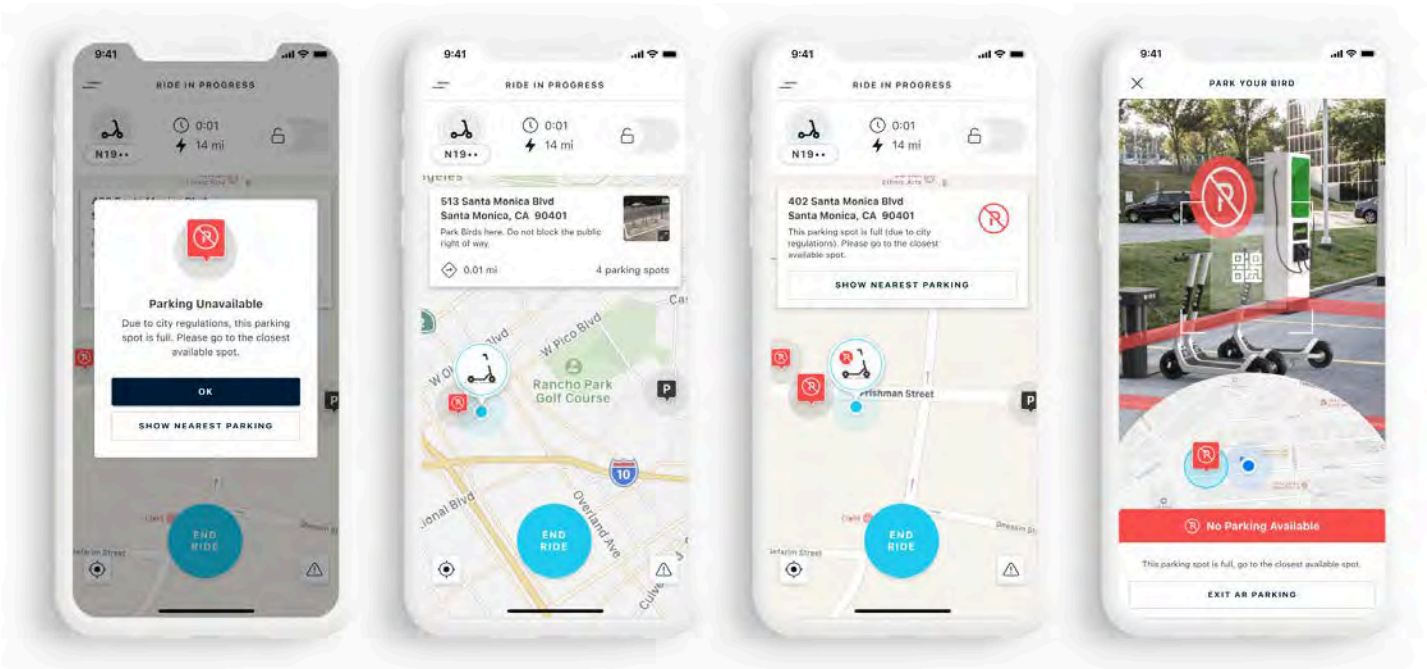
Preferred & Incentivized Parking

Bird can incentivize certain parking locations to encourage and reward riders when they park in less-crowded areas. Our system can automatically update with locations tailored and adapted based on real-time ridership patterns and demand. Incentivized parking areas are marked within the Bird app map with a "\$" sign to enable riders to locate them easily. Riders can earn \$1 ride credit when they end their ride in an incentivized location. Bird will also explore the use of other incentives. For example, entering riders ending in an incentivized location into monthly draws for the chance to win branded apparel, accessories, etc.



Preventing Clutter at Bike Racks & Other Designated Parking Areas

In consultation with MU Bird can set a maximum number of vehicles that riders are permitted to park at each bike rack. We suggest determining these maximums based on the location and the size of the area. When a rider attempts to end a ride at a location that is unavailable because it is full, they will receive a push alert to their phone. The rider will be directed to find the next closest available parking location to end their ride. Parking location maximums can be dynamically adjusted to support special events, fluctuations in demand, and changing regulations. This feature supports our goal of preventing clutter and enforcing compliant parking.



NEW Enforcing Parking via Bird's Visual Parking System (VPS)

Bird's engineers developed our new AI-verified parking solution in partnership with Google to enable us to validate parking compliance within 10 centimeters or less. At MU, we will use this solution to **require** riders to complete trips and park exclusively at designated parking locations (bike racks). Since the implementation of this technology across cities and on university campuses worldwide, we have achieved an impressive 93% parking compliance rate. This translates to less cluttered streets and increased safety for pedestrians and other vulnerable road users.

How It Works

Bird's VPS uses 3D city mapping and sophisticated AI to direct riders to approved parking locations and confirm in real time whether a device is parked correctly within a designated parking spot before enabling the rider to end their ride.

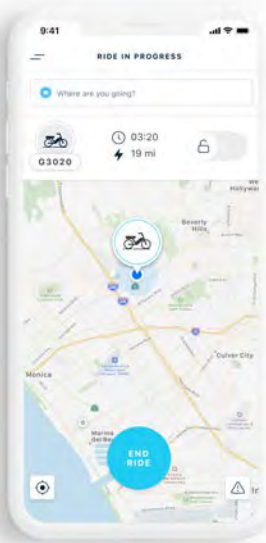
Step 1: Parking Locations. Our in-app map shows approved parking locations to make it easy for riders to find nearby spots.

Step 2: Easy-to-Use Rider Interface. At the end of the ride, the Bird app instructs riders to take a photo of their Bird and the surrounding area. Real-time AI scans the photo to confirm an e-bike or e-scooter is present. If no device is detected, it alerts the rider to adjust their camera position.

Step 3: AI Analysis. Our advanced AI system also analyzes the rider's photo and finds a feature of the nearby buildings that is clear and unique, which it compares to a 3D scan of the area. By identifying the buildings in the image and the perspective from which they are viewed in the photo, the system can determine the precise location of the Bird in 1-3 seconds during the day and 3-5 seconds at night.

Step 4: End of Ride. If the Bird is parked within an approved area, the system will enable the rider to end their ride. If the Bird is outside an approved parking location, an in-app warning message instructs the rider to relocate the device to an approved area to complete their ride.

VPS Rider Interface



1. In-App Map:

We feature designated parking locations on our in-app map and mark them with a "P" icon for riders to locate.



2. Scan Surroundings:

Riders are then instructed to take a photo scan of their Bird and nearby buildings. If the phone is not tilted high enough, an on-screen indicator alerts the rider to adjust their position.



3. Location Guidance:
 If the rider is not in a designated space, a message appears asking them to relocate to an approved location.



4. Approved Location:
 Once the system determines the device is parked in an approved location, the rider can end their ride.

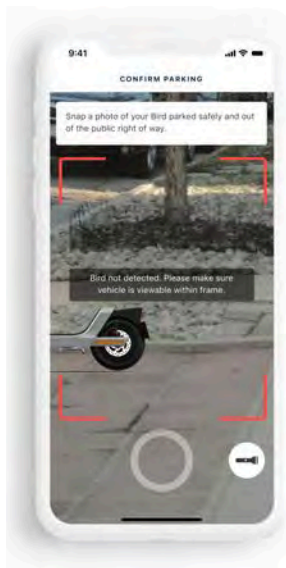
SPOTLIGHT: Comparing Bird's AI-Verified Technology to Camera-Based Solutions

Unlike Bird's fully integrated system, most operators' camera-based solutions are designed by third parties and have been retroactively fitted to their devices. These systems are expensive, often resulting in a limited deployment that diminishes any potential citywide impact. They are also less weatherproof and prone to damage and failure due to their temporary nature.

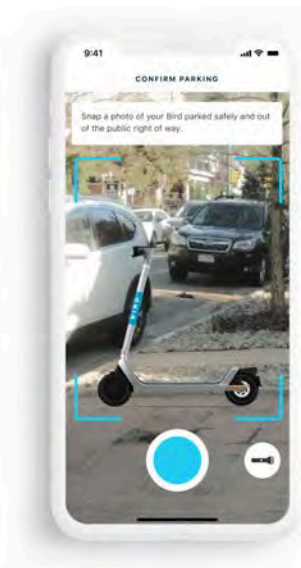
Camera-based parking solutions, whether retroactively fitted or fully integrated, also face a myriad of technical limitations. For example, they use object recognition, but the system can only see what is directly in front of the camera. The e-scooter or e-bike could be blocking a wheelchair ramp, but the system won't know if the camera is looking the other way. This limitation results in a general parking accuracy of up to two feet compared to Bird's centimeter-level precision. As such, Bird's solution is dramatically superior to camera-based solutions, especially in a seasonal city like Columbia.

AI-Verified End-of-Ride Photos

In areas across the city where free-floating parking is allowed, our system requires riders to submit an end-of-ride parking photo validated in real time to confirm their device is parked orderly and upright. If no device is detected, or if the image only includes a portion of the device, the system prompts the rider with an in-app warning message to align the device within the frame in an upright position and resubmit their photo. Bird issues follow-up education and fines per our penalty structure for non-compliance (see **Section XI**).



End-of-Ride Photo Screenshots




New Non-Compliance Upgrade



COMING SOON (est. September 2024) We will soon be updating our end-of-ride system to incorporate a more sophisticated machine learning component that will enable us to automatically identify additional non-compliant issues in photos in real time, such as blocking fire hydrants or ADA ramps. This new update will allow us to prevent riders from ending trips until they have parked in full compliance with local rules and regulations, rather than retroactively issuing follow-up education or fines. We anticipate launching this upgrade later this year and look forward to rolling it out at MU.

Parking Infrastructure

Bird can also work with MU and the City of Columbia on the integration of light parking infrastructure like parking mats and stencils in areas where bike racks are not currently present, to test new parking locations before installing racks and as a short-term parking solution for event management purposes. Installation for these assets is minimal; our stencil is available in both a vinyl form with an easy adhesive installation and a paint version that uses aerosol marking paint while our vinyl mats are glued to the ground.

Bird prioritizes local sourcing and recycled materials for our parking infrastructure production, emphasizing sustainability. Our designs can also be easily adjusted, for example, adding MU-specific branding and/or messaging. Parking signage can also feature additional information to promote usage of the system, such as including a QR code that directs users to the Bird app.

	Details	Image
Signage	Bird can provide highly visible signage to help riders easily locate designated parking locations across our service area. We offer a variety of signage solutions, including free-standing, wall or ground mount; this flexibility also enables us to place our signs on any street sign or building facade (with appropriate permission). All signage is reflective for high conspicuity and can include braille script.	

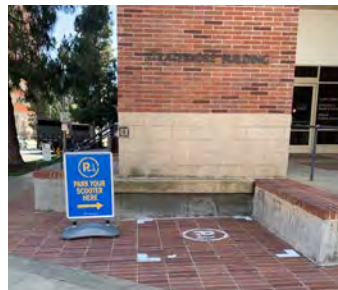
	Details	Image
Stencils	<p>This solution is best for sidewalks with low to moderate pedestrian volumes, in front of retail businesses, or at park/plaza edges, where stencils will have reduced physical impact on the street floor. Our parking stencil consists of four white, reflective brackets that are highly visible in low light. They are fully adjustable to fit available space and accommodate the desired number of vehicles, in addition to being weatherproof and waterproof to withstand rain and other precipitation. We also offer a paint version.</p> <p>Space Requirements: 11 in x 11 in (each bracket)</p>	
Mats	<p>Best for mitigating parking clutter in high-traffic areas and outside local businesses. Each mat is made of durable recycled rubber and features reflective white outlines for easy visibility in low light. The mats are also weatherproof and waterproof and can be easily adjusted and relocated.</p> <p>Space Requirements: Small - 3.9 ft x 5 ft (3-5 devices) Large - 3.9 ft x 10 ft (7-10 devices)</p>	

SPOTLIGHT: Parking Solutions at UCLA

Bird has a strong partnership with the University of California Los Angeles (UCLA), where we have operated since 2018. We worked closely with UCLA to implement a variety of parking infrastructure. This includes dedicated scooter parking racks as well as large rectangular painted nests throughout campus, which are often paired with A-frame signage. UCLA has utilized Bird's expertise in parking infrastructure and technology as well as ridership data to help identify parking locations for scooters across campus. These parking solutions have helped us maintain orderly, compliant parking that helps keep the campus community safe and ensure riders have access to scooters when they need them.



Parking Rack



Painted Nest with Signage

Rider Parking Education

The following MU and City of Columbia's parking rules and regulations feature prominently in our new rider and ongoing education materials:



E-scooters and e-bikes **must** be parked in a manner so as not to block the Throughway Zone of the sidewalk, any curb ramp, any ADA ramp or access points, benches, fire hydrant, call box, or other emergency facility, or utility pole or box.

- ✓ E-scooters and e-bikes **must** be parked in a manner and location which ensures the Throughway Zone meets minimum ADA accessibility guidelines. In areas where no sidewalk exists, our devices must be parked adjacent to the paved street surface.
- ✓ E-scooters and e-bikes **must** be parked upright on hard surfaces in the Furnishing Zone of the sidewalk, beside a bicycle rack, transit stops, or in another area specifically designated for micromobility parking which does not inhibit access.
- ✓ If parked on a transit stop, e-scooters and e-bikes **must** be parked in a manner that does not impede on the ADA minimum standards for access to the bus, including a clear length of 96 inches minimum and a clear width of 60 inches.
- ✗ E-scooters and e-bikes **must not** be parked in the street.
- ✗ E-scooters and e-bikes **must not** be parked in such a manner as to impede or interfere with access to or from any building or access to or from off-street parking lots or garages.
- ✗ E-scooters and e-bikes **must not** be parked in a manner that obstructs a minimum width of forty-eight (48) inches of clear space on the sidewalk except in the Downtown Columbia M-DT district ("M-DT district"). Within the M-DT district, no e-scooter or e-bike may be parked in a manner that obstructs a minimum width of sixty (60) inches of clear space on the sidewalk.
- ✗ E-scooters and e-bikes **must not** be parked in such a manner as to impede or interfere with the reasonable use of any commercial window display or access to or from any building or access to or from off-street parking lots or garages.
- ✗ E-scooters and e-bikes **must not** be parked in such a manner as to impede or interfere with the reasonable use of any bicycle rack or news rack.
- ✗ E-scooters and e-bikes **must not** be parked in the Furnishing Zone directly adjacent to or within the following areas such that access is impeded: Loading zones; Disabled parking zones; Street furnishings that require pedestrian access (for example- benches, parking pay stations, bus shelters, transit information signs, etc.); Curb ramps; Entryways; Driveways; and Portions of transit zones, including bus stops, shelters, passenger waiting areas and bus layover and staging zones, which would inhibit access.

Our education materials include our in-app products like the mandatory tutorial and quiz, on-vehicle technology like audible parking alerts, physical and digital assets like our on-vehicle decals and emails, and in-person events and outreach, including Bird safety events. As part of these outreach efforts, both during our new rider training and every time a rider completes their ride, we also include instructions on how to take a correct trip-end photo. See below for how riders will interact with each of these touchpoints in the "User Journey."

User Journey	Solution
Prior to First Ride	Our safety quiz is required for each new rider. Throughout the safety quiz, users have to answer questions related to parking in order to demonstrate their knowledge of the riding and parking rules.
Starting Each Ride	Before starting a ride, each rider is required to acknowledge the local rules, including rules for proper parking. Bird will continue to work with University and City officials to customize our in-app safety page to feature all local rules and regulations. Additionally, the rider can see any designated parking areas and no-parking zones within the service area on the in-app map.
Ending Each Ride	Upon ending a ride, all riders are reminded to follow appropriate parking rules when taking a photo of their e-scooter or e-bike to verify compliant parking or when using our VPS technology to complete a ride within a designated, on-campus parking location.
Parking in a Preferred Parking Spot	When a rider parks in a designated Preferred Parking spot, they are always presented with a photo of properly parked vehicles, along with clear instructions of where to park within that designated parking location. This helps further educate riders by providing a visual reminder of the correct way to park.

User Journey	Solution
Always Available	Our Safety Video is available at all times in the app. The Safety Video has clear parking “do’s and don’ts” for riders to review at any point in time.
Always Available	Each vehicle will be equipped with a hang tag detailing parking rules for the MU campus and the city. This serves as a physical reminder of the rules of the program.

Bird Team Deployment & Parking

At MU and across the City of Columbia, Bird will continue to deploy vehicles at designated parking nests, including University bicycle racks and with campus and city traffic patterns in mind. For example, we provide all of our local team members responsible for deploying and rebalancing vehicles with mandatory training on how and where to deploy vehicles and ensure that the team is aware of Tiger Line routes to ensure there are scooters available in proper parking locations near to campus shuttle stops. As part of this training, team members are directed to follow all local laws and regulations when using vehicles to load and unload Birds into approved parking locations. This includes detailing important areas to avoid parking, ensuring team members do not:

- Double park
- Park on or block ADA ramps
- Park along red curbs
- Block bike lanes, bus stops or crosswalks
- Block lanes of traffic
- Block driveways
- Block access to fire hydrants

Our on-the-ground teams actively patrol the operating area, focusing on locations where rider and pedestrian density is greatest, specifically along high traffic pedestrian areas to mitigate and promptly respond to any parking issues. Team members can review a checklist of MU and Columbia parking regulations within the operator app anytime. We also provide them with a laminated card to carry in the field with all local parking regulations outlined and printed clearly for ease of reference. As detailed in **Section XIII**, our field teams also respond to any alerts sent via our Bird AI system.

Bird AI: Fleet Management System

Each parking nest is allocated device capacity and photographed for our on-the-ground team to reference during staging. The team then uses Bird AI to determine daily nest deployments and hourly rebalancing tasks. Our system uses sophisticated machine learning and predictive modeling to ensure we provide equitable service, meet local demand trends, and avoid device overconcentration.

Bird AI is pre-programmed with local regulations. In addition, it will alert our team when a surge of use is expected due to a football game and highlight vehicles for redistribution accordingly as well as identify typical commuter/lunch routes and alert teams to rebalance Birds should an area be over- or undersupplied. Bird AI also provides visual reminders to our team on Bird’s parking protocols and enables us to conduct large-scale parking audits by requiring team members to submit photos of the e-scooters and e-bikes after staging.



Release Enforcement

Our system informs our teams how many Birds can be released into each nest based on its current capacity and any zone caps. The system does not allow unauthorized releases.



Ride Ready


When a Bird is confirmed to be in an approved area that is not at capacity, our staff will be allowed to release the vehicle into the nest.

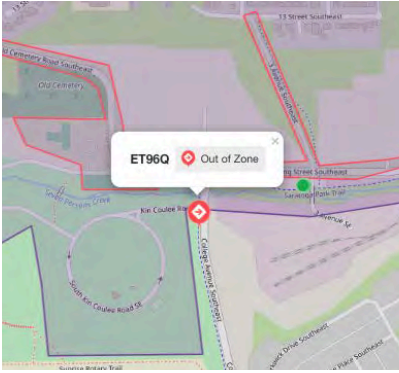
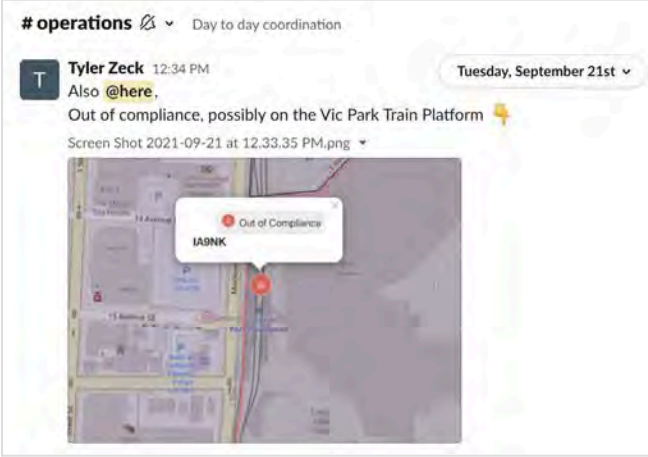


Rebalancing Notifications

When a vehicle requires rebalancing, the system automatically notifies the nearest Bird team member. The vehicle is then scanned, “captured,” and will not appear available on the rider map until it has been relocated and released.

Examples of How We Identify, Correct and Remove Misparked Vehicles

Instance of Improperly Parked Vehicle	Detection of Improperly Parked Vehicles	Reparking Improperly Parked Vehicles
<p>Vehicle improperly parked in the service area and is non-compliant with MU/Columbia regulations.</p>	<p>Monitoring occurs during our operational hours through the following channels:</p> <p>Technology-Driven: Our Bird AI internal platform tracks the location of every device and can immediately identify issues such as improper parking or an overconcentration of devices in popular end-of-ride areas. Bird AI also monitors each vehicle's tip-detection sensors that check in every 30 seconds or less when idle or 5 seconds while being ridden. The system automatically alerts our team if a device has been left (intentionally or unintentionally) on its side.</p> <p>To support swift and responsive reparking times, we have also recently implemented an urgency timer feature into our Bird AI compliance alerts in the operator app to track the time elapsed since a parking issue was first reported. Once our team has relocated the Bird, they will mark the task as complete in the app. See "Bird AI Compliance Alerts" below for screenshots.</p> <p>Dedicated In-Person Monitoring Efforts: Our local teams are deployed throughout the service area to address field conditions including, but not limited to, inappropriate parking, excessive sidewalk clutter, knocked-over devices, and blocked passageways. In addition to making on-the-spot parking corrections, they also respond to any devices flagged through our customer service channels and alerts from our operations management system, Bird AI.</p> <p>As trends emerge, we adjust their routes to anticipate when and where improper parking might occur, reducing our response time and ensuring that we prevent or address it immediately. Our teams also provide assistance during large crowded weekends or events.</p> <p>Our teams are tasked with ensuring all streets are clean and tidy, and must also take a photo every time they encounter a mis-parked vehicle and post it internally on our #safestreets Slack channel:</p> 	<p>A team member is dispatched right away to resolve the situation within one hour.</p> <p>Further, riders who are found to be intentionally mis-parking vehicles are subject to our penalties and account termination.</p>

Instance of Improperly Parked Vehicle	Detection of Improperly Parked Vehicles	Reparking Improperly Parked Vehicles
	<p>This allows us to understand any potential trends or problem areas for mis-parked vehicles and increase the amount of patrols directed to this specific area.</p> <p>Customer Service Monitoring: Bird enables riders and other stakeholders to easily and immediately communicate any observed equipment issues, including mis-parked devices, through a variety of customer service channels (including phone, email, chat, in-app, and social media). Our customer service team uses Zendesk to track reports across all of our channels. Complaints are flagged within the system, and our team then follows our standard operating procedure to ensure the device is removed from the Bird app and retrieved quickly and efficiently.</p>	
<p>Vehicles improperly parked outside the service area.</p>	<p>Bird vehicles that are outside of the service area are identified right away by our advanced VLS and immediately flagged for retrieval by our Bird AI platform.</p> 	<p>A team member is dispatched right away to relocate the impacted vehicle(s) to the service area within one hour.</p> <p>Further, riders who are found to be intentionally taking vehicles outside of the operating area are subject to our penalties.</p>
<p>Vehicle improperly parked and blocking accessibility parking spots, ramps or general accessibility areas.</p>	<p>Bird vehicles that are blocking accessibility areas are identified right away—we proactively geofence accessibility areas in our app. This way, any e-bike or e-scooter abandoned in an accessibility area is immediately flagged as non-compliant.</p> 	<p>A team member is dispatched right away to relocate the device within 30 minutes.</p> <p>Further, any riders found to have actively blocked an accessibility area are banned from the app.</p>


III. Monitors




Bird is already operational on the MU campus and across the City of Columbia, and we will continue to manage the program at our own expense throughout the duration of this new Agreement. This includes the cost of hiring and overseeing a team of employees and contractors (Fleet Manager) to monitor our Small Vehicles and ensure compliance with the Parking Regulations established in this Agreement. Our staffing plan for Columbia takes into account our unmatched experience operating in the market, the need to service all parts of the city and to deliver a reliable service/alternative to short car trips, and the resources required to safely and efficiently deploy, rebalance, charge and maintain our proposed fleet to the highest standards. Our local team is comprised of W-2 employees and a Fleet Manager (third-party logistics provider) to support our operations.


Bird is the **only operator that provides entrepreneurship opportunities directly to Columbia residents** through our innovative Fleet Manager program (see below). Additionally, they employ up to 10 individuals, creating more local jobs. For Bird, the ability to increase the rate of small business in the city and help develop a stable workforce remains a top priority. We do not, and will not, use gig labor. See below for our Columbia staffing plan.

Team / Role(s)	Responsibilities	No. of Staff	Employment Type
Government & University Partnerships Leadership (Manager, Adam Davis; Sr. Director, Austin Marshburn; Director, John Lankford)	Responsible for public, university and government relations as well as community engagement in Columbia, including working directly with University staff, elected government officials, community leaders, neighborhood and merchant associations, advocacy groups and more.	3	W-2
Operations Leadership (General Manager, Pete Veach; Manager, Kody Marion)	Oversee field and service location teams. Liaise with local stakeholders and broader community. 24-hour contact for University and City staff concerns related to deployment, charging, rebalancing and fleet operations in Columbia. Liaise internally with the Engagement Manager to ensure all University and City concerns are addressed and resolved swiftly.	2	W-2
Vehicle Associate <i>Christopher Johnson</i>	Oversee vehicle quality, consult on complex repairs, and ensure Columbia Fleet Managers are achieving Bird's quality and maintenance objectives.	1	W-2
Engagement Managers (Sr. Engagement Manager, Shayne Maupin)	Manage and serve as 24-hour point of contact for all Fleet Managers. Set KPIs and SLAs, schedule regular check-ins to track progress, and ensure Fleet Manager compliance with MU and City rules and regulations.	1	W-2
Fleet Manager	Deploy, rebalance and collect Birds for charging or maintenance.	1	Contract
Fleet Manager Support Staff	Fleet Managers typically hire 5-10 local employees to support operations.	~10	W-2/Contract
TOTAL		~18	

MU & Columbia Bird Leadership Team

Name	Title	Responsibilities and strengths	Qualifications
 Austin Marshburn	Sr. Director of Government Partnerships	As the Sr. Director for Bird Global in charge of North America, Austin is ultimately responsible for all external relationships	As Sr. Director of Government Partnerships, Austin oversees all aspects of Bird's relationships with local

Name	Title	Responsibilities and strengths	Qualifications
		with university, city and local stakeholder organizations, philanthropy in the community, and corporate stewardship for North America. In this role, Austin takes a hands-on approach to managing the team, ensuring he is in the community to meet with university and city stakeholders and design solutions to ensure our partners' needs are met. He is authorized to enter into contracts with cities and others, communicate with program administrators about issues related to policy, compliance, public affairs, permit renewal, and system expansion.	governments across North America. Austin has been with Bird for over six years, and has a cumulative 15 years of pertinent experience. Prior to Bird, Austin spent seven years at Zipcar, where he built and led the university team comprising sales, account management, marketing and operations. Through his leadership, the team went from zero campuses under management to 400 campuses under management. Austin attended the University of California at Santa Barbara where he received a degree in Financial Mathematics.
<p>John Lankford</p> 	Director of Government Partnerships	John oversees city and campus partnerships for the MidWest. He leads the team that engages directly with government and community partners to ensure that Bird is supporting the mobility needs of our community partners equitably, responsibly, and effectively.	John is an industry veteran who got his start designing and implementing campus micromobility programs. He comes to micromobility from non-profit advocacy in Chicago where his focus was improving conditions for bicycling, walking and transit.
<p>Adam Davis</p> 	Principal Manager, Government Partnerships	As the dedicated liaison for Bird at Mizzou and with the City. Adam's responsibilities encompass serving as the primary point of contact for all partnership-related matters. This includes managing daily communications, overseeing invoicing processes, handling contract renewals, coordinating event logistics, and promptly addressing any complaints to ensure seamless operations and maintain strong partner relations.	As a former resident with a proven track record of launching and managing over 50 markets in the shared e-scooter industry, Adam brings extensive experience in market expansion, operational excellence, and stakeholder engagement. Adam's expertise includes strategic planning, regulatory compliance, and fostering collaborative relationships, demonstrating his ability to drive growth and maintain high operational standards in dynamic environments.
<p>Pete Veach</p> 	General Manager Operations	Pete oversees Operations for the Northwest US, including Northern California, WA, OR, NV, ID, MT, WY, ND, SD, NE, KS, MO and IA. His team oversees fleet operations, rider experience and compliance, ensuring local operations deliver on the goals of city and university partners.	Prior to joining Bird, Pete worked in Operations at Lyft, where he oversaw daily operations, analyzed customer and market needs and translated these into operations strategy. Pete has extensive experience working in multi-market leadership, which led to developing strategic partnerships, building relationships and growing markets through a deep appreciation for industry needs.
<p>Kody Marion</p>	Regional Operations Manager	As the Regional operations leader Kody is responsible for overseeing operations and building them out. Kody works closely with the local team and partners on all aspects	With over six years in micromobility working for Bird and Spin since 2018 Kody has launched and overseen over 50 markets. Prior Kody studied Physics and

Name	Title	Responsibilities and strengths	Qualifications
		of operations - ensuring everything operates smoothly with an emphasis on developing long term successful programs.	engineering and worked with a Operations Management background for seven years - giving him a detail oriented eye to hardware, repair, operations and safety.

Dedicated, Local, On-the-Ground Fleet Operations: Bird's Fleet Manager Program



Bird partners with **small, local businesses**, known as Fleet Managers, to deploy, rebalance, charge and maintain our devices in cities around the world including Columbia.



Fleet Managers are **operational experts** experienced in vehicle management and logistics.



Our Fleet Manager program provides economic opportunity to independently owned businesses that are **deeply invested in the communities they serve**.

IMPROVED OPERATIONAL EFFICIENCY

Fleet Manager markets have achieved a 5% higher per-ride rating from our riders than markets with other operational models.

Operational Advantage | In comparing the Fleet Manager model to other operational models, data shows operations with Fleet Managers are improved across the board: maintenance, vehicle deployment, vehicle rebalancing, and rider satisfaction. Additionally, we have found that **vehicle availability to riders is 27% higher with the Fleet Manager model** than other operational models.

Supporting Success | Bird provides constant ongoing support and resources to our Fleet Managers, including hands-on mentorship from our local leadership team, guidance on operational setup and training on safety and compliance. The program is small-business friendly, maintaining a "zero to start, zero to leave" structure with no security deposit. We utilize a revenue-sharing model, with Fleet Managers earning a percentage of revenue on each ride taken via the devices they manage. This model incentivizes Fleet Managers to provide efficient operations to maximize rides and increase their overall revenue share.

DELIVERING WORLD-CLASS CITY SERVICE

Our in-market teams partner with cities to ensure safe, compliant operations and a hyper-localized service for riders.

Ensuring Program Success | All Fleet Managers are governed by contractual Key Performance Indicators (KPIs) and Service Level Agreements (SLAs) related to operational excellence, which are customized to meet the unique structure of each city micromobility program. Bird will continue to work closely with our local Fleet Managers to help them exceed all program expectations, ensuring safe and well-maintained fleets, increased vehicle utilization, efficient deployments and vehicle uptime, and positive engagement within the community. Bird’s local leadership team engages in **monthly in-person check-ins** to ensure the highest levels of city service throughout our operations.



Permit Holder and Point of Contact | If awarded a permit to continue operating in Columbia, Bird acknowledges that we would be solely responsible for compliance with program requirements and communications with the University and City. The Fleet Manager model will in no way impact Bird’s responsibilities under the permit.

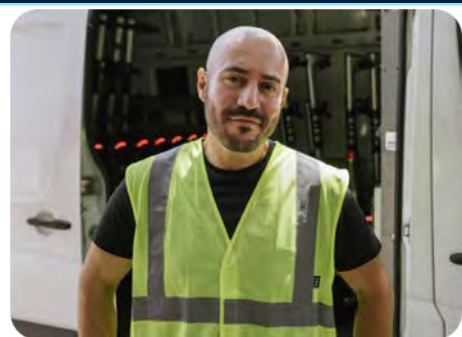
SPOTLIGHT: Engagement Managers

The General Manager for each market partners with Engagement Managers who are responsible for ensuring Fleet Managers have the proper training and support to meet city needs and expectations. Patrick Sebastian, Bird’s Engagement Manager for Columbia will continue to oversee and serve as the 24-hour points of contact for our Columbia Fleet Manager. Throughout the course of the new program, they will continue to monitor our on-the-ground team’s compliance with local rules and regulations, ensuring KPIs and SLAs are being met as well as scheduling **regular check-ins with the Fleet Manager every two weeks** to review market performance and maintenance metrics, troubleshoot any issues and track progress toward city goals.

IDENTIFYING AND SOURCING FLEET MANAGERS

Bird rigorously vets our local partners to ensure smooth and compliant operations.

By Locals, for Locals | We identify and source Fleet Managers directly from the communities we serve, focusing on providing opportunities to small, locally owned businesses, as well as certified women- or minority-owned businesses. We only enter into contracts with experienced applicants. All prospective Fleet Managers undergo rigorous vetting to ensure they meet the below criteria for operational excellence.



Criteria for Fleet Managers |

Candidates must:

- Have existing local infrastructure (e.g., warehouse or other facility with ample space for charging and storage) certified for safe use by local workplace safety standards.

As well as demonstrate commitment to:

- Providing safe and reliable service.
- Hiring locally, prioritizing long-term staffing arrangements with opportunities for advancement and a real living wage as opposed to short-term, temporary work.

- Have experience managing logistics or operations, with a strong preference for experience with shared micromobility.
- Developing or expanding any existing diversity and inclusivity policies in recruitment and retention.
- Using renewable energy to charge vehicles.
- Using zero-emission vehicles for deployment, rebalancing and collection as often as possible.

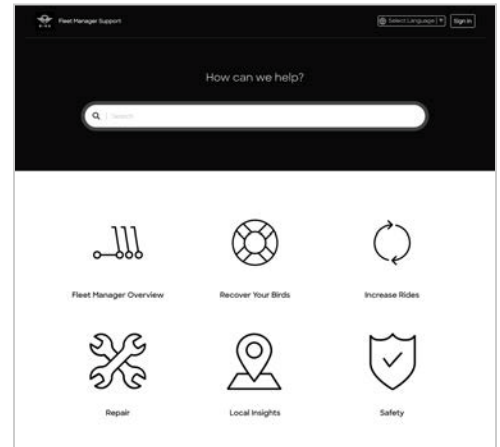
SPOTLIGHT: Fleet Manager Apprenticeship Program

To help promote workforce development in Columbia, Bird is exploring a Fleet Manager Apprenticeship Program that will enable us to recruit qualified candidates who may have limited experience with entrepreneurship. The program would provide in-depth instruction from Bird's experts to help apprentices master key business management competencies and skills. In addition to receiving training from Bird, participants in the program would be partnered with existing Fleet Managers to learn on the job. Bird would then invite those apprentices who successfully complete the program to join us as Fleet Managers.

FLEET MANAGER ONBOARDING AND BEYOND

Bird invests significant resources in ongoing training and support to set our partners up for success.

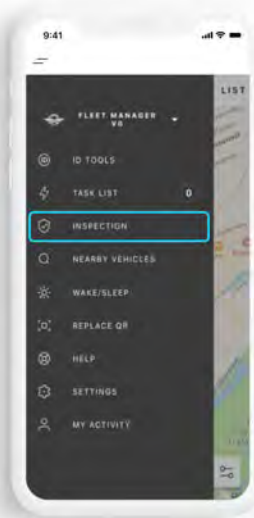
Mandatory Training | During onboarding, Fleet Managers undergo 80 hours of mandatory training, including both **virtual modules and in-person sessions with our local leadership team**. In-depth and granular training modules include a deep dive of the Bird app, back-end software, processes and equipment, maintenance procedures, sanitization protocols and best practices for deployment and charging, as well as local rules and regulations for their market. Sessions include thorough, university and city-specific trainings and must be completed to Bird's standards before Fleet Managers charge or repair any Bird vehicles. Once training is complete, local leadership audits repair quality to ensure vehicles are repaired to our safety standards. Our next scheduled audit for Columbia will be in June. Additionally, Fleet Managers have access to our library of digital resources, which includes demos, step-by-step guides, tutorials, chat boards, and answers to FAQs to promote sharing of operational learnings and best practices across our hundreds of global markets. Our Columbia Fleet Managers is part of our nationwide feedback group, providing valuable input on the future development of the program.



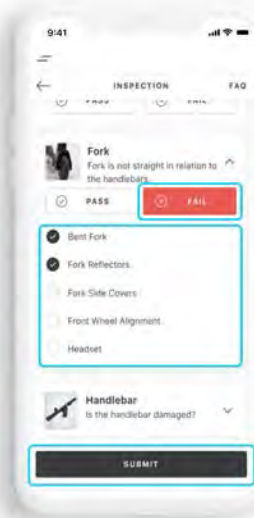
Bird's Online Training Platform

Ongoing Masterclasses | Bird offers ongoing Masterclasses for Fleet Managers, providing deep dives into subject-specific areas like submerged vehicle recovery and rebalancing techniques, as well as individualized support to ensure they optimize their fleet and maintain operations to Bird standards. All training resources for our Fleet Managers are multilingual and available in as many formats as possible—digital, physical, written and video—to suit diverse learning styles. Our leadership team administers periodic “pop quizzes” of Fleet Managers to ensure knowledge learned during training is retained, and that maintenance and repair procedures are up to the highest standards and reflect best practices.

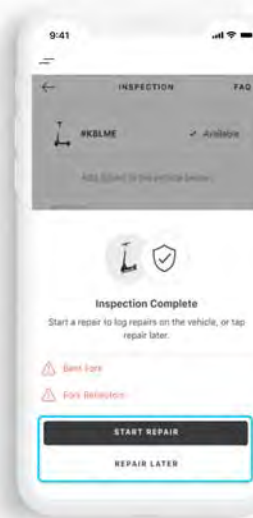
Daily Operational Tools | We provide Fleet Managers with a suite of everyday tools to manage their fleet efficiently and ensure compliant operations. Fleet Managers can review a checklist of MU and Columbia-specific regulations within the operator app anytime. We also provide them with a laminated card to carry in the field with all local parking regulations outlined and printed clearly for ease of reference. Additionally, the Bird app gives Fleet Managers access to an inspection interface tool that walks them through vehicle inspections, helps identify any issues, provides vehicle troubleshooting, tracks repairs, and manages spare part ordering.



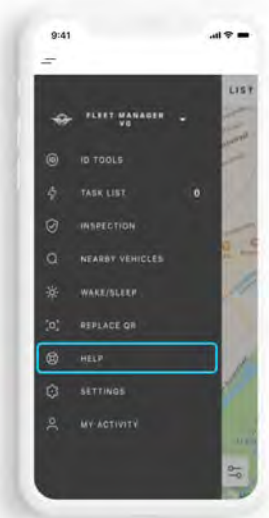
In-App Inspection Tool



Repair Troubleshooting



Repair Walkthrough and System Log



Help Center with Repair Videos and FAQs

IV. Use Of Right-Of-Way

We understand that the MU campus and City agree to allow Bird, our representatives, employees, consultants and contractors, non-exclusive use of those portions of the public right-of way reasonably necessary for operation of our Shared Active Transportation Operation, but subject to the limitations imposed by the City's Code of Ordinances and the terms of this Agreement. The grant of this use will not constitute a conveyance of any interest in the public right of way.

Notwithstanding anything herein, Bird agrees the MU campus and City will have the right to work within and restrict access to portions of the right-of-way, whether by its own forces or contracted forces.

V. Daily Removal

We will fully halt our Shared Active Transportation Operation every evening by dusk or 8:00 p.m. (CST), whichever occurs later. Our fleet of e-scooters and e-bikes will remain inactive until dawn (CST) the following day. Throughout this period, our devices will be securely locked via a remote system, rendering the throttle inoperable and engaging the brakes to prevent any riding activity. Moreover, our ground teams will receive immediate notifications of any unauthorized movement, ensuring swift intervention. In the event a rider attempts to unlock a device, an in-app notification will inform them that our service is temporarily unavailable until dawn.

VI. Maintenance Of Small Vehicle

To ensure our vehicles are safe and in a good working manner at all times, we perform maintenance on our Bird fleets both in the field and at fully equipped and certified service locations managed by our local team. Our maintenance protocols have been fine-tuned over our five-plus years of operating in hundreds of cities and across university campuses globally to ensure Birds are maintained to the highest standards in the industry, with an unwavering focus on safety above all else. We keep a detailed record of all maintenance and repairs performed on each device in a digital log (including the unit identification number), helping us monitor an individual vehicle's needs and capture fleet-wide patterns to inform future vehicle innovations.

By the Numbers

Vehicles are sanitized and inspected **daily**, and undergo a multi-point inspection approximately **every three days**.

Damaged vehicles are deactivated **immediately** and removed within **two hours (target within 30 minutes or less)**-exceeding MU's 24 hour requirement.

Bird maintains an **average vehicle uptime of 92%** in cities where we manage thousands of devices daily.

In a third-party user survey, riders rated Bird as having the best maintained vehicles among major operators, with **75% of respondents rating Bird 4/5 or 5/5**.

Identifying Devices in Need of Repair or Retrieval

Bird identifies at-risk devices that may need repair or retrieval through the following channels and addresses them within two hours (target within 30 minutes or less) to ensure rider and community safety.

Channel	Details	Frequency
Vehicle Diagnostic System	Our Vehicle Diagnostic System uses over 200 on-vehicle sensors to monitor core components, including the battery, brakes, and throttle. The slightest change in the vehicle's condition can trigger more than 400 unique fault codes. For example, if a brake cable is too loose and needs adjustment. Once flagged, the system remotely disables and locks the device so it cannot be ridden and sends a service alert to our local team, providing the device's location and instructions on how to fix the issue.	Millions of times per day. Brain motor controller and battery checks are made as many as 50 times per second.
Mileage Alerts	Mileage threshold notifications for individual part inspections and replacement are automatically flagged for our local team to address.	Frequency varies per part.
In-Field Inspections	Our local Columbia team will conduct daily in-field inspections, using the vehicle's "test ride" mode to validate all key functions.	Daily/throughout the day.
Service Inspections	Every vehicle that arrives at our service locations undergoes a full multi-point inspection.	Approximately every three days.
Customer Report Monitoring	The public can report equipment issues through our customer support channels (e.g. phone, email, and Bird app). Devices flagged as damaged or unsafe to operate are disabled remotely and an inspection alert is sent to the nearest Bird team member.	24/7.

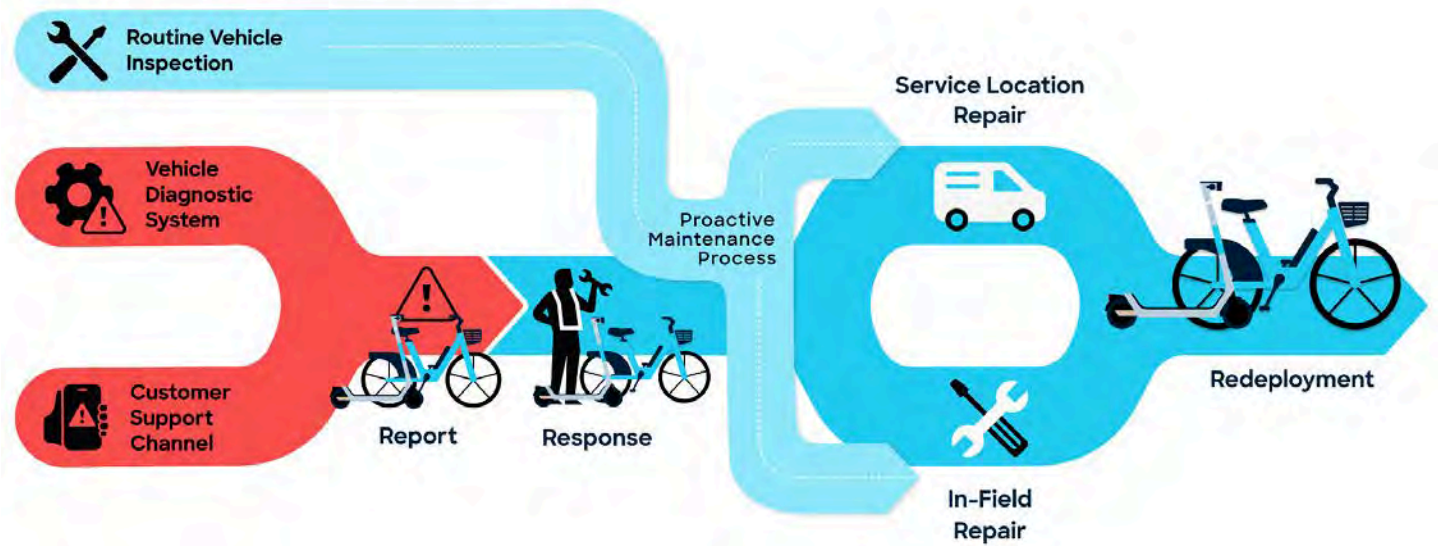
SPOTLIGHT: AI Maintenance Diagnostics

IN DEVELOPMENT Bird is exploring AI maintenance diagnostics, leveraging image recognition algorithms to analyze riders' end-of-ride photos and detect issues like dirty, vandalized (e.g., graffiti), or damaged devices. The system would then automatically generate a notification and alert the nearest field team member to address the device. Our engineers are also exploring how to train AI algorithms to detect and classify the identified issues based on predefined criteria. For example, distinguishing between different levels of dirtiness or types of damage would enable our local team to prioritize maintenance tasks based on severity or urgency.

By implementing an AI maintenance diagnostics system alongside our existing suite of operational tools, including daily in-person inspections and our advanced on-vehicle diagnostic systems, we will further strengthen our multi-tiered approach to the identification and resolution of maintenance issues, leading to improved device performance, increased customer satisfaction, and enhanced operational efficiency.

The Maintenance Life Cycle

Repair and Maintenance Cycle



In-Field Inspections and Maintenance

Bird conducts at least one safety inspection daily on every vehicle in the field. This frequency increases if a device is flagged for review via one of the channels detailed above. Our highly qualified teams conduct minor repairs in the field to reduce our operational VMT and minimize service disruption.

<p>Local team scans Bird and puts it in “test ride” mode, allowing them to validate key vehicle functions, including: “brain” communication; QR code/Bird ID legibility; throttle; brake; headlight and taillight; neck tightness and turning range; motor; and, overall vehicle hygiene and markings.</p>	<p>If in good working order:</p>	<p>Bird is sanitized with CDC-approved disinfectant and parked out of the public right-of-way in compliance with local rules and regulations.</p>
	<p>If in need of a minor repair:</p>	<p>Local team performs basic maintenance, including part tightening and brake adjustment, before sanitizing and reparking the e-scooter or e-bike.</p>
	<p>If in need of substantial repairs:</p>	<p>Local team marks the device as damaged, removes it from the rider map, and transports it to a Bird service location for repair.</p>

Service Location Inspections and Maintenance

Any repairs that cannot be completed in the field, such as brake pad replacement, take place at our local service locations. In addition, every vehicle that arrives at a service location undergoes a full inspection, even if it is just there for charging. On average, vehicles visit a service location every three days and undergo the rigorous inspection and sanitization process detailed below before being redeployed to the field.

<p>Local team scans the device and conducts a multi-point inspection covering all parts, organized by handlebar; chassis - external components; chassis - internal components; functional inspection; and, other individual parts.</p>	<p>If in good working order:</p>	<p>Vehicle proceeds through the service location charging flow and undergoes a deep cleaning before redeployment.</p>
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	<p>If in need of a repair:</p>	<ol style="list-style-type: none"> 1. Local team marks the specific issue and places the vehicle in the repair queue. 2. Devices are repaired by our trained Fleet Managers, with each service logged in detail. 3. The device is retested with a multi-point checklist. 4. The supervising mechanic gives a final inspection before redeployment. 5. All vehicles are cleaned and sanitized before returning to the field.
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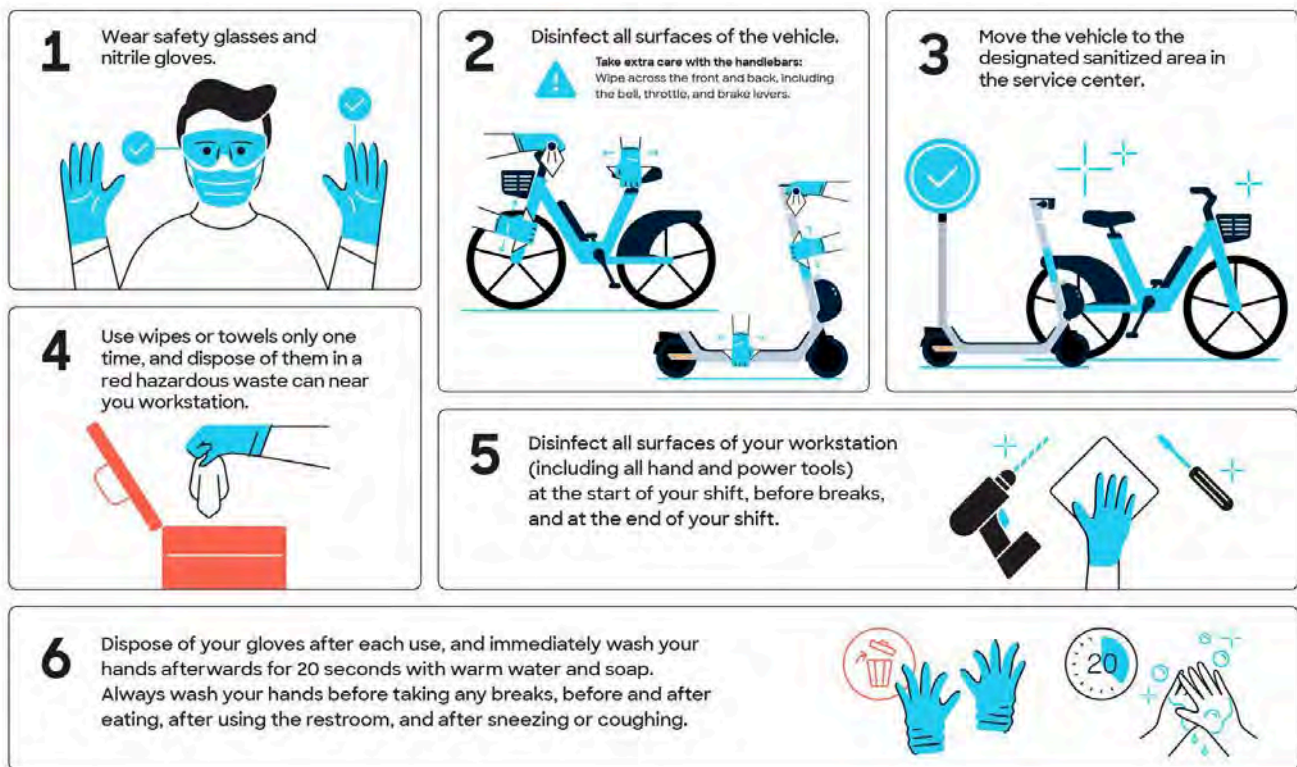
SPOTLIGHT: The Bird Difference - High-Quality Parts

Bird uses high-quality, reusable component parts in our vehicles to prolong lifespan. By continuing to raise the bar in durable equipment, our vehicles also require less frequent repairs. For example, Bird Two (our first smart e-scooter) and Bird Three (our latest smart e-scooter) require 29% fewer repairs than their predecessors. We also intentionally designed Bird Three to share many of its service parts with Bird Two, cutting back on the need for additional carbon-intensive manufacturing.

Cleaning Protocols

Bird maintains the highest standards of vehicle cleanliness. Traditionally, we have utilized two classes of device cleaning: daily field cleanings and more in-depth, weekly "Bird Baths" at our local service centers. In response to COVID-19, Bird updated both of these processes to ensure our vehicles are not just cleaned but are also thoroughly sanitized.

Our multi-point sanitization protocol ensures the entire device is disinfected using a Centers for Disease Control and Prevention approved disinfectant spray that forms an antimicrobial coating that bonds to surfaces and kills 99.99% of germs, keeping surfaces hygienic for up to 30 days. Our process is based on CDC guidelines and features a number of best practices designed to protect the safety of both our team and our riders, including disinfecting all workstation surfaces before and after sanitizing each vehicle, and the use of safety glasses and nitrile gloves.



VII. Speed

Limiting speed is a critical safety factor for all forms of road transportation. At Bird, we work with our city partners to use the following initiatives to govern the speed of our devices and implement tailored permitted speed restrictions that maximize safety for riders, pedestrians and other road users:

Built-In Maximum Speed Limits

Bird e-scooters have an in-built speed limitation of 15 mph while our e-bikes have a speed limitation of 15.5 mph; this ensures riders can move predictably and with the flow of general bicycle traffic. In collaboration with the City, Bird can further reduce this maximum speed using our vehicles' in-built speed governor.

Community Safety Zones: Slow and No-Ride Geofences

We have proven experience implementing geofenced slow zones and no-ride zones successfully at other universities and in cities globally. At MU, we will continue to work with the City to establish and adjust these zones throughout the new season.

- **Customized:** Working with the City, our team can create custom geofenced slow zones that will limit the maximum speed of our devices in certain areas of the city. For example, we currently have slow zones along Washington St. and a segment of Main Street. We can also create no-ride zones that slow our devices to a complete stop. When a rider approaches one of these no-ride zones, they will be alerted that their speed will be reduced. The Bird will then safely decelerate, coming to a complete stop to prevent the vehicle from crossing the geofence boundary.
- **Variable by time of day and geography:** These zones can be defined both geographically and/or limited to certain hours of the day. For example, in Columbia, Bird added temporary no-ride and no-parking geofences to the area surrounding Memorial Stadium during Tiger games due to the increase in pedestrian traffic.
- **Adjustable in near-real time:** Bird can control and remotely update these geofences in near-real time, using centralized software-based geofencing—ensuring we remain responsive to evolving rules and local conditions on the ground. Our industry-leading geofencing technology is accurate to 10 centimeters.

Beginner Mode

Research suggests that a disproportionate number of safety-related incidents occur within a rider's first few rides. To address this, Bird launched a first-of-its-kind in-app Beginner Mode feature, which slows acceleration and can reduce the

device's top speed for first-time users. This allows individuals without much experience with shared micromobility to build confidence and get comfortable as they learn to ride. See **Section XI** for screenshots.

Additionally, our vehicles all feature all of the following:

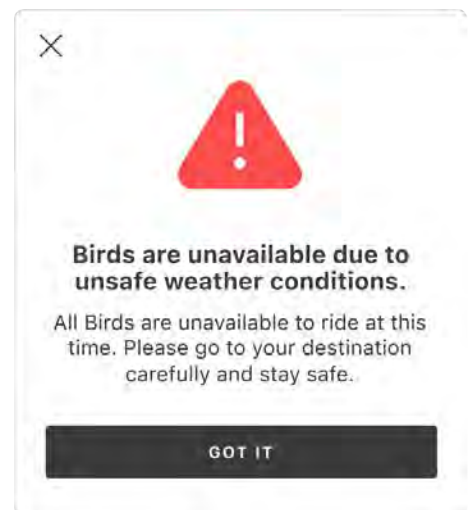
Vehicle Specs	Y/N (Confirmation) and Details
Name of the licensee must be prominently displayed.	<input checked="" type="checkbox"/> Bird's name is prominently displayed on all of our vehicles, along the neck of our e-scooters and down tube of our e-bikes. Our name is also featured prominently on our safety and contact decals.
Equipped with brakes and lights.	<input checked="" type="checkbox"/> The Bird Three is equipped with dual hand brakes controlling front and rear wheel drum brakes, and an independent rear wheel electronic brake (Triple Brake System). All brake cables are tamper-resistant and 100% internally routed to reduce damage. The Bird Bike features dual drum (front and rear) brakes. All Bird vehicles feature a front white light (1,000 lumens) visible from 500 feet away, and red taillights (1,200 lumens) each visible from 500 feet away. These lights are automatically on whenever our devices are in use and stay illuminated for 90 seconds after coming to a full stop.
Equipped with an on-board GPS unit.	<input checked="" type="checkbox"/> All Bird vehicles are equipped with an on-board GPS unit.
Sturdily built to withstand the rigors of outdoor storage and constant use.	<input checked="" type="checkbox"/> All Bird vehicles are built to withstand constant shared use and the rigors of being stored outdoors.
Securely stand upright when parked.	<input checked="" type="checkbox"/> All Bird vehicles are equipped with a dual anti-tip kickstand that can withstand up to 40 mph winds.
Units shall be inspected when removed from routine service	<input checked="" type="checkbox"/> As described in Section VI , Bird performs regular inspections and maintenance on all of our vehicles. Vehicles in need of repair are disabled, removed from the public right-of-way, and do not return until they are in proper working order.

VIII. Inclement Weather

Bird understands that Columbia can experience severe weather throughout the year. We will partner with the City on a weather plan and follow a structured communications protocol with a designated point-of-contact to provide visibility into our subsequent operations. In addition, please see **Exceeding Minimum Qualifications (2)** for an overview of our special event plans and protocols.

When it comes to weather, Bird has seen it all: hurricanes, blizzards, extreme heat, wildfires, and more. Accordingly, our central team monitors expected weather patterns across Bird markets and notifies local teams about significant events. In the event of an approaching extreme weather event in Columbia, Bird will immediately:

- **Disable** our service by remote locking our devices and removing them from the in-app map;
- **Inform** Fleet Managers to cease deploying Birds until further notice;



- **Collect and secure** Birds at local service locations if conditions warrant it;
- **Communicate** regularly with the City to provide visibility into Bird’s removal operations, if applicable; and
- **Notify** riders about pauses in operations via in-app, email and social media notifications (see example to right).

Protocol for Common Extreme Weather Events



Extreme Cold & Snowstorms

- Step 1** | Set thresholds for retrieving and storing vehicles (generally 6" or more of snow accumulation and temperatures below 0°F). When a weather event does not meet these thresholds, we do not retrieve vehicles to limit our Vehicle Miles Traveled (VMT) as Birds are ruggedized to withstand this type of weather.
- Step 2** | In advance of storms expected to exceed a pre-set threshold, a portion of the fleet is preemptively retrieved to allow us to move nimbly if the storm grows worse and traffic and road blockages dramatically slow our van movement.
- Step 3** | Alert riders to the inclement weather conditions and the impact on our service via in-app and push notifications.



Hurricanes, Wind, & Rainfall

- Step 1** | Activate rider safety messaging to warn riders about anticipated weather event and potential pause in operations.
- Step 2** | In the 24-48 hours prior to the arrival of a hurricane, severe wind, or heavy rainfall, Bird vehicles are made unavailable to rent with explanatory communications sent to riders.
- Step 3** | Local teams mobilize to rapidly remove all vehicles from the street prior. Vehicle retrieval typically takes approximately 6-8 hours, depending on fleet size.



Extreme Heat

- Step 1** | Proactively reduce our fleet size or collect vehicles in advance of specific high-heat days that may exceed their safe operating temperature (over 140°F).
- Step 2** | If Bird vehicles are collected and removed from service, we inform riders via the Bird app.

SPOTLIGHT: Winterized for Cold-Weather Cities

Bird vehicles and operations are built to endure winter weather. Our in-house Research and Development facility conducts extreme tests in an environmental chamber to ensure our vehicles and their batteries can survive in temperatures as cold as -5°F. Additionally, our ruggedized tires maintain a stable ride—even on snowy, uneven or slick pavements.

IX. Notice To Riders

In our in-app education, Bird will provide the following notice to all riders in a pop-up when they open the app and on our local rules page for MU and Columbia. Please see **Section XI** for more information on how we educate riders. Riders will be asked to say they agree with these rules before they start their first ride:

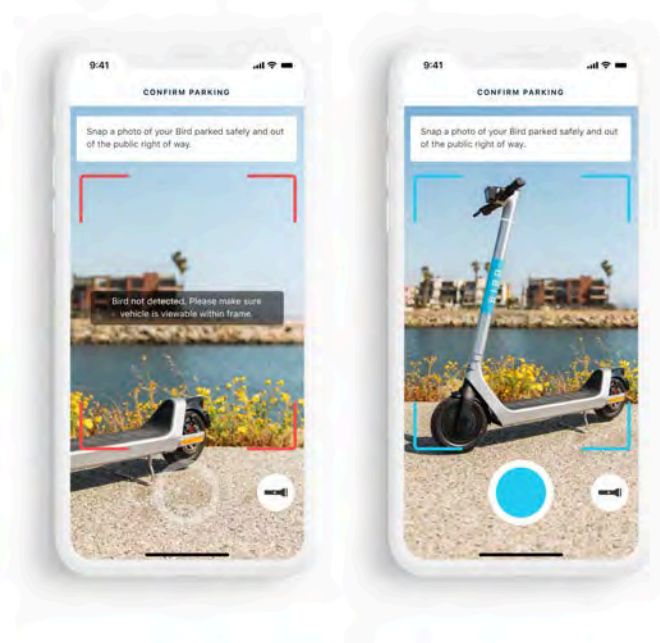
Regulation	How we provide notice to riders
Small Vehicles are to be ridden to the right of the street lanes in the same direction of traffic.	In-app alert; new rider tutorial; local rules page

Regulation	How we provide notice to riders
Riders must follow applicable rules of the road including observance of stop signs, stop lights, and yield signs.	In-app alert; new rider tutorial; local rules page
Small Vehicles are not to be ridden on sidewalks less than 48" wide.	In-app alert; new rider tutorial; local rules page
Small Vehicles within business districts, including the City M-DT district, are to be ridden only on streets, and where available in bike lanes and not on a Throughway Zone, sidewalks, or other areas designated by MU campus or City to be closed for Small Vehicle Traffic.	In-app alert; new rider tutorial; local rules page
Small Vehicles cannot be ridden within City parks or on public trails.	In-app alert; new rider tutorial; local rules page
Small Vehicles should offer the right-of-way to bicycles when riding in bike lanes.	In-app alert; new rider tutorial; local rules page
Small Vehicles may not be operated in University owned parking structures.	In-app alert; new rider tutorial; local rules page, geofence alert
Riders are encouraged to wear helmets when riding Small Vehicles. Company shall inform riders of the Safety Equipment program as required herein.	In-app alert; new rider tutorial; local rules page, on-vehicle safety decal
Riders are limited to one person on a Small Vehicle at a time, unless otherwise outfitted for multiple riders.	In-app alert; new rider tutorial; local rules page, on-vehicle safety decal
Riders may not tow an external wagon/sled or similar device while riding a Small Vehicle.	In-app alert; new rider tutorial; local rules page
Riders may not grab onto another motorized vehicle while a Small Vehicle is in use.	In-app alert; new rider tutorial; local rules page
Riders may not operate a Small Vehicle in inclement weather including rain and snow, nor after inclement weather events (other than rain) prior to paved surfaces being fully restored to pre-weather conditions.	In-app alert; new rider tutorial; local rules page
Riders must dismount and walk Small Vehicles on sidewalks less than 48" wide or sidewalks with significant pedestrian traffic.	In-app alert; new rider tutorial; local rules page

Regulation	How we provide notice to riders
Riders must park Small Vehicles in accordance with the parking regulations in Section 5.	In-app alert; new rider tutorial; local rules page
Small Vehicles may not be operated in a MU or City-declared No Ride Zone.	In-app alert; new rider tutorial; local rules page
Small Vehicles may not be parked in a MU or City-declared No Parking Zone.	In-app alert; new rider tutorial; local rules page
Riders are required to take a photo whenever they park their Small Vehicle at the end of a ride.	In-app alert; new rider tutorial; local rules page, end-of-ride photo screenshots (see below for more information)
Riding responsibly is required.	In-app alert; new rider tutorial; local rules page, on-vehicle safety decal
Riders cannot ride a Small Vehicle while intoxicated.	In-app alert; new rider tutorial; local rules page, Safe Start (see below for more information)
Riders must operate the device in a manner consistent with MU regulations and City's Code of Ordinances, rules, policies, and procedures, and any other applicable laws.	In-app alert; new rider tutorial; local rules page
Riders must remain alert to their surroundings and free from distractions such as the use of headphones or mobile devices.	In-app alert; new rider tutorial; local rules page
Small Vehicles should be equipped with front and back lights and those lights should be on while in operation.	All Bird vehicles feature front white lights and rear red tail lights that stay illuminated for the entire duration of a ride. Defective lights trigger one of our operator alerts that flags a vehicle for maintenance and disables it to prevent riders from renting such devices.
Riders are subject to City's Code of Ordinances and will be subject to penalties and enforcement for operating the device in a manner which violates City's Code of Ordinances.	In-app alert; new rider tutorial; local rules page

AI-Verified End-of-Ride Photos

To ensure users are parked in designated locations, we will utilize AI-verified end-of-ride photos. At the end of their ride, our system requires riders to submit an end-of-ride parking photo validated in real time to confirm their device is parked orderly and upright. If no device is detected, or if the image only includes a portion of the device, the system prompts the rider with an in-app warning message to align the device within the frame in an upright position and resubmit their photo. Bird issues follow-up education and fines per our penalty structure for non-compliance (see **Section XI**).



End-of-Ride Photo Screenshots



New Non-Compliance Upgrade

COMING SOON We will soon be updating our end-of-ride system to incorporate a more sophisticated machine learning component that will enable us to automatically identify additional non-compliant issues in photos in real time, such as blocking fire hydrants or ADA ramps. This new update will allow us to prevent riders from ending trips until they have parked in full compliance with local rules and regulations, rather than retroactively issuing follow-up education or fines. We anticipate launching this upgrade later this year and look forward to rolling it out in Columbia.

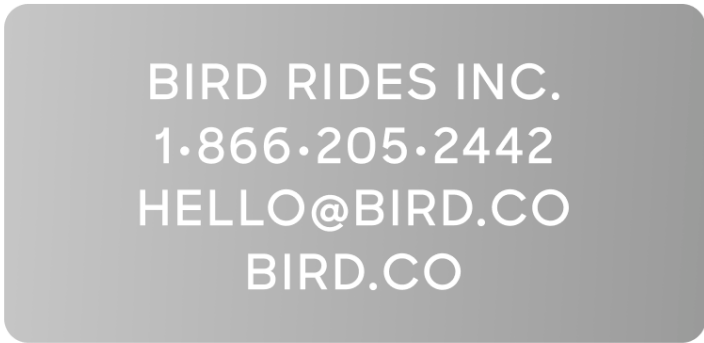
Safe Start

Don't drink and ride. That's the simple message behind this in-app checkpoint designed to discourage people from riding while impaired. Between late-night hours determined in partnership with the City, riders attempting to unlock a Bird will be asked to verify they can safely handle the vehicle by correctly entering a keyword into the app. Those unable to correctly type the keyword are encouraged to choose an alternative method of transportation, such as a taxi or ride-hailing service.



X. Signage

All Bird vehicles feature decals that include our name, contact information (including phone and email), and key safety messages like "Wear a helmet," "No riding on sidewalks," "Follow traffic laws," and "One rider per vehicle."



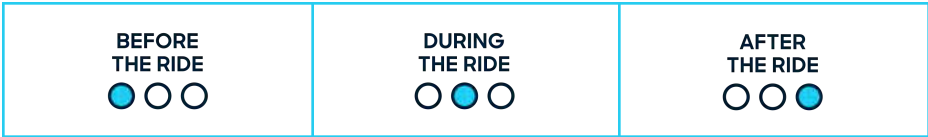
On-Vehicle Decals

XI. Education And Outreach

Education

At Bird, ensuring the safety of riders, pedestrians, other road users and the overall community is our top priority. Guided by Vision Zero’s goal of eliminating all traffic fatalities and severe injuries, Bird strives to make our micromobility operations the safest on the streets. Our comprehensive, accessible safety education content aims to equip users and non-users with public information and education essential to make our service safe and enjoyable for all.

Our goal is to promote a culture of safety and responsibility among all of our riders at MU, whether they are experienced or new to micromobility, to create a safer environment for everyone who shares the road. We begin educating riders before they ever start a Bird ride and continue to educate them well after a ride ends. The following symbols are included throughout the safety education content below to indicate when different elements of rider education, including clear information regarding how to utilize the system, occurs:

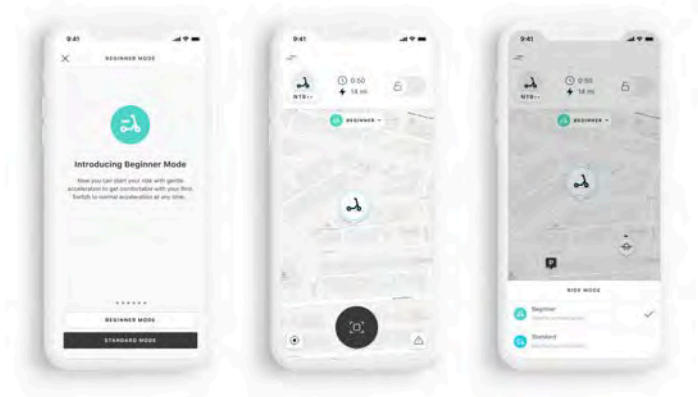


NEW RIDERS
Educating new riders on how to have a safe ride

**BEFORE
THE RIDE**
● ○ ○

Beginner Mode

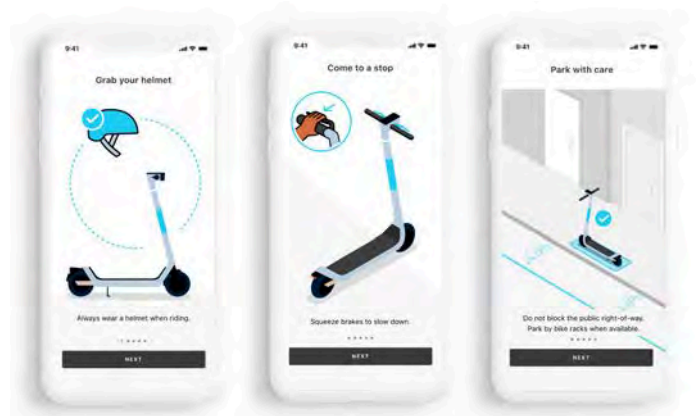
This industry-first safety feature slows acceleration, lowers maximum speed, and provides new riders additional guidance on how to ride, enabling individuals to gradually build riding skills and confidence at their own pace. It can be mandatory or optional and is available to riders at any time through the app.



BEFORE
THE RIDE
● ○ ○

In-App Tutorial

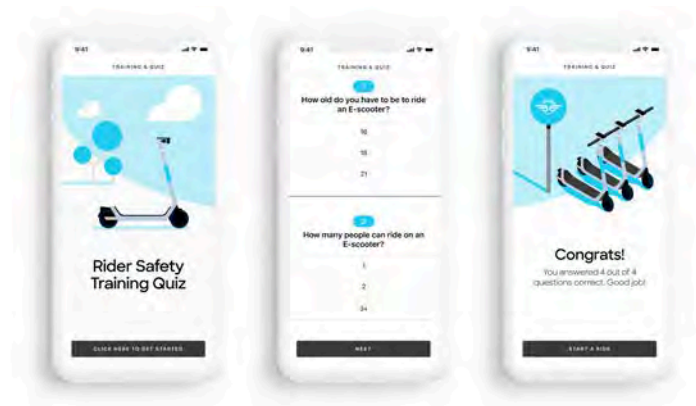
First-time riders are required to watch an illustrative how-to-ride-and-park tutorial depicting MU-specific rules and regulations.



BEFORE
THE RIDE
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Safety Quiz

Following completion of the in-app tutorial, riders complete a quiz to ensure understanding. The quiz contains a minimum of four questions pertaining to parking, operations and general safety. Riders are not able to progress to the next question until they demonstrate understanding by selecting the correct answer.



AFTER
THE RIDE
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Helmet Selfie

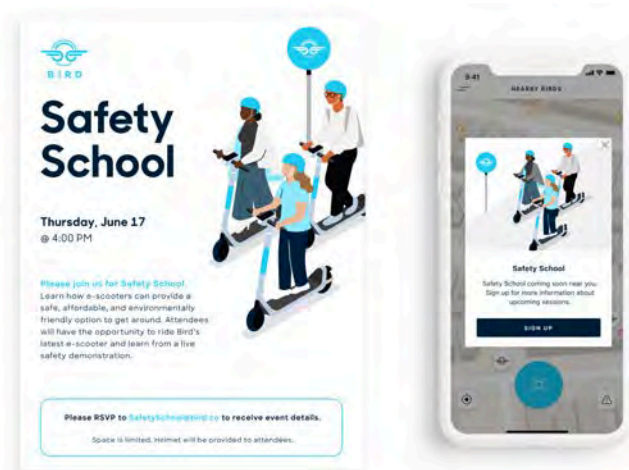
Designed to improve rider safety, this feature incentivizes riders to wear a helmet. At the end of each trip, riders are prompted to submit a selfie with their helmet on. Those wearing helmets receive rewards, like ride credits. Riders can also share their selfie via social media with #BirdHelmetSelfie to promote broader use of helmets.



BEFORE
THE RIDE
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Safety School

In partnership with local safety advocates who have experience with the area’s traffic and streets, Bird hosts Safety School events to teach riders how to ride and park safely as well as educate them on local laws governing the safe operation and parking of devices. We also distribute free helmets and ride credits to new riders who engage in our safety quizzes and demonstrations.



BEFORE
THE RIDE
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Learn-to-Ride Educational Events & Helmet Giveaways

Bird will continue to host learn-to-ride events with University organizations to introduce new riders to Bird and instruct them how to ride our vehicles. At these events, we educate students on micromobility rules, pass out free helmets and share information on our discount programs. To drive attendance, we sometimes also offer an ice cream or slice of pizza.



Mizzou Personal Safety Event

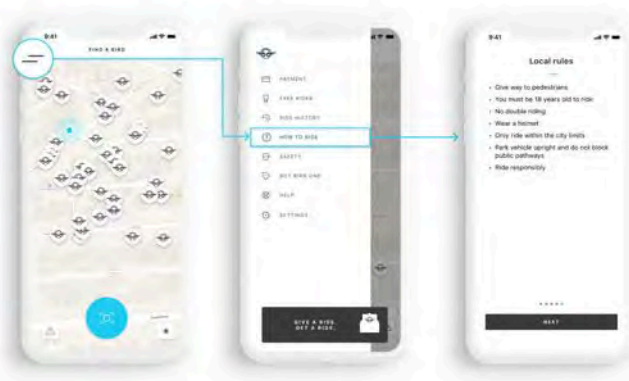
BEFORE
THE RIDE
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In-App Local Rules Page

The Bird app features a local rules page detailing municipal and university-specific laws and regulations relating to our service. Riders can access this at any time to make sure they are following the rules.

DURING
THE RIDE
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AFTER
THE RIDE
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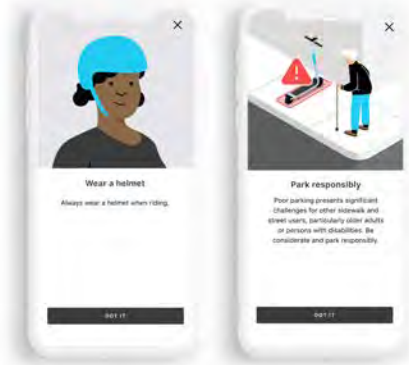
At MU, Bird will host educational events annually and give away over 500 helmets each year of the program.

RETURNING RIDERS
Reminding returning riders how to ride and park safely and responsibly

- BEFORE THE RIDE
- AFTER THE RIDE

Pledge Cards

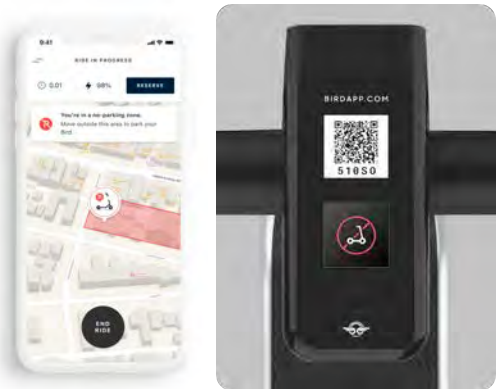
Digital pledge cards are presented to riders via an in-app pop-up, requesting that they read and then pledge to abide by each rule. At MU, Bird uses customized cards highlighting university-specific rules and regulations.



- DURING THE RIDE

Ongoing Real-Time Education

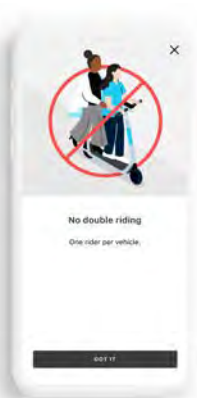
We make sure riders are kept safe during a ride by providing them with timely in-app and on-vehicle notifications. For example, when a rider approaches a restricted area, or attempts to ride on a sidewalk, they are notified of the restriction via the Bird app and a push notification to their phone. Our latest devices also provide riders with an audible warning and can show a visual warning via the on-vehicle display.



- AFTER THE RIDE

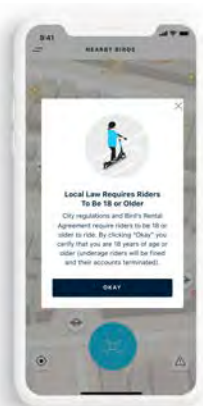
Follow-Up Education

Riders receive interactive follow-up education prior to every fifth ride, tailored to their riding history, time of day and location. For example, riders may be reminded that double riding is not allowed.



Email & App Notifications

Riders receive regular, consistent, localized and updated safety directives and education regarding the proper and safe use of our vehicles via email, push notifications and pop-up reminders. The in-app pop-ups require riders to acknowledge and accept them in order to proceed.



RISKY RIDERS

Preventing dangerous riders from engaging in unsafe behavior



BIRD HAS ZERO TOLERANCE FOR RISKY RIDING.

Bird sets clear safety rules, diligently enforces them, and responds decisively when they are not met. When riders fail to meet our standards for safe riding, we take the following actions:



Targeted Education

If a rider demonstrates unsafe riding or parking behavior, our Trust and Safety team sends post-incident educational emails. Bird also sends targeted notifications directly in the app as a proactive measure to prevent unsafe behavior in the future.

Account Termination

Riders who repeatedly engage in risky or unsafe riding practices, or those who have an incident that results in an interaction with local law enforcement, in injury or in damage to private property, may have their account immediately terminated. We also reserve the right to immediately terminate accounts in cases of drunk riding or other egregiously reckless behavior.



Safe Start

Don't drink and ride. That's the simple message behind this in-app checkpoint designed to discourage people from riding while impaired. Between late-night hours determined in partnership with the University, riders attempting to unlock a Bird can be asked to verify they can safely handle the vehicle by correctly entering a keyword into the app. Those unable to correctly type the keyword are encouraged to choose an alternative method of transportation, such as a taxi or ride-hailing service.



Escalating Penalties

The University of Missouri is incredibly important to Bird's story. It is the first place in the world where Bird piloted incentivized parking and the first place where Bird was able to restrict parking to bike racks effectively, utilizing fines to ensure compliance. We were able to achieve this through close collaboration with university officials. After instituting our fines on campus, we observed instances of reported misparked scooters dropping from 1,000 per month to just 25 per month on campus. We were also able to bring the same solution pioneered by MU to other campuses and communities around the world.

Looking forward, we've come a long way since those early days, and our partnership with research institutions like MU is the reason we've been able to continue to innovate with and pioneer better technologies like VPS parking technology. However, we expect to continue utilizing the fining methodology originally piloted on the MU campus. Bird uses an escalating penalty structure to respond to and remediate unsafe behavior. MU was the first place where we piloted rider fines, and we now used them in hundreds of markets around the world. Riders who are fined receive an email describing the incident, why it was unsafe and a reminder about additional fines and potential account termination. Riders on low-income plans are excluded from all fines but will receive the warning emails and are also subject to account termination for repeated offenses.

	x 1	x 2	x 3	x 4
	1st Offense	2nd Offense	3rd Offense	4th Offense
P Improper Parking	\$5 fine	\$10 fine	\$20 fine	Account terminated
! Unsafe Riding	\$20 fine	Account terminated		
! Illegal/Extremely Unsafe Behavior <small>e.g., pedestrian harassment; riding with a minor</small>	Account terminated			

THE ENTIRE MU COMMUNITY

Safety Brochures

Working closely with the University, we will continue to distribute multilingual, educational brochures about our service around the campus.

Bird's E-Scooter Safety Guide

RESPONSIBLE RIDING HOW-TOS:

- You must be 18 or older to ride.
- Only one rider per Bird.
- Ensure you stick to riding in bike lanes or in the road; do not ride on the sidewalk.
- Bird e-scooters are calibrated to go no faster than 15mph to maintain a safe speed. Always start slow and at a speed that you feel comfortable with.

Keep both hands on the bars. Ensure you place both feet on the footboard at all times whilst riding.

Wear a helmet.

If something isn't right, tell us through the Bird app.

Park responsibly and at bike racks where possible. Do not block doorways, ramps, sidewalks or rights of way.

Any questions? Email us at hello@bird.co



Public Service Advertisements

Bird conducts local and national PSA campaigns to promote safe riding, responsible parking, and our discount programs. For example, our "Ramp Champ" campaign was the first national micromobility education campaign emphasizing the importance of ADA access. It included out-of-home advertising on transit shelters as well as in-app messaging to all riders.

Social Media

Bird uses social media campaigns to engage with and educate riders on proper parking and other safety initiatives. Bird will also continue to share social media assets with the University to disseminate educational information.

 Bird @BirdRide

Do your part. Don't drink and ride.

Bird is proud to partner with @Drinkaware_ie to help encourage safe cycling and micromobility ridership across Ireland.

Don't drink and ride.

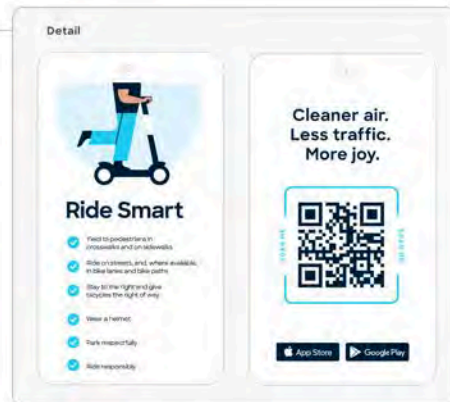
Protect yourself and others. Never operate any vehicle under the influence.



Get the facts. Be DRINKAWARE. Visit drinkaware.ie

7:53 AM - Apr 28, 2022

THE ENTIRE MU COMMUNITY



On-Vehicle Information

On-vehicle decals display key safety rules and Bird's contact information, while multilingual informational hang tags can be attached to our devices to disseminate additional user education and safety and parking reminders.

Outreach

Bird has an extensive campus outreach plan. We continuously focus on the education of riders, potential riders and community members who are not riders. Education, as noted above, is core to our ability to provide a safe riding experience for our riders, and as such, it is crucially important for us to use the right mechanisms to find our target audience and provide the correct educational messaging.

Information provided to MU riders is customized for the riding and parking rules specific to the MU campus, as we have done for the University previously (and as we do for other universities across the country). The objectives of our campus community outreach program include:

- To ensure riders are aware, in advance of taking their first ride, of what the rules are regarding the use of our vehicles, specifically the key rules of a) required helmet usage b) age restrictions, c) prohibited areas of use particularly regarding no sidewalk riding, and, d) restricted parking behavior
- To ensure prospective riders are aware of the safe riding and parking requirements, as well as potential warnings, fines, and suspensions that may be enacted if rules are not followed
- To ensure members of the community and non-riders are aware of the riding and parking rules and aware of the avenues available to them to report less than satisfactory behavior
- To ensure members of key groups, such as those with accessibility limitations, are aware of approved parking requirements and no sidewalk riding rules, as well as their ability to inform us of poor behavior through all available channels

In order to meet those objectives, we have developed a robust campus community engagement program that is focused on in-person events.

In-Person Community Engagement

Bird's new Safe Streets Team will lead our Education through in-person community engagement, using both proactive and reactive tactics. Our Safe Streets Team is formed of dedicated Bird staff, solely-focused on educating the community, and maintaining clean and tidy streets.

Below is an overview of the in-person educational and engagement tactics we employ, in addition to the in-person training events detailed above. This includes hosting a range of informational sessions designed to reach both riders and the wider MU community:

Safety Promotion Events

Bird's Safe Streets Team will conduct a series of safety promotion pop-up events across the MU campus throughout the year to educate riders about local laws governing the safe operation and parking of devices, and to



hand out free helmets. We will partner with the University to calendar pop-up events throughout the year, as well as host our in-person Safety School events described above. See below for images from a safety event we participated in on campus:



Our Safe Streets Team will also continue to conduct daily uniformed patrols on foot in areas identified as a priority by the University; they will encourage safe/responsible riding, educate riders and the public on appropriate riding behavior and parking, as well as fine and ban riders who do not comply with the rules.

Our Safe Streets Teams are available during daytime hours. Throughout the week, we will position our Safe Streets Team patrol members at key areas for a consistent amount of time to address, fine and ban offending users. We believe this approach quickly eliminates unacceptable riding behavior. An alternative approach is to designate additional areas as no-ride zones to eliminate the possibility of improper behavior occurring.

Our Safe Streets Team also educates riders and the public about our vehicle technology features that promote pedestrian and community safety. This includes emphasizing the importance of being aware of the needs of the accessibility community and riding responsibly by using the bell to warn others they are approaching or about to enter an area intended for the mobility-impaired e.g., accessibility ramps.



Helmet Giveaways

Bird recognizes the important role helmets play when it comes to rider safety. We were the first shared-mobility company to spearhead a proactive helmet safety campaign. We will continue to regularly distribute free helmets via in-person safety events and in-app giveaways (a minimum of 500 each year of the program), ensuring all riders have easy access to helmets when using our service.



Targeted Community Outreach

In addition to Bird's safety promotion events and helmet giveaways, our local team will continue to conduct community outreach by either participating in or attending a variety of events that take place at MU throughout the year. During these events, Bird's team will be available to promote our service, encourage usage, and provide additional in-person safety education. Engagement includes:

- From hosting Bird 101 during MU's new student orientation to organizing safety-focused events during campus safety weeks, we have facilitated numerous safety initiatives at universities nationwide to educate the community on proper riding and parking practices, along with adherence to MU-specific regulations.

At MU, we aim to launch educational programs that position our vehicles as a cost-effective alternative to driving, providing crucial last-mile connectivity to other transit options on campus, thereby supporting the university's sustainability objectives. Here are some proposed initiatives for enhancing safety and sustainability education:

- Partner with the MU Environmental Leadership Office and the Institute of Transportation Engineers: Offer incentives like Bird ride discounts to promote sustainable transportation choices.
- Engage with the MU Community Programs Office: Educate students about micromobility options to better align with their transportation needs and priorities.

- Collaborate with MU's Undergraduate Student Government: Support the 'Roll to the Polls' campaign to boost voter participation among students.
- Outreach to MU's Greek Life: Work with fraternities and sororities to raise awareness about safe and responsible micromobility.
- Team up with the MU Bike Resource Center: Encourage biking as a sustainable transport option through collaborative advocacy and incentives.
- Partner with Mizzou Athletics: Engage with MU's student-athlete community to promote safety awareness across all modes of campus transport.

XII. Privacy, Data Reporting, And Data Sharing

In every city and university where we operate, we share the most transparent and robust data to support the needs of local officials and city planners. Bird is one of the few operators to provide cities with real-time access to data feeds, ensuring transparency and accountability in our service.

Unlike other operators that use a batch processing model (grouping data together and collecting it intermittently), Bird uses stream processing to continuously collect and process our program data, enabling cities to track the movement of our devices within the public right-of-way in real time. This ensures that we can detect, triage and resolve issues in our external APIs faster than most other operators in the unlikely event of discrepancy.

The following are key data products Bird provides; such data can be used to see how people are moving throughout MU and Columbia today, and help to guide decisions to plan for and invest in smarter cities for tomorrow.

Mobility Data Specification APIs: Governed by the Open Mobility Foundation (OMF), these APIs are closed, tokenized feeds that provide detailed information about our device movements throughout the day. They include detailed route data for each trip and device status changes as defined by the specification. The MDS APIs offer a comprehensive view of the data needed to engage in meaningful transport planning, such as trip length, start and end time, route and vehicle status. Bird has actively contributed to the development of MDS, both as a member of the technical council and through contributions to the codebase.

The City can calculate and determine the following from MDS, at any geographic and temporal degree of precision:

- the number of devices in circulation;
- the total number of miles traveled;
- the average time each device spends available (not in use);
- the number of rides;
- the average duration of rides in time or distance;
- origin and destination of rides

Ingesting MDS and turning raw data into information requires software and data science expertise. If MU and Columbia do not have this expertise in house, Bird has partnerships with Populus and Ride Report, which provide software-as-a-service (SaaS) products that are specifically designed to turn MDS raw data into actionable insights. Across the U.S., Bird has experience working with six different aggregators to provide cities with useful insights and compliance measurement.

Data Dashboard: Bird's easy-to-use Dashboard will enable MU to monitor the system's well-being and see what is happening in their service area. It offers several insightful sections, including:



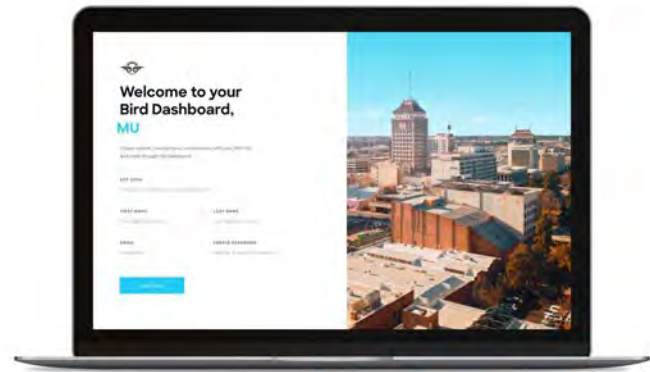
The Summary Section - provides aggregate statistics from a variety of perspectives and aggregations, including today, yesterday, week to date, month to date, and all-time. It will also allow the City to easily view the historical count of vehicles in the public right-of-way to check against city caps. The underlying data that powers these visualizations will be available to the City for download as a csv or excel document.



The Maps Section - displays real-time information on each Bird in the public right-of-way. The Birds' current locations are plotted and their statuses are color-coded to show whether they're rideable, in ride, reserved for a ride, or waiting to be picked up for a repair. The data containing the details on each Bird in the public right-of-way is also available to be downloaded and further analyzed.



The Rides Section - gives deep insights into a city's rides and riders. Heat maps of trip origins and destinations can highlight the area's hot spots for micromobility services, and general statistics about the total number of rides, count of unique riders, and rides per rider are highlighted. It also includes tables that provide insight into each individual ride, such as whether the ride was a commuter ride, low-income ride, or a first-time ride, as well as the start and end locations of the rides. As with the other sections of the dashboard, city partners will have access to the data that's powering the visualizations. Ride data for the previous 90 days will be available for download so that MU can explore and find its own data insights.



GBFS API: Bird offers a General Bikeshare Feed Specification (GBFS) feed, which provides the locations of available devices within a jurisdiction and can be ingested by third-party trip-planning applications. GBFS is stewarded by the North American Bikeshare Association (NABSA). Bird is proud to serve on the NABSA Board and is the only e-scooter-focused operator to do so.

Flat File Reporting: Bird offers flat file reporting in CSV and PDF formats. We provide the following standardized reports: unique active riders; trips per day; individual trips (including trip ID, scooter ID, start time, start location, end time, end location, duration, distance and cost); number of vehicles in service per day; utilization; complaints; safety incidents; and device maintenance history.



SPOTLIGHT: Industry Leader in Micromobility Data

Bird shares real-time data with hundreds of cities worldwide via MDS and GBFS APIs and our on-demand dashboard, with other cities receiving ad hoc data support. As a founding member of the OMF, we helped oversee its technical development, and senior members of our data team have chaired the OMF Technology Council and continue to contribute to MDS's evolution. Bird staff have also served as voting members on the OMF Privacy Committee, which develops best practices around data sharing between operators and cities.

Data Reporting

Bird will provide data to MU and the City related to the utilization of our vehicles including real-time data feeds via API, monthly reports, and upon request, to MU and the City displaying trip information including but not limited to the following:

- Aggregated reports on system use
- Compliance, operations- including but not limited to:
 - Parking complaints,
 - Crashes
 - Damaged, or lost Small Vehicles
 - Utilization rates
 - Total trips by day of week and time of day
 - Origins & destination information for all trips
- Trips per each unique Small Vehicle by day of week and time of day
 - Average trip distance
 - Parking compliance at designated zones and at transit and bus stops
 - Incidents of Small Vehicle theft and vandalism
 - Small Vehicle maintenance reports
 - Payment method information.

Additionally, Bird will provide MU and the City with anonymized/de-identified demographic data, such as age cohort, gender, general trip purpose, etc., that we collect on a monthly basis, or upon request. Bird will make available to MU and City any information from private entities related to requests for Small Vehicles not to be used or parked at a private location on a monthly basis, or upon request. Any data shared by Bird with MU and City will comply with our terms of service and privacy agreement with Riders and will not reveal proprietary information that puts at risk Bird or its employees, agents, or riders.

XIII. Time For Corrective Actions

Bird will respond to public, Rider, MU or City requests for rebalancing, reports of incorrectly parked Small Vehicles, or reports of unsafe/inoperable Small Vehicles by relocating, re-parking, or removing Small Vehicles completely within one hour of receiving written or oral notice—exceeding the two hour requirement. See below for details on how the public can report issues via our customer service channels and our response protocols

Customer Service Channels

To make it easy for both riders and non-riders to provide us feedback, ask questions or report an issue, we offer a multitude of multilingual, low- or zero-friction engagement opportunities. These include:



Phone Number

1-866-205-2442 | Our staffed, toll-free customer service line provides support 24 hours per day, 365 days a year.



Email

hello@bird.co

Emails that require escalation are handled by an in-house Bird team member.



In-App Community Mode

Riders and non-riders can report complaints in real time. See Spotlight below for more details.



Facebook
@Bird



Online Form
<http://www.bird.co/contact-us/>



In-Person Community Engagement
Bird hosts regular community engagement events, providing residents and visitors the opportunity to report complaints to our teams directly.



311
Bird will partner with the City to integrate with Columbia's 311 system.



X (Formerly Twitter)
@BirdRide



Live Text-to-Chat
Available in app.



Bird App Reviews
Our customer service team responds to any negative reviews on the Apple and Google Play app stores. Feedback is shared with the appropriate Bird team.



Instagram
@Bird



Website
<http://www.bird.co>



Rider Surveys
Bird conducts rider surveys biannually to gather ongoing qualitative feedback from riders to inform program improvements and adjustments.



Ride Ratings System
Riders can rate our service after each trip. Rides earning less than four stars receive follow-up from Bird.

Multilingual and Accessible Service

Bird is committed to ensuring everyone at MU and in Columbia can use our service. In recognition of the diverse language needs and unique cultural landscapes of our riders, we prioritize multilingual options across our website, 24-hour customer call center and mobile app. Our app is currently available in 100+ languages.

Our website is available in 10 languages: English, Spanish, French, German, Italian, Hebrew, Tagalog, Dutch, Swedish, and Norwegian. Additionally, our customer service number provides callers the opportunity to speak with live agents in the following languages: English, Vietnamese, Hebrew, German, and Italian. Our customer service phone line also includes Interactive Voice Response (IVR) in nine languages: Portuguese, French, Dutch, Spanish, Mandarin, Tagalog, Cantonese, Korean, and Somali. We continually reassess our multilingual offerings and work with universities and cities to add additional languages as needed to best support the communities we serve.

Bird's phone line also accommodates TTY relay services for persons with hearing and speech disabilities. In addition, our website and mobile application adhere to ADA standards with intuitive, easy-to-navigate user interfaces built with simplicity, perceptibility and other core accessibility design principles in mind. Accessibility features include closed captioning for all videos and on-page navigation, captions and text alternatives to images. Additionally, Bird's customer service contact information can be displayed on each of our devices in braille and raised ADA-accessible lettering.

Responding to Customer Service Reports

Our highly trained staff use an industry-standard Tiered Customer Service triage to manage reports across all of our customer service channels and ensure swift and effective follow-up regardless of the subject (billing and account queries, non-compliant parking, anti-social behavior, etc.). Our Tiered Customer Service process separates all rider inbound tickets into the following three categories:

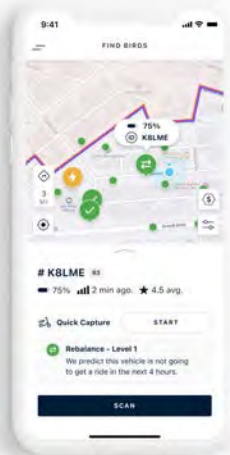
Tier 1	<p>These refer to reports of incorrectly parked vehicles, reports of unsafe or inoperable vehicles, requests for rebalancing, trip refunds, etc.</p> <ul style="list-style-type: none"> ● Bird’s central customer service team responds to requests from the public for any of these items. Using Zendesk, a customer service software, our central team flags all such requests in our system before alerting local teams via the “Operator” mode of our app, allowing them to view the location of the issue and address it quickly and efficiently. See below for more details. ● When the issue is resolved, the customer service team sends a notification via email to the individual who reported the issue, after which they close the ticket. All resolved complaints are stored via Zendesk for reporting purposes. ● This central team is serviced by our fully staffed 24/7 and 365 days a year customer service teams in the United States, Manila (Philippines), and Bucharest (Romania). Our local operations team will receive and resolve customer reports directly in order to meet the specific needs of the city.
Tier 2	<p>These refer to more serious user and community complaints, such as repeated poor behavior and complicated support issues.</p> <ul style="list-style-type: none"> ● These tickets will be immediately escalated to the Bird team in Columbia, who will be consistently involved in the resolution of Tier 2 Customer Service Tickets. ● Tier 2 also includes resolving any community issues, such as poor parking behavior. ● In cases where rider behavior is an issue, such as unsafe riding or parking, we can also follow a penalty structure and send the rider educational materials relevant to their behavior (such as an email or push notification on parking etiquette). For repeat violations, we issue escalating warnings and fines, or even account terminations when warranted. ● When the issue is resolved, the customer service team sends a notification/follow-up email to notify the individual who reported the issue, after which they close the ticket.
Tier 3	<p>These refer to very serious user or community complaints, such as injury reports, property damage alerts, or law enforcement requests. Any complaint that is made directly to the City will automatically be categorized as a Tier 3 item for resolution.</p> <ul style="list-style-type: none"> ● These tickets are automatically referred to the local operations team and will be addressed by the Bird Market Manager for Columbia, and the local Operations General Manager, to ensure quick resolution. ● Certain sensitive issues requiring additional care are further escalated to Bird’s Trust and Safety team, which handles reports of underage riding, injuries, property damage, and law enforcement requests. <p>Upon receipt of a complaint, a member of the Trust and Safety team gathers information and evidence from the reporting party, as well as from Bird’s database and internal dashboard. Complaints are organized into systematic categories for more prompt resolution. If warranted, the Trust and Safety team will escalate incidents to Bird’s insurance provider or the relevant local law enforcement authorities. Our team oversees all follow-up questions, investigation updates, and other information until the complaint is fully resolved directly with the reporting party. Bird also maintains a database containing all public complaints and comments related to unacceptable user behavior.</p>

Real-time Fleet Monitoring

Our team uses Bird AI, our advanced operations software, to monitor the precise location of each device and immediately identify issues such as improperly parked or idle devices, as well as those in need of charging or maintenance. Bird AI monitors various inputs, including GPS, vehicle sensors, field team reports, and feedback from our customer service channels. **When alerted to an event that requires attention, the system automatically dispatches a local team member to inspect the device and address the issue within one hour.** To support swift and efficient responses, we have also recently implemented an urgency timer feature to track the time elapsed since an issue was first reported. As can be seen below, the Bird app’s Operator Interface provides our team with the exact location of the flagged device, along with why it has been flagged for review.



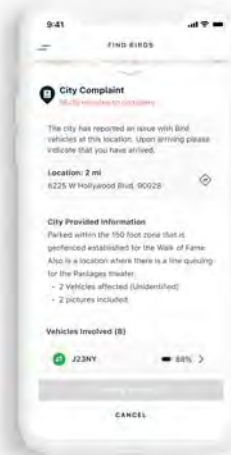
Operator Interface



Rebalancing Notification



Tip Detection Alert



University/City Complaint Alert



Clutter Alert

Operational Alerts	Description	Bird Response Time
Parking	Birds in a no-parking zone.	1 hour
Downed Birds (Tip Detection)	Birds that have been tipped over.	
Marked for Inspection	Birds manually flagged for inspection through Community Mode or by our on-the-ground teams.	Immediately made unavailable; removed within 1 hour
Clutter	Too many Birds parked near each other.	1 hour
University / City Complaint	Any issue reported by University or City officials.	
Rebalancing	Birds in need of rebalancing (idle and/or not likely to get a ride in the next 4 hours).	
Charging	Birds in need of charging (less than 15% battery remaining).	Immediately made unavailable; removed within 1 hour
Maintenance	Birds in need of maintenance (triggered by mileage thresholds or diagnostic sensors).	

Rebalancing

Bird uses the following operational strategies and technological interventions to rebalance our devices in congested areas and move devices that have been in one location for an extended duration. These solutions are designed to mitigate overconcentration of devices in high-use areas while still encouraging the productive use of our e-scooters and e-bikes.

Strategy	Details
Bird AI <i>(Physical Operations and Technological Intervention)</i>	<p>Our fleet management system, Bird AI, monitors the location of each device and immediately identifies issues for remediation. For example, if the system detects a cluster of vehicles that could create an obstruction, our employees are notified via a “Clutter Alert” in our field operations app. The closest field team member will then be dispatched to visually inspect and redistribute the devices, ensuring they are properly parked and ready for the next rider within 1 hour.</p> <p>Bird also uses a four-hour “idle threshold” on all our vehicles. In practice, this means that any e-scooter or e-bike in Columbia that has been ridden and parked by a user and is then idle for four hours is flagged by Bird AI as a vehicle needing to be rebalanced. A team member will attend to that vehicle within 1 hour and rebalance it to a different location.</p>
Patrol Teams <i>(Physical Operations)</i>	<p>Bird proactively stations our patrol teams at venues or near popular end-of-ride locations based on data-driven trends (e.g. around downtown) to rebalance devices while also conducting vehicle spot checks to ensure riders exiting the area can find a ready-to-ride vehicle.</p> <p>Our patrol teams will also be responsible for responding to rebalancing requests that come through our Bird AI system—which monitors various inputs, including GPS, vehicle sensors, field team reports, and feedback from our customer service channels—as well as their own in-person monitoring for devices parked out of compliance with local regulations.</p>
NEW FOR 2024 Preferred Parking <i>(Technological Intervention)</i>	<p>Bird will explore the use of incentivizing certain parking areas to encourage and reward riders when they park in less-crowded areas. Our system can automatically update with locations tailored and adapted based on real-time ridership patterns and demand.</p> <p>Incentivized parking areas will be marked within the Bird app map with a “\$” sign to enable riders to locate them easily. Bird will also explore the use of other incentives. For example, entering riders ending in an incentivized location into monthly draws for the chance to win branded apparel, accessories, etc.</p>
NEW FOR 2024 Rider Rebalance <i>(Technological Intervention)</i>	<p>Birds bounty system, Rider Rebalance, enables us to highlight devices in overconcentrated areas in the Bird app and offer riders a discount for choosing one of those e-scooters or e-bikes for their next ride. By initiating Rider Rebalance before we trigger a response from our local team, we significantly improve our response time, while reducing Vehicle Miles Traveled (VMT) and operational emissions.</p>

XIV. Impounding

Bird agrees to the following penalties and procedure for those Small Vehicles subject to impounding as described herein:

- MU and City may remove a Small Vehicle that impacts with the health, safety, welfare of City residents, or visitors, or MU faculty / staff or students, and may store the impounded Small Vehicles at a location convenient for MU and the City.
- MU and the City may, in their sole discretion, provide photographic or written documentation to Bird of the violation. However, such documentation is not required and will not be a condition precedent before the City or MU may enforce the terms herein.
- MU and/or City may assess a penalty of \$100 for each Small Vehicle it impounds. City and/or MU shall notify Bird of the impounded Small Vehicles and their location. In such instances, Bird will retrieve Small Vehicles from MU and/or City within twenty-four (24) hours of receiving notice. Bird will be responsible for paying a performance bond for each Small Vehicle deployed on the MU campus and City as further described herein. Bird is responsible for paying storage costs of Fifty Dollars (\$50) per day, penalties, and all other expenses related to the impounding before having the Small Vehicles returned. If Bird does not retrieve the Small Vehicles within 24 hours of receiving notice, MU and City may draw upon the performance bond to recover costs to MU and City and may dispose of Small Vehicles at Company’s expense within seventy-two (72) hours of providing notice. MU or City may invoice Bird for the cost of disposal and we agree to pay the invoice within ten (10) days of receipt.
- Impounds by the University or City must be paid for prior to release to designated parties.

XV. Environment And Sustainability

At Bird, sustainability is at the core of everything we do. Our mission is to help create more livable cities by increasing access to eco-friendly, emissions-free modes of transportation developed specifically for shared use. We are proud to be one of the only major U.S.-based e-scooter operators not owned or funded by a car or ride-hail company, a status that demonstrates our commitment to replacing car trips with eco-conscious transportation options. While we work to displace car trips and complement public transportation trips, operators owned by automobile companies profit by keeping gasoline-powered cars on the road, and ride-share companies have disclosed that they are in competition with public transportation.

We are working to curb our climate impact by dramatically reducing vehicle manufacturing emissions, implementing the cleanest on-the-ground operations, avoiding greenhouse gasses (GHGs) in the daily operations of our global business, and providing transparency in recycling efforts and recycle or otherwise dispose of our devices in an environmentally friendly manner at end-of-life cycle. See below for our multi-faceted approach to sustainability, including the goals, actions, and future plans that we execute to achieve our vision.

Our Approach to the Environment & Sustainability



Take action to lessen our environmental footprint

We partner with global experts to measure, reduce and avoid emissions, from our operations, to manufacturing, to recycling practices.



Increase the lifetime of our vehicles

Longer lifetime increases the miles ridden per device and lessens manufacturing emissions.



Be a trusted partner for universities & cities

In addition to providing universities and cities greener transportation options, Bird works to support them in advancing their sustainability goals

Sustainability Goals



GOAL

Become carbon neutral

Bird is committed to becoming carbon neutral by 2025. This voluntary commitment is part of our company-wide dedication to addressing climate change and minimizing our impact on the environment.



GOAL

Support mode shift away from cars

Turning car users into micromobility users helps to reduce traffic congestion, creating fewer CO₂ emissions per mile and cleaner air. Bird provides a solution to many urban transportation challenges and enhances the shift away from cars. Globally, across more than 165 million Bird rides, ~30% replaced a car trip; with some regions experiencing even higher mode shift rates. For instance, in Porto, Portugal, and its adjacent cities, 48% of scooter trips replaced a car trip, according to a city survey.



Mode shift can support cities with parking challenges as well; 10 Bird scooters can fit in a parking space intended for one car.

★
GOAL

Use our platform to promote sustainable practices

We aim to use our wide-reaching platform, from our blog to our social accounts, to educate and engage our riders around the importance of sustainable mobility and how to take climate action.



Sustainability In Action



Purchasing offsets and renewable energy certificates (RECs)

As we work toward becoming completely carbon neutral, we are committed to minimizing or avoiding operational emissions wherever possible and proactively offsetting those that we cannot prevent. In support

ACTION

of this, we purchase carbon offsets and RECs to make that energy carbon free.



ACTION

Serving as a corporate sustainability leader

Bird has been recognized for continuously setting new industry standards. Our key sustainability achievements include:

- The first operator to have a vehicle Life-Cycle Assessment (LCA) critically reviewed to ISO standards;
- Only transport company to be recognized with a [United Nations Sustainable Development Goal Award](#);
- Awarded the 2020 Sustainable Quality Awards Grand Prize;
- Signed up to the UN's Business Ambition for 1.5 °C and work under the Net Zero Framework created by the leading firm in global low-carbon energy strategies, Carbone 4;
- Quadrupled our battery lifespan in two years;
- Developed industry's first integrated structural battery to reduce manufacturing emissions—the same technology used by Tesla in its newest electric cars; and
- Invested in the design and manufacture of our own vehicles to control and limit the carbon emissions associated with vehicle manufacturing.



ACTION

Minimizing our carbon footprint through vehicle innovation

Since launching in 2017, we have consistently focused on minimizing our carbon footprint by putting the most sustainable micromobility vehicles on the road. Our latest Bird Three model represents a significant reduction in device life-cycle emissions compared to early, off-the-shelf vehicle models thanks to our ongoing investment in design improvements, including longer lasting, IP68-rated batteries and the use of more durable materials, such as pneumatic, puncture-resistant tires. The Bird Zero produced life-cycle emissions of [216 grams of CO2 per kilometer/348 grams of CO2 per mile], more than five times the emissions of our current model.



ACTION

Building vehicles that are more efficient compared to other modes

Our in-house team of engineers designed Bird Three to offer the most eco-conscious transportation alternative to cars. Bird e-scooters are 200 times more energy-efficient than passenger cars and use very little electricity. Over the course of the Bird Three's total life cycle, it **produces just 73 grams of CO2 per mile (45g/km), which is 72% less than a gas-powered car and 83% less than a ride-hail car.**

A BirdThree is...

- Over **3x** cleaner for the climate than an electric car
- Over **5x** cleaner than an internal combustion engine car
- Over **7x** cleaner than a ride-share car
- 5x** safer than a car
- 1/10th** the size of a car

Bird's independently conducted Life Cycle Analysis (LCA) compared its e-scooter, Transport Program 01P2 (the "Bird Three") to a passenger car, 2019 Toyota Camry, based on the percentage of total life cycle emissions associated with vehicle production, use, and disposal. Bird's internal use only. The LCA compares Bird's "Greenhouse Gas Emissions" to the U.S. National Highway Traffic Safety Administration's (NHTSA) Bureau of Transportation Statistics.



ACTION

Conducting life-cycle assessments

We conducted an LCA for the Bird Three with the assistance of Ramboll Consulting, an independent firm, following ISO 14040/44/67/71 standards. Bird is the only operator that conducts an LCA for each new vehicle model to measure the related emissions—and monitor our reduction progress. Using these findings, our in-house vehicle team continuously concentrates R&D efforts on improving our e-scooters’ durability and lifespan to further reduce our carbon footprint. LCA calculations include breaking down emissions of a vehicle’s lifespan, summarizing emissions related to operations, vehicle and fuel, comparing the emissions to other transportation modes, and increasing vehicle lifespan. While other operators calculate an LCA only using information from their best-performing cities, Bird uses an average of all vehicle models of our global fleet, giving us the most accurate calculation without bias. Additionally, to hold ourselves to the highest standards, we partnered with EarthShift Global, a third-party ISO expert to certify our latest LCA, making it the **industry’s first ISO-critically reviewed LCA**. It is also the industry’s first LCA aligned with the New Urban Mobility Alliance’s guidance for cities (see Spotlight below). The following are the factors that help us calculate our LCA:



SPOTLIGHT: New Urban Mobility Alliance Guide for Cities

In spring of 2023, the New Urban Mobility Alliance published [Assessing the Environmental Impact of Shared Micromobility Services: A Guide for Cities](#) (Guide). Developed by a working group composed of representatives from city governments, micromobility operators (including Bird), and subject matter experts from the United States and Europe, the Guide is designed to help cities understand the greenhouse gas emissions associated with shared micromobility services. It provides guidance to cities on best practices used in the preparation of life-cycle assessments (LCAs) specific to micromobility that operators may provide in their permit applications. For example, it suggests that LCAs should adhere to ISO 14040:2006 and ISO 14044:2006 standards. Additionally, the Guide provides standards, scopes, and boundaries that should be included in all LCAs. It is also designed to help cities compare operators against each other and evaluate the impact of micromobility on citywide emissions reductions. **Bird is the first and only operator with an LCA that complies with ISO standards and the recommendations of the Guide.**



ACTION

Recycling our vehicles

In the U.S., Bird recycles 100% of the metal, batteries, and e-waste from our vehicles. Components that cannot be repaired or reused are broken down into like commodities (plastics, aluminum, copper, electronics, etc.) and sent to a local R2 or E-Steward certified recycler in compliance with local regulations. Our vendors follow responsible recycling and disposal practices and are also in compliance with: R2:2013; ISO 9001:2015; OHSAS 18001:2007; and ISO 14001:2015. These certifications ensure materials are correctly fed into the commodity supply chain in an environmentally responsible manner. Recyclers provide Certificates of Destruction confirming proper shipment, recycling or disposal. See “End-of-Life Plan: Recycling and Disposal” below for more details.



ACTION

Supporting universities and cities executing sustainability initiatives

We provide data, insights, and tools to support universities and cities in their design, planning and understanding of the role that micromobility can play in fighting climate change. For example, in Washington, D.C., Bird developed a heat map of our most frequently ridden routes and superimposed it onto DDOT's bike map to identify gaps where no current bike lanes exist and where there are not yet plans to build any. Ultimately, this exercise led to a recommendation of seven investment opportunities for future protected bike lanes which we shared with DDOT.



ACTION

Advancing UNGC's Sustainable Development Goals

Bird is proud to be the first micromobility signatory of the United Nations Global Compact (UNGC), a worldwide initiative encouraging companies to "align strategies and operations with universal principles on human rights, labour, environment and anti-corruption." As part of our commitment, we aim to directly advance the following environmentally focused [Sustainable Development Goals \(SDGs\)](#):



To ensure we remain on track with advancing these goals, Bird has developed an implementation plan that outlines our objectives and actions. We also deliver [annual reports](#) to the UNGC detailing our progress on the above goals as well as others we've committed to advancing.



ACTION

Reducing Emissions Across Our Business Operations

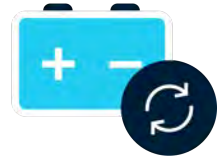
- **Carbon Accounting:** In addition to conducting LCAs to measure emissions related to our vehicles, we have also completed a company-wide carbon accounting exercise. This process involved calculating our Scope 1&2 carbon emissions from our business model to identify the major sources of our emissions. The report breaks down the emissions related to running our company, including those from utilities used at our facilities and offices as well as our business travel. Based on the results of this, we are developing a new Emissions Reduction Plan, to be completed in 2024. See Future Plans below for more details.
- **Transport Emissions:** We partnered with OMNI Logistics, a company that has signed the Climate Pledge to achieve net zero carbon emissions by 2040. We will be using OMNI Logistics for shipping of our vehicles via ocean freight lanes and domestic trucking in North America (NAM), Europe, the Middle East, and Africa (EMEA) as well as 3PL (warehousing) services in NAM and EMEA.
- **Other Actions: Until such time that we have an up-to-date Emissions Reduction Plan, we are taking the following actions to reduce and avoid emissions:**
 - Partnering with local utility companies to purchase green energy for charging our fleet.
 - Using low-emission vehicles, such as e-vans and electric cargo trikes, whenever possible for collecting and redistributing our fleet.
 - Using Bird e-scooters to respond to 311 call requests.
 - Minimizing miles traveled by our team through Bird AI's optimized deployment and redistribution routes.
 - Reducing carbon-intensive transport for employees, including remote work strategies.
 - Ensuring compliance with all applicable environmental laws and regulations.
 - Shipping vehicles by rail or sea from our manufacturing facility to have the lowest possible carbon footprint in getting our vehicles to market.



ACTION

Implementing second-life applications for batteries

While our batteries can sometimes be used in other vehicles, they are more frequently recycled than reused. Working with ITAP, we are finding creative second-life applications for our batteries. This includes taking the healthy individual 18650 cells from our batteries and repurpose them for use in consumer products like portable power banks. Giving our batteries a second-life improves our resource efficiency.



Future Plans



FUTURE PLANS

Completing an Emissions Reduction Plan

Based on the results of our company carbon accounting, Bird will prepare an Emissions Reduction Plan. It will identify areas of our business where we can reduce our emissions and include a detailed road map for how we will meet the identified targets. Once completed, we will update our Emissions Reduction Plan on a regular basis to assess our progress and make future commitments.



FUTURE PLANS

Engaging in research partnerships

Partnering with researchers can teach us a lot about the industry, including the environmental impact of shared micromobility on both macro and micro levels. Greater amounts of research can help us better understand how we can improve our operations globally. We will continue to explore these partnerships moving forward.



FUTURE PLANS

Exploring alternative materials for vehicles

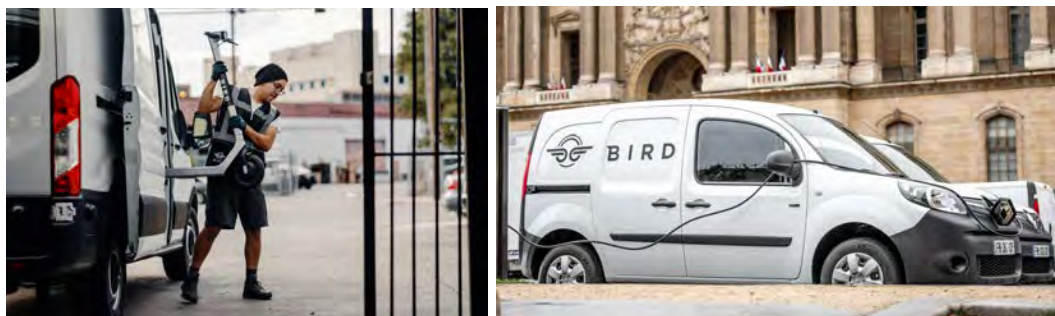
We will continue to explore how we can replace common materials in our vehicles with alternative materials that create less CO₂ emissions to source and manufacture. This would bring down our overall carbon footprint by reducing the amount of CO₂ related to the production of our vehicles. Using alternative materials may also help us be able to reuse more of our materials, more times, before recycling them.



FUTURE PLANS

Electrifying the fleet

Bird will continue to prioritize the use of e-vans to transport our fleet to and from our centralized service hubs as well as across the cities where we operate. These will work in tandem with our electric cargo trikes to limit our overall carbon footprint. Our latest e-scooter LCA estimates that charging and fleet management tasks account for 6% of the total life-cycle emissions for the Bird Three. Prioritizing the use of e-vans will help us get our operational management emissions to 0%. We will continue to explore offering incentives for Fleet Managers who use e-vans and also providing e-vans directly to Fleet Managers to use.

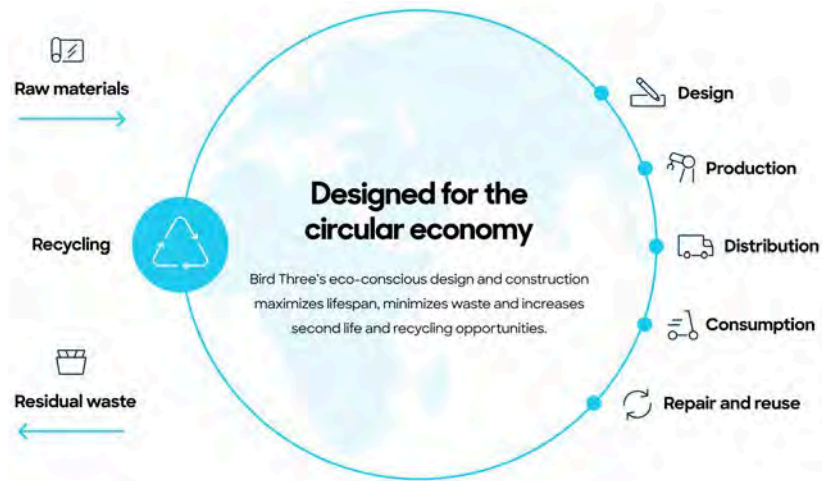


End-of-Life Plan: Recycling and Disposal

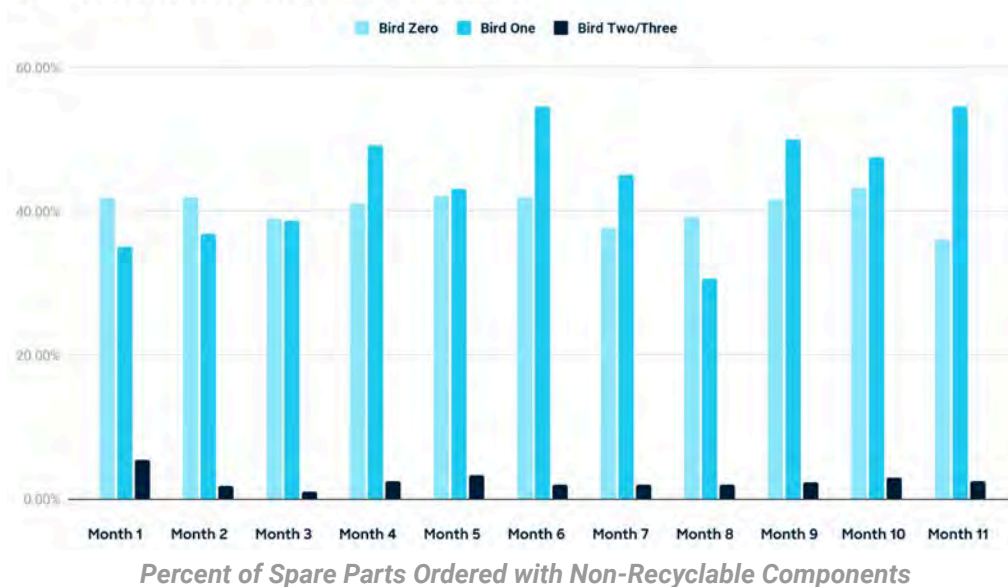
Bird focuses on minimizing waste by **reducing** the number of parts we must produce, **reusing** when possible, and **recycling** when they reach their end of life (EoL).

Reducing and Reusing

Bird uses long-lasting, high-quality, reusable parts in our vehicles. We generally replace our tires just once during a device's useful life and can often reuse the brain and motor in subsequent devices. Life-Cycle Assessments (LCAs) for our first-generation devices revealed a large portion of manufacturing emissions related to the production of batteries. In response, Bird more than doubled our battery lifespan, ensuring lower production needs and greater reusability. We also intentionally designed our latest device—Bird Three—to share many of its service parts with its predecessor Bird Two, further cutting back on the need for additional carbon-intensive manufacturing. In addition, Bird is partnering with third parties to extend the life cycle of our devices by giving them a “second life” as refurbished, high-quality, consumer-owned mobility devices that can be donated to organizations for private use.



Bird’s engineers work closely with our recycling vendors to reduce the amount of materials and energy used to build our vehicles by making our manufacturing “circular.” That means not only giving our vehicles’ parts a second life but using recycled materials to build them. As a result, approximately 97.5% of the spare parts ordered for Bird Three each month are recyclable versus ~40% for our earlier models Bird One and Bird Zero.



Recycling

When a Bird reaches its EoL, we take the following actions:

- Disassemble the vehicle into its component parts.
- Inspect and test each part to determine ability for reuse, repair and expected timeline of future use.
- Catalog and record the inspection and test outcomes as well as next steps (e.g., repair or refurbishment, reuse, recycling) in our global supply chain database.

When handling and inspecting batteries, our staff follow the protocols set up by our in-house Health and Safety team, which are also in compliance with any local rules and regulations and independently audited by a third party.

Components that cannot be repaired or reused are broken down into like commodities (plastics, aluminum, copper, electronics, etc.) and sent to a local R2 or E-Steward certified recycler. Our local vendors follow responsible recycling and disposal practices and are also in compliance with: R2:2013; ISO 9001:2015; OHSAS 18001:2007; and ISO 14001:2015. These certifications ensure materials are correctly fed into the commodity supply chain in an environmentally responsible manner. Recyclers provide Certificates of Destruction confirming proper shipment, recycling or disposal.

In the U.S., Bird recycles 100% of the metal, batteries, and e-waste from our vehicles. We achieve this thanks to innovative partnerships with companies such as:



ITAP recycles lithium-ion battery cells, circuit boards, and e-waste. ITAP's creative second-life applications enable them to take the healthy individual 18650 cells from our batteries, even if the battery pack as a whole no longer functions, and repurpose them for use in consumer products like portable power banks.



Noveon Magnetics, previously known as Urban Mining, recovers rare earth elements from our electric motors and uses them to produce recycled sintered magnets, which they then sell to electric motor manufacturers. It's far better for the environment to harvest these elements from the products we already have than to mine them out of the earth. Noveon customers include Siemens, Rolls Royce, Parker Hannifin, and the Department of Defense.



Alpert & Alpert is the largest non-ferrous metal recycler in North America and recycles aluminum and stainless steel from our retired Birds. We are also working with them on innovative reuse applications for materials like plastic and rubber.

Bird continues to innovate to improve sustainability. To further reduce our carbon footprint, Bird prioritizes using local recyclers in each market and shipping to our national partners like Alpert & Alpert via rail as it is the most energy-efficient and environmentally responsible mode of ground freight transportation. We also consolidate EoL Birds at our service centers until we have enough to ship en masse to reduce the frequency of shipments.

XVI. User Equity

Reducing barriers to shared micromobility is one of the cornerstones of our mission to help cities reduce car trips through the provision of affordable, accessible and convenient transportation alternatives. To support this mission, Bird will implement the below marketing and outreach plan at our own cost to promote the use of Small Vehicles in neighborhoods currently underserved by Small Vehicles (initially defined as less than 10 units per square mile, subject to change at the City's discretion). We will also offer discounted programs for riders with an income level at or below 200% of the federal poverty guidelines, can enforce minimum deployments in underserved neighborhoods, and offer the following low-barrier rental options to ensure riders without smartphones or bank accounts can rent our devices quickly and conveniently.

Equity Marketing and Outreach Plan

Bird has developed a multifaceted plan to inform riders and prospective riders in Columbia neighborhoods currently underserved by Small Vehicles about our program and low-barrier accessibility options. From targeted outreach to unique marketing initiatives, the following strategies are based on our on-the-ground experience serving cities around the world and were developed with input from the communities they aim to serve.

Engaging Community Partners in Columbia

We measure the success of our service by the strength of our local partnerships. Beyond maintaining open communication with the University and the City of Columbia and collaborating with local organizations outreach, education, and other equity programming, Bird will seek to work with community leaders and a wide range of local nonprofits to gather feedback on our equity program and provide meaningful access to our service within the communities that need us most.

Events, Outreach and Marketing Strategies

As part of Bird’s comprehensive marketing and outreach plan, we will implement a number of unique strategies focusing on historically underserved neighborhoods in Columbia.

Community Charrettes | In partnership with local neighborhood associations and organizations, Bird will host community engagement events, such as charrettes, to help visualize and plan what our multimodal service looks like in currently underserved neighborhoods. Events will be held in libraries, recreation centers, schools and other public gathering spaces to ensure accessibility. During the events, we will promote Bird Community, our low-income plan, and alternative access options.

Neighborhood Riding Tours | Bird will host community rides that combine how-to-ride engagements with an exploration of local underserved neighborhoods. During these events, our team will also guide community members through app download, our non-smartphone accessibility feature, and Bird Community sign-up (see **Section XVI**), as well as share city maps and discuss routes for community members to consider taking.

	Week 1	Week 2	Week 3	Week 4	Ongoing
Social Media channels announce the relaunch of our service, introduce our new device types (including e-bikes), promote safe riding practices and Bird Community, our low-income plan, and alternative access options.					
Place hang tags on our devices with information on Bird Community and alternative access options.					
Deliver Community Kits to local businesses and nonprofit organizations in underserved neighborhoods, including information on Bird Community and alternative access options as well as discount codes to distribute to customers and clients.					
Attend important community cultural events,					
Host roundtables with local community stakeholders to promote our service and provide specifics about safe riding.					
Host dedicated listening and feedback sessions for residents and disability groups. This will include our Community Charrettes.					
Coordinate monthly community events , such as neighborhood riding tours and community art and mural rides for how-to-ride engagements.					
Digital rider outreach via email, app notifications and promotions (discount programs, local rules, parking, safety, terms of service, etc.).					
Flyers, leaflets and other educational materials promoting our service, highlighting safety best practices and our discount programs will be distributed to local businesses, community groups and at Bird-hosted events.					
Safety School - In-person training courses.					

Engage local media and others on Bird promotions, equity programs, and product announcements on an ongoing basis.					
Attend and support local community events to promote Bird's service, discount programs, and safe riding behavior. We will work with Business Improvement Area boards and neighborhood groups to start.					
Helmet Collection Points - Bird will explore partnering with local small businesses in Columbia to enable riders to pick up a free helmet and informational flyer in person at locations across the city, including underserved neighborhoods.					

Affordable Discount Programs

Bird is offering MU and Columbia riders the following affordable pricing programs to ensure that shared micromobility remains accessible and affordable to all, including those individuals living in underserved neighborhoods and/or with an income level at or below 200% of the federal poverty guidelines.

Special Pricing Program	Details
NEW ENHANCED DISCOUNT! Bird Community Pricing	<p>To ensure our service is affordable for all, we created the industry's most inclusive discount plan, Bird Community Pricing, now offers up to 70% off our standard unlock and per-minute fee to specific rider groups, including:</p> <ul style="list-style-type: none"> • Low-income residents • Students with Pell Grants • Senior citizens • Veterans • Employees or clients of pre-approved community-based organizations and nonprofits <p>To sign up, riders must email proof of eligibility to access@bird.co. Approval takes approximately one business day. Bird will continue to partner with the University and local organizations on other eligibility requirements important to MU and the City of Columbia to ensure everyone has access to our service.</p>
Equity Area Pricing	<p>Bird will work with the City to automatically discount rides in Columbia's equity areas by 50%. Riders do not need to be enrolled in Bird Community Pricing to take advantage of this discount. Riders will be made aware of this pricing upon opening the mobile app to encourage more rides in equity areas. By removing any registration or sign-up barriers, Equity Area Pricing will make it easier than ever for Columbia residents to benefit from low-cost sustainable transportation options and enable us to support riders living or working in underserved communities. Additionally, all riders who take a scooter in an equity area will also be made aware of how to join both Bird's Community Pricing Plan and take advantage of the credits available to low income residents and students outline above and below.</p>
Ride Credits for Low-Income Individuals	<p>Bird will provide \$75,000 annually to low-income residents and students in the form of ride credits. We will work with the City, the University and local organizations to identify eligible individuals and promote the program to those who qualify. As an example, at other universities and cities, students receiving a Pell Grant and residents with an income level</p>

	at or below 200% of the federal poverty guidelines qualify for the program. Bird can also work proactively with the registrar to send emails to students who qualify. Bird does not handle or have access to this data.
NEW ENHANCED DISCOUNT! Exclusive MU Student & Staff Reduced Fare Rate	Our highly discounted rate for the MU community provides students, faculty and staff with 25% off all trips on campus (Note: umsystem.edu email address and ID is required).
BIRD+	Our monthly paid subscription program offers frequent riders discounts and other benefits. The program is designed to help cities and universities increase mode shift during commuting hours, decrease traffic congestion, and improve air quality for all. Subscribers have access to perks like: <ul style="list-style-type: none"> • First three minutes free on every ride • Free 30-minute reservations
Department and Student Group Subscription Program	The Department and Student Group Subscription Program reinforces our commitment to sustainable transportation by enabling departments and student groups to purchase ride coupons for their members to encourage eco-friendly commuting via Bird. The program can be customized to meet individual group budgets and preferences (e.g., weekday rides only). To encourage adoption among members, Bird offers bonus rider credits to each rider for any month in which 75% of credits are redeemed.
Ride Passes	Bird can offer MU and Columbia riders a range of passes, such as daily or monthly options, tailored to suit individual needs and University/City requirements. Bird Ride Passes are integral to our commitment to increasing micromobility usage and fostering mode shift away from cars for short-distance trips. We continuously strive to refine and optimize our Ride Pass offerings through rigorous A/B testing. This enables us to assess the impact and popularity of different pass options, and gather valuable insights into rider preferences, utilization patterns, and satisfaction levels. By analyzing the data obtained through these tests, we ensure our range of Ride Pass options continue to meet the evolving needs of students, faculty, staff, residents, and visitors.
TigerCard Integration	Upon University approval, Bird can integrate directly with the TigerCard payment system to enable students, faculty and staff to use it to pay for our service. This seamless integration will enhance accessibility and streamline the payment process, ensuring a more convenient and user-friendly experience for the University community. We're currently working with UCSD on TritonCard integration and are the exclusive provider engaging with CampusConnect. We're ready to bring this expertise to MU for immediate TigerCard integration upon request.
Special Fare Programs	Bird regularly promotes special fare programs in response to local needs like our Free Rides for Teachers in 2020 and our Roll to the Polls initiative that provides free rides to voters during elections. At MU and across Columbia, Bird will also continue to offer promotions such as free unlocks during Bike to Work Day. By supporting citywide events, we will seek to elevate active transportation usage across the city, including historically underserved neighborhoods.

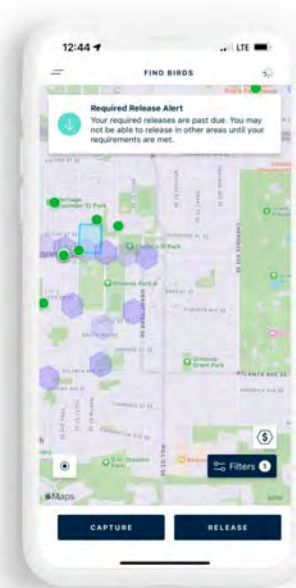
Enforcing Minimum Deployments in Underserved Neighborhoods

Bird can use a variety of tools and strategies to ensure that we maintain minimum fleet deployments in Columbia neighborhoods underserved by Small Vehicles (initially defined as less than 10 units per square mile, subject to change at the City's discretion), including:

Operational Tools | Our fleet management system, Bird AI, includes a “Required Release” feature. This enables us to set minimum distribution requirements in historically underserved areas throughout the cities we serve. In Columbia, Bird can use this tool to set deployment minimums for neighborhoods underserved by Small Vehicles. The system will then prevent our on-the-ground teams from deploying additional vehicles to high-traffic areas, like the downtown area, until these minimums are met.

Proactive Rebalancing and Field Team Patrols | Our field team will be on the ground rebalancing devices to underserved neighborhoods. After years of operating in Columbia, we know where devices tend to gather and proactively patrol those areas, using our local knowledge and Bird’s operational tools discussed above to ensure historically underserved neighborhoods have the proper number of available devices.

Working Cooperatively with the City | Bird will work with the City to proactively increase deployments in underserved neighborhoods throughout the upcoming permit period if awarded. Keeping open lines of communication will ensure that our approach is proactive, rather than reactive, allowing us to drive ridership in these areas. Furthermore, it will enable us to work cooperatively to identify communities that would benefit from increased micromobility adoption, providing unmatched access to clean transportation throughout the entire city for those who need it most.

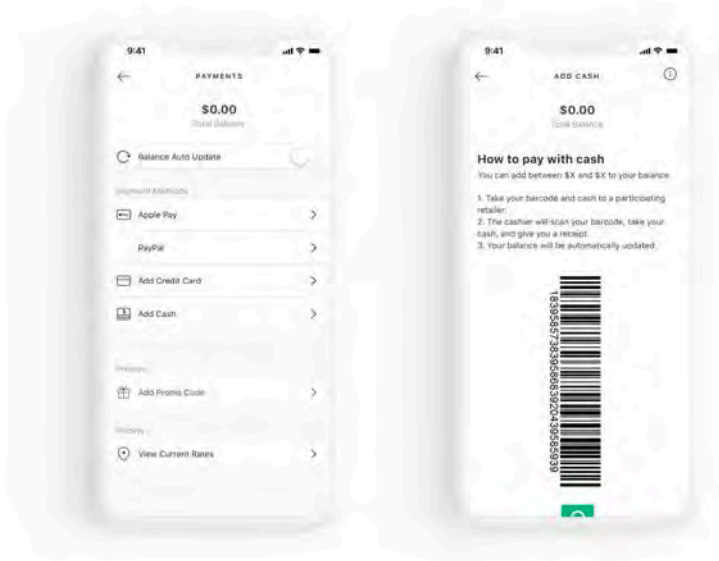


Operator Interface

Unbanked Payment Options

Bird provides the following non-credit-card payment alternatives for riders who are unbanked or wish to pay with cash. We believe everyone should have access to safe, sustainable and affordable transportation. This founding principle has guided our operations from day one, and we continue to add new options, such as PayPal, to further increase the accessibility of our service.

Payment Option	Details
Cash for Bird Credits	<p>Riders can purchase Bird credits with cash from participating stores. Bird's cash option is available at 10 stores in Columbia, including CVS Pharmacy, Dollar General, and Walgreens. To use this simple and easy-to-use cash payment option, riders must complete the following process:</p> <ol style="list-style-type: none"> 1. Riders find a participating retailer, using our website or by visiting https://pay.vanilladirect.com/pages/locations?mapOnlyRetailer= and entering their current location. 2. At the store, riders open the "Payment" tab in the Bird app to access their unique barcode. 3. Cashier scans the barcode, takes payment, and adds it to the rider's Bird account. 4. Their Bird balance is updated immediately and ready to use.

Payment Option	Details
	
App-Integrated Payment Options	<p>Bird offers PayPal as an additional payment option in the Bird app. Doing so extends the reach and availability of Bird vehicles to those who may not have, or may not prefer using, a personal bank or credit card. PayPal's open digital payment platform offers financial service access to more than 325 million individuals. In addition to PayPal, the Bird app is fully integrated with Apple Pay and Google Pay.</p>

Prepaid Debit Cards: In addition to the unbanked payment options above, we offer riders the option to upload prepaid debit cards to pay for their rides. Riders can purchase prepaid American Express, Mastercard and Visa cards with cash from retailers across Columbia. Riders can add their prepaid card as their payment option within the Bird app or when providing their payment information for Bird's text-to-unlock service.

Non-smartphone Access

In an effort to make our devices as widely available as possible, we enable riders to rent Birds via SMS text messaging.



Create an Account

Riders create an account by sending an email to TextToRide@Bird.co, providing contact details along with a phone number that can send and receive SMS. Within approximately three hours, they will receive an SMS confirming account approval. Riders can set up payment information via an automated, phone-based, PCI-compliant bot using the "pay" command and a credit, debit or prepaid card.



Locate a Bird

Riders spot a Bird on the street, or contact our customer service team via phone (1-866-205-2442) or email (hello@bird.co) for assistance locating an available device.



Once riders locate the Bird ID in between the vehicle's handlebars, they can then text the ID and the word "unlock" to the phone number they received during the sign-up process. This text message will signal the vehicle to unlock, allowing the ride to begin.

Text to Begin Ride



Riders text the word "lock" to the same number. This text message will signal their Bird to lock, completing the ride. The rider receives a follow-up SMS message with the cost of their completed trip.

Text to End Ride

SPOTLIGHT: Text-to-Unlock

As mentioned above, one of the ways Bird provides easier access to our shared micromobility devices is our text-to-unlock program, which supports users without smartphones. The city where we see the greatest number of riders taking advantage of this feature is Los Angeles. Since our operations began there in 2018, over 3,400 rides have been taken using text-to-unlock. Bird is proud to offer this service in hundreds of cities globally and will ensure program awareness among riders at MU through the outreach and engagement strategies detailed in **Section XI**.



XVII. Default Or Termination

Bird acknowledges that except where specifically provided otherwise in the Permit, in the event we default in any of the covenants, agreements, commitments, or conditions herein, or if any of the conditions set forth herein shall occur, and any such default continues un-remedied for a period of three business days after written notice thereof to Bird, MU, and/or City may, at its option and in addition to all other rights and remedies which it may have at law or equity against Bird, including expressly the specific enforcement hereof and the enforcement of City ordinances, have the cumulative right to immediately terminate this contract and all rights of Company under this Agreement.

We understand that notwithstanding anything to the contrary herein, the MU and City may suspend or terminate the permit at any time if MU and the City find, in their sole discretion that our Shared Active Transportation Operation is not in the best interest of the health, safety, or welfare of City's residents and visitors, or of MU students or staff, including situations where there is:

- A failure to comply with the permit.
- A determination of risk to public safety.
- A transfer of the permit to another party without prior written approval by the MU and City.
- An omission in the permit application or RFP response.
- Bird sells or shares confidential and individual User data.
- Bird does not pay required fees, surcharges, penalties.
- Bird blocks or alters the presentation of any information or denies access to the MU or City.

XVIII. Removal Of Small Vehicles

Upon instances of Default or Termination, Bird will remove our Small Vehicles from the right-of- way within forty-eight (48) hours of being notified of termination by MU and/or City. We understand that if Bird fails to remove the Small Vehicles upon due notice, any remaining Small Vehicles may be removed by the City at our expense, and we will not be entitled to damages for the removal of Small Vehicles by MU and/or City. Bird agrees to hold the MU and City harmless for any damage to Small Vehicles caused by MU's and/or City's removal and or storage of such vehicles.

Exceeding Minimum Requirements

We understand that all specifications and requirements provided by MU as part of this solicitation constitute minimum requirements, as such, we have provided below a number of additional services that Bird will continue to bring to MU and the City of Columbia. This includes, but is not limited to: additional device specifications, special event procedures, and strategies for supporting public transit interoperability.

1. Bird's Multimodal Fleet

By bringing to MU and the City of Columbia a multimodal fleet of the industry's leading e-scooters and e-bikes, Bird will be able to offer riders more car-free options—with our e-scooters supporting shorter first- and last-mile trips and our e-bikes fulfilling longer journeys that result in a decrease in traffic congestion and improved air quality for all. See below for images and detailed specifications.

BirdThree

- Enhanced Lighting**
Built-in front white automatic lights, visible from a distance of 500 feet away.
- Speedometer**
- Speed Governor**
Capable of throttling speeds to specific speed limits in various geographical areas.
- On-Board GPS Technology**
- Unrivalled Durability & Ride Quality**

Dimensions 47.7" x 19.3" x 46.8"	Payload Capacity 250 lbs
Weight 52.9 lbs	

10" x 2.5" Pneumatic, Puncture-Resistant, Self-Sealing Tires
Tires feature puncture-proof tech, higher traction, and decreased vibration.

TACTILE UNIQUE ID



48 Point Font

TACTILE CONTACT DECAL



15 Point Font

QR CODE



- Bell**
- Tactile Contact Decal**
- C Industry-Leading Braking**
- D Smart Acceleration Technology**
- E Proprietary Bird Operating System**
- F Real-Time Diagnostics**
- G Intuitive Handling**
- H Superior Visibility**



Tactile Unique ID

Safety Decal

A Safest & Most Sustainable Battery

Skid Detection

Only vehicle with skid detection technology to prevent improper riding behavior.

Large Brake Lights

Built-in rear red automatic lights, visible from a distance of 500 feet away.

Red Reflector

Visible for 500 feet when in front of car head lamps in use during dusk to dawn.

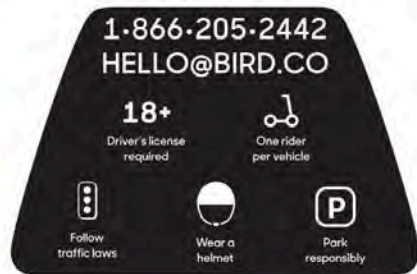
Performance

A rear motor gives Bird Three faster acceleration and more control in critical situations.

Dual, Center Kickstand

Anti-tip kickstand keeps Bird Three upright on any surface thanks to its multiple points of contact with the ground.

SAFETY DECAL



A Safest & Most Sustainable Battery

- **Increased Capacity:** Engineered in-house, the Bird Three battery has a capacity of nearly 1 kWh. Less frequent charging and more miles traveled on a fully charged battery lead to more sustainable rides and, ultimately, decreased carbon emissions throughout its entire life cycle.
- ★ **IP68 Rated:** Only micromobility company with batteries that have achieved an IP68 rating—which provides the industry’s **best protection** against water and dust damage and eliminates potential safety risks experienced by other operators resulting from exposure to moisture and debris.
- ★ **Structural Integration:** Like the batteries used in the newest **Tesla models**, Bird’s structural batteries reduce vehicle mass, improve range and sustainability, and are tamper and theft proof.
- **Smart Battery Management System (BMS):** Our intelligent BMS automatically stops charging once the battery is fully charged, reducing strain on the battery and extending life. Longer-lasting batteries with longer range means fewer batteries needed and a lower carbon footprint.

B Unrivalled Durability & Ride Quality

- **Multi-Material Chassis:** Materials include aerospace-grade aluminum, which provides best-in-class durability.
- **Impact Resistant:** Independently tested and verified to withstand more than 60,000 curbside impacts, Bird Three is built for the rigors of shared use.
- **Anti-Tip Kickstand:** Bird Three stands upright on any surface and is resistant to winds up to 40 mph thanks to its rear, center-mounted kickstand. Multiple points of ground contact make it tip-resistant in both directions and offer stability even when parked on uneven surfaces.
- **Automotive-Grade, Puncture-Resistant Pneumatic Tires:** Bird Three’s pneumatic tires feature puncture-resistant, self-sealing technology to deliver a dependable ride. Recent testing on a variety of road surfaces at our in-house, R&D test track also demonstrates our proprietary tires perform better than semi-solid tires with front suspension systems, reducing vibrations from vertical acceleration by 33%. This substantial reduction translates to a smoother and safer ride, providing added control over all road surfaces, including potholes, cobblestones, and more.

C Industry-Leading Braking

- **Dual Independent Brakes:** Superior braking performance on each wheel results in a safe and smooth stop that protects both the rider and pedestrians.
- ★ **Autonomous Emergency Braking:** The industry’s only **active safety technology** designed to detect brake failure and intervene to prevent an accident.
- **2x Hidden Brake Cables:** Hidden and covered brake cables to increase protection against weather damage and vandalism.
- **Auto Calibration:** Brake lever position sensors are used to automatically calibrate brake performance to ensure safety.

D Smart Acceleration Technology

- ★ **Dual-Sensor Throttle:** First micromobility company to use multiple throttle sensors to ensure fail-safe acceleration and deceleration. Unlike our dual-sensor throttle, typical single-sensor throttles found on other operator’s vehicles can be prone to accidents due to “sticking” and other failures that can negatively impact rider and pedestrian safety.
- **Beginner Mode:** Gentle **acceleration option** that lets new riders or those who prefer a softer ride gradually work their way to full speed.

E Proprietary Bird Operating System

- **Over-the-Air Upgrades:** Our industry-leading operating system allows us to instantly and wirelessly apply system updates to Bird Three, minimizing delays and service disruptions.
- ★ **Onboard Mapping:** Our advanced onboard mapping technology is housed directly in the vehicle's brain, providing much faster response times than cloud-based mapping systems. This technology enables our team to preload local maps into each Bird and dynamically adjust them as needed.
- ★ **Accurate Geofences:** Bird OS enforces strict adherence to speed limits, no-ride, no-parking and slow zones as well as service area boundaries.
- ★ **LCD Color Display:** Bird Three features a 240 x 240 LCD color display between the handlebars which shows the user navigational maps, vehicle status, speed, and other safety messages.
- **Anti-Theft Encryption:** Encrypted embedded software keeps riders safe and helps deter theft.
- ★ **Sensor-Fusion Microchip:** Our Vehicle Location System is powered by a proprietary sensor-fusion microchip from u-blox which fuses real-time vehicle data (wheel speed, turning history, etc.) with GPS signal to provide robust location information.

F Real-Time Diagnostics

- ★ **Real-Time Fault Detection:** Millions of daily autonomous fault checks self-diagnose and report hundreds of unique events, from abnormal battery temperatures to a sticky brake. This technology makes it easier for Bird to manage its devices remotely and allows our teams to quickly locate distressed vehicles before damage or vandalism can place riders at risk.
- **200+ On-Vehicle Sensory Inputs:** Fully customizable diagnostic sensors monitor every vehicle component.

G Intuitive Handling for All Riders

- ★ **Extended Chassis:** The footboard measures 25"—intentionally longer than any other shared scooter. This increases riders' comfort and stability, as well as accessibility by allowing for the greatest variety of potential rider sizes.
- ★ **Wider Handlebars:** A wider grip makes Bird Three's handlebars easier to grasp and provides better handling.
- ★ **Self-Centering Assisted Steering:** Bird Three is the only e-scooter that provides self-centering steering assistance to improve safety and stability when riding over rough terrain.
- ★ **Antimicrobial Grips:** To help keep all riders healthy and safe, our vehicle engineers have developed proprietary handlebar grips that retain sanitary effectiveness for their operable lifetime and are ISO 22196 (antimicrobial) and AATCC TM30(iii) (antifungal) certified.



H Superior Visibility

- **German K-Mark-Certified LED Headlight and Brake Light:** High-powered automatic lighting certified to the highest standards of road safety provides superior visibility while riding, even during daylight hours.

Bird Three Additional Specifications

Range	Up to 35 miles	Power Output (motor)	400W (nominal) 500W (max) 33 Nm (max torque)
Deck (L x W x H)	25" x 6.2" x 6.85"	Supported Chargers	4A: 5.8h 3A: 7.4h 2A: 10.7h 1.7A:12.4h
Ground Clearance	3.9"	Display Tech	240 x 240 LCD

Drive Wheel	RWD	Communications	Bird VCM 4.0, GPS, Bluetooth, VLS
Battery Enclosure	Fixed, under deck	Weather Rating	<p>Chassis IP67 Motor IP67 Brain IP67 Battery IP68</p> <p>IP68 Rating: Ingress Protection (IP) ratings score a battery's unique protection from the elements. The first number rates protection against solid objects from 0 to 6. The second rates resistance to water from 0 to 8. The higher the number, the greater the protection. Bird is the only operator with shared e-scooters backed by an international standard battery rating of IP68, meaning they are protected from dust, dirt, and sand, and are water resistant at up to twice the depth for up to four times as long as IP67-rated batteries.</p>
Climbing Slope	20% grade		
Battery Capacity	763 Wh (21.0 Ah) (60-cell)		
Operating Temperature	-4°F to 140°F		
Storage Temperature	-40°F to 176°F		
Charging Temperature	32°F to 122°F		
SKU (Region)	VA-00005 (U.S., EU) VA-00011 (Brainless)		
Maximum Speed	19 mph; can be adjusted in certain areas if requested.	Color Scheme	Blue and silver

BirdBike

City Safe & Street Smart

Designed uniquely for ride share, the Bird Bike is a Class 1 Pedal Assist E-Bike that's IoT connected and built to comply with local rules and regulations.

Dual Hand Brakes
Durable and safe drum brakes



Large, Easy-to-Read Display
Bird Vehicle Location System (VLS)
Multi-mode geolocation (GPS, GLONASS, BDS)

Bell

Convenient Storage Basket

Extra Bright Head Light

Integrated Cable Lock
Swappable Battery

250W Motor

Extra Bright Tail Light

SAFETY DECAL

18+
Driver's license required


One rider per vehicle


Follow traffic laws


Wear a helmet


Park Responsibly

1-866-205-2442
HELLO@BIRD.CO

QR CODE



IoT Connectivity
Remote motor deactivation, power and speed limitations

Robust Vehicle Diagnostic System
Ensures safe riding

Industry Leading Security (GSM and BLE 4.1)
Lock/Unlock; haptic and alarm sounds

26 Inch Pneumatic Tires

Security & Tip Detection
Unlicensed movement and tip-over detection

High Performance Materials
Aerospace-grade aluminum alloy

Bird Bike Additional Specifications

Dimensions (L x W x H)	66.9" x 27.5" x 39.4"	Reflectors	High-conspicuity white reflectors on wheels and front; red reflector on rear of seat visible from 500 feet.
Weight	75 lbs	Lighting	Front white and rear red automatic light, visible from at least 500 feet
Wheel Size	26" x 1.5"	Range	Up to 56 miles
Wheel Rim Circumference	70.75"	Kickstand	Dual, center
Inflation Pressure	50 PSI	Anti-Theft Features	Secured component parts and state-of-the-art encryption; integrated lock
Drive Wheel	RWD	Frame Material	Aluminum alloy extruded material
License Plate Bracket	Yes	Climbing Slope	20% grade
Color Scheme	Blue and black	Horn / Bell	Bell
Max Payload	265 lbs	Maximum Speed	15.5 mph; can be adjusted in certain areas if requested.
Battery Type	Swappable	Brain Tech	Onboard IoT
Battery Capacity	691 Wh (14.7 Ah) (39-cell)	Sizing and Comfort Features	Step-through design; ergonomic handlebars; adjustable, padded seat
Display Tech	LCD	Seat Height	Minimum: 30" Maximum: 34" (measured from pedal axle to top of seat)
Operating Temperature	-4°F to 140°F	Brake Tech	Dual drum (front and rear)
Storage Temperature	-4°F to 113°F	Weather Rating	Chassis IP55 Electronics IP67
Charging Temperature	32°F to 113°F	Power Output	250W (nominal) 500W (max) 47 Nm (max torque)
Communications	Wireless geolocation and tracking: Bird VLS, GPS, GLONASS, BDS, onboard speed governor		

2. Procedure and Protocol for Special Events

From the Super Bowl and university football games to farmers markets, parades, and week-long car shows, Bird has experience providing effective and efficient special-event coordination—including rebalance and reorganization of devices before and after—for special events of all shapes and sizes in cities and on campuses around the world.

Our local team creates bespoke plans for each event to guarantee the safe and effective continuity of service, prioritizing pedestrian safety, courteous parking, compliance with street closures, as well as close coordination with university and city officials. This includes operational adjustments for events like Missouri Tigers games. Our preparation and execution protocols for special events include:



Example of Special Event Education Outreach

Preparation Protocol

	Special Event Parking	Collaborate with event organizers to create clearly marked dedicated parking areas at large events, enforced or incentivized via our Preferred Parking and VPS technologies.
	In-App Landing Page	Create in-app landing pages for large events to inform riders of temporary road closures, no-ride zones and preferred event parking locations.
	On-the-Ground Presence	Ensure adequate staffing to execute a smooth and efficient special event operations plan, sending in additional Bird employees if necessary.
	Alternate Communication Modes	Mitigate potential impact of overburdened cellular networks with the Zello Walkie Talkie app, allowing communication between our field teams without cell reception.
	Proactive Communication	Communicate with local authorities like the MU Police Department in advance of events to coordinate logistics, communication channels and any other special needs.

Execution Protocol

	Real-Time Crowd Monitoring	Track changes in crowd distribution and shift on-the-ground team presence according to demand.
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**Rebalance and Reorganization**

Ensure effective and efficient e-scooter and e-bike redistribution with predictive analytics, local knowledge and on-the-ground teams.

**Transit Integration**

Monitor movement patterns, adjusting fleet allocations in accordance with rider demand before and after events and placing vehicles near public transit to encourage use and relieve traffic congestion.

**Temporary Geofences**

At University or City's request, create temporary no-ride, no-parking and slow zones in areas where high foot traffic is expected.

Proven Record of Special Event Coordination With Universities

Bird prides itself on our history of collaborating with universities around the country, including MU, to help students, faculty and staff get around in a fun, efficient way while always ensuring community safety. Here are some examples of how we've worked with universities to create tailored operations plans for special events:

Location	Students & Faculty/Staff	University Needs	TO	Bird Solutions
San Diego State University <i>San Diego, CA</i>	34,000 students 6,890 faculty/staff	University had an extensive concert schedule at two main venues on campus	→	Established temporary no-parking/no-ride zones with tailored rider communications.
		Needed certain pathways and roads to be blocked prior to on-campus concert	→	Cleared Birds from designated areas before each concert.
University of Louisville <i>Louisville, KY</i>	23,000 students 7,000 faculty/staff	Football game days at Cardinal Stadium	→	Worked with the University to implement special event zones during home football games, which included no-ride and no-parking zones, and in-app communications educating Bird riders on where they could and could not ride.
		Civil unrest during summer 2020	→	Geofenced the campus to prevent scooters from being brought to campus during protests in anticipation of summer 2020 civil unrest.
The Ohio State University (OSU) <i>Columbus, OH</i>	60,000 students 24,000 faculty/staff	Special event zones with no-ride and no-parking requirements during home football games	→	Implemented special event strategies for large campus events, including no-ride and no-parking zones, email alerts and splash screen alerts informing riders of event-specific rules and designated parking locations where riders can safely park their Bird out of the pedestrian right-of-way.
University of Kentucky (UK) <i>Lexington, KY</i>	35,000 students 6,500 faculty/staff	UK wanted to adjust Bird operations on home football game days	→	Partnered with UK to outline special operations for home football games to ensure safety across the community.
George Mason University (GMU) <i>Fairfax, VA</i>	35,000 students 3,700 faculty/staff	University hosts sustainability/micromobility programming events	→	Partner closely with the university to promote micromobility and make sure we're participating in any sustainable transportation events.

Location	Students & Faculty/Staff	University Needs	TO	Bird Solutions
		where Bird is featured for educational and/or test riding purposes		
Indiana University (IU) Bloomington, IN	49,000 students 21,000 faculty/staff	Special event zones with no-ride and no-parking requirements during home football games	➔	Implemented with IU Athletics special event zoning for large campus events, including no-ride and no-parking zones, IU-specific in-app messaging and email communications instructing riders how to safely park their Bird in special-event zones out of the pedestrian right-of-way.
University of Texas - Austin Austin, Texas	51,800 students 24,000 faculty/staff	Special event zones with no-ride and no-parking requirements during home football games	➔	Synchronized detailed game-day no-parking and no-ride zones with comprehensive rider communications during and prior to football games, and real-time rebalancing of Birds around the football stadium to manage congestion.

3. Supporting Interoperability with Other Modes of Transportation

Bird will continue to implement the following strategies to achieve interoperability and integration with other modes of transportation to help riders move about the MU campus and Columbia, establishing a seamlessly interoperable transit network featuring our e-scooter and e-bike fleet, Tiger Line Shuttle, and other sustainable transportation options:

Strategy	Details
Designated Tiger Line Shuttle Stop Parking	Over the past five years, Bird has worked directly with the University to build parking and deployment locations around the campus shuttle system stops and locations on and off campus. This ensures our service integrates into and extends the existing transit network at MU.
Incentivizing First-and Last-Mile Journeys	Bird will award riders with ride credits every time they end a ride at a designated location next to a Tiger Line Shuttle or GoCOMO Transit stop to encourage riders to use Birds as a first- or last-mile transit option. Incentivized parking areas are marked within the Bird app map with a "\$" sign to enable riders to locate them easily. Local riders can earn \$1 ride credit when they end their ride in an incentivized parking area. Bird is also exploring the use of other incentives. For example, entering riders ending in an incentivized location into monthly draws for the chance to win branded apparel, accessories, etc.
Google Maps Integration	Using Google Maps, riders at MU and across Columbia are able to locate nearby Birds and plan multimodal trips that incorporate our e-scooters, e-bikes, local transit, and walking. The new feature also displays additional helpful information, including an optimized route, estimated travel time, cost, and environmental impact for each journey. If an individual chooses to complete their trip using one of our devices, they can access the Bird app through Google Maps by simply tapping the "Unlock" button displayed at the bottom of the screen. Those who do not yet have the Bird app installed on their mobile phone will be prompted to do so via the Apple App or Google Play Store.
Moovit, Transit, and CityMapper Integration	Our global partnerships with Moovit, Transit, and CityMapper—third-party transit planning and payment apps—enable Bird riders to view, plan, book or pay for multimodal itineraries that include Bird and public transit trips. Integrating our devices into these third party trip planning

	<p>applications enables riders to easily navigate both Bird and public transit options, providing accurate real-time predictions, simple multimodal trip planning, and step-by-step navigation.</p>
<p>NEW GoCOMO App Integration</p>	<p>Bird is motivated by a commitment to data transparency and integrity. Unlike other operators, we believe there should be little or no difference between the motivations of operators and those of the public sector-their products should work seamlessly together and they should all be geared toward maximizing societal good. Similar to Bird's partnership with DART's "GoPass" mobile app in Dallas, TX, and TARC's multimodal trip planner app in Louisville, KY, incorporating our GBFS feed into the GoCOMO App would enable riders to view available e-scooters and e-bikes, alongside real-time public transit information, including the Tiger Line shuttle in Columbia, making multimodal travel more efficient and accessible.</p>
<p>NEW Lyft App Integration</p>	<p>Most people already have far too many apps on their phones, which is why requiring people to download yet another app to use our shared mobility service is not always easy. Fortunately, nearly every MU student, staff member, and Columbia resident likely already has the Lyft app on their phone. For this reason, we are excited to announce our expanded native integration with Lyft – already active through our subsidiary company "Spin" in over 40 universities and cities nationwide – to make it much easier and more convenient for the entire MU and wider Columbia community to rent our e-scooters and e-bikes. Instead of separately downloading the Bird app to rent our devices, users will be able to select and rent a Bird within the Lyft app alongside rideshare options. Based on recent performance data in other cities and universities, we expect this integration to boost ridership higher (20%+) and positively contribute to modeshift away from rideshare.</p>
<p>TigerCard Integration</p>	<p>Upon University approval, Bird can integrate directly with the TigerCard payment system to enable students, faculty and staff to use it to pay for our service. This seamless integration will enhance accessibility and streamline the payment process, ensuring a more convenient and user-friendly experience for the University community.</p> <p>We're currently working with UCSD on TritonCard integration and are the exclusive provider engaging with CampusConnect and Atrium Campus and are the only provider currently able to work with any third party campus card. We're ready to bring this expertise to MU for immediate TigerCard integration upon request.</p>

From: [Adam Davis](#)
To: [Vest, Teresa](#)
Cc: [Kody Marion](#)
Subject: Re: Response to RFP #24-1139/MU Campus Shared Transportation
Date: Tuesday, June 11, 2024 1:48:09 PM

WARNING: This message has originated from an External Source. This may be a phishing expedition that can result in unauthorized access to our IT System. Please use proper judgment and caution when opening attachments, clicking links, or responding to this email.

Hi Teresa, again thank you for your time and willingness to talk through this today!

Bird agrees to the proposed revenue share, utilizing the fee structure of \$0.40 per ride for all rides.

Additionally, we'd like to propose expansion of operating hours to 24/7, as previously and if helpful, some additional context below. This change would ensure continuous availability of our services, providing a reliable and convenient transportation option at any time of day or night.

Request for Extended Operating Hours

Current Challenge:

The existing operational hours limit the availability of shared transportation services, especially during late-night and early-morning hours. This limitation poses significant challenges for users who rely on our services for commuting during non-standard hours, including students, night-shift workers, and early-morning travelers. Restricted hours not only decrease the convenience and reliability of our service but also hinder the full utilization of our fleet, leading to reduced efficiency and user satisfaction.

Proposal for Extension of Operating Hours:

In light of these challenges and to better serve the diverse transportation needs of Columbia and the UM community, we propose extending our operating hours to 24/7. This change would ensure continuous availability of our services, providing a reliable and convenient transportation option at any time of day or night. The benefits of this extension include but are not limited to:

1. **Enhanced Convenience:** 24/7 availability will significantly improve accessibility for all users, ensuring they have transportation whenever needed, regardless of the hour.
2. **Increased Efficiency:** Continuous operation will allow for better utilization of our fleet, reducing downtime and increasing the overall efficiency of our services.
3. **Improved Service Quality:** With more flexible operating hours, we can provide a higher level of service, ensuring that vehicles are well-maintained and readily available.
4. **Support for Diverse User Groups:** Extended hours will particularly benefit night-shift workers, students with late or early classes, and travelers with early morning or late-night schedules.
5. **Alignment with Community Needs:** Adopting 24/7 operating hours aligns with the needs of the city, the university, local businesses, and our users, fostering a supportive environment for shared transportation.

We believe that adopting 24/7 operating hours will align the interests of all stakeholders, including the city, the university, local businesses, and our users. It will enable us to deliver

superior service quality, ensure the availability of well-maintained vehicles, and optimize vehicle deployment for maximum efficiency. This change underscores our shared ambition to enhance the utilization and advantages of shared transportation in Columbia and at UM, guaranteeing our continued service to the community without imposing excessive costs on our users.

Please let me know if there is anything additional I can provide!

Appreciate you!

adam

On Wed, Jun 5, 2024 at 10:23 AM Vest, Teresa <vestt@umsystem.edu> wrote:

Adam,

The evaluation committee has reviewed your response to RFP #24-1139 for a Shared Transportation program on the MU campus. It is our intent to move forward with Bird, pending our IT security review and approval, and development of a mutually agreed upon contract document. Do you have specific terms and conditions **required** to be included in a contract?

As we expected, your pricing proposal is very much different than what was previously in place. We respectfully request a reconsideration of the proposed revenue share increasing the fee structure to \$0.40 per ride for annual total rides between 1-75,000 rides. Please provide me with your reconsideration within the next 5 business days.

Respectfully,

Teresa L. Vest

Associate Director

University of Missouri Procurement

Room N3, 2910 LeMone Boulevard | Columbia, MO 65201

phone: 573-882-7171

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|

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Adam R. Davis

Director, Government Partnerships

573-508-9508





24-1139

Bird

Bird

Supplier Response

Event Information

Number: 24-1139

Title: Shared Transportation Services

Type: Request for Proposal

Issue Date: 5/2/2024

Deadline: 5/23/2024 02:00 PM (CT)

Notes: The University of Missouri requests proposals for the **Furnishing and Delivery of Shared Transportation (Scooters & Bikes)**. The resulting agreement will be a collaborative effort with the City of Columbia. The University will be the lead agency.

Qualified suppliers are invited to submit a proposal on the items or services specified. All proposals shall be subject to the terms and conditions included herein.

Proposals submitted must be received utilizing the University of Missouri System's electronic bidding platform. The University assumes no responsibility for any supplier's on time submission.

Contact Information

Contact: Teresa Vest

Address: UM Procurement

2910 LeMone Industrial Boulevard

Columbia, MO 65201

Phone: (573) 882-7171

Email: vestt@umsystem.edu

Bird Information

Contact: Adam Davis
Address: 406 Broadway Suite 369
Santa Monica, MO 90401
Phone: (573) 508-9508

By submitting your response, you certify that you are authorized to represent and bind your company.

Adam Roy Davis

Signature

Submitted at 5/23/2024 01:44:01 PM (CT)

adam.davis@bird.co

Email

Supplier Note

THANK YOU!

Requested Attachments

ITSRQ

Attach completed ITSRQ here.

ITSRQ (RFP for Shared
Transportation
(Scooters,Bikes).xlsx

Data Breach Addendum

Per Attribute #, attach completed Data Breach Addendum here.

Data Breach Addn - Bird 2024.pdf

PCI Compliance SAQ form and acknowledgement

Per Attribute #, attach completed PCI Compliance information here.

PCI-DSS v3.2.1 r2 AoC for Bird
2023 Final-Signed.pdf

Response Attachments

ITSRQ (RFP for Shared Transportation (Scooters,Bikes) - IT Security Questionnaire.pdf

ITSRQ in PDF as requested

Warehouse.jpg

Warehouse layout

Final RFP 2024 - University of Missouri.pdf

Full RFP Submission

Bid Attributes

1 General Terms and Conditions

I acknowledge reading and understanding the University of Missouri General Terms and Conditions attachment.

Yes

2 Exceptions to Terms and Conditions

Do you have any exceptions to the Terms and Conditions (under Attachments tab)? If YES, please list exceptions below.

3 Exception to General Terms and Conditions

Provide page number, section and reason for exception. (Attach additional pages if needed).

NOTE: Exceptions taken may cause the solicitation response to be rejected at the sole discretion of the University. Any terms to which Supplier does not take exception shall be binding and any subsequent objection to those terms shall have no effect.

4 Instructions to Respondents

I acknowledge reading and understand the Instructions to Respondents attachment.

Yes

5 Supplier Agreement

The University of Missouri expects the awarded Supplier to comply with all terms outlined in the General Terms and Conditions included with this solicitation. Shall the awarded supplier require a separate agreement to be executed, it shall be incorporated into the final contract award. However it shall not supersede or conflict with the University's terms unless otherwise mutually agreed upon. To be considered, Supplier's agreement must be attached in the Response Attachment tab in an editable Word Document format. Any hyperlinked terms must also be attached in an editable Word Document format. **The University will not accept hyperlinked terms.**

Acknowledged

6 LOCAL BUYING PREFERENCE

7 Maintain a regular place of business in the State of Missouri?

8 Are company headquarters located in Missouri?

9 SUPPLIER DIVERSITY PARTICIPATION

The University of Missouri System is committed to and supports supplier diversity as an essential part of the University's mission and core values. As such, the University strongly encourages suppliers, who are not minority or diverse owned, to engage with minority and diverse owned businesses. When possible, suppliers may be asked to provide annual Tier 2 spend reports.

Tier 2 Spend is when a primary (non-diverse) supplier of the University of Missouri subcontracts work to, or make purchases from a diverse supplier. Suppliers have two options in reporting Tier 2 dollars depending on the terms of the contract:

- Direct dollars - those dollars directly spent with Women and Diverse Owned suppliers in the fulfillment of the contract.
- Indirect dollars - based on a percentage of revenue the University represents to the supplier.

10 **Spending with Diverse Companies**
If you are a non-diverse owned company, are you able to identify and provide tier 2 spend (as defined above)? If no, are you willing to commit to use diverse owned companies and provide tier 2 spend if awarded?

Bird is committed to using diverse-owned companies and will provide tier 2 spend if awarded. Specifically, for MU and Columbia operations, we pledge to source at least 25% of our required goods and services from minority and diverse-owned businesses. Our comprehensive approach to advancing supplier diversity is deeply ingrained in our culture. We prioritize inclusive procurement practices, supporting minority, veteran, women, and LGBTQIA-owned businesses. Annually, our Procurement Manager conducts a large-scale audit of our vendor network, identifying areas for diversification and terminating contracts with entities misaligned with our values. This process extends to realigning company-wide policies to meet community-specific goals. Bird mandates a minimum of 25% representation from diverse-owned businesses among all new suppliers. Quarterly reports ensure transparency and accountability throughout the organization.

11 **SUPPLIER REGISTRATION INFORMATION**

DEFINITIONS:

WOMAN OWNED BUSINESS ENTERPRISE (WBE): defined as an organization that is 51% owned, controlled and/or managed, by a woman. The determination of WBE status depends solely on ownership and operation and is not related to employment. The firm should be certified by a recognized agency (e.g., state, local, federal, etc.). Please see Public Law 106-554 for more detail.

MINORITY BUSINESS ENTERPRISE (MBE): defined as an organization that is 51% owned, controlled and/or managed by minority group members. The determination of minority status depends solely on ownership and operation and is not related to employment. The firm should be certified by a recognized agency (e.g., state, local, federal, etc.). Please see Public Law 95-507 for more detail. MBE classification includes the following categories:

- Asian-Indian - A U.S. citizen whose origins are from India, Pakistan and Bangladesh
- Asian-Pacific - A U.S. citizen whose origins are from Japan, China, Indonesia, Malaysia, Taiwan, Korea, Vietnam, Laos, Cambodia, the Philippines, Thailand, Samoa, Guam, the U.S. Trust Territories of the Pacific or the Northern Marianas.
- Black - A U.S. citizen having origins in any of the Black racial groups of Africa.
- Hispanic - A U.S. citizen of true-born Hispanic heritage, from any of the Spanish-speaking areas Mexico, Central America, South America and the Caribbean Basin only.
- Native American - A person who is an American Indian, Eskimo, Aleut or Native Hawaiian, and regarded as such by the community of which the person claims to be a part.

VETERAN BUSINESS ENTERPRISE or SERVICE-DISABLED VETERAN BUSINESS ENTERPRISE: defined as an organization that is 51% owned, controlled and/or managed by Veterans. The firm should be certified by a recognized agency (e.g., state, local, federal, etc.). Please see Public Law 109-461 for more detail.

LESBIAN, GAY, BISEXUAL, TRANSGENDER, OTHER: defined as an organization that is 51% owned, controlled and/or managed by someone in one of these groups. The determination of status depends solely on ownership and operation and is not related to employment. The firm should be certified by a recognized agency (e.g., state, local, federal, etc.).

12 **Supplier Classification**
Select one of the following classifications.

13 **Best and Final**
The University of Missouri reserves the right to negotiate best and final terms with any Respondent.

14 **Contract Term**
The contract period shall be from date of award for two (2) years from June 1, 2024 through May 31, 2026, with the option to renew for four (4) additional one year terms.

1 5	<p>Insurance Requirements</p> <p>If awarded, Supplier agrees to maintain, on a primary basis and at its sole expense at all times during the life of any resulting contract, insurance coverage limits, including endorsements, as outlined in Required Insurance Attachment.</p> <p><input checked="" type="checkbox"/> Acknowledged</p>
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1 6	<p>Security Requirements for Information Technology Purchases</p> <p>As part of the selection process, Respondents must demonstrate compliance with the security criteria listed in the categories stated on the "IdP Integration Questionnaire" and "Information Technology Security Questionnaire" (ITSQ) spreadsheets in the Attachments by responding in writing to every statement and question. It is the respondent's responsibility supply sufficient and complete information for a full evaluation of all items in this section, including detailed explanations. Validation of the answers provided by the respondent may be conducted during the review/assessment process. Any erroneous information could limit the respondent's ability to finalize implementation of the proposed solution. Please include any security white papers, technical documents, or policies that are applicable. Failure to provide the necessary information to meet the requirements in this section could lead to disqualification.</p> <p>The University assigns data classification levels (DCL) for all University owned or hosted IT-based systems. This system will have a DCL level of 4. Security requirements for all DCL levels can be found at: https://www.umsystem.edu/ums/is/infosec/classification-device-guidelines. The University of Missouri reserves the right to periodically audit any or all hardware and/or software infrastructure provided by the supplier to ensure compliance with industry standards and best practices, as well as the requirements of the University's DCS. When applicable, the University of Missouri requires compliance with the Health Insurance Portability and Accountability Act (HIPAA), FERPA, GLBA, PCI specifications, and all other applicable state, local and federal laws and regulations.</p> <p><input checked="" type="checkbox"/> Acknowledged</p>
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1 7	<p>Digital Accessibility</p> <p>Applicable Digital Accessibility Laws and Regulations: The University affords equal opportunity to individuals with disabilities in its employment, services, programs and activities in accordance with federal and state laws, including Section 508 of the Rehabilitation Act, 36 C.F.R., Pt. 1194. This includes effective communication and access to electronic and information communication technology resources, and the University expects that all products will, to the greatest extent possible, provide equivalent ease of use for individuals with disabilities as for non-disabled individuals. The University of Missouri has adopted the Web Content Accessibility Guidelines (WCAG), as specified by the University of Missouri Digital Accessibility Policy. Supplier shall: (1) deliver all applicable services and products in reasonable compliance with University standards (Web Content Accessibility Guidelines 2.0, Level AA or above); (2) provide the University with an Accessibility Conformance Report detailing the product's current accessibility according to WCAG standards using the latest version of the Voluntary Product Accessibility Template (VPAT); (3) if accessibility issues exist, provide a "roadmap" plan for remedying those deficiencies on a reasonable timeline to be approved by the University; (4) promptly respond to assist the University with resolving any accessibility complaints and requests for accommodation from users with disabilities resulting from Supplier's failure to meet WCAG guidelines at no cost to the University; and (5) indemnify and hold the University harmless in the event of any claims arising from inaccessibility. When installation, configuration, integration, updates, or maintenance are provided, the Supplier must ensure these processes are completed in a way that does not reduce the original level of WCAG conformance. If at any point after procurement it is determined that accessibility improvements need to be made in order to comply with the WCAG standards, the Supplier agrees to work with the University to remedy the non-compliance by submitting a roadmap detailing a plan for improvement on a reasonable timeline. Resolution of reported accessibility issue(s) that may arise should be addressed as high priority, and failure to make satisfactory progress towards compliance with WCAG, as agreed to in the roadmap, shall constitute a breach of contract and be grounds for termination or non-renewal of the agreement.</p> <p><input checked="" type="checkbox"/> Acknowledged</p>
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1 8	<p>Data Breach</p> <p>Review and complete the attached Data Breach Addendum.</p> <p><input checked="" type="checkbox"/> Acknowledged</p>
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9

PCI Compliance

Respondents must include the following as Response Attachments:

- Valid SAQ form

Acknowledge below that your company will take responsibility for your merchant environment.

Acknowledged

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Background Information

University Background - The University of Missouri has provided teaching, research and service to Missouri since 1839. It was the first publicly supported institution of higher education established in the Louisiana Purchase territory. Today, the University of Missouri is one of the nation's largest higher education institutions with more than 73,000 students, 28,000 faculty and staff on four campuses, an extension program with activities in every county of the state, comprehensive distance learning services and an extensive health care network.

City of Columbia Background - Columbia, Missouri is the county seat of Boone County and home to the University of Missouri. Founded in 1821, it is the principal city of the five-county Columbia metropolitan area. It is Missouri's fourth most-populous and fastest growing city, with an estimated 123,180 residents in 2018.

2
1

Scope of Work

The University of Missouri seeks responses for a Shared Transportation (primary scooter/secondary bike share) program. The goal of this project is to give students, staff and visitors the option to use an alternative mode of transportation (scooters/bikes) to travel across the campus to include core campus and downtown facilities and within the City of Columbia, Missouri community, efficiently and safely. Such service will provide user with a low-cost alternative transportation option. The University of Missouri prefers to hire a contractor that is already fully developed and used by an existing client base, but which can be customized to meet our specific needs. At this time, we are not interested in supporting the development of a fully custom-built system.

Definitions

- “Allotment” shall mean the maximum number of permitted Small Vehicles that a Permittee is allowed to have available at any single point in time per day.
- “Application Programming Interface (API)” shall mean a set of functions and procedures allowing the creation of applications that access the features or data of an operating system, application, or other service.
- “Applicant” shall mean an entity that formally applies for the Shared Scooter permit but has yet to obtain a permit.
- “Awarded Supplier” shall mean the entity owning the Active Transportation, its agents, contractors (including independent contractors) and every individual or entity retained by the Awarded Supplier to plan, gather, monitor or maintain the Awarded Supplier's Small Vehicles. It shall also mean a person, company, sole proprietorship, partnership, association, corporation, or governmental or nonprofit agency that is the named holder of a permit to operate a Shared Active Transportation Operation under this Rule. This term includes any employee, agent, or independent company hired by the permit holder.
- “Director” shall mean Director of MU Parking & Transportation Services
- “Extreme Weather” or “Inclement Weather” shall mean severe or unseasonal weather that may put users at risk. Conditions may include but are not limited to snow events or icy conditions.
- “Fleet” shall mean all of the Awarded Supplier's small vehicles in operation within MU's and the City of Columbia jurisdiction boundaries at any one time.
- “Frontage Zone” shall mean the area adjacent to the property line where transitions between public sidewalk and the space within building occurs.
- “Furnishing Zone” shall mean that portion of the sidewalk used for street trees, landscaping, transit stops, street lights, and site furnishings.
- “Geofence” shall mean a virtual geographic boundary, defined by GPS or RFID technology that enables software to trigger a response when a mobile device enters or leaves a particular area.
- “No Parking Zone” shall mean a designated area or areas in which Small Vehicles may not be left at the conclusion of usage event.
- “No Ride Zone” shall mean a designated area or areas in which Small Vehicles may not be operated, whether through signage or control of the Small Vehicle via GPS positioning.
- “Parking Zone” shall mean a designated area or areas in which Small Vehicles are required to be left at the conclusion of the usage event.
- “Rider” shall mean any person using the Small Vehicle.
- “Right-of-Way” shall mean a general term denoting land, property or the interest therein, usually in the configuration of a strip, acquired for or devoted to transportation purposes. When used in this context, right-of-way includes the roadway, shoulders or berm, ditch and slopes, extending the right-of-way limits under the control of the state or local authority
- “Shared Active Transportation” shall mean a dock less network or system of Small Vehicles, placed in public right-of-way and for rent in short-term increments that provides increased mobility options over short distances.
- “Shared Active Transportation Operation” shall mean Awarded Supplier's Shared Active Transportation as well as any incidental use or patronage thereof.
- “Small Vehicle” or “Small Vehicles” shall mean dock less scooters, e-scooters, skateboards, bicycles, e-bikes, or other small wheeled vehicles designed specifically for shared-use and deployed by the Awarded Supplier.
- “Throughway Zone” shall mean the portion of the sidewalk for pedestrian travel along the street.

**2
3 Requirements**

The rules and regulations for a Shared Transportation program on the University of Missouri (MU) campus and in the City of Columbia, Missouri are defined below. The operation of Shared Transportation is a privilege, not a right. A Shared Transportation Operation must be approved through this RFP process and must meet the following requirements to operate or offer Shared Transportation on the MU campus and in the City of Columbia. Awarded Supplier shall:

- Obtain a permit and satisfy all requirements of the permit, and pay all fees pursuant to Section 9 of this Rule
- Obtain and maintain insurance pursuant to Section 8 of this Rule
- Have an approved data-sharing agreement
- Have an approved privacy policy
- Submit a safety history report from all other cities in which the Applicant provides or has provided Shared Transportation
- Submit a copy of their User Agreement
- Conduct a successful test of established geo-fences with MU staff and City
- Provide evidence of financial stability

Failure to comply with these Requirements, City ordinance, state law, and permit conditions is subject to suspension or revocation of the Shared Transportation Operation Company's permit by the Director.

**2
4 Deployment and Size of Fleet**

Company must coordinate with University and the City regarding their fleet launch and schedule. Company shall begin operations in Columbia, Missouri corporate limits with a Fleet of five hundred (500) small vehicles. During the term of this Agreement, Company may not reduce the size of its Fleet below four hundred (400) Small Vehicles without written notification to MU and City, provided at least seven (7) days before the reduction is to occur. Company shall not increase the size of its Fleet beyond five hundred (500) Small Vehicles without the approval of MU and the City. However, MU and City, may deny a request to increase the Fleet size as described herein if in their sole discretion they determine that an increase would not be in the best interest of the public health, safety, or welfare.

A minimum of one-hundred fifty (150) Small Vehicles will be allowed on the MU campus initially. Additional Small Vehicles will be allowed only after it has been approved by the MU campus.

Small Vehicles must each have a unique identification number.

**2
5 Safety**

Company shall establish a program to offer helmets to riders at a discounted price, including offering the helmets for free. Such program may be directly from the Company or delivered in conjunction with existing MU stores or City bike stores.

**2
6 Communication Requirement**

MU Parking & Transportation must review and approve all communications with the customers in Columbia including emails, advertisements, and any app messages the company sends out.

**2
7 Detailed Specifications**

Please read and acknowledge understanding the attached Detailed Specifications located on the Bid Attachments tab.

Acknowledged

**2
8 MANDATORY REQUIREMENTS**

Respondents must meet all Mandatory Requirements in this section in order to continue with a response to this Request for Proposal. Any Respondent that does not meet all the following requirements will be removed from further consideration. Respondents must provide a written, affirmative response to each of the criteria stated below and provide substantiating information to support your answer.

2 **Mandatory Requirement #1**

Describe the proposed vehicle equipment in detail. Include the type and specifications of all vehicles to be deployed, including safety features, user amenities (if any), accessibility features, color scheme and company logos, and any other relevant design information.

Confirm and provide substantiating information to support your answer.

Yes

3 **Mandatory Requirement #1 Substantiating Information**

By bringing to MU and the City of Columbia a multimodal fleet of the industry's leading e-scooters (Bird Three) and e-bikes (Bird Bike), Bird will be able to offer riders more car-free options—with our e-scooters supporting shorter first- and last-mile trips and our e-bikes fulfilling longer journeys that result in a decrease in traffic congestion and improved air quality for all. Safety Features: Bird Three and Bird Bike feature a wide range of safety features, including: Vehicle Location System delivers precise and close to real-time device location. When coupled with our devices' ability to store geofences (including no-ride, no-parking and slow zones) via an onboard computer, it enables us to enforce geofences and govern safe riding behavior within 0.3 to 0.5 seconds. VPS Parking Technology - Through a partnership with Google Maps and Imaging Services, Bird's VPS uses 3D city mapping and sophisticated AI to direct riders to approved parking locations ensuring either the scooter or bike is parked within 10cm of a designated parking spot before enabling the rider to end their ride. Digital Display and Audible Alerts inform riders both visually and audibly when entering a geofence in real time. Bird has used this technology to collaborate with cities across the world and comply with their unique riding and parking requirements. State-of-the-Art Vehicle Diagnostics System constantly monitors vehicle conditions. Our vehicles are equipped with over 200 sensors. Functioning much like the next generation of automobile check-engine lights, the sensors on our Bird 3's instantly detect and flag vehicle service issues in real time, enabling our mechanics to more easily and rapidly address concerns before they become a safety hazard. Impact-Resistant, Multi-Material Chassis made from aerospace-grade aluminum, which provides best-in-class durability. It has been Independently tested to withstand more than 60,000 impacts. Anti-Tip Kickstand enables our devices to stand upright on any surface and is resistant to winds up to 40+ mph thanks to a center-mounted, dual kickstand. Tip Detection alerts our team if a device has been left (intentionally or unintentionally) on its side. Once we have been alerted that a vehicle is tipped over, we adjust and properly rework the vehicle immediately. Since implementing this technology, Bird has seen a 98% reduction in complaints related to tipped devices. Extended Chassis (Bird Three) measures 25"—intentionally longer than any other shared scooter currently in operation. This not only increases riders' comfort and stability at any speed, but increases accessibility by allowing for the greatest variety of potential rider sizes. User Amenities: Bird Bike features a basket that enables users to store items while riding. Accessibility Features: Our engineering team designs Bird vehicles to be safe, approachable and operable by large segments of the population. Bird's scooters have best-in-class steering geometry that places the axis of steering ahead of the wheel contact patch to utilize the "caster effect" for stabilization on uneven surfaces or against sudden movements. This steering function along with our wide handlebars, spacious footboard, low center of gravity, and large air-filled tires make our vehicles accommodating to all riders. In addition, by diversifying our fleet beyond standing e-scooters, we widen our appeal to a broader audience. For example, Bird E-Bike's step-through frame supports sit-down operation and universal accessibility for populations with limited mobility, and also features a large basket as a safety and rider benefit. Color scheme: Bird Three is blue and silver. Bird Bikes are blue and black. Company Logos: All devices clearly feature the Bird logo and a company contact decal. Please see Exceeding Minimum Qualifications (1) starting on Page 68 of our supplemental RFP document titled RFP 2024, University of Missouri for more vehicle specs and images of both our e-bikes an

3 **Mandatory Requirement #2**

Describe your company's experience, date founded and ownership. Has the firm experienced a significant change in organization structure, ownership or management during the past (3) three years? If so, describe.

Confirm and provide substantiating information to support your answer.

Yes

3
2 **Mandatory Requirement #2 Substantiating Information**

Bird was founded in 2017 with a mission to transform urban mobility by providing a sustainable and accessible alternative to car travel. We leverage a user-friendly app to facilitate our services, focusing on reducing car trips and promoting shared mobility. While technology plays a critical role in our operations, we identify primarily as a partnership-oriented organization committed to advancing public safety, sustainability, and accessibility. Our ownership comprises a blend of original founders and new investors who have joined over the years to support and expand our vision. Together, we have consistently demonstrated our commitment to improving urban transport through innovative solutions and strong community partnerships. Bird's company's balance sheet and financial position has never been stronger thanks to the unwavering support from our key investors (Apollo, MidCap Financial, etc), city partners (e.g. Kansas City, Nashville, the University of Kentucky), and our hard working teams. In December 2023, Bird received over \$25 million in new financing to reorganize, make operational changes, and cover existing obligations. We are happy to share that we have successfully completed a restructuring of our business and strengthened our balance sheet for the years ahead, as Bird is now a wholly-owned subsidiary of Third Lane Mobility, Inc (parent company), whose investors are all longstanding investors in Spin, including MidCap Financial, Apollo, Relay Ventures, and others. We are fortunate to be backed by several deeply committed investors in Canada, including John Bitove, the owner of the Toronto Raptors and Toronto Maple Leafs sports franchises. Over the last six months Bird has continued to expand its operational footprint into new cities (e.g. Greensboro, the University of North Carolina at Greensboro, Corpus Chrisit) and grow our deployed fleets in cities across the country. In fact, Bird is now the largest scooter provider in Nashville, Memphis and both Kansas City and Knoxville, where Bird is the sole operator serving those cities. As we look ahead, We are excited to build upon these recent achievements and continue to make meaningful investments in high priority areas, including our proposed mobility service at MU and in Columbia.

3
3 **Mandatory Requirement #3**

Provide contact information for local representative, include staffing plan and team responsibilities. Provide hours of customer service and field support.

Confirm and provide substantiating information to support your answer.

3
4 **Mandatory Requirement #3 Substantiating Information**

Contact Information for Local Representative Name: Adam Davis Title: Principal Manager, Government Partnerships Email: adam.davis@bird.co Phone: 573-508-9508 Staffing Plan and Team Responsibilities Government & University Partnerships Leadership Adam Davis Responsibilities: Primary liaison for Bird at Mizzou and with the City, managing daily communications, overseeing invoicing, handling contract renewals, coordinating event logistics, and addressing complaints. Operations Leadership Pete Veach, General Manager Responsibilities: Oversees fleet operations, rider experience, and compliance across multiple states, including Missouri. Team Members: Kody Marion, Regional Operations Manager Oversees local operations and partners on all aspects of operations, ensuring smooth and efficient programs. Vehicle Associate Responsibilities: 24-hour point of contact for all Fleet Managers, setting KPIs and SLAs, and ensuring compliance with MU and City regulations. Fleet Manager and Support Staff Fleet Manager Responsibilities: Deploys, rebalances, and collects Birds for charging or maintenance. Fleet Manager Support Staff Responsibilities: Supports operations, typically involving 5-10 local employees to handle deployment, rebalancing, and maintenance tasks. For more information and extended discourse on the MU and Columbia team, please see Detailed Specifications, Monitors (1.iii) starting on page 23 of our RFP 2024 - University of Missouri document which we uploaded to supplemental information. Hours of Customer Service and Field Support Customer Service Hours: Monday to Friday: 8:00 AM - 8:00 PM Saturday: 9:00 AM - 5:00 PM Sunday: Closed Field Support Hours: Monday to Sunday: 6:00 AM - 10:00 PM Substantiating Information Operational Efficiency Bird's operations in Columbia are managed by a team of experienced professionals and local Fleet Managers. The staffing plan ensures that all aspects of vehicle deployment, rebalancing, maintenance, and customer support are covered efficiently. Community Engagement The Government & University Partnerships Leadership team, led by Austin Marshburn, John Lankford, and Adam Davis, ensures robust relationships with local stakeholders and addresses community needs. They work closely with university staff, elected officials, and community leaders to maintain strong partner relations and support local initiatives. Local Employment Bird employs up to 10 local individuals through its Fleet Manager program, providing economic opportunities and contributing to the local job market. Fleet Managers are operational experts who deploy, rebalance, and maintain vehicles, ensuring high service quality and compliance with local regulations. Dedicated Support The Engagement Manager, Shayne Maupin, provides 24-hour support to Fleet Managers, ensuring they meet KPIs and SLAs and comply with all local rules and regulations. Regular check-ins and performance reviews help maintain high operational standards. Contact and Responsiveness Adam Davis serves as the primary point of contact for all partnership-related matters, ensuring timely responses to any issues or concerns. The local team's structure allows for swift resolution of operational challenges and continuous improvement in service delivery. Summary Bird's comprehensive staffing plan and dedicated local team ensure reliable and efficient micromobility services in Columbia. With a focus on community engagement, operational excellence, and local employment, Bird is committed to providing high-quality transportation options while supporting the local economy and meeting the needs of the university and city. For more information and extended discourse on our response time, operational efficiency and commitment to local outreach and employment please see Detailed Specifications, Inclement Weather Plan (1.viii) starting on page 33 through our Time for Corrective Actions starting on page 49 (1.Xiii) of our RFP 2024 - University of Missouri document which we uploaded

3
5 **Mandatory Requirement #4**

Provide your geo-fencing capabilities, and the ability to adjust geo-fencing within 24 hours of request.

Confirm and provide substantiating information to support your answer.

3
6 **Mandatory Requirement #4 Substantiating Information**

Our geo-fencing capabilities are robust and integral to our service. We use advanced technology to create virtual perimeters in specific urban areas, which allows us to manage and regulate the usage of our devices effectively. This technology ensures that our vehicles are only used in approved zones and parked in designated areas, enhancing safety and compliance with local regulations. We are fully capable of adjusting our geo-fencing parameters within 24 hours of receiving a request. This agility allows us to respond promptly to changes in municipal requirements, special events, or any emergent situations requiring immediate adjustments to our service areas. Our team is equipped with the necessary tools and expertise to implement these changes swiftly, ensuring minimal disruption to our service and maintaining alignment with our partners' needs and city regulations.

Geofence - Bird was the first operator to introduce geofencing for shared electric micromobility and continues to use that experience to bring our industry-leading technology to every market we serve. We developed our solution in collaboration with our city partners to ensure safe and compliant operations across the world. Our global experience, combined with technological advancements to improve accuracy and responsiveness, has set the industry benchmark for real-time location-based fleet management and compliance. We will employ and maintain geofencing in all areas specified by MU and the City, and we understand these requirements may be updated at any time. Our latest geofencing technology will continue to benefit the University of Missouri in the following ways:

Location Accuracy - For geofencing to work effectively, each zone must be drawn and virtually mapped—based on local rules. However, existing GIS and satellite imagery often prove unreliable for zone creation due to lens distortion, image warping, and tectonic plate movement. Our new process solves for this by calculating the offsets and rotations caused by those factors and comparing those values with GPS locations of nearby real-life landmarks to adjust the individual geofence boundary and create maps that are accurate to within 10 centimeters. These high-accuracy maps are then uploaded over the air to the vehicles' embedded computers.

No-Ride Zones - These geofences are highlighted black in our app. As a rider approaches a no-ride zone, such as Stephens Lake Park, they are alerted that their speed will be reduced. The Bird then safely decelerates, coming to a complete stop to prevent the vehicle from crossing the geofence boundary.

Slow Ride Zones - These geofences are highlighted yellow in our app. Using our on-vehicle speed governor and geofencing technology, we can implement speed limits (both temporary or permanent) in different areas of a city and on specific streets. If a rider enters a slow zone, they are alerted that the vehicle's speed is about to be safely reduced.

Audible Alerts - In addition to receiving the in-app notifications pictured above, riders are audibly and visually alerted via the Bird's onboard computer when they approach a restricted zone. For example, as a rider approaches a no-ride zone, they will receive the following audio alert: "No riding in this area. Please walk your Bird." These alerts can be customized with different messages tailored to MU; for example, "There is no riding at Memorial Stadium."

No Park Zones - These geofences are highlighted red in our app and prevent riders from parking in specific areas. If a rider enters a no-parking zone, they are alerted that they will not be able to end their ride until they are outside of the restricted area.

VPS Parking - Through a partnership with Google Maps and Imaging Services, Bird's VPS uses 3D city mapping and sophisticated AI to direct riders to approved parking locations ensuring either the scooter or bike is parked within 10cm of a designated parking spot before enabling the rider to end their ride. This ensure

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7 **DESIRABLE CRITERIA**

It is the Respondent's responsibility to supply sufficient and complete information for a full evaluation of all items listed in the Desirable Criteria section, including detailed explanations. If additional space is needed, make note for each desirable criteria and include in the Response Attachments. Do not include financial information in this section.

Desirable Criteria #1

Describe your plan for ensuring individual customers comply with state and local laws, as well as University requirements.

To ensure individual customers comply with state, local laws, and university requirements, we have developed a comprehensive compliance plan that includes the following strategies: **Education and Awareness:** We provide clear and accessible information about local regulations and university policies through our app and website. Before using our service, customers are required to go through an educational module that highlights important legal and safety guidelines. **Geo-fencing Technology:** Our advanced geo-fencing technology restricts the use of our devices to predefined areas in compliance with local and university-specific regulations. This technology also enforces speed limits and parking restrictions in sensitive or restricted zones. **Real-Time Monitoring:** Our operations team monitors usage patterns and compliance in real-time, allowing us to address any violations promptly. This includes implementing temporary geo-fences or adjustments in response to specific events or ongoing compliance issues. **Partnerships with Local Authorities and Universities:** We collaborate closely with local authorities and university administrations to ensure our service aligns with their specific requirements and policies. Regular meetings and updates allow us to stay informed about changing laws and expectations. **Penalties and Incentives:** We employ a system of penalties for non-compliance, such as fines or suspension of service, alongside incentives for adhering to regulations, such as discounts or loyalty rewards. **Feedback Mechanism:** We encourage feedback from the community and local officials, which helps us identify areas of concern and improve our compliance strategies. By implementing these measures, we aim to promote a culture of responsibility and legal adherence among our customers, ensuring a safe and compliant use of our services.

Desirable Criteria #2

Provide information on the vehicle communications, location systems, capabilities, system data collection details and tracking system to be used. Include the functionality and features of software and operations management system(s).

Efficient Communication - Our devices' onboard "brain" can store over 25,000 geofences per city, allowing for highly accurate detection and enforcement within 0.3-0.5 seconds. First-generation systems used by other operators require their vehicles to communicate with the cloud to determine geofence permissions, resulting in a lag time of up to 30 seconds, during which an [e-scooter/e-bike] going 15 mph will travel nearly 200 yards into a geofenced zone. On-Vehicle Visual and Audio Geofence Alerts - Once our best-in-class technology alerts us that a rider has touched a geofence, they begin to receive in-app messaging alerting them of entering a no-ride, slow or no-park zone. In addition to this, the riders are audibly and visually alerted by the vehicle they're riding via Bird's onboard computer when they approach a restricted zone. For example, as a rider approaches a no-ride zone, they will receive the following audio alert: "No riding in this area. Please walk your Bird." These alerts can be customized with different messages tailored to MU; for example, "There is no riding near Memorial Stadium on gameday." Proprietary Vehicle Location System (VLS) - Our latest devices are equipped with the industry's most reliable and precise location system that can track a device within 10 centimeters of accuracy. VLS uses a proprietary sensor fusion microchip (see below) which Bird engineers developed in collaboration with u-blox, a leader in GPS/GNSS positioning solutions. Whereas standard GPS receivers found in other operators' devices only connect to approximately four satellites, Birds leverage 114 active satellites. This broader range of signals results in a more reliable and accurate location determination. Maintenance Diagnostic Communications from the Vehicle - Bird utilizes AI maintenance diagnostics, leveraging image recognition algorithms to analyze riders' end-of-ride photos and detect issues like dirty, vandalized (e.g., graffiti), or damaged devices. The system then automatically generates a notification and alerts the nearest field team member to address the device. We also train AI algorithms to detect and classify the identified issues based on predefined criteria. For example, distinguishing between different levels of dirtiness or types of damage enables our local team to prioritize maintenance tasks based on severity or urgency. Data Collection - In every city and university where we operate, we share the most transparent and robust data to support the needs of local officials and city planners. Bird is one of the few operators to provide cities with real-time access to data feeds, ensuring transparency and accountability in our service. Mobility Data Specification APIs: Governed by the OMF, these APIs are closed, tokenized feeds that provide detailed information about our device movements throughout the day. They include detailed route data for each trip and device status changes as defined by the specification. The MDS APIs offer a comprehensive view of the data needed to engage in meaningful transport planning, such as trip length, start and end time, route and vehicle status. Bird has actively contributed to the development of MDS, both as a member of the technical council and through contributions to the codebase. Ingesting MDS and turning raw data into information requires software and data science expertise. If MU and Columbia do not have this expertise in house, Bird has partnerships with Populus and Ride Report, which provide software-as-a-service (SaaS) products that are specifically designed to turn MDS raw data into actionable insights. Across the U.S., Bird has experience working with six different aggregators to provide cities with useful insights and compliance measurement. Data Dashboard: Bird's easy-to-use Dashboard will enable MU to monitor the system's well-being and see what is happening in their service area without resorting to MDS APIs, should they choose.

40 Desirable Criteria #3

Provide details of the warehouse/operational center that will be set up, and details for the vehicle charging plan that will be implemented.

Warehouse and charging - Bird operates via our warehouse in Columbia, MO. To support these operations, we utilize our existing service center site plan, an image of which can be found in our Supplemental information titled "Columbia Site Plan". Bird will store all vehicles that are out of service at our Columbia service center. This local warehouse includes specific areas for each type of activity, including charging, inspection, repair and cleaning, as well as designated space to separate and quarantine potentially malfunctioning batteries from other devices or personnel. We also use color-coded lines painted on the floor to designate various working zones within the warehouse, as well as our "test track", used to test every single vehicle prior to deployment. Bird uses a standardized layout for our service centers, designed to exceed the highest levels of health and safety in the industry. As can be seen below, the layout—which we deploy in all our cities throughout the country—is designed to ensure maximum efficiency and quality in all our inspection and repair processes. Given our extensive operating experience, we have detailed processes for spare parts stocking ratios, mechanic ratios, and quality assurance inspections, in order to ensure that our vehicles are repaired and redeployed efficiently. Additionally, in all our local service centers, we stock a significant quantity of spare parts to ensure our fleet of e-scooters and e-bikes can be serviced efficiently and redeployed for our riders. In-Field Inspections and Maintenance - Bird conducts at least one safety inspection daily on every vehicle in the field. This frequency increases if a device is flagged for review via one of the channels detailed above. Our highly qualified teams conduct minor repairs in the field to reduce our operational VMT and minimize service disruption.

41 Desirable Criteria #4

Describe your plan for regular maintenance for the fleet of vehicles. Describe how vehicles are deemed unsafe. Provide information on how vehicle recalls and damaged vehicles are handled.

Plan for Regular Maintenance for the Fleet of Vehicles Regular Maintenance Plan Routine Inspections Frequency: Vehicles undergo inspections daily, weekly, and monthly. Tasks: Checking brakes, tires, lights, batteries, and overall structural integrity. Preventive Maintenance Schedule: Based on mileage and usage data. Tasks: Battery health checks, software updates, lubrication of moving parts, and thorough cleaning. Field Maintenance On-Site Teams: Field technicians perform minor repairs and maintenance on-site to minimize downtime. Rapid Response: Immediate attention to vehicles reported by users or detected through our monitoring systems. Centralized Maintenance Facilities Facilities: Complex repairs and comprehensive maintenance tasks are carried out in specialized facilities. Technicians: Staffed by trained technicians who handle extensive diagnostics and repairs. Deeming Vehicles Unsafe Detection Methods User Reports: Riders can report issues directly through the Bird app, triggering an immediate review. Automated Monitoring: Vehicles are equipped with sensors and diagnostic tools that send alerts when a potential issue is detected. Criteria for Unsafe Vehicles Mechanical Failures: Issues with brakes, steering, tires, or structural components. Electrical Failures: Battery problems, lighting issues, or malfunctioning sensors. Software Issues: GPS malfunctions, connectivity problems, or system errors. Immediate Actions Deactivation: Unsafe vehicles are remotely deactivated to prevent further use. Retrieval: Field teams are dispatched to retrieve and transport the vehicle to a maintenance facility. Handling Vehicle Recalls and Damaged Vehicles Vehicle Recalls Identification: Recalls are identified through manufacturer notifications or internal quality checks. Communication: Affected vehicles are identified, and notifications are sent to the operations team. Action Plan: Vehicles subject to recall are immediately removed from service and transported to a centralized facility for the necessary recall work. Damaged Vehicles Assessment: Field technicians assess the extent of damage during routine checks or upon user reports. Repair or Decommission: Minor Damage: Vehicles with minor issues are repaired on-site or in the central facility. Severe Damage: Severely damaged vehicles are decommissioned and sent for recycling or disposal in an environmentally responsible manner. Tracking and Documentation Records: Detailed records of maintenance, repairs, and decommissioning are maintained to ensure compliance and traceability. Reporting: Regular reports are generated to monitor the health and safety status of the fleet. By implementing this comprehensive maintenance and safety plan, Bird ensures that our fleet of vehicles remains in optimal condition, providing safe, reliable, and sustainable transportation options for all users.

Desirable Criteria #5

Outline how your company works toward sustainability. Include information on the disposal plan for vandalized vehicles.

At Bird, sustainability is at the core of everything we do. Our mission is to help create more livable cities by increasing access to eco-friendly, emissions-free modes of transportation developed specifically for shared use. We are proud to be one of the only major U.S.-based e-scooter operators not owned or funded by a car or ride-hail company, a status that demonstrates our commitment to replacing car trips with eco-conscious transportation options. Our Approach to the Environment & Sustainability

1. Take Action to Lessen Our Environmental Footprint
Emissions Reduction: We partner with global experts to measure, reduce, and avoid emissions from our operations, manufacturing, and recycling practices. Our goal is to minimize our carbon footprint throughout the entire lifecycle of our vehicles.
Green Operations: We implement the cleanest on-the-ground operations, avoiding greenhouse gases (GHGs) in the daily operations of our global business.
2. Increase the Lifetime of Our Vehicles
Durability and Longevity: By increasing the lifetime of our vehicles, we ensure that each device can be used for more miles, reducing the need for frequent manufacturing and thereby lessening manufacturing emissions.
Maintenance and Upgrades: Regular maintenance and timely upgrades help extend the usability of our scooters, contributing to fewer replacements and less waste.
3. Be a Trusted Partner for Universities & Cities Supporting Sustainability Goals: In addition to providing greener transportation options, Bird works with universities and cities to support and advance their sustainability objectives.

Mode Shift Promotion: We promote a shift away from car usage by offering a viable alternative that reduces traffic congestion and CO2 emissions.

Sustainability Goals

Goal: Become Carbon Neutral Commitment: Bird is committed to becoming carbon neutral by 2025. This voluntary commitment is part of our company-wide dedication to addressing climate change and minimizing our impact on the environment.

Goal: Support Mode Shift Away from Cars Impact: Turning car users into micromobility users helps reduce traffic congestion and lowers CO2 emissions per mile, contributing to cleaner air.

Statistics: Globally, across more than 165 million Bird rides, approximately 30% replaced a car trip, with some regions experiencing even higher mode shift rates. For instance, in Porto, Portugal, and its adjacent cities, 48% of scooter trips replaced a car trip.

Disposal Plan for Vandalized Vehicles

1. Recycling and Disposal Practices
End-of-Life Management: Bird is committed to environmentally friendly disposal of our devices. When vehicles reach the end of their life cycle or are vandalized beyond repair, we recycle or otherwise dispose of them in a manner that minimizes environmental impact.
Transparency: We provide transparency in our recycling efforts, ensuring that all components are handled responsibly.
2. Vandalized Vehicle Disposal Assessment and Salvage: Vandalized vehicles are first assessed to determine if any parts can be salvaged and reused. This helps reduce waste and extends the usability of functional components.
Recycling: Non-salvageable parts are sent to certified recycling facilities where they are processed in an eco-friendly manner. Materials such as metals, plastics, and batteries are recycled according to best practices to minimize environmental harm.

Conclusion Bird's comprehensive approach to sustainability involves continuous efforts to reduce our environmental footprint, extend the lifespan of our vehicles, and support the sustainability goals of the communities we serve. Our commitment to becoming carbon neutral by 2025, coupled with our proactive disposal and recycling practices, underscores our dedication to creating a cleaner, more sustainable future for urban transportation.

Desirable Criteria #6

Provide details for discounted price options offered. Include any qualifications for this option, alternative pricing structure, and the process for qualified users sign up for the program.

Discounted Price Options Offered by Bird 1. Bird Community Pricing Discount: Up to 70% off standard unlock and per-minute fees. Qualifications: Low-income residents. Students with Pell Grants. Senior citizens. Veterans. Employees or clients of pre-approved community-based organizations and nonprofits. Sign-Up Process: Email proof of eligibility to access@bird.co. Approval takes approximately one business day. 2. Equity Area Pricing Discount: 50% off rides in Columbia's equity areas. Qualifications: No enrollment needed; discount applies automatically. Sign-Up Process: None required. Riders are notified of the discount upon opening the Bird app in equity areas. 3. Ride Credits for Low-Income Individuals Discount: \$75,000 annually in ride credits for eligible individuals. Qualifications: Students receiving Pell Grants. Residents with an income level at or below 200% of the federal poverty guidelines. Sign-Up Process: Bird works with the City, University, and local organizations to identify eligible individuals. Promotional efforts to those who qualify are conducted through these partnerships. 4. Exclusive MU Student & Staff Reduced Fare Rate Discount: 25% off all trips on campus. Qualifications: MU students, faculty, and staff. Sign-Up Process: Use umsystem.edu email address and present University ID. 5. BIRD+ Monthly Subscription Program Benefits: First three minutes free on every ride. Free 30-minute reservations. Sign-Up Process: Subscription-based enrollment through the Bird app. 6. Department and Student Group Subscription Program Discount: Customizable ride coupons and bonus rider credits. Qualifications: University departments and student groups. Sign-Up Process: Departments and groups can purchase ride coupons for members, tailored to budget and preferences. 7. Ride Passes Options: Daily or monthly passes. Qualifications: Available to all MU and Columbia riders. Sign-Up Process: Purchase through the Bird app. Options are refined through continuous A/B testing to meet rider needs. 8. TigerCard Integration Discount: Payment convenience through TigerCard. Qualifications: MU students, faculty, and staff. Sign-Up Process: Integration pending University approval. Upon approval, TigerCard can be used directly for Bird services. 9. Special Fare Programs Examples: Free Rides for Teachers. Roll to the Polls initiative for free election rides. Qualifications: Varies based on program. Sign-Up Process: Specific promotions are announced and detailed as they are launched. Summary of Sign-Up Processes Bird Community Pricing: Email proof to access@bird.co. Equity Area Pricing: No sign-up required; automatic discount. Ride Credits: Identification and promotion through partnerships. MU Reduced Fare Rate: Use university email and ID. BIRD+ Subscription: Enroll through the Bird app. Department and Group Subscriptions: Departments and groups arrange purchase and distribution. Ride Passes: Purchase through the Bird app. TigerCard Integration: Pending approval, TigerCard can be used for payments. Special Fare Programs: Details provided upon program launch. By offering these varied and inclusive pricing options, Bird ensures that shared micromobility remains accessible and affordable for all members of the MU and Columbia communities, especially those in underserved areas and with lower incomes.

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Desirable Criteria #7

Are “slow zones” where the vehicle is restricted to a certain speed as well as no ride zones an option with your scooter/bike?

Yes, Bird offers both "slow zones" and "no ride zones" as part of our micromobility service. Geofence - Bird was the first operator to introduce geofencing for shared electric micromobility and continues to use that experience to bring our industry-leading technology to every market we serve. We developed our solution in collaboration with our city partners to ensure safe and compliant operations across the world. Our global experience, combined with technological advancements to improve accuracy and responsiveness, has set the industry benchmark for real-time location-based fleet management and compliance. We will employ and maintain geofencing in all areas specified by MU and the City, and we understand these requirements may be updated at any time. Our latest geofencing technology will continue to benefit the University of Missouri in the following ways: Location Accuracy - For geofencing to work effectively, each zone must be drawn and virtually mapped—based on local rules. However, existing GIS and satellite imagery often prove unreliable for zone creation due to lens distortion, image warping, and tectonic plate movement. Our new process solves for this by calculating the offsets and rotations caused by those factors and comparing those values with GPS locations of nearby real-life landmarks to adjust the individual geofence boundary and create maps that are accurate to within 10 centimeters. These high-accuracy maps are then uploaded over the air to the vehicles' embedded computers. No-Ride Zones - These geofences are highlighted black in our app. As a rider approaches a no-ride zone, such as Stephens Lake Park, they are alerted that their speed will be reduced. The Bird then safely decelerates, coming to a complete stop to prevent the vehicle from crossing the geofence boundary. Slow Ride Zones - These geofences are highlighted yellow in our app. Using our on-vehicle speed governor and geofencing technology, we can implement speed limits (both temporary or permanent) in different areas of a city and on specific streets. If a rider enters a slow zone, they are alerted that the vehicle's speed is about to be safely reduced. Audible Alerts - In addition to receiving the in-app notifications pictured above, riders are audibly and visually alerted via the Bird's onboard computer when they approach a restricted zone. For example, as a rider approaches a no-ride zone, they will receive the following audio alert: "No riding in this area. Please walk your Bird." These alerts can be customized with different messages tailored to MU; for example, "There is no riding at Memorial Stadium." No Park Zones - These geofences are highlighted red in our app and prevent riders from parking in specific areas. If a rider enters a no-parking zone, they are alerted that they will not be able to end their ride until they are outside of the restricted area. VPS Parking - Through a partnership with Google Maps and Imaging Services, Bird's VPS uses 3D city mapping and sophisticated AI to direct riders to approved parking locations ensuring either the scooter or bike is parked within 10cm of a designated parking spot before enabling the rider to end their ride. This ensures that all scooters are properly parked in approved locations. Please see Geofencing starting on Page 10 of our supplemental RFP document titled RFP 2024, University of Missouri for more information on how our geofencing and parking technology can enhance the program at MU and in Columbia.

4 Fees

5 What are the fees charged to users? Include all applicable fee structures.

Standard Pricing Fee Structure: \$1 to unlock \$0.39 per minute Bird Community Pricing To ensure our service is affordable for all, Bird Community Pricing offers a 70% discount off our standard unlock and per-minute fees to specific rider groups. Eligible Groups: Low-income residents Students with Pell Grants (such as those attending MU) Senior citizens Veterans Employees or clients of pre-approved community-based organizations and nonprofits such as the American Red Cross, Second Harvest Food Bank, local urban leagues, and other similar organizations. Sign-Up Process: Riders must email proof of eligibility to access@bird.co. Approval takes approximately one business day. Bird will continue to partner with the City of Columbia and local organizations to ensure everyone has access to our service. Equity Zone Pricing Bird will continue to work with the City of Columbia to automatically discount rides in equity areas by 0%. Riders do not need to be enrolled in Bird Community Pricing to take advantage of this discount. Features: Automatic discount without registration Notification of discount upon opening the Bird app Objective: Encourage more rides in equity areas and support residents in underserved communities. Exclusive MU Student & Staff Reduced Fare Rate Our highly discounted rate for the MU community provides students, faculty, and staff with a 25% discount on all trips on campus. Eligibility: Use of umsystem.edu email address and University ID. Objective: Promote sustainable transportation among the university community. Ride Passes In Columbia, we offer a range of ride passes tailored to individual needs and city requirements. These passes are integral to increasing micromobility usage and reducing car trips for short distances. Options: Daily Passes Monthly Passes Features: Rigorous A/B testing to optimize offerings Insights into rider preferences, utilization patterns, and satisfaction levels Objective: Ensure the range of Ride Pass options meets the evolving needs of local residents and visitors. BIRD+ Our new, monthly paid subscription program offers frequent riders discounts and other benefits. Benefits: First three minutes free on every ride Free 30-minute reservations Priority support: Customer service requests from BIRD+ subscribers are tagged as priority issues in our Zendesk software, requiring immediate attention from our customer service team. Objective: Increase mode shift during commuting hours, decrease traffic congestion, and improve air quality. Free Rides for City of Columbia Staff We offer free trips on Bird devices for all city staff to encourage regular use of our service. Features: Unique promo codes to waive the full trip cost Credit card required on file (standard policy) Select city staff accounts enabled for free trips without a credit card upon request Objective: Encourage city staff to use eco-friendly transportation options. Tourist vs. Local Targeted Discounts Bird's app can determine if a rider is a Columbia resident or visitor and then send targeted incentives based on their anticipated usage of our service. Features: Residents: Pop-ups with discounts for monthly Ride Passes Tourists: One-off discount codes like 25% off their next five rides Objective: Encourage exploration of the city using sustainable and convenient transportation. Local Business Subscription Program This program encourages eco-friendly commuting via Bird by enabling local businesses to receive percentage-based discounts for their employees. Example: In partnership with local businesses, Bird can offer a 25% discount on all rides for employees using their corporate email domain. Objective: Promote sustainable commuting among local business employees. Special Fare Programs Bird regularly promotes special fare programs in response to local needs and citywide events.

Bid Lines

1 Fee to be paid to University/City, per ride

Price: Total:

Supplier Notes: Our team has designed a revenue share offer for the University of Missouri and the City of Columbus that increases based on the total number of annual rides, beginning at \$0.30 per ride. Bird's proposed per-ride fee structure is as follows: Annual Total Rides 1-50,000: \$0.30 per ride Annual Total Rides 50,001 - 75,000: \$0.40 per ride Annual Total Rides 75,001+: \$0.50 per ride Based on our ride estimates, considering historical ridership and our expanded fleet of 500 vehicles, we anticipate this revenue to be worth approximately \$40,000 to the University and City annually. This revenue-sharing model not only underscores our dedication to fostering a mutually beneficial partnership with the University and the City but also demonstrates our commitment to investing in the continued growth and development of micromobility initiatives across Columbia. We are excited by the possibility of redistributing the current fees to ensure the University and City continue to benefit from the financial reward of our service while enabling us to double down our investments with an equity focus. This includes introducing a new 70% discount for our low-income riders as well as giving away \$75,000 in ride credits each year of the permit. See Section XVI for more details.

2 Any other proposed revenue share information.

Price: Total:

Supplier Notes:

Response Total: \$75,000.30



University of Missouri

May 7, 2024 | RFP 24-1139



Cover Letter

To the University of Missouri and the City of Columbia:

On behalf of Bird and as a lifelong Tiger fan, I am pleased to present our completed RFP response to the University of Missouri and the City of Columbia for shared micromobility. As a former Columbia resident and program lead since our launch in 2021, we are proud of our record of continuously serving the MU and Columbia community as the exclusive partner. Our commitment to this community has been unwavering, as demonstrated by our consistent presence and proactive engagement with local stakeholders, students, and residents. We have dedicated ourselves to understanding and addressing the unique needs of Columbia, fostering strong relationships with both MU and Columbia program managers, and contributing positively to the community. We are excited by the opportunity to build on our partnership going forward, ensuring that our dedication remains steadfast and that we continue to provide a reliable and beneficial service to all.

Who We Are. Founded in 2017, Bird's mission is to help cities reduce car trips by providing a highly affordable, equitable, and sustainable transportation alternative. **Although we use an app to make our service easily accessible and convenient, we are not a tech company. We are a partnership-focused company that is committed to working together to advance shared mobility, public safety, and sustainability goals.** We also strongly believe in showing respect for the accessibility community and those with valid concerns regarding the safety of shared devices in dense urban areas. This is evidenced through a number of proven solutions to reduce sidewalk riding and consistently enforce proper parking, which we showcase in detail with data and performance-based outcomes throughout this proposal.

Our Record at the University of Missouri. Nothing should speak louder than our actions and established track record of serving the University of Missouri and the City of Columbia during the latest permit cycle. Specifically, we are proud to highlight the following notable achievements:



Strong Ridership: Over the course of the current permit period (2021 to Current), we are proud to share that 200,000+ trips were completed by riders on Bird scooters. During the busiest periods of the year, students and staff averaged over 2.5 trips per device per day on Bird scooters – a strong indicator of the popularity of our service.



Significant Community Investment: Since 2021, Bird has invested more than **3.5 million dollars into providing our local mobility service at the University of Missouri.** This includes a significant investment in vehicle hardware, community engagement and marketing efforts, and with \$600,000+ paid directly to the City and University through fees.



Highly Equitable & Affordable Pricing: Over the course of our operations at MU, we have been proud to offer our Bird Community equity pricing plan, which previously offered a 50% discount on all trips. As detailed below, we recognize we can do even better. We are thrilled to double-down on equity with **enhanced discounted offering (70% off!) to drive even more inclusive ridership across the entire Columbia community.** Additionally, during the previous permit period, we introduced geographic pricing which offers 50% off all rides based on the ride start. This has allowed us to increase ridership in low-income areas and make it possible for all residents to access alternative transportation.

Community Involvement: We have consistently collaborated with local organizations such as the Columbia Special Business District, the Office of Sustainability, and the Missouri Students Association to ensure our services align with community needs and goals. Our involvement in events like the Personal Safety Fair and the True/False Film Fest demonstrates our commitment to being an active and supportive community partner.

Moving Forward Together. Looking ahead, we are committed to making continuous improvements that add meaningful value to the local community to enhance affordability, access, and safety outcomes. This includes the following:



Prioritizing Affordability & Access: We recognize that pricing is a major barrier for many people who are interested in potentially using our service. In recognition of this fact, we have purposefully made our service the most affordable of any mobility operator in the region. Specifically, we are **increasing our low-income assistance program from 50% off to 70% off, as well as continuing to offer an automatic discount of 50% off in the City's Equity zones.**



Multimodal Fleet: By bringing to MU and the City of Columbia a multimodal fleet of the industry's leading e-scooters and e-bikes, Bird will be able to offer riders more car-free options—with our e-scooters supporting shorter first- and last-mile trips and our e-bikes fulfilling longer journeys that result in a decrease in traffic congestion and improved air quality for all. See below for images and detailed specifications.



NEW FOR Columbia! Lyft App Integration: We are thrilled to announce our expanded native integration with Lyft—already active through our subsidiary company “Spin” in over 40 cities nationwide—to make it much easier and more convenient for the entire community to rent our e-scooters and e-bikes. Instead of separately downloading the Bird app to rent our devices, **users will be able to select and rent a Bird within the Lyft app alongside rideshare options. Based on recent performance data in other cities, we expect this integration to boost ridership higher (20%+) and positively contribute to modeshift away from rideshare.**

We appreciate the opportunity to share our enclosed e-scooter and e-bike proposal for your review. We look forward to strengthening our partnership and enhancing our service for the entire Columbia community. If you have any questions or require any additional details, please contact me by phone at 573-508-9508 or by email at adam.davis@bird.co

Best regards,

A handwritten signature in black ink that reads "Adam R. Davis".

Adam Davis
Principal Manager, Government Partnerships

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Attributes: Deployment and Size of Fleet

Phased Deployment Plan and Fleet Size

The University of Missouri is incredibly important to Bird's story. It is the first place in the world where Bird piloted incentivized parking and the first place where Bird was able to restrict parking to bike racks effectively, utilizing fines and innovative technology to ensure compliance. We were able to achieve this through close collaboration with university officials. Since day one, the same dedicated Bird team has managed the program and handled ground operations. This consistency has allowed us to seamlessly integrate into the City of Columbia and the University of Missouri, avoiding many potential headaches and ensuring smooth and effective collaboration. This also means that it's not a launch of something new, but the growth of something that has proven to work in this community.

Looking forward, we've come a long way since those early days, and our partnership with research institutions like MU is the reason we've been able to continue to innovate with and pioneer better technologies like VPS parking technology (see page 18 for more information) and wayfinding which help users without needing to utilize excessive fines to enforce MU and Columbia rules for riders.

The solutions outlined below are the result of our extensive experience spanning seven years of collaboration with university and city partners, during which we have developed these innovative parking technologies. Consistent with our launch approach on campuses and in cities across the country, Bird is committed to a phased deployment approach that aligns with MU's service area while emphasizing safety, accessibility, and campus engagement. This approach also allows us time to reintroduce ourselves and our new multimodal fleet, especially as the University of Missouri has an influx of students each year (first-years and transfer students) who are unaware of proper usage and parking rules. Given the new vehicles, inclusive of e-scooters and e-bikes, we will continue to spend time educating students, faculty, staff, visitors, and residents on safe riding and parking practices. With our historic operational experience at MU and across Columbia and strong local regional presence, we are well-positioned to efficiently relaunch our mobility service and serve the University and City of Columbia over the next six years.

Our approach involves closely monitoring rider behavior from day one, adjusting operations to ensure compliance and address concerns promptly. We envision growth contingent on achieving set milestones, including increased parking compliance and minimized complaints, reflecting our commitment to continuous improvement. Our proposed phased deployment plan charts a gradual fleet expansion, fostering community support and adherence to safety measures. In addition, we will always ask for feedback from the local community to ensure the whole community benefits from scooters and bikes being available. For example, in 2022 we worked directly with the Columbia Special Business District Staff, and Executive Director Nickie Davis, to create parking locations in front of businesses in the downtown area upon request to drive foot traffic into stores. This resulted in a 40% increase in rides downtown with no increase in parking 311s. See the image on the right for a picture of the rider map:

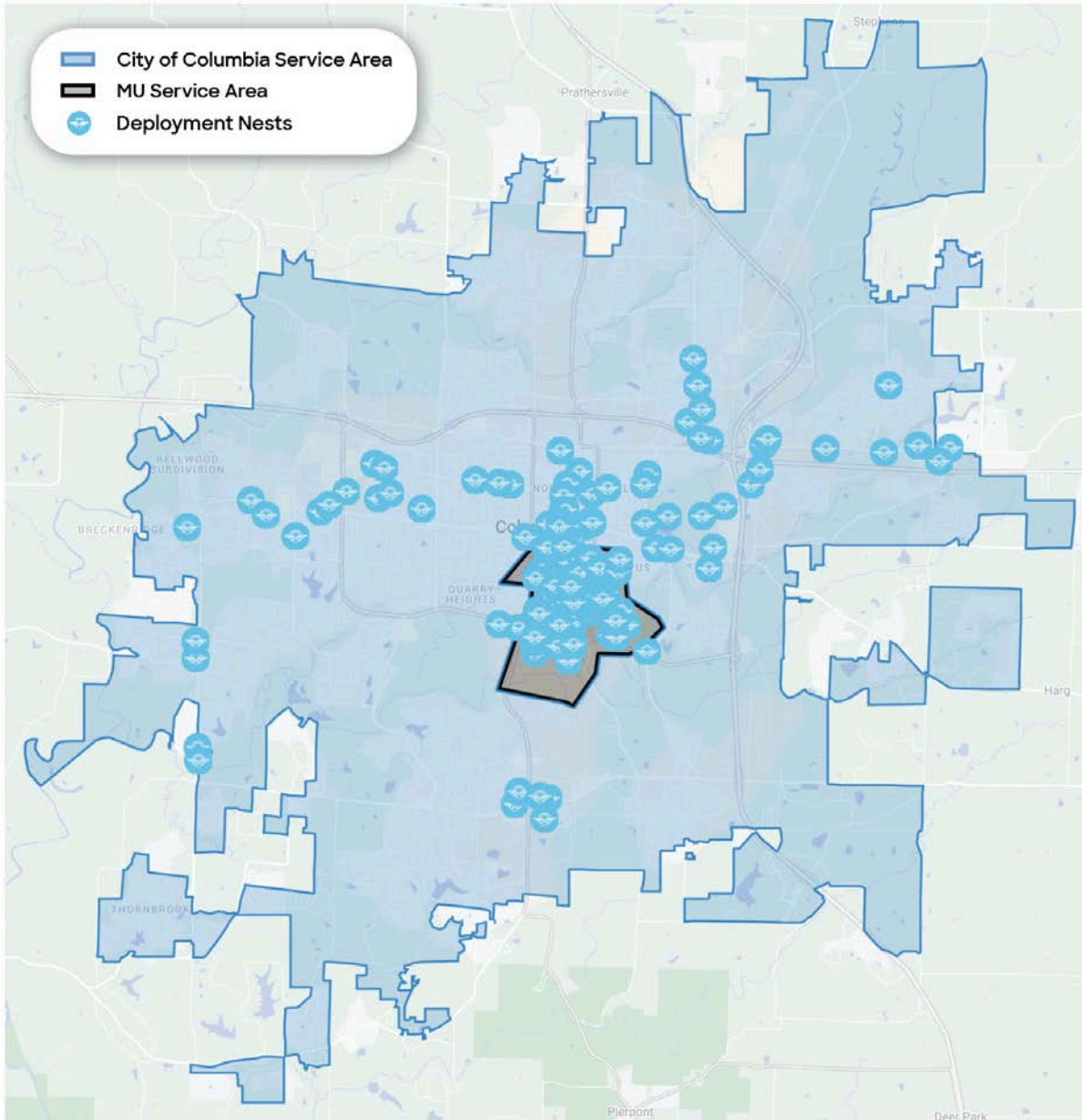


Below, see our plan for a phased rollout of our vehicles.

Expansion Phases	Performance Benchmarks & Details
<p>Phase 1 (est. June 1, 2024)</p>	<p>Fleet Size: For the initial launch, we propose to deploy between 250-300 e-scooters and 50-75 e-bikes (inclusive of maintaining a minimum of 150 devices on the MU campus). When we first relaunch, we opt for a more conservative initial fleet size to enable our local team, the University and the City to review operations, discuss feedback, and make adjustments during this first introductory phase. Specifically, we recommend evaluating the following key system milestones before increasing our deployed fleet of e-scooters and e-bikes:</p> <ul style="list-style-type: none"> • 2.5 rides per device per day (RpD) over a 1-2 -month period; • Fewer than 1 public complaint per device over a monthly period <p>That said, we are happy to expand the number of devices (including to our full requested fleet size of 400 e-scooters and 100 e-bikes) at launch if preferred by university staff. With over five years of</p>

	<p>operational experience at MU and Columbia, our team possesses an in-depth understanding of the intricacies involved in serving the campus and city effectively. As a result, we have already fine-tuned our geofences and operational procedures to ensure seamless service delivery on campus and across the city.</p>
<p>Phase 2 (est. August / September 2024)</p>	<p>Fleet Size: After the completion of Phase 1, Bird will review the performance data and partner with MU and City staff to implement program adjustments as needed. This includes gradually increasing our fleet to a target size of 400 e-scooters and 100 e-bikes (inclusive of maintaining a minimum of 150 devices on the MU campus), conditioned on meeting or exceeding agreed upon key system milestones. For example, this includes:</p> <ul style="list-style-type: none"> • A clear upward trend in ridership levels (e.g. 1.75 rides per device per day); • Few public complaints (e.g. <0.5 complaints per deployed device); <p>We will conduct detailed assessments beyond the high-level performance metrics, evaluating the necessity for adjusting vehicle numbers in specific areas to ensure we are meeting the needs of the MU and wider Columbia community.</p>

Service Area & Deployment Map



E-scooter and E-bike Deployment

Bird uses nests, which are predetermined deployment areas that have been identified by our local team as safe, attractive and convenient places to park devices pursuant to University and City regulations. For example, on the MU campus, all nests are located at existing bike racks. Each nest is allocated a maximum device capacity and photographed for our field teams to reference during staging. Please see below for more information on how we determine nest locations in Columbia. In addition, we provide all of our local team members responsible for deploying and rebalancing vehicles with mandatory

training on how and where to deploy vehicles and ensure that the team deploys along Tiger Line routes to ensure there are scooters available in proper parking locations near to campus shuttle stops. As part of this training, team members are directed to follow all local laws and regulations when using vehicles to load and unload Birds into approved parking locations.

As well, our in-house operations system (Bird AI) determines daily nest deployments and hourly rebalancing tasks. It also provides visual reminders to our on-the-ground teams on Bird's parking protocols, and enables us to conduct large-scale parking audits by requiring team members to submit photos after staging devices.



Release Enforcement | Our system informs our team how many Birds can be released into each nest based on its current capacity and any university/ city zone caps. The system does not allow unauthorized releases.



Ride Ready | When a Bird is confirmed to be in an approved area that is not at capacity, the system will enable our team to release the vehicle into the nest.

When training our team on university and city-specific rules and regulations related to parking, we also focus on the importance of maintaining accessibility and keeping sidewalks clear of devices. We require and facilitate sensitivity training for all team members to ensure they understand the concerns of individuals with disabilities. Training includes common safety concerns and explanations of how people with disabilities interact with city infrastructure; for example, how to park Birds on corners in a manner that guarantees a wide turning radius for wheelchair users.

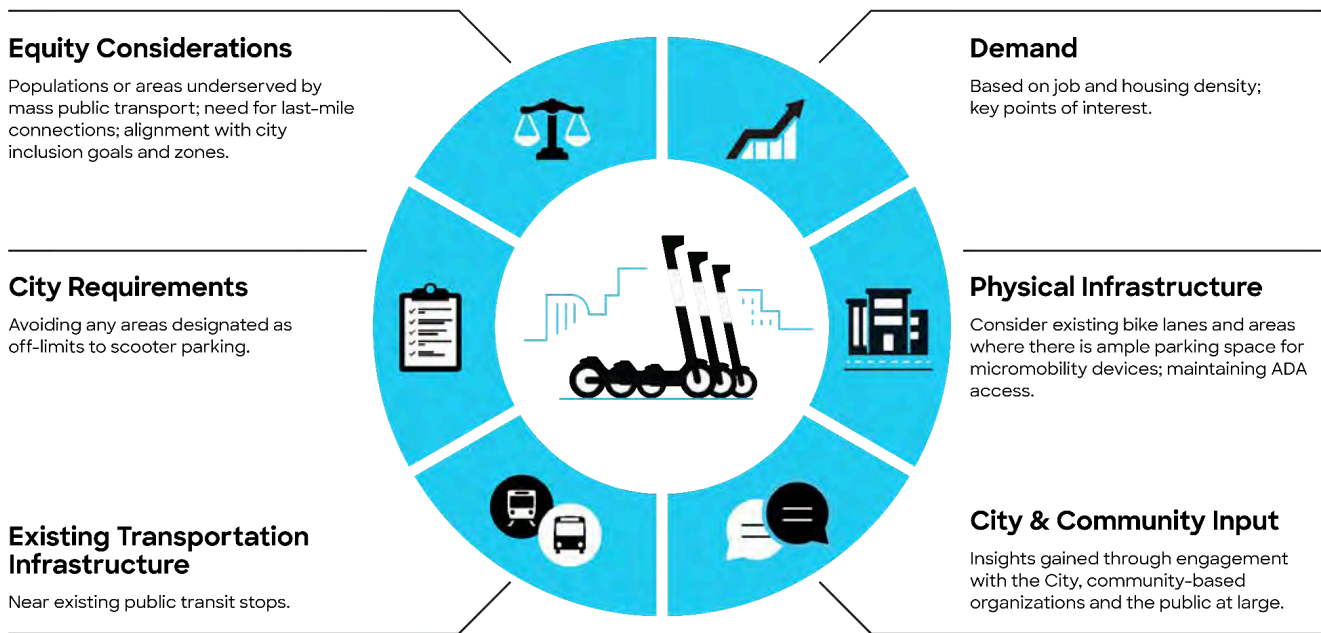
Bird Nests

As detailed above, Bird uses nests (deployment hubs) to manage the overall deployment of our fleet across the campus and city and to create compliant, designated deployment areas. We position nests to complement an area's existing transportation infrastructure while also helping to fill in its mobility gaps. Bird has a team of urban planners, data scientists and operations specialists who consider an area's particular mobility needs when creating nests.

Nests are defined much more specifically than just an intersection or block face; they are precise locations identified by our team as safe, attractive and convenient places to stage devices. When defining the specific deployment area, we consider factors such as sidewalk width, accessibility access, curb ramps, red or loading zones, transit platforms, existing street furniture and building entrances.

Defining Nests

Bird considers the following factors and data points when creating eligible nests:



For each area of the city, we calculate the number of nests needed in relation to the allocated fleet maximum and the operating area's size. As a guide, we average one nest every 500m in residential areas and <100m in high-density areas, with approximately five nests per device. We also allocate each nest a capacity of 2-5 devices; this is determined based on local restrictions like limiting the number of devices per block face and considerations related to sidewalk widths, terrain, and varying streetscapes.

Nesting Near Transit | Given public transit's vital role in affordably connecting people with opportunity, placing nests in locations that complement existing transit options is essential. As in other Bird markets, in Columbia we will continue to prioritize nests near downtown and near bus stops along key routes like the Red Route, where e-scooters and e-bikes can expand the transit catchment area into surrounding neighborhoods.

Iterating Over Time | Nests are virtual and dynamic, meaning they can be changed and repositioned at any time to best meet a community's needs. We collect feedback on nests through our many feedback channels, as well as in direct discussion with universities, cities, businesses and the community at large. Bird also supports community-scale decision-making through our "Request a Nest" campaign, encouraging residents to submit suggestions for Bird deployment locations via social media and email to ensure equitable access to our service in their neighborhoods.

Attributes: Safety

Advocating for Helmet Usage

At Bird, the safety of our riders and the communities we serve is our top priority. That is why we are committed to ensuring our riders have access to free and reduced-cost helmets, understand the rules regarding helmet usage, and provide users incentives for wearing helmets. Additionally, we provide users with comprehensive education, see **Section XI** for more information.

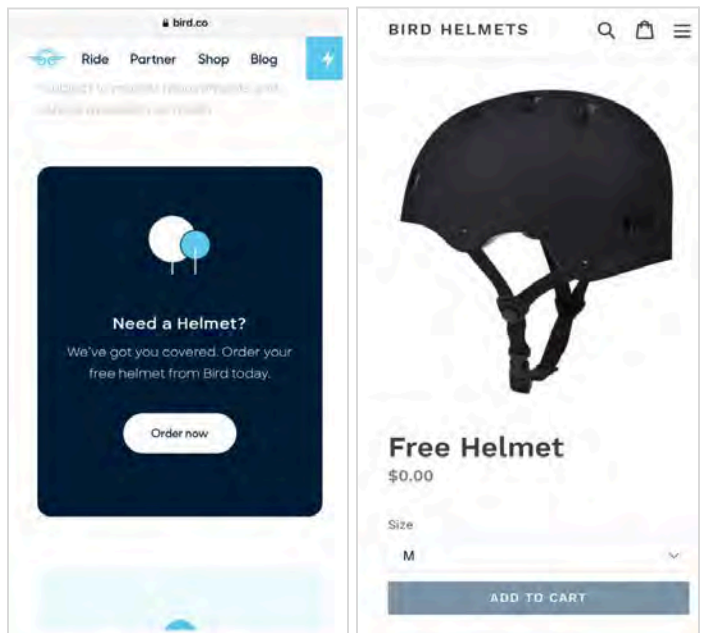
To date, Bird has already given away over 250 helmets at MU and in Columbia.
To date, Bird has given away over 90,000 helmets around the country.



Bird recognizes the important role helmets play when it comes to rider safety. We were the first shared-mobility company to spearhead a proactive helmet safety campaign, From handing out free helmets via in-person safety events and in-app giveaways to exploring new solutions like on-vehicle attachments, we ensure all riders have easy access to helmets when using our service.

Providing Access to Helmets

- **Free Helmet Orders:** Riders can request a free helmet online through our website (<https://birdhelmets.myshopify.com/>) or the Bird app.
- **Safety Marketplace:** Bird's in-app Safety Marketplace provides riders with curated and discounted safety products, including helmets and protective gear.
- **Helmet Giveaways:** Bird will give away helmets to residents and visitors at community events and safety trainings.
- **In-Field Giveaways:** Our on-the-ground teams can carry helmets while on patrol in high-use areas and distribute these to riders on the streets.
- **Direct Delivery to the City:** Bird can send MU officials helmets directly for distribution at their discretion.

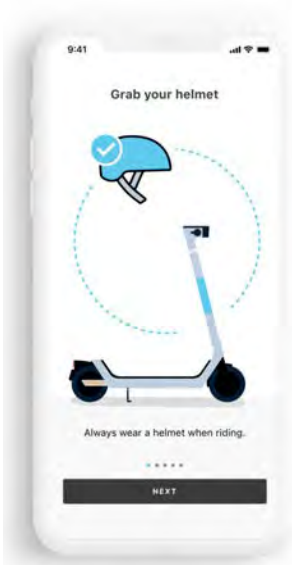


Bird's Online Helmet Order Form

Encouraging Helmet Usage

At the University of Missouri, we will encourage helmet use through our education program, in-app reminders, in-person events, and technology-based solutions like our Helmet Selfie feature (detailed below). During rider onboarding and in the "How to Ride" section of the app, we present instructional safety graphics that encourage the use of helmets. A clear

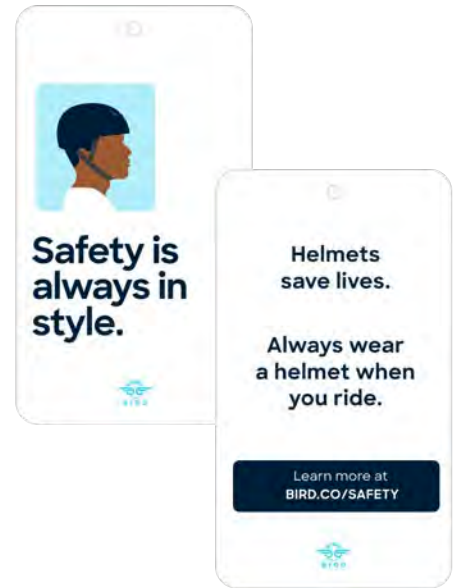
directive to wear a helmet is also visibly printed on the device itself. Additionally, helmet use is a major focus in our print, email, online and in-person safety training and messaging.



In-App Rider Onboarding



On-Vehicle Safety Decal

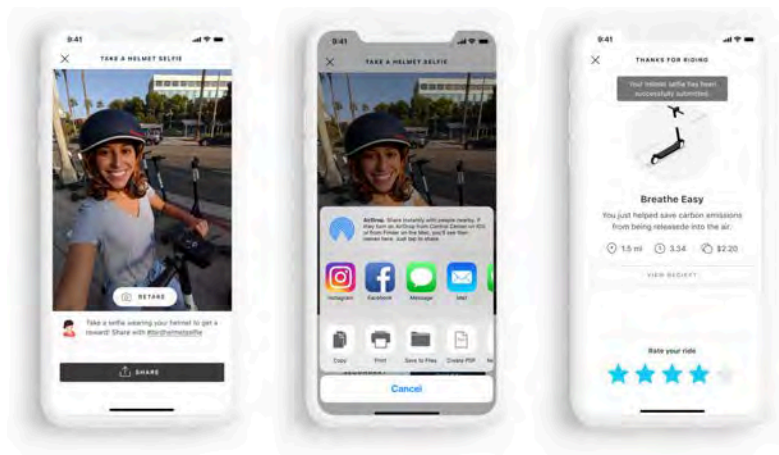


Hang Tags

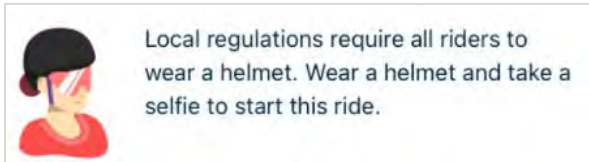
SPOTLIGHT: Helmet Selfie

Designed to improve rider safety, this feature incentivizes riders to wear a helmet. At the end of each trip, riders can be prompted to submit a selfie with their helmet on. Those wearing helmets receive rewards, like ride credits. Riders can also share their selfie via social media with #BirdHelmetSelfie to promote broader use of helmets.

Bird is also partnering with UCLA Medical Center's Dr. Tarak Trivedi to study financial incentives to increase helmet usage on UCLA's campus. This first-of-its-kind collaborative effort is a direct response to Dr. Trivedi's research, published in the Journal of the American Medical Association, which revealed a low helmet usage rate for shared e-scooter riders. Through our joint efforts, we will further refine our Helmet Selfie feature and identify additional helmet compliance strategies to introduce worldwide.



At the City's request, Bird can make our Helmet Selfie mandatory and use the feature to require riders to confirm helmet usage before starting their ride. Verified in real time, riders not wearing helmets in their selfie must retake their photo with a helmet on in order to proceed with the rental. Our machine-learning technology can recognize the difference between someone wearing a baseball cap or holding a helmet and someone properly wearing a helmet, thus effectively preventing riders from attempting to cheat the system.



In-App Message Highlighting Mandatory Helmet Usage



In-App Message Requiring Rider to Retake Helmet Selfie

DETAILED SPECIFICATIONS

I. Geofence

Bird was the first operator to introduce geofencing for shared electric micromobility and continues to use that experience to bring our industry-leading technology to every market we serve. We developed our solution in collaboration with our city partners to ensure safe and compliant operations across the world. Our global experience, combined with technological advancements to improve accuracy and responsiveness, has set the industry benchmark for real-time location-based fleet management and compliance. We will employ and maintain geofencing in all areas specified by MU and the City, and we understand these requirements may be updated at any time. Our latest geofencing technology will continue to benefit the University of Missouri in the following ways:



Mitigate
collision risk
to pedestrians



Prevent
e-scooter/bike access
to prohibited areas



Enforce
parking
compliance

Bird's latest geofencing system is built upon three core pillars, including **onboard maps**, **hyper-accurate map data**, and **the industry's most precise device location system**, to provide the fastest and most accurate enforcement of no-ride, no-parking and slow zones in the industry.

ONBOARD MAPS

Bird's geofences are applied and stored at the vehicle level via our devices' onboard computer to mitigate any cloud-based delay.

Efficient Communication | Our devices' onboard "brain" can store **over 25,000 geofences per city**, allowing for highly accurate detection and enforcement **within 0.3-0.5 seconds**. First-generation systems used by other operators require their vehicles to communicate with the cloud to determine geofence permissions, resulting in a lag time of up to 30 seconds, during which an [e-scooter/e-bike] going 15 mph will travel nearly 200 yards into a geofenced zone. By enforcing geofence boundaries in a fraction of a second, our system increases rider and pedestrian safety while ensuring compliance with city rules and regulations.



Other systems

30 seconds

MAP DATA: SUB-METER ACCURACY

Our new process factors in real-world conditions and variables to ensure hyper-accuracy.

Precise Mapping Technology | For geofencing to work effectively, each zone must be drawn and virtually mapped—based on local rules. However, existing GIS and satellite imagery often prove unreliable for zone creation due to lens distortion, image warping, and tectonic plate movement. Our new process solves for this by calculating the offsets and rotations caused by those factors and comparing those values with GPS locations of nearby real-life landmarks to adjust the individual geofence boundary and create maps that are **accurate to within 10**

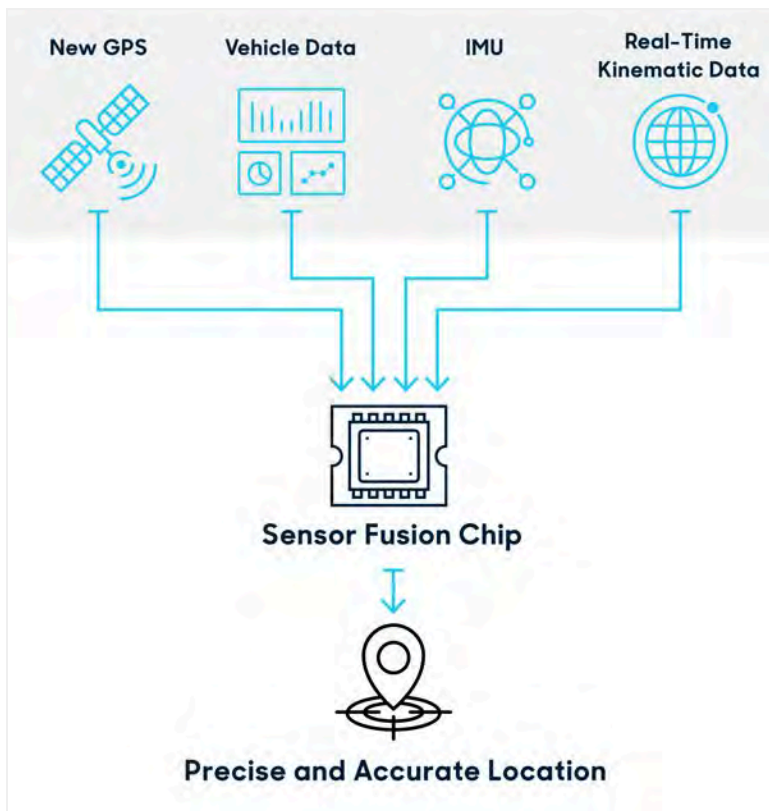
Bird's geofencing technology has been proven successful in our operations globally, from parks and school zones to highly sensitive areas like the Vatican and U.S. military bases.

centimeters. These high-accuracy maps are then uploaded over the air to the vehicles' embedded computers.

LOCATION ACCURACY

Our VLS technology ensures cities know the location of our vehicles, within 10 centimeters at all times.

Proprietary Vehicle Location System (VLS) | Our latest devices are equipped with the industry's most reliable and precise location system that can **track a device within 10 centimeters of accuracy.** VLS uses a proprietary sensor fusion microchip (see below) which Bird engineers developed in collaboration with u-blox, a leader in GPS/GNSS positioning solutions. Whereas standard GPS receivers found in other operators' devices only connect to approximately four satellites, Birds leverage 114 active satellites. This broader range of signals results in a more reliable and accurate location determination.



Multiple, Redundant Data Sources |

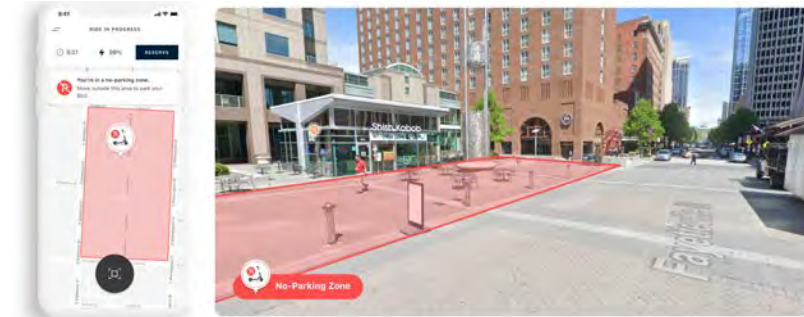
For standard GPS to work effectively, the location chip on a device needs to “see” a GPS satellite. Interference can be caused by obstructions like inclement weather or large buildings, resulting in an urban canyon effect that dulls or blocks the GPS signal. To address this, we designed our sensor fusion chip to utilize multiple data sources—GPS, vehicle data, Inertial Measurement Unit (IMU), and real-time kinematic data—so **the system can continue operating properly even if one or more components fail**, ensuring location accuracy in even the most challenging environments.

GEOFENCING CAPABILITIES

Our advanced geofencing enables us to remotely establish safety zones across Columbia within minutes.

Safety Geozones | Our geofencing technology enables us to establish both permanent (static and time activated) and temporary (single use, usually for events) geofenced zones that are virtually mapped and uploaded to each Bird. In every market in which we operate, we work closely with city officials to establish **no-ride, no-parking, and slow zones** that comply with prohibitive ride areas and effectively manage rider behavior. Every geozone is established remotely and can be easily adapted to immediately meet the city's changing needs. If a rider enters or approaches a geofenced zone, we send an in-app alert to their mobile phone as well as audible and visual alerts on the Bird itself that inform the rider of the specific restriction and response.

No-Ride Zones | These geofences are highlighted black in our app. As a rider approaches a no-ride zone, such as Stephens Lake Park, they are alerted that their speed will be reduced. The Bird then safely decelerates, coming to a complete stop to **prevent the vehicle from crossing the geofence boundary**.



No-Parking Zones | These geofences are highlighted red in our app and **prevent riders from parking in specific areas**. If a rider enters a no-parking zone, they are alerted that they will not be able to end their ride until they are outside of the restricted area.

Slow Zones | These geofences are highlighted yellow in our app. Using our on-vehicle speed governor and geofencing technology, we can **implement speed limits (both temporary or permanent) in different areas of a city and on specific streets**. If a rider enters a slow zone, they are alerted that the vehicle's speed is about to be safely reduced.



Walk »)



On-Vehicle Visual and Audio Geofence Alerts | In addition to receiving the in-app notifications pictured above, riders are audibly and visually alerted via the Bird's onboard computer when they approach a restricted zone. For example, as a rider approaches a no-ride zone, they will receive the following audio alert: "No riding in this area. Please walk your Bird." These alerts can be customized with different messages tailored to MU; for example, "There is no riding at Memorial Stadium."

II. Parking

We recognize the importance of enforcing rules to maintain order and safety within the community. Our team implements robust measures to ensure compliance with parking regulations, including strict adherence to designated parking areas on the MU campus. We employ a combination of technology and human oversight to monitor parking behavior and swiftly address any instances of non-compliance.

The University of Missouri is incredibly important to Bird's story. It is the first place in the world where Bird piloted incentivized parking and the first place where Bird was able to restrict parking to bike racks effectively, utilizing fines to ensure compliance. We were able to achieve this through close collaboration with university officials.

Additionally, Bird has worked directly with the University to build parking and deployment locations around the campus shuttle system stops and locations on and off campus. This ensures our service integrates into and extends the existing transit network at MU.

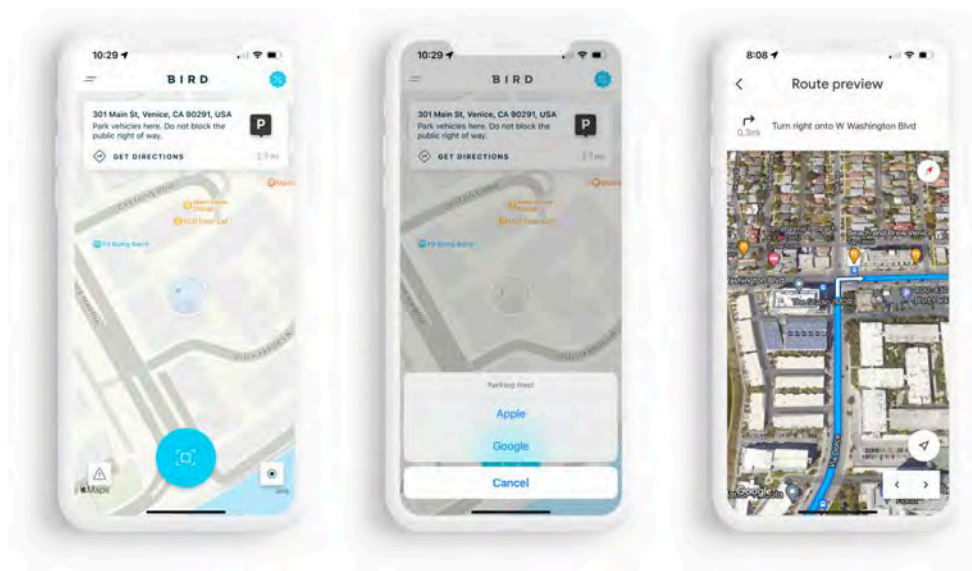
Looking forward, we've come a long way since those early days, and our partnership with research institutions like MU is the reason we've been able to continue to innovate with and pioneer better technologies like VPS parking technology and wayfinding which help users without needing to utilize excessive fines to enforce MU and Columbia rules for riders.

The solutions outlined below are the result of our extensive experience spanning seven years of collaboration with university and city partners, during which we have developed these innovative parking technologies:

In-app Wayfinding to MU Designated Parking Areas

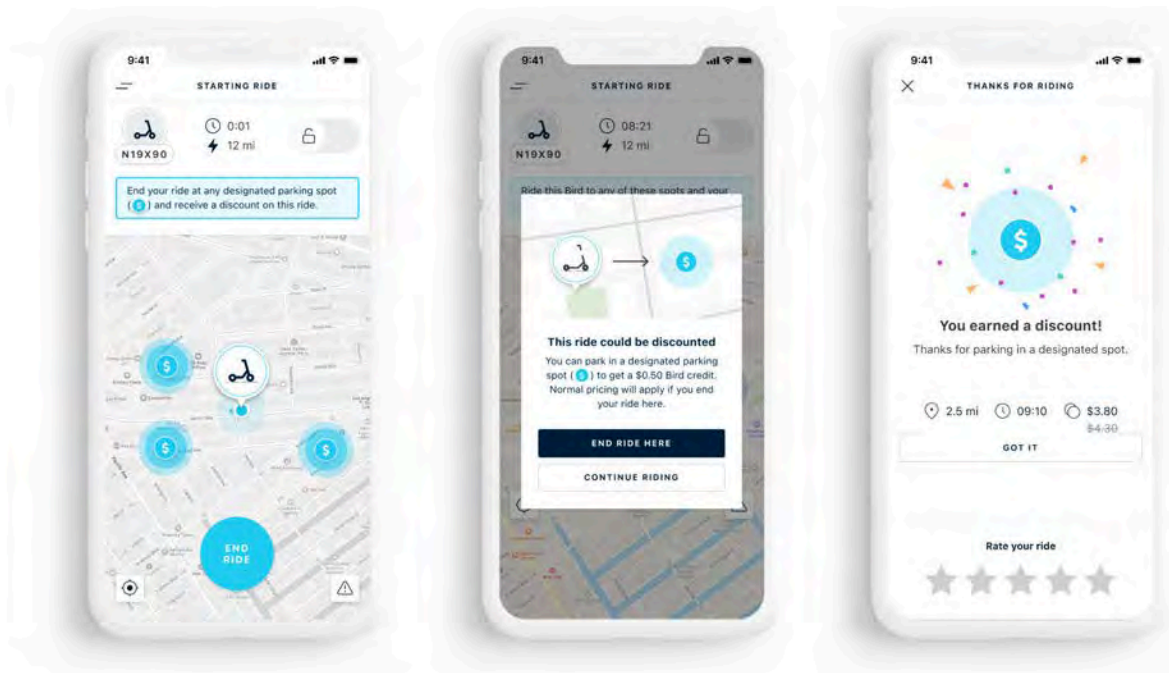
Bird's new Google Maps and Apple Maps integrations will enable riders to access real-time GPS navigation guidance to designated parking areas (bike racks) across the MU campus and in certain areas of the city (if requested). Google Maps is used by 67% of all smartphone users and over one billion people worldwide every month, making it the "go-to" app for navigation.

Once a rider selects their destination using our interactive in-app map, they simply click on the "Get Directions" pop-up. Upon selecting this option, our app redirects to either Google Maps or Apple Maps, depending on the rider's preference, for visual and audible directions along the safest route, prioritizing designated bicycle lanes and bicycle-friendly roads. This feature also lets riders view the length of their journey and confirm the device has charge to complete the trip.



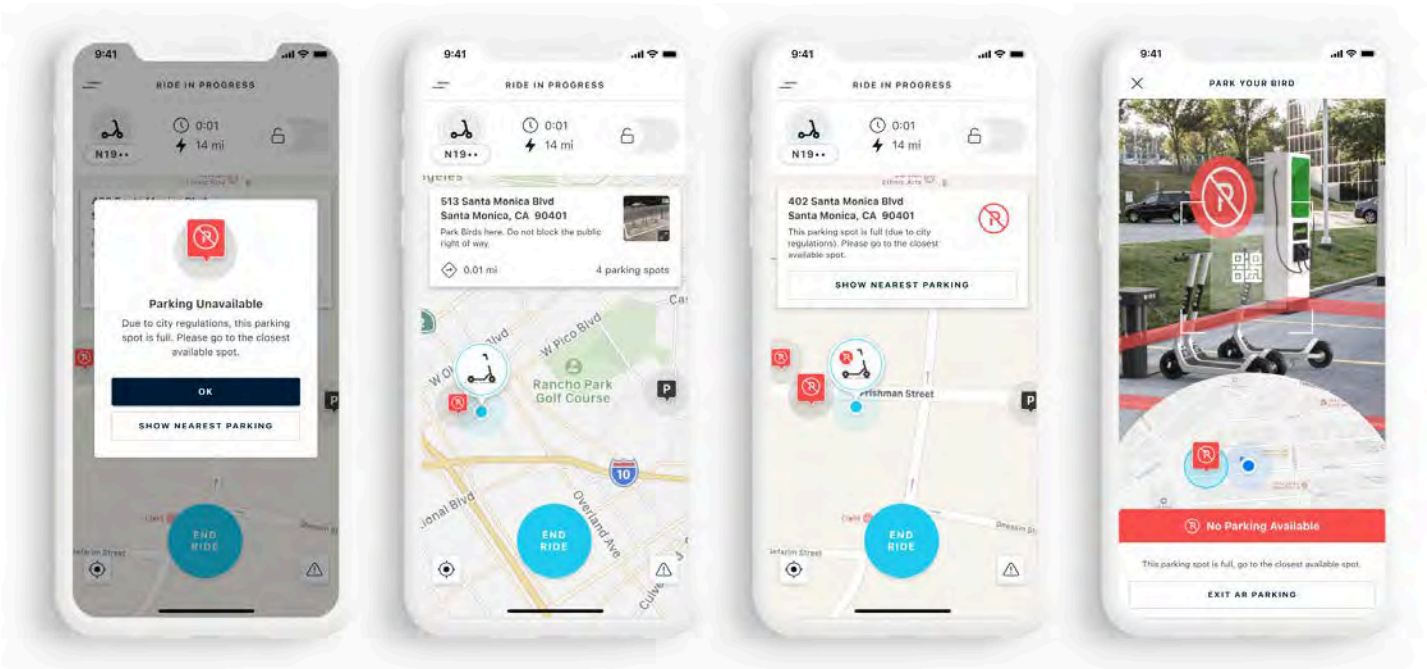
Preferred & Incentivized Parking

Bird can incentivize certain parking locations to encourage and reward riders when they park in less-crowded areas. Our system can automatically update with locations tailored and adapted based on real-time ridership patterns and demand. Incentivized parking areas are marked within the Bird app map with a "\$" sign to enable riders to locate them easily. Riders can earn \$1 ride credit when they end their ride in an incentivized location. Bird will also explore the use of other incentives. For example, entering riders ending in an incentivized location into monthly draws for the chance to win branded apparel, accessories, etc.



Preventing Clutter at Bike Racks & Other Designated Parking Areas

In consultation with MU Bird can set a maximum number of vehicles that riders are permitted to park at each bike rack. We suggest determining these maximums based on the location and the size of the area. When a rider attempts to end a ride at a location that is unavailable because it is full, they will receive a push alert to their phone. The rider will be directed to find the next closest available parking location to end their ride. Parking location maximums can be dynamically adjusted to support special events, fluctuations in demand, and changing regulations. This feature supports our goal of preventing clutter and enforcing compliant parking.



NEW Enforcing Parking via Bird's Visual Parking System (VPS)

Bird's engineers developed our new AI-verified parking solution in partnership with Google to enable us to validate parking compliance within 10 centimeters or less. At MU, we will use this solution to **require** riders to complete trips and park exclusively at designated parking locations (bike racks). Since the implementation of this technology across cities and on university campuses worldwide, we have achieved an impressive 93% parking compliance rate. This translates to less cluttered streets and increased safety for pedestrians and other vulnerable road users.

How It Works

Bird's VPS uses 3D city mapping and sophisticated AI to direct riders to approved parking locations and confirm in real time whether a device is parked correctly within a designated parking spot before enabling the rider to end their ride.

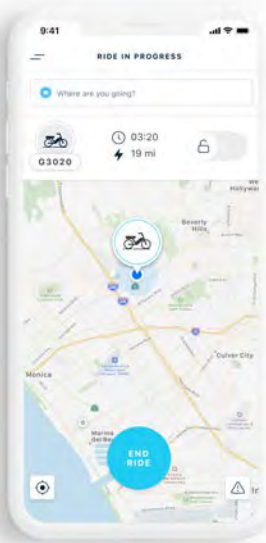
Step 1: Parking Locations. Our in-app map shows approved parking locations to make it easy for riders to find nearby spots.

Step 2: Easy-to-Use Rider Interface. At the end of the ride, the Bird app instructs riders to take a photo of their Bird and the surrounding area. Real-time AI scans the photo to confirm an e-bike or e-scooter is present. If no device is detected, it alerts the rider to adjust their camera position.

Step 3: AI Analysis. Our advanced AI system also analyzes the rider's photo and finds a feature of the nearby buildings that is clear and unique, which it compares to a 3D scan of the area. By identifying the buildings in the image and the perspective from which they are viewed in the photo, the system can determine the precise location of the Bird in 1-3 seconds during the day and 3-5 seconds at night.

Step 4: End of Ride. If the Bird is parked within an approved area, the system will enable the rider to end their ride. If the Bird is outside an approved parking location, an in-app warning message instructs the rider to relocate the device to an approved area to complete their ride.

VPS Rider Interface



1. In-App Map:

We feature designated parking locations on our in-app map and mark them with a "P" icon for riders to locate.



2. Scan Surroundings:

Riders are then instructed to take a photo scan of their Bird and nearby buildings. If the phone is not tilted high enough, an on-screen indicator alerts the rider to adjust their position.



3. Location Guidance:

If the rider is not in a designated space, a message appears asking them to relocate to an approved location.



4. Approved Location:

Once the system determines the device is parked in an approved location, the rider can end their ride.

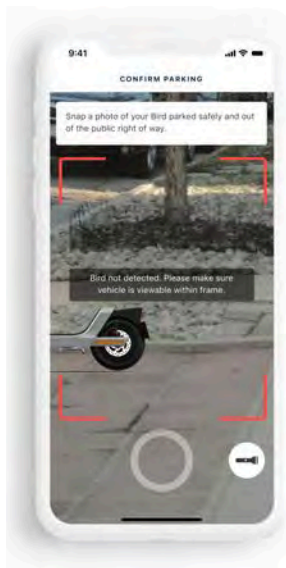
SPOTLIGHT: Comparing Bird's AI-Verified Technology to Camera-Based Solutions

Unlike Bird's fully integrated system, most operators' camera-based solutions are designed by third parties and have been retroactively fitted to their devices. These systems are expensive, often resulting in a limited deployment that diminishes any potential citywide impact. They are also less weatherproof and prone to damage and failure due to their temporary nature.

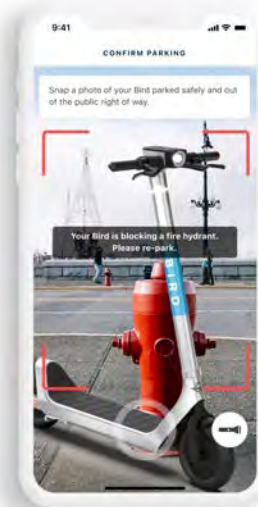
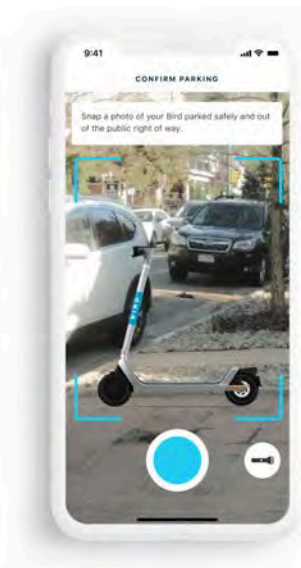
Camera-based parking solutions, whether retroactively fitted or fully integrated, also face a myriad of technical limitations. For example, they use object recognition, but the system can only see what is directly in front of the camera. The e-scooter or e-bike could be blocking a wheelchair ramp, but the system won't know if the camera is looking the other way. This limitation results in a general parking accuracy of up to two feet compared to Bird's centimeter-level precision. As such, Bird's solution is dramatically superior to camera-based solutions, especially in a seasonal city like Columbia.

AI-Verified End-of-Ride Photos

In areas across the city where free-floating parking is allowed, our system requires riders to submit an end-of-ride parking photo validated in real time to confirm their device is parked orderly and upright. If no device is detected, or if the image only includes a portion of the device, the system prompts the rider with an in-app warning message to align the device within the frame in an upright position and resubmit their photo. Bird issues follow-up education and fines per our penalty structure for non-compliance (see **Section XI**).



End-of-Ride Photo Screenshots



New Non-Compliance Upgrade



COMING SOON (est. September 2024) We will soon be updating our end-of-ride system to incorporate a more sophisticated machine learning component that will enable us to automatically identify additional non-compliant issues in photos in real time, such as blocking fire hydrants or ADA ramps. This new update will allow us to prevent riders from ending trips until they have parked in full compliance with local rules and regulations, rather than retroactively issuing follow-up education or fines. We anticipate launching this upgrade later this year and look forward to rolling it out at MU.

Parking Infrastructure

Bird can also work with MU and the City of Columbia on the integration of light parking infrastructure like parking mats and stencils in areas where bike racks are not currently present, to test new parking locations before installing racks and as a short-term parking solution for event management purposes. Installation for these assets is minimal; our stencil is available in both a vinyl form with an easy adhesive installation and a paint version that uses aerosol marking paint while our vinyl mats are glued to the ground.

Bird prioritizes local sourcing and recycled materials for our parking infrastructure production, emphasizing sustainability. Our designs can also be easily adjusted, for example, adding MU-specific branding and/or messaging. Parking signage can also feature additional information to promote usage of the system, such as including a QR code that directs users to the Bird app.

	Details	Image
Signage	Bird can provide highly visible signage to help riders easily locate designated parking locations across our service area. We offer a variety of signage solutions, including free-standing, wall or ground mount; this flexibility also enables us to place our signs on any street sign or building facade (with appropriate permission). All signage is reflective for high conspicuity and can include braille script.	

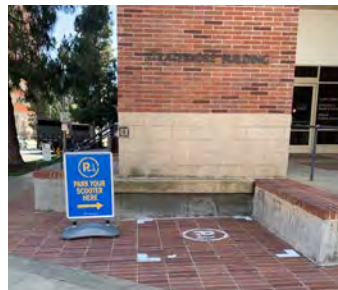
	Details	Image
Stencils	<p>This solution is best for sidewalks with low to moderate pedestrian volumes, in front of retail businesses, or at park/plaza edges, where stencils will have reduced physical impact on the street floor. Our parking stencil consists of four white, reflective brackets that are highly visible in low light. They are fully adjustable to fit available space and accommodate the desired number of vehicles, in addition to being weatherproof and waterproof to withstand rain and other precipitation. We also offer a paint version.</p> <p>Space Requirements: 11 in x 11 in (each bracket)</p>	
Mats	<p>Best for mitigating parking clutter in high-traffic areas and outside local businesses. Each mat is made of durable recycled rubber and features reflective white outlines for easy visibility in low light. The mats are also weatherproof and waterproof and can be easily adjusted and relocated.</p> <p>Space Requirements: Small - 3.9 ft x 5 ft (3-5 devices) Large - 3.9 ft x 10 ft (7-10 devices)</p>	

SPOTLIGHT: Parking Solutions at UCLA

Bird has a strong partnership with the University of California Los Angeles (UCLA), where we have operated since 2018. We worked closely with UCLA to implement a variety of parking infrastructure. This includes dedicated scooter parking racks as well as large rectangular painted nests throughout campus, which are often paired with A-frame signage. UCLA has utilized Bird's expertise in parking infrastructure and technology as well as ridership data to help identify parking locations for scooters across campus. These parking solutions have helped us maintain orderly, compliant parking that helps keep the campus community safe and ensure riders have access to scooters when they need them.



Parking Rack



Painted Nest with Signage

Rider Parking Education

The following MU and City of Columbia's parking rules and regulations feature prominently in our new rider and ongoing education materials:



E-scooters and e-bikes **must** be parked in a manner so as not to block the Throughway Zone of the sidewalk, any curb ramp, any ADA ramp or access points, benches, fire hydrant, call box, or other emergency facility, or utility pole or box.

- ✓ E-scooters and e-bikes **must** be parked in a manner and location which ensures the Throughway Zone meets minimum ADA accessibility guidelines. In areas where no sidewalk exists, our devices must be parked adjacent to the paved street surface.
- ✓ E-scooters and e-bikes **must** be parked upright on hard surfaces in the Furnishing Zone of the sidewalk, beside a bicycle rack, transit stops, or in another area specifically designated for micromobility parking which does not inhibit access.
- ✓ If parked on a transit stop, e-scooters and e-bikes **must** be parked in a manner that does not impede on the ADA minimum standards for access to the bus, including a clear length of 96 inches minimum and a clear width of 60 inches.
- ✗ E-scooters and e-bikes **must not** be parked in the street.
- ✗ E-scooters and e-bikes **must not** be parked in such a manner as to impede or interfere with access to or from any building or access to or from off-street parking lots or garages.
- ✗ E-scooters and e-bikes **must not** be parked in a manner that obstructs a minimum width of forty-eight (48) inches of clear space on the sidewalk except in the Downtown Columbia M-DT district ("M-DT district"). Within the M-DT district, no e-scooter or e-bike may be parked in a manner that obstructs a minimum width of sixty (60) inches of clear space on the sidewalk.
- ✗ E-scooters and e-bikes **must not** be parked in such a manner as to impede or interfere with the reasonable use of any commercial window display or access to or from any building or access to or from off-street parking lots or garages.
- ✗ E-scooters and e-bikes **must not** be parked in such a manner as to impede or interfere with the reasonable use of any bicycle rack or news rack.
- ✗ E-scooters and e-bikes **must not** be parked in the Furnishing Zone directly adjacent to or within the following areas such that access is impeded: Loading zones; Disabled parking zones; Street furnishings that require pedestrian access (for example- benches, parking pay stations, bus shelters, transit information signs, etc.); Curb ramps; Entryways; Driveways; and Portions of transit zones, including bus stops, shelters, passenger waiting areas and bus layover and staging zones, which would inhibit access.

Our education materials include our in-app products like the mandatory tutorial and quiz, on-vehicle technology like audible parking alerts, physical and digital assets like our on-vehicle decals and emails, and in-person events and outreach, including Bird safety events. As part of these outreach efforts, both during our new rider training and every time a rider completes their ride, we also include instructions on how to take a correct trip-end photo. See below for how riders will interact with each of these touchpoints in the "User Journey."

User Journey	Solution
Prior to First Ride	Our safety quiz is required for each new rider. Throughout the safety quiz, users have to answer questions related to parking in order to demonstrate their knowledge of the riding and parking rules.
Starting Each Ride	Before starting a ride, each rider is required to acknowledge the local rules, including rules for proper parking. Bird will continue to work with University and City officials to customize our in-app safety page to feature all local rules and regulations. Additionally, the rider can see any designated parking areas and no-parking zones within the service area on the in-app map.
Ending Each Ride	Upon ending a ride, all riders are reminded to follow appropriate parking rules when taking a photo of their e-scooter or e-bike to verify compliant parking or when using our VPS technology to complete a ride within a designated, on-campus parking location.
Parking in a Preferred Parking Spot	When a rider parks in a designated Preferred Parking spot, they are always presented with a photo of properly parked vehicles, along with clear instructions of where to park within that designated parking location. This helps further educate riders by providing a visual reminder of the correct way to park.

User Journey	Solution
Always Available	Our Safety Video is available at all times in the app. The Safety Video has clear parking “do’s and don’ts” for riders to review at any point in time.
Always Available	Each vehicle will be equipped with a hang tag detailing parking rules for the MU campus and the city. This serves as a physical reminder of the rules of the program.

Bird Team Deployment & Parking

At MU and across the City of Columbia, Bird will continue to deploy vehicles at designated parking nests, including University bicycle racks and with campus and city traffic patterns in mind. For example, we provide all of our local team members responsible for deploying and rebalancing vehicles with mandatory training on how and where to deploy vehicles and ensure that the team is aware of Tiger Line routes to ensure there are scooters available in proper parking locations near to campus shuttle stops. As part of this training, team members are directed to follow all local laws and regulations when using vehicles to load and unload Birds into approved parking locations. This includes detailing important areas to avoid parking, ensuring team members do not:

- Double park
- Park on or block ADA ramps
- Park along red curbs
- Block bike lanes, bus stops or crosswalks
- Block lanes of traffic
- Block driveways
- Block access to fire hydrants

Our on-the-ground teams actively patrol the operating area, focusing on locations where rider and pedestrian density is greatest, specifically along high traffic pedestrian areas to mitigate and promptly respond to any parking issues. Team members can review a checklist of MU and Columbia parking regulations within the operator app anytime. We also provide them with a laminated card to carry in the field with all local parking regulations outlined and printed clearly for ease of reference. As detailed in **Section XIII**, our field teams also respond to any alerts sent via our Bird AI system.

Bird AI: Fleet Management System

Each parking nest is allocated device capacity and photographed for our on-the-ground team to reference during staging. The team then uses Bird AI to determine daily nest deployments and hourly rebalancing tasks. Our system uses sophisticated machine learning and predictive modeling to ensure we provide equitable service, meet local demand trends, and avoid device overconcentration.

Bird AI is pre-programmed with local regulations. In addition, it will alert our team when a surge of use is expected due to a football game and highlight vehicles for redistribution accordingly as well as identify typical commuter/lunch routes and alert teams to rebalance Birds should an area be over- or undersupplied. Bird AI also provides visual reminders to our team on Bird’s parking protocols and enables us to conduct large-scale parking audits by requiring team members to submit photos of the e-scooters and e-bikes after staging.



Release Enforcement

Our system informs our teams how many Birds can be released into each nest based on its current capacity and any zone caps. The system does not allow unauthorized releases.



Ride Ready


When a Bird is confirmed to be in an approved area that is not at capacity, our staff will be allowed to release the vehicle into the nest.

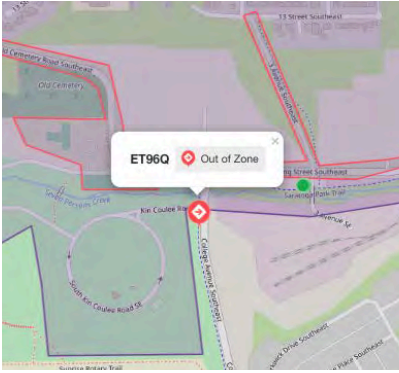
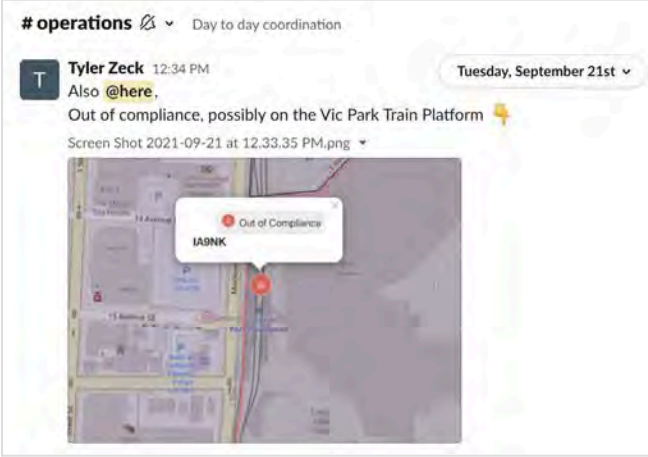


Rebalancing Notifications

When a vehicle requires rebalancing, the system automatically notifies the nearest Bird team member. The vehicle is then scanned, “captured,” and will not appear available on the rider map until it has been relocated and released.

Examples of How We Identify, Correct and Remove Misparked Vehicles

Instance of Improperly Parked Vehicle	Detection of Improperly Parked Vehicles	Reparking Improperly Parked Vehicles
<p>Vehicle improperly parked in the service area and is non-compliant with MU/Columbia regulations.</p>	<p>Monitoring occurs during our operational hours through the following channels:</p> <p>Technology-Driven: Our Bird AI internal platform tracks the location of every device and can immediately identify issues such as improper parking or an overconcentration of devices in popular end-of-ride areas. Bird AI also monitors each vehicle’s tip-detection sensors that check in every 30 seconds or less when idle or 5 seconds while being ridden. The system automatically alerts our team if a device has been left (intentionally or unintentionally) on its side.</p> <p>To support swift and responsive reparking times, we have also recently implemented an urgency timer feature into our Bird AI compliance alerts in the operator app to track the time elapsed since a parking issue was first reported. Once our team has relocated the Bird, they will mark the task as complete in the app. See “Bird AI Compliance Alerts” below for screenshots.</p> <p>Dedicated In-Person Monitoring Efforts: Our local teams are deployed throughout the service area to address field conditions including, but not limited to, inappropriate parking, excessive sidewalk clutter, knocked-over devices, and blocked passageways. In addition to making on-the-spot parking corrections, they also respond to any devices flagged through our customer service channels and alerts from our operations management system, Bird AI.</p> <p>As trends emerge, we adjust their routes to anticipate when and where improper parking might occur, reducing our response time and ensuring that we prevent or address it immediately. Our teams also provide assistance during large crowded weekends or events.</p> <p>Our teams are tasked with ensuring all streets are clean and tidy, and must also take a photo every time they encounter a mis-parked vehicle and post it internally on our #safestreets Slack channel:</p> 	<p>A team member is dispatched right away to resolve the situation within one hour.</p> <p>Further, riders who are found to be intentionally mis-parking vehicles are subject to our penalties and account termination.</p>

Instance of Improperly Parked Vehicle	Detection of Improperly Parked Vehicles	Reparking Improperly Parked Vehicles
	<p>This allows us to understand any potential trends or problem areas for mis-parked vehicles and increase the amount of patrols directed to this specific area.</p> <p>Customer Service Monitoring: Bird enables riders and other stakeholders to easily and immediately communicate any observed equipment issues, including mis-parked devices, through a variety of customer service channels (including phone, email, chat, in-app, and social media). Our customer service team uses Zendesk to track reports across all of our channels. Complaints are flagged within the system, and our team then follows our standard operating procedure to ensure the device is removed from the Bird app and retrieved quickly and efficiently.</p>	
<p>Vehicles improperly parked outside the service area.</p>	<p>Bird vehicles that are outside of the service area are identified right away by our advanced VLS and immediately flagged for retrieval by our Bird AI platform.</p> 	<p>A team member is dispatched right away to relocate the impacted vehicle(s) to the service area within one hour.</p> <p>Further, riders who are found to be intentionally taking vehicles outside of the operating area are subject to our penalties.</p>
<p>Vehicle improperly parked and blocking accessibility parking spots, ramps or general accessibility areas.</p>	<p>Bird vehicles that are blocking accessibility areas are identified right away—we proactively geofence accessibility areas in our app. This way, any e-bike or e-scooter abandoned in an accessibility area is immediately flagged as non-compliant.</p> 	<p>A team member is dispatched right away to relocate the device within 30 minutes.</p> <p>Further, any riders found to have actively blocked an accessibility area are banned from the app.</p>


III. Monitors




Bird is already operational on the MU campus and across the City of Columbia, and we will continue to manage the program at our own expense throughout the duration of this new Agreement. This includes the cost of hiring and overseeing a team of employees and contractors (Fleet Manager) to monitor our Small Vehicles and ensure compliance with the Parking Regulations established in this Agreement. Our staffing plan for Columbia takes into account our unmatched experience operating in the market, the need to service all parts of the city and to deliver a reliable service/alternative to short car trips, and the resources required to safely and efficiently deploy, rebalance, charge and maintain our proposed fleet to the highest standards. Our local team is comprised of W-2 employees and a Fleet Manager (third-party logistics provider) to support our operations.


Bird is the **only operator that provides entrepreneurship opportunities directly to Columbia residents** through our innovative Fleet Manager program (see below). Additionally, they employ up to 10 individuals, creating more local jobs. For Bird, the ability to increase the rate of small business in the city and help develop a stable workforce remains a top priority. We do not, and will not, use gig labor. See below for our Columbia staffing plan.

Team / Role(s)	Responsibilities	No. of Staff	Employment Type
Government & University Partnerships Leadership (Manager, Adam Davis; Sr. Director, Austin Marshburn; Director, John Lankford)	Responsible for public, university and government relations as well as community engagement in Columbia, including working directly with University staff, elected government officials, community leaders, neighborhood and merchant associations, advocacy groups and more.	3	W-2
Operations Leadership (General Manager, Pete Veach; Manager, Kody Marion)	Oversee field and service location teams. Liaise with local stakeholders and broader community. 24-hour contact for University and City staff concerns related to deployment, charging, rebalancing and fleet operations in Columbia. Liaise internally with the Engagement Manager to ensure all University and City concerns are addressed and resolved swiftly.	2	W-2
Vehicle Associate <i>Christopher Johnson</i>	Oversee vehicle quality, consult on complex repairs, and ensure Columbia Fleet Managers are achieving Bird's quality and maintenance objectives.	1	W-2
Engagement Managers (Sr. Engagement Manager, Shayne Maupin)	Manage and serve as 24-hour point of contact for all Fleet Managers. Set KPIs and SLAs, schedule regular check-ins to track progress, and ensure Fleet Manager compliance with MU and City rules and regulations.	1	W-2
Fleet Manager	Deploy, rebalance and collect Birds for charging or maintenance.	1	Contract
Fleet Manager Support Staff	Fleet Managers typically hire 5-10 local employees to support operations.	~10	W-2/Contract
TOTAL		~18	

MU & Columbia Bird Leadership Team

Name	Title	Responsibilities and strengths	Qualifications
 Austin Marshburn	Sr. Director of Government Partnerships	As the Sr. Director for Bird Global in charge of North America, Austin is ultimately responsible for all external relationships	As Sr. Director of Government Partnerships, Austin oversees all aspects of Bird's relationships with local

Name	Title	Responsibilities and strengths	Qualifications
		with university, city and local stakeholder organizations, philanthropy in the community, and corporate stewardship for North America. In this role, Austin takes a hands-on approach to managing the team, ensuring he is in the community to meet with university and city stakeholders and design solutions to ensure our partners' needs are met. He is authorized to enter into contracts with cities and others, communicate with program administrators about issues related to policy, compliance, public affairs, permit renewal, and system expansion.	governments across North America. Austin has been with Bird for over six years, and has a cumulative 15 years of pertinent experience. Prior to Bird, Austin spent seven years at Zipcar, where he built and led the university team comprising sales, account management, marketing and operations. Through his leadership, the team went from zero campuses under management to 400 campuses under management. Austin attended the University of California at Santa Barbara where he received a degree in Financial Mathematics.
<p>John Lankford</p> 	Director of Government Partnerships	John oversees city and campus partnerships for the MidWest. He leads the team that engages directly with government and community partners to ensure that Bird is supporting the mobility needs of our community partners equitably, responsibly, and effectively.	John is an industry veteran who got his start designing and implementing campus micromobility programs. He comes to micromobility from non-profit advocacy in Chicago where his focus was improving conditions for bicycling, walking and transit.
<p>Adam Davis</p> 	Principal Manager, Government Partnerships	As the dedicated liaison for Bird at Mizzou and with the City. Adam's responsibilities encompass serving as the primary point of contact for all partnership-related matters. This includes managing daily communications, overseeing invoicing processes, handling contract renewals, coordinating event logistics, and promptly addressing any complaints to ensure seamless operations and maintain strong partner relations.	As a former resident with a proven track record of launching and managing over 50 markets in the shared e-scooter industry, Adam brings extensive experience in market expansion, operational excellence, and stakeholder engagement. Adam's expertise includes strategic planning, regulatory compliance, and fostering collaborative relationships, demonstrating his ability to drive growth and maintain high operational standards in dynamic environments.
<p>Pete Veach</p> 	General Manager Operations	Pete oversees Operations for the Northwest US, including Northern California, WA, OR, NV, ID, MT, WY, ND, SD, NE, KS, MO and IA. His team oversees fleet operations, rider experience and compliance, ensuring local operations deliver on the goals of city and university partners.	Prior to joining Bird, Pete worked in Operations at Lyft, where he oversaw daily operations, analyzed customer and market needs and translated these into operations strategy. Pete has extensive experience working in multi-market leadership, which led to developing strategic partnerships, building relationships and growing markets through a deep appreciation for industry needs.
<p>Kody Marion</p>	Regional Operations Manager	As the Regional operations leader Kody is responsible for overseeing operations and building them out. Kody works closely with the local team and partners on all aspects	With over six years in micromobility working for Bird and Spin since 2018 Kody has launched and overseen over 50 markets. Prior Kody studied Physics and

Name	Title	Responsibilities and strengths	Qualifications
		of operations - ensuring everything operates smoothly with an emphasis on developing long term successful programs.	engineering and worked with a Operations Management background for seven years - giving him a detail oriented eye to hardware, repair, operations and safety.

Dedicated, Local, On-the-Ground Fleet Operations: Bird's Fleet Manager Program



Bird partners with **small, local businesses**, known as Fleet Managers, to deploy, rebalance, charge and maintain our devices in cities around the world including Columbia.



Fleet Managers are **operational experts** experienced in vehicle management and logistics.



Our Fleet Manager program provides economic opportunity to independently owned businesses that are **deeply invested in the communities they serve**.

IMPROVED OPERATIONAL EFFICIENCY | Fleet Manager markets have achieved a 5% higher per-ride rating from our riders than markets with other operational models.

Operational Advantage | In comparing the Fleet Manager model to other operational models, data shows operations with Fleet Managers are improved across the board: maintenance, vehicle deployment, vehicle rebalancing, and rider satisfaction. Additionally, we have found that **vehicle availability to riders is 27% higher with the Fleet Manager model** than other operational models.

Supporting Success | Bird provides constant ongoing support and resources to our Fleet Managers, including hands-on mentorship from our local leadership team, guidance on operational setup and training on safety and compliance. The program is small-business friendly, maintaining a "zero to start, zero to leave" structure with no security deposit. We utilize a revenue-sharing model, with Fleet Managers earning a percentage of revenue on each ride taken via the devices they manage. This model incentivizes Fleet Managers to provide efficient operations to maximize rides and increase their overall revenue share.

DELIVERING WORLD-CLASS CITY SERVICE | Our in-market teams partner with cities to ensure safe, compliant operations and a hyper-localized service for riders.

Ensuring Program Success | All Fleet Managers are governed by contractual Key Performance Indicators (KPIs) and Service Level Agreements (SLAs) related to operational excellence, which are customized to meet the unique structure of each city micromobility program. Bird will continue to work closely with our local Fleet Managers to help them exceed all program expectations, ensuring safe and well-maintained fleets, increased vehicle utilization, efficient deployments and vehicle uptime, and positive engagement within the community. Bird’s local leadership team engages in **monthly in-person check-ins** to ensure the highest levels of city service throughout our operations.



Permit Holder and Point of Contact | If awarded a permit to continue operating in Columbia, Bird acknowledges that we would be solely responsible for compliance with program requirements and communications with the University and City. The Fleet Manager model will in no way impact Bird’s responsibilities under the permit.

SPOTLIGHT: Engagement Managers

The General Manager for each market partners with Engagement Managers who are responsible for ensuring Fleet Managers have the proper training and support to meet city needs and expectations. Patrick Sebastian, Bird’s Engagement Manager for Columbia will continue to oversee and serve as the 24-hour points of contact for our Columbia Fleet Manager. Throughout the course of the new program, they will continue to monitor our on-the-ground team’s compliance with local rules and regulations, ensuring KPIs and SLAs are being met as well as scheduling **regular check-ins with the Fleet Manager every two weeks** to review market performance and maintenance metrics, troubleshoot any issues and track progress toward city goals.

IDENTIFYING AND SOURCING FLEET MANAGERS

Bird rigorously vets our local partners to ensure smooth and compliant operations.

By Locals, for Locals | We identify and source Fleet Managers directly from the communities we serve, focusing on providing opportunities to small, locally owned businesses, as well as certified women- or minority-owned businesses. We only enter into contracts with experienced applicants. All prospective Fleet Managers undergo rigorous vetting to ensure they meet the below criteria for operational excellence.



Criteria for Fleet Managers |

Candidates must:

- Have existing local infrastructure (e.g., warehouse or other facility with ample space for charging and storage) certified for safe use by local workplace safety standards.

As well as demonstrate commitment to:

- Providing safe and reliable service.
- Hiring locally, prioritizing long-term staffing arrangements with opportunities for advancement and a real living wage as opposed to short-term, temporary work.

- Have experience managing logistics or operations, with a strong preference for experience with shared micromobility.
- Developing or expanding any existing diversity and inclusivity policies in recruitment and retention.
- Using renewable energy to charge vehicles.
- Using zero-emission vehicles for deployment, rebalancing and collection as often as possible.

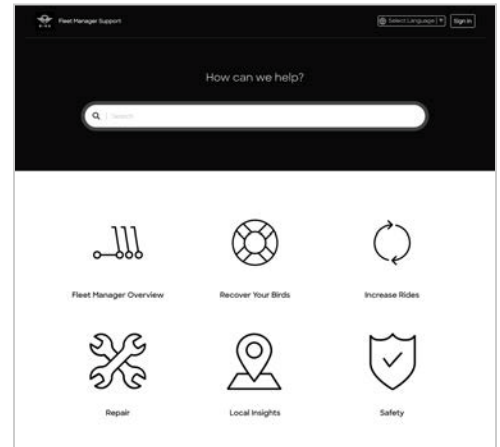
SPOTLIGHT: Fleet Manager Apprenticeship Program

To help promote workforce development in Columbia, Bird is exploring a Fleet Manager Apprenticeship Program that will enable us to recruit qualified candidates who may have limited experience with entrepreneurship. The program would provide in-depth instruction from Bird's experts to help apprentices master key business management competencies and skills. In addition to receiving training from Bird, participants in the program would be partnered with existing Fleet Managers to learn on the job. Bird would then invite those apprentices who successfully complete the program to join us as Fleet Managers.

FLEET MANAGER ONBOARDING AND BEYOND

Bird invests significant resources in ongoing training and support to set our partners up for success.

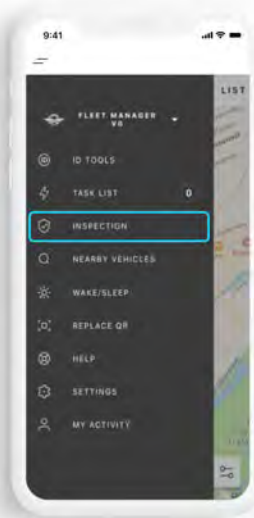
Mandatory Training | During onboarding, Fleet Managers undergo 80 hours of mandatory training, including both **virtual modules and in-person sessions with our local leadership team**. In-depth and granular training modules include a deep dive of the Bird app, back-end software, processes and equipment, maintenance procedures, sanitization protocols and best practices for deployment and charging, as well as local rules and regulations for their market. Sessions include thorough, university and city-specific trainings and must be completed to Bird's standards before Fleet Managers charge or repair any Bird vehicles. Once training is complete, local leadership audits repair quality to ensure vehicles are repaired to our safety standards. Our next scheduled audit for Columbia will be in June. Additionally, Fleet Managers have access to our library of digital resources, which includes demos, step-by-step guides, tutorials, chat boards, and answers to FAQs to promote sharing of operational learnings and best practices across our hundreds of global markets. Our Columbia Fleet Managers is part of our nationwide feedback group, providing valuable input on the future development of the program.



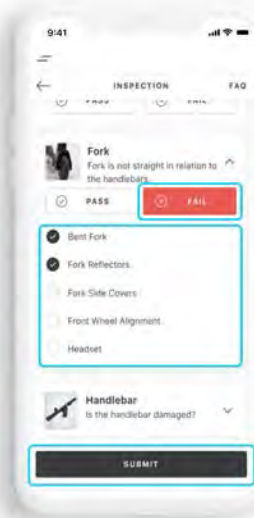
Bird's Online Training Platform

Ongoing Masterclasses | Bird offers ongoing Masterclasses for Fleet Managers, providing deep dives into subject-specific areas like submerged vehicle recovery and rebalancing techniques, as well as individualized support to ensure they optimize their fleet and maintain operations to Bird standards. All training resources for our Fleet Managers are multilingual and available in as many formats as possible—digital, physical, written and video—to suit diverse learning styles. Our leadership team administers periodic “pop quizzes” of Fleet Managers to ensure knowledge learned during training is retained, and that maintenance and repair procedures are up to the highest standards and reflect best practices.

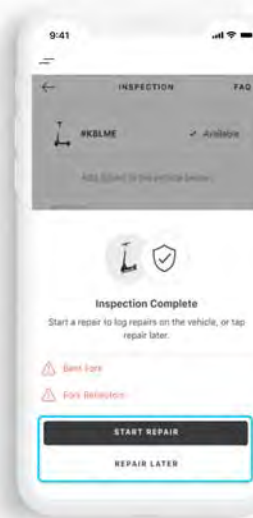
Daily Operational Tools | We provide Fleet Managers with a suite of everyday tools to manage their fleet efficiently and ensure compliant operations. Fleet Managers can review a checklist of MU and Columbia-specific regulations within the operator app anytime. We also provide them with a laminated card to carry in the field with all local parking regulations outlined and printed clearly for ease of reference. Additionally, the Bird app gives Fleet Managers access to an inspection interface tool that walks them through vehicle inspections, helps identify any issues, provides vehicle troubleshooting, tracks repairs, and manages spare part ordering.



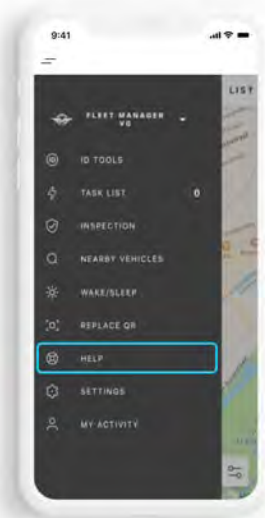
In-App Inspection Tool



Repair Troubleshooting



Repair Walkthrough and System Log



Help Center with Repair Videos and FAQs

IV. Use Of Right-Of-Way

We understand that the MU campus and City agree to allow Bird, our representatives, employees, consultants and contractors, non-exclusive use of those portions of the public right-of way reasonably necessary for operation of our Shared Active Transportation Operation, but subject to the limitations imposed by the City's Code of Ordinances and the terms of this Agreement. The grant of this use will not constitute a conveyance of any interest in the public right of way.

Notwithstanding anything herein, Bird agrees the MU campus and City will have the right to work within and restrict access to portions of the right-of-way, whether by its own forces or contracted forces.

V. Daily Removal

We will fully halt our Shared Active Transportation Operation every evening by dusk or 8:00 p.m. (CST), whichever occurs later. Our fleet of e-scooters and e-bikes will remain inactive until dawn (CST) the following day. Throughout this period, our devices will be securely locked via a remote system, rendering the throttle inoperable and engaging the brakes to prevent any riding activity. Moreover, our ground teams will receive immediate notifications of any unauthorized movement, ensuring swift intervention. In the event a rider attempts to unlock a device, an in-app notification will inform them that our service is temporarily unavailable until dawn.

VI. Maintenance Of Small Vehicle

To ensure our vehicles are safe and in a good working manner at all times, we perform maintenance on our Bird fleets both in the field and at fully equipped and certified service locations managed by our local team. Our maintenance protocols have been fine-tuned over our five-plus years of operating in hundreds of cities and across university campuses globally to ensure Birds are maintained to the highest standards in the industry, with an unwavering focus on safety above all else. We keep a detailed record of all maintenance and repairs performed on each device in a digital log (including the unit identification number), helping us monitor an individual vehicle's needs and capture fleet-wide patterns to inform future vehicle innovations.

By the Numbers

Vehicles are sanitized and inspected **daily**, and undergo a multi-point inspection approximately **every three days**.

Damaged vehicles are deactivated **immediately** and removed within **two hours (target within 30 minutes or less)**-exceeding MU's 24 hour requirement.

Bird maintains an **average vehicle uptime of 92%** in cities where we manage thousands of devices daily.

In a third-party user survey, riders rated Bird as having the best maintained vehicles among major operators, with **75% of respondents rating Bird 4/5 or 5/5**.

Identifying Devices in Need of Repair or Retrieval

Bird identifies at-risk devices that may need repair or retrieval through the following channels and addresses them within two hours (target within 30 minutes or less) to ensure rider and community safety.

Channel	Details	Frequency
Vehicle Diagnostic System	Our Vehicle Diagnostic System uses over 200 on-vehicle sensors to monitor core components, including the battery, brakes, and throttle. The slightest change in the vehicle's condition can trigger more than 400 unique fault codes. For example, if a brake cable is too loose and needs adjustment. Once flagged, the system remotely disables and locks the device so it cannot be ridden and sends a service alert to our local team, providing the device's location and instructions on how to fix the issue.	Millions of times per day. Brain motor controller and battery checks are made as many as 50 times per second.
Mileage Alerts	Mileage threshold notifications for individual part inspections and replacement are automatically flagged for our local team to address.	Frequency varies per part.
In-Field Inspections	Our local Columbia team will conduct daily in-field inspections, using the vehicle's "test ride" mode to validate all key functions.	Daily/throughout the day.
Service Inspections	Every vehicle that arrives at our service locations undergoes a full multi-point inspection.	Approximately every three days.
Customer Report Monitoring	The public can report equipment issues through our customer support channels (e.g. phone, email, and Bird app). Devices flagged as damaged or unsafe to operate are disabled remotely and an inspection alert is sent to the nearest Bird team member.	24/7.

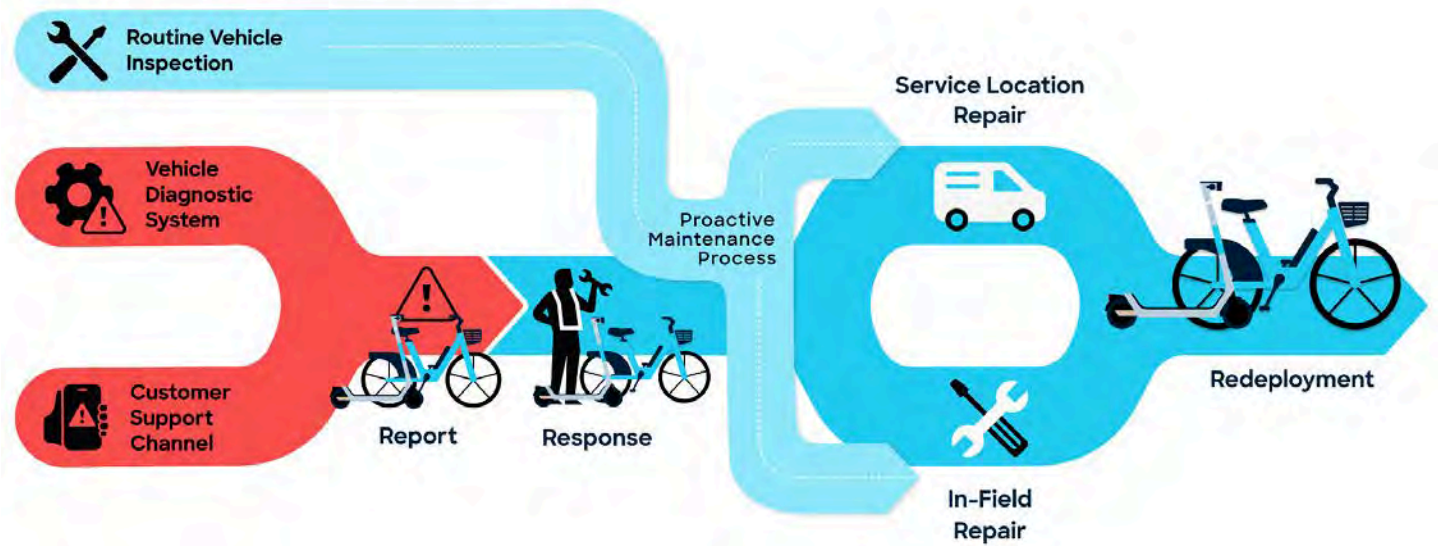
SPOTLIGHT: AI Maintenance Diagnostics

IN DEVELOPMENT Bird is exploring AI maintenance diagnostics, leveraging image recognition algorithms to analyze riders' end-of-ride photos and detect issues like dirty, vandalized (e.g., graffiti), or damaged devices. The system would then automatically generate a notification and alert the nearest field team member to address the device. Our engineers are also exploring how to train AI algorithms to detect and classify the identified issues based on predefined criteria. For example, distinguishing between different levels of dirtiness or types of damage would enable our local team to prioritize maintenance tasks based on severity or urgency.

By implementing an AI maintenance diagnostics system alongside our existing suite of operational tools, including daily in-person inspections and our advanced on-vehicle diagnostic systems, we will further strengthen our multi-tiered approach to the identification and resolution of maintenance issues, leading to improved device performance, increased customer satisfaction, and enhanced operational efficiency.

The Maintenance Life Cycle

Repair and Maintenance Cycle



In-Field Inspections and Maintenance

Bird conducts at least one safety inspection daily on every vehicle in the field. This frequency increases if a device is flagged for review via one of the channels detailed above. Our highly qualified teams conduct minor repairs in the field to reduce our operational VMT and minimize service disruption.

Local team scans Bird and puts it in “test ride” mode, allowing them to validate key vehicle functions, including: “brain” communication; QR code/Bird ID legibility; throttle; brake; headlight and taillight; neck tightness and turning range; motor; and, overall vehicle hygiene and markings.	If in good working order:	Bird is sanitized with CDC-approved disinfectant and parked out of the public right-of-way in compliance with local rules and regulations.
	If in need of a minor repair:	Local team performs basic maintenance, including part tightening and brake adjustment, before sanitizing and reparking the e-scooter or e-bike.
	If in need of substantial repairs:	Local team marks the device as damaged, removes it from the rider map, and transports it to a Bird service location for repair.

Service Location Inspections and Maintenance

Any repairs that cannot be completed in the field, such as brake pad replacement, take place at our local service locations. In addition, every vehicle that arrives at a service location undergoes a full inspection, even if it is just there for charging. On average, vehicles visit a service location every three days and undergo the rigorous inspection and sanitization process detailed below before being redeployed to the field.

Local team scans the device and conducts a multi-point inspection covering all parts, organized by handlebar; chassis - external components; chassis - internal components; functional inspection; and, other individual parts.	If in good working order:	Vehicle proceeds through the service location charging flow and undergoes a deep cleaning before redeployment.
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	<p>If in need of a repair:</p>	<ol style="list-style-type: none"> 1. Local team marks the specific issue and places the vehicle in the repair queue. 2. Devices are repaired by our trained Fleet Managers, with each service logged in detail. 3. The device is retested with a multi-point checklist. 4. The supervising mechanic gives a final inspection before redeployment. 5. All vehicles are cleaned and sanitized before returning to the field.
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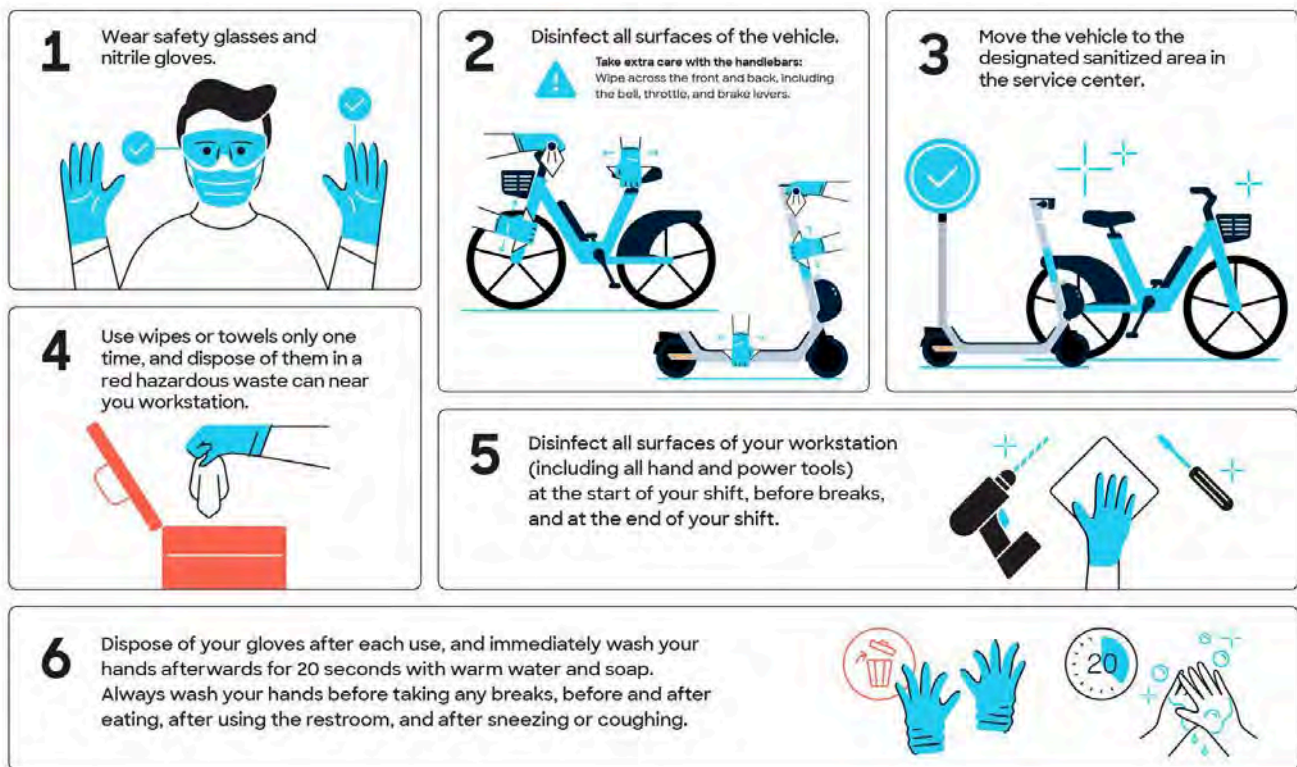
SPOTLIGHT: The Bird Difference - High-Quality Parts

Bird uses high-quality, reusable component parts in our vehicles to prolong lifespan. By continuing to raise the bar in durable equipment, our vehicles also require less frequent repairs. For example, Bird Two (our first smart e-scooter) and Bird Three (our latest smart e-scooter) require 29% fewer repairs than their predecessors. We also intentionally designed Bird Three to share many of its service parts with Bird Two, cutting back on the need for additional carbon-intensive manufacturing.

Cleaning Protocols

Bird maintains the highest standards of vehicle cleanliness. Traditionally, we have utilized two classes of device cleaning: daily field cleanings and more in-depth, weekly "Bird Baths" at our local service centers. In response to COVID-19, Bird updated both of these processes to ensure our vehicles are not just cleaned but are also thoroughly sanitized.

Our multi-point sanitization protocol ensures the entire device is disinfected using a Centers for Disease Control and Prevention approved disinfectant spray that forms an antimicrobial coating that bonds to surfaces and kills 99.99% of germs, keeping surfaces hygienic for up to 30 days. Our process is based on CDC guidelines and features a number of best practices designed to protect the safety of both our team and our riders, including disinfecting all workstation surfaces before and after sanitizing each vehicle, and the use of safety glasses and nitrile gloves.



VII. Speed

Limiting speed is a critical safety factor for all forms of road transportation. At Bird, we work with our city partners to use the following initiatives to govern the speed of our devices and implement tailored permitted speed restrictions that maximize safety for riders, pedestrians and other road users:

Built-In Maximum Speed Limits

Bird e-scooters have an in-built speed limitation of 15 mph while our e-bikes have a speed limitation of 15.5 mph; this ensures riders can move predictably and with the flow of general bicycle traffic. In collaboration with the City, Bird can further reduce this maximum speed using our vehicles' in-built speed governor.

Community Safety Zones: Slow and No-Ride Geofences

We have proven experience implementing geofenced slow zones and no-ride zones successfully at other universities and in cities globally. At MU, we will continue to work with the City to establish and adjust these zones throughout the new season.

- **Customized:** Working with the City, our team can create custom geofenced slow zones that will limit the maximum speed of our devices in certain areas of the city. For example, we currently have slow zones along Washington St. and a segment of Main Street. We can also create no-ride zones that slow our devices to a complete stop. When a rider approaches one of these no-ride zones, they will be alerted that their speed will be reduced. The Bird will then safely decelerate, coming to a complete stop to prevent the vehicle from crossing the geofence boundary.
- **Variable by time of day and geography:** These zones can be defined both geographically and/or limited to certain hours of the day. For example, in Columbia, Bird added temporary no-ride and no-parking geofences to the area surrounding Memorial Stadium during Tiger games due to the increase in pedestrian traffic.
- **Adjustable in near-real time:** Bird can control and remotely update these geofences in near-real time, using centralized software-based geofencing—ensuring we remain responsive to evolving rules and local conditions on the ground. Our industry-leading geofencing technology is accurate to 10 centimeters.

Beginner Mode

Research suggests that a disproportionate number of safety-related incidents occur within a rider's first few rides. To address this, Bird launched a first-of-its-kind in-app Beginner Mode feature, which slows acceleration and can reduce the

device's top speed for first-time users. This allows individuals without much experience with shared micromobility to build confidence and get comfortable as they learn to ride. See **Section XI** for screenshots.

Additionally, our vehicles all feature all of the following:

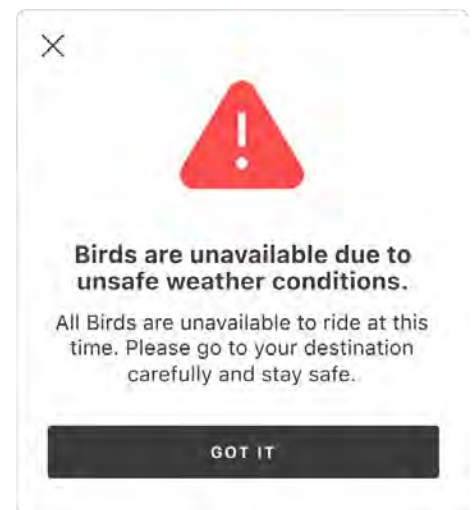
Vehicle Specs	Y/N (Confirmation) and Details
Name of the licensee must be prominently displayed.	<input checked="" type="checkbox"/> Bird's name is prominently displayed on all of our vehicles, along the neck of our e-scooters and down tube of our e-bikes. Our name is also featured prominently on our safety and contact decals.
Equipped with brakes and lights.	<input checked="" type="checkbox"/> The Bird Three is equipped with dual hand brakes controlling front and rear wheel drum brakes, and an independent rear wheel electronic brake (Triple Brake System). All brake cables are tamper-resistant and 100% internally routed to reduce damage. The Bird Bike features dual drum (front and rear) brakes. All Bird vehicles feature a front white light (1,000 lumens) visible from 500 feet away, and red taillights (1,200 lumens) each visible from 500 feet away. These lights are automatically on whenever our devices are in use and stay illuminated for 90 seconds after coming to a full stop.
Equipped with an on-board GPS unit.	<input checked="" type="checkbox"/> All Bird vehicles are equipped with an on-board GPS unit.
Sturdily built to withstand the rigors of outdoor storage and constant use.	<input checked="" type="checkbox"/> All Bird vehicles are built to withstand constant shared use and the rigors of being stored outdoors.
Securely stand upright when parked.	<input checked="" type="checkbox"/> All Bird vehicles are equipped with a dual anti-tip kickstand that can withstand up to 40 mph winds.
Units shall be inspected when removed from routine service	<input checked="" type="checkbox"/> As described in Section VI , Bird performs regular inspections and maintenance on all of our vehicles. Vehicles in need of repair are disabled, removed from the public right-of-way, and do not return until they are in proper working order.

VIII. Inclement Weather

Bird understands that Columbia can experience severe weather throughout the year. We will partner with the City on a weather plan and follow a structured communications protocol with a designated point-of-contact to provide visibility into our subsequent operations. In addition, please see **Exceeding Minimum Qualifications (2)** for an overview of our special event plans and protocols.

When it comes to weather, Bird has seen it all: hurricanes, blizzards, extreme heat, wildfires, and more. Accordingly, our central team monitors expected weather patterns across Bird markets and notifies local teams about significant events. In the event of an approaching extreme weather event in Columbia, Bird will immediately:

- **Disable** our service by remote locking our devices and removing them from the in-app map;
- **Inform** Fleet Managers to cease deploying Birds until further notice;



- **Collect and secure** Birds at local service locations if conditions warrant it;
- **Communicate** regularly with the City to provide visibility into Bird’s removal operations, if applicable; and
- **Notify** riders about pauses in operations via in-app, email and social media notifications (see example to right).

Protocol for Common Extreme Weather Events



Extreme Cold & Snowstorms

- Step 1** | Set thresholds for retrieving and storing vehicles (generally 6" or more of snow accumulation and temperatures below 0°F). When a weather event does not meet these thresholds, we do not retrieve vehicles to limit our Vehicle Miles Traveled (VMT) as Birds are ruggedized to withstand this type of weather.
- Step 2** | In advance of storms expected to exceed a pre-set threshold, a portion of the fleet is preemptively retrieved to allow us to move nimbly if the storm grows worse and traffic and road blockages dramatically slow our van movement.
- Step 3** | Alert riders to the inclement weather conditions and the impact on our service via in-app and push notifications.



Hurricanes, Wind, & Rainfall

- Step 1** | Activate rider safety messaging to warn riders about anticipated weather event and potential pause in operations.
- Step 2** | In the 24-48 hours prior to the arrival of a hurricane, severe wind, or heavy rainfall, Bird vehicles are made unavailable to rent with explanatory communications sent to riders.
- Step 3** | Local teams mobilize to rapidly remove all vehicles from the street prior. Vehicle retrieval typically takes approximately 6-8 hours, depending on fleet size.



Extreme Heat

- Step 1** | Proactively reduce our fleet size or collect vehicles in advance of specific high-heat days that may exceed their safe operating temperature (over 140°F).
- Step 2** | If Bird vehicles are collected and removed from service, we inform riders via the Bird app.

SPOTLIGHT: Winterized for Cold-Weather Cities

Bird vehicles and operations are built to endure winter weather. Our in-house Research and Development facility conducts extreme tests in an environmental chamber to ensure our vehicles and their batteries can survive in temperatures as cold as -5°F. Additionally, our ruggedized tires maintain a stable ride—even on snowy, uneven or slick pavements.

IX. Notice To Riders

In our in-app education, Bird will provide the following notice to all riders in a pop-up when they open the app and on our local rules page for MU and Columbia. Please see **Section XI** for more information on how we educate riders. Riders will be asked to say they agree with these rules before they start their first ride:

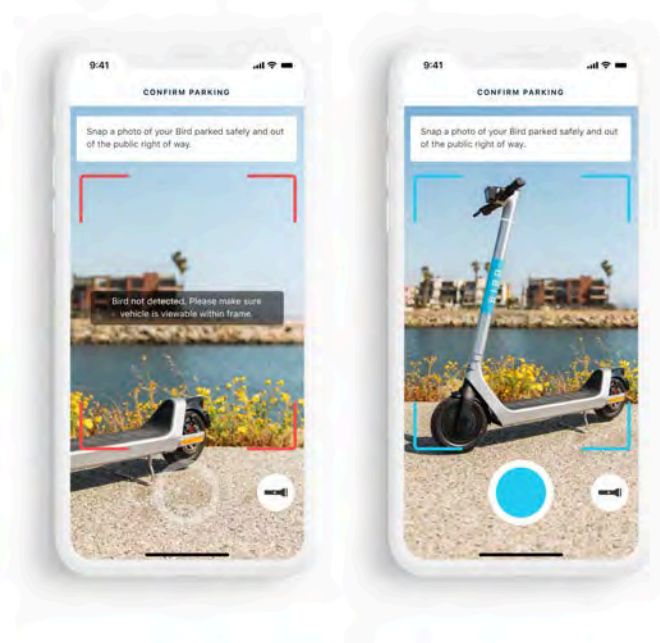
Regulation	How we provide notice to riders
Small Vehicles are to be ridden to the right of the street lanes in the same direction of traffic.	In-app alert; new rider tutorial; local rules page

Regulation	How we provide notice to riders
Riders must follow applicable rules of the road including observance of stop signs, stop lights, and yield signs.	In-app alert; new rider tutorial; local rules page
Small Vehicles are not to be ridden on sidewalks less than 48" wide.	In-app alert; new rider tutorial; local rules page
Small Vehicles within business districts, including the City M-DT district, are to be ridden only on streets, and where available in bike lanes and not on a Throughway Zone, sidewalks, or other areas designated by MU campus or City to be closed for Small Vehicle Traffic.	In-app alert; new rider tutorial; local rules page
Small Vehicles cannot be ridden within City parks or on public trails.	In-app alert; new rider tutorial; local rules page
Small Vehicles should offer the right-of-way to bicycles when riding in bike lanes.	In-app alert; new rider tutorial; local rules page
Small Vehicles may not be operated in University owned parking structures.	In-app alert; new rider tutorial; local rules page, geofence alert
Riders are encouraged to wear helmets when riding Small Vehicles. Company shall inform riders of the Safety Equipment program as required herein.	In-app alert; new rider tutorial; local rules page, on-vehicle safety decal
Riders are limited to one person on a Small Vehicle at a time, unless otherwise outfitted for multiple riders.	In-app alert; new rider tutorial; local rules page, on-vehicle safety decal
Riders may not tow an external wagon/sled or similar device while riding a Small Vehicle.	In-app alert; new rider tutorial; local rules page
Riders may not grab onto another motorized vehicle while a Small Vehicle is in use.	In-app alert; new rider tutorial; local rules page
Riders may not operate a Small Vehicle in inclement weather including rain and snow, nor after inclement weather events (other than rain) prior to paved surfaces being fully restored to pre-weather conditions.	In-app alert; new rider tutorial; local rules page
Riders must dismount and walk Small Vehicles on sidewalks less than 48" wide or sidewalks with significant pedestrian traffic.	In-app alert; new rider tutorial; local rules page

Regulation	How we provide notice to riders
Riders must park Small Vehicles in accordance with the parking regulations in Section 5.	In-app alert; new rider tutorial; local rules page
Small Vehicles may not be operated in a MU or City-declared No Ride Zone.	In-app alert; new rider tutorial; local rules page
Small Vehicles may not be parked in a MU or City-declared No Parking Zone.	In-app alert; new rider tutorial; local rules page
Riders are required to take a photo whenever they park their Small Vehicle at the end of a ride.	In-app alert; new rider tutorial; local rules page, end-of-ride photo screenshots (see below for more information)
Riding responsibly is required.	In-app alert; new rider tutorial; local rules page, on-vehicle safety decal
Riders cannot ride a Small Vehicle while intoxicated.	In-app alert; new rider tutorial; local rules page, Safe Start (see below for more information)
Riders must operate the device in a manner consistent with MU regulations and City's Code of Ordinances, rules, policies, and procedures, and any other applicable laws.	In-app alert; new rider tutorial; local rules page
Riders must remain alert to their surroundings and free from distractions such as the use of headphones or mobile devices.	In-app alert; new rider tutorial; local rules page
Small Vehicles should be equipped with front and back lights and those lights should be on while in operation.	All Bird vehicles feature front white lights and rear red tail lights that stay illuminated for the entire duration of a ride. Defective lights trigger one of our operator alerts that flags a vehicle for maintenance and disables it to prevent riders from renting such devices.
Riders are subject to City's Code of Ordinances and will be subject to penalties and enforcement for operating the device in a manner which violates City's Code of Ordinances.	In-app alert; new rider tutorial; local rules page

AI-Verified End-of-Ride Photos

To ensure users are parked in designated locations, we will utilize AI-verified end-of-ride photos. At the end of their ride, our system requires riders to submit an end-of-ride parking photo validated in real time to confirm their device is parked orderly and upright. If no device is detected, or if the image only includes a portion of the device, the system prompts the rider with an in-app warning message to align the device within the frame in an upright position and resubmit their photo. Bird issues follow-up education and fines per our penalty structure for non-compliance (see **Section XI**).



End-of-Ride Photo Screenshots



New Non-Compliance Upgrade

COMING SOON We will soon be updating our end-of-ride system to incorporate a more sophisticated machine learning component that will enable us to automatically identify additional non-compliant issues in photos in real time, such as blocking fire hydrants or ADA ramps. This new update will allow us to prevent riders from ending trips until they have parked in full compliance with local rules and regulations, rather than retroactively issuing follow-up education or fines. We anticipate launching this upgrade later this year and look forward to rolling it out in Columbia.

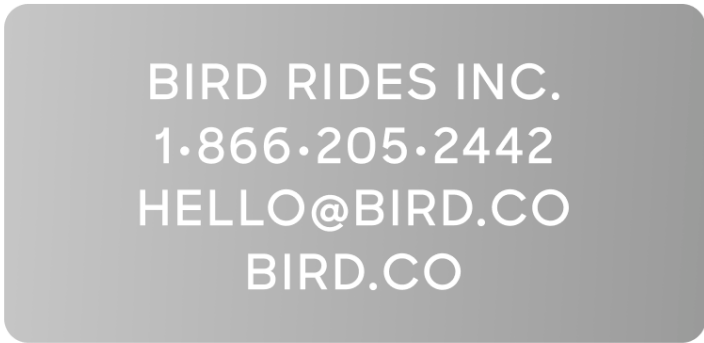
Safe Start

Don't drink and ride. That's the simple message behind this in-app checkpoint designed to discourage people from riding while impaired. Between late-night hours determined in partnership with the City, riders attempting to unlock a Bird will be asked to verify they can safely handle the vehicle by correctly entering a keyword into the app. Those unable to correctly type the keyword are encouraged to choose an alternative method of transportation, such as a taxi or ride-hailing service.



X. Signage

All Bird vehicles feature decals that include our name, contact information (including phone and email), and key safety messages like "Wear a helmet," "No riding on sidewalks," "Follow traffic laws," and "One rider per vehicle."



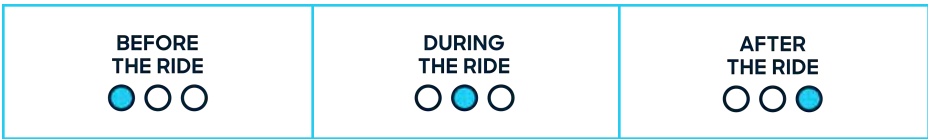
On-Vehicle Decals

XI. Education And Outreach

Education

At Bird, ensuring the safety of riders, pedestrians, other road users and the overall community is our top priority. Guided by Vision Zero’s goal of eliminating all traffic fatalities and severe injuries, Bird strives to make our micromobility operations the safest on the streets. Our comprehensive, accessible safety education content aims to equip users and non-users with public information and education essential to make our service safe and enjoyable for all.

Our goal is to promote a culture of safety and responsibility among all of our riders at MU, whether they are experienced or new to micromobility, to create a safer environment for everyone who shares the road. We begin educating riders before they ever start a Bird ride and continue to educate them well after a ride ends. The following symbols are included throughout the safety education content below to indicate when different elements of rider education, including clear information regarding how to utilize the system, occurs:

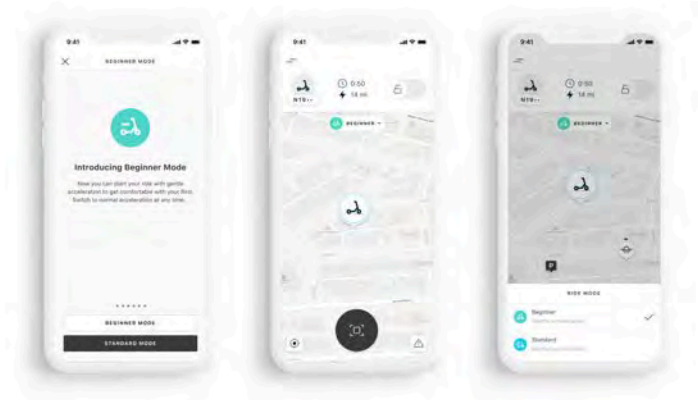


NEW RIDERS
Educating new riders on how to have a safe ride

**BEFORE
THE RIDE**
● ○ ○

Beginner Mode

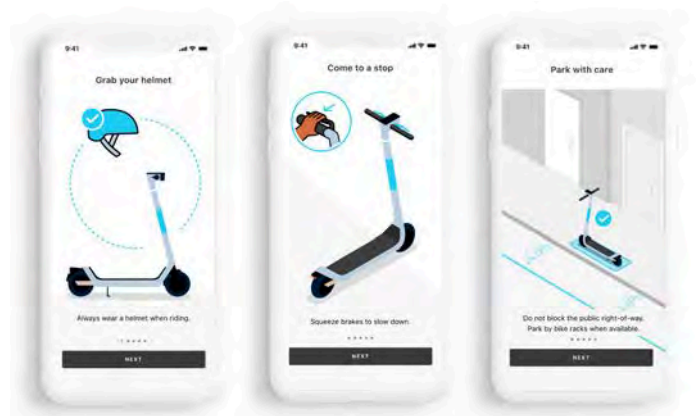
This industry-first safety feature slows acceleration, lowers maximum speed, and provides new riders additional guidance on how to ride, enabling individuals to gradually build riding skills and confidence at their own pace. It can be mandatory or optional and is available to riders at any time through the app.



BEFORE
THE RIDE
● ○ ○

In-App Tutorial

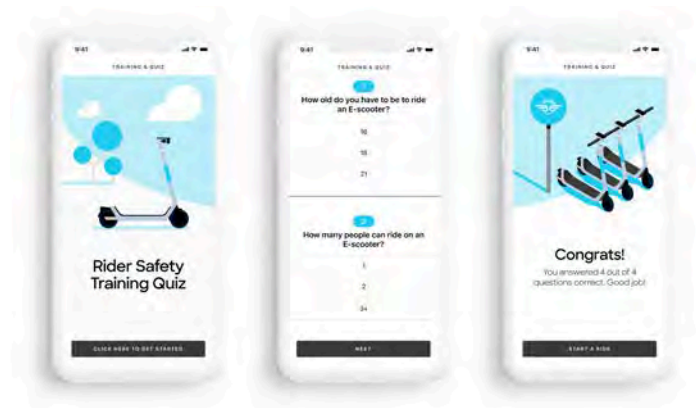
First-time riders are required to watch an illustrative how-to-ride-and-park tutorial depicting MU-specific rules and regulations.



BEFORE
THE RIDE
● ○ ○

Safety Quiz

Following completion of the in-app tutorial, riders complete a quiz to ensure understanding. The quiz contains a minimum of four questions pertaining to parking, operations and general safety. Riders are not able to progress to the next question until they demonstrate understanding by selecting the correct answer.



AFTER
THE RIDE
○ ○ ●

Helmet Selfie

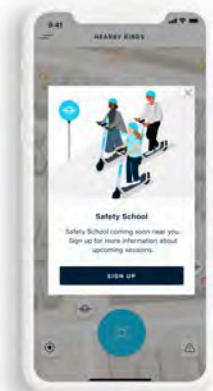
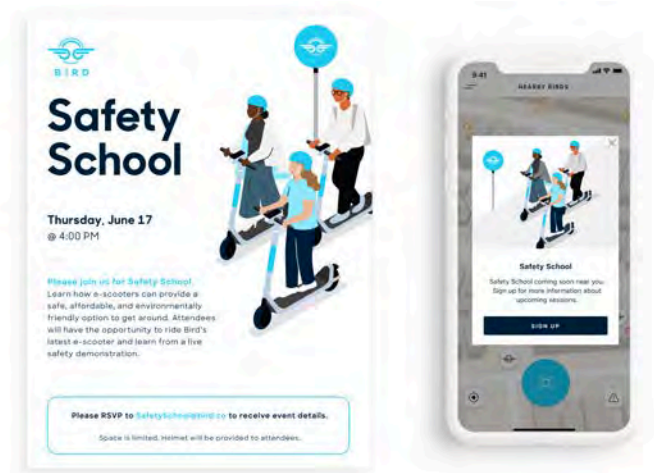
Designed to improve rider safety, this feature incentivizes riders to wear a helmet. At the end of each trip, riders are prompted to submit a selfie with their helmet on. Those wearing helmets receive rewards, like ride credits. Riders can also share their selfie via social media with #BirdHelmetSelfie to promote broader use of helmets.



BEFORE
THE RIDE
● ○ ○

Safety School

In partnership with local safety advocates who have experience with the area’s traffic and streets, Bird hosts Safety School events to teach riders how to ride and park safely as well as educate them on local laws governing the safe operation and parking of devices. We also distribute free helmets and ride credits to new riders who engage in our safety quizzes and demonstrations.



BEFORE
THE RIDE
● ○ ○

Learn-to-Ride Educational Events & Helmet Giveaways

Bird will continue to host learn-to-ride events with University organizations to introduce new riders to Bird and instruct them how to ride our vehicles. At these events, we educate students on micromobility rules, pass out free helmets and share information on our discount programs. To drive attendance, we sometimes also offer an ice cream or slice of pizza.



Mizzou Personal Safety Event

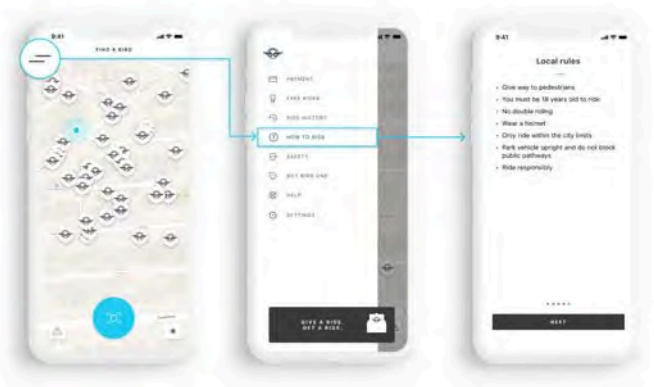
BEFORE
THE RIDE
● ○ ○

In-App Local Rules Page

The Bird app features a local rules page detailing municipal and university-specific laws and regulations relating to our service. Riders can access this at any time to make sure they are following the rules.

DURING
THE RIDE
○ ● ○

AFTER
THE RIDE
○ ○ ●



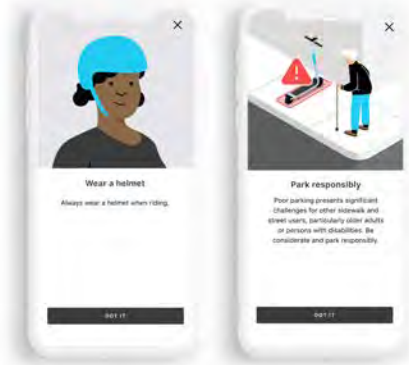
At MU, Bird will host educational events annually and give away over 500 helmets each year of the program.

RETURNING RIDERS
Reminding returning riders how to ride and park safely and responsibly

- BEFORE THE RIDE
- AFTER THE RIDE

Pledge Cards

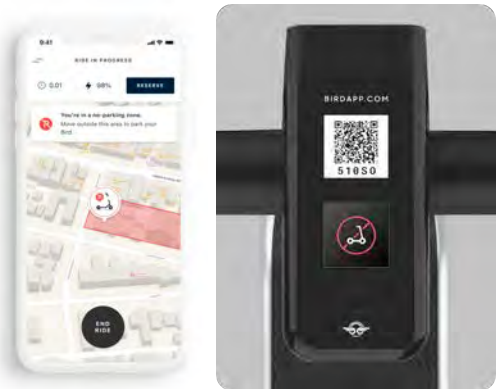
Digital pledge cards are presented to riders via an in-app pop-up, requesting that they read and then pledge to abide by each rule. At MU, Bird uses customized cards highlighting university-specific rules and regulations.



- DURING THE RIDE

Ongoing Real-Time Education

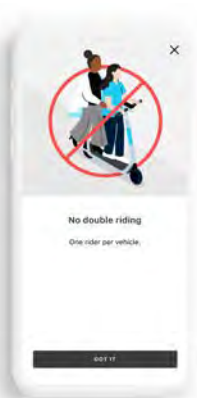
We make sure riders are kept safe during a ride by providing them with timely in-app and on-vehicle notifications. For example, when a rider approaches a restricted area, or attempts to ride on a sidewalk, they are notified of the restriction via the Bird app and a push notification to their phone. Our latest devices also provide riders with an audible warning and can show a visual warning via the on-vehicle display.



- AFTER THE RIDE

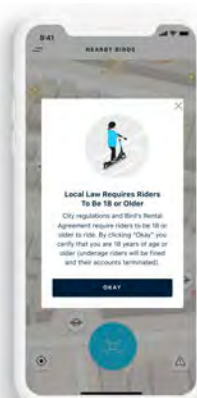
Follow-Up Education

Riders receive interactive follow-up education prior to every fifth ride, tailored to their riding history, time of day and location. For example, riders may be reminded that double riding is not allowed.



Email & App Notifications

Riders receive regular, consistent, localized and updated safety directives and education regarding the proper and safe use of our vehicles via email, push notifications and pop-up reminders. The in-app pop-ups require riders to acknowledge and accept them in order to proceed.



RISKY RIDERS

Preventing dangerous riders from engaging in unsafe behavior



BIRD HAS ZERO TOLERANCE FOR RISKY RIDING.

Bird sets clear safety rules, diligently enforces them, and responds decisively when they are not met. When riders fail to meet our standards for safe riding, we take the following actions:



Targeted Education

If a rider demonstrates unsafe riding or parking behavior, our Trust and Safety team sends post-incident educational emails. Bird also sends targeted notifications directly in the app as a proactive measure to prevent unsafe behavior in the future.

Account Termination

Riders who repeatedly engage in risky or unsafe riding practices, or those who have an incident that results in an interaction with local law enforcement, in injury or in damage to private property, may have their account immediately terminated. We also reserve the right to immediately terminate accounts in cases of drunk riding or other egregiously reckless behavior.



Safe Start

Don't drink and ride. That's the simple message behind this in-app checkpoint designed to discourage people from riding while impaired. Between late-night hours determined in partnership with the University, riders attempting to unlock a Bird can be asked to verify they can safely handle the vehicle by correctly entering a keyword into the app. Those unable to correctly type the keyword are encouraged to choose an alternative method of transportation, such as a taxi or ride-hailing service.



Escalating Penalties

The University of Missouri is incredibly important to Bird's story. It is the first place in the world where Bird piloted incentivized parking and the first place where Bird was able to restrict parking to bike racks effectively, utilizing fines to ensure compliance. We were able to achieve this through close collaboration with university officials. After instituting our fines on campus, we observed instances of reported misparked scooters dropping from 1,000 per month to just 25 per month on campus. We were also able to bring the same solution pioneered by MU to other campuses and communities around the world.

Looking forward, we've come a long way since those early days, and our partnership with research institutions like MU is the reason we've been able to continue to innovate with and pioneer better technologies like VPS parking technology. However, we expect to continue utilizing the fining methodology originally piloted on the MU campus. Bird uses an escalating penalty structure to respond to and remediate unsafe behavior. MU was the first place where we piloted rider fines, and we now used them in hundreds of markets around the world. Riders who are fined receive an email describing the incident, why it was unsafe and a reminder about additional fines and potential account termination. Riders on low-income plans are excluded from all fines but will receive the warning emails and are also subject to account termination for repeated offenses.

	x 1	x 2	x 3	x 4
	1st Offense	2nd Offense	3rd Offense	4th Offense
P Improper Parking	\$5 fine	\$10 fine	\$20 fine	Account terminated
! Unsafe Riding	\$20 fine	Account terminated		
! Illegal/Extremely Unsafe Behavior <small>e.g., pedestrian harassment; riding with a minor</small>	Account terminated			

THE ENTIRE MU COMMUNITY

Safety Brochures

Working closely with the University, we will continue to distribute multilingual, educational brochures about our service around the campus.

Bird's E-Scooter Safety Guide

RESPONSIBLE RIDING HOW-TOS:

- You must be 18 or older to ride.
- Only one rider per Bird.
- Ensure you stick to riding in bike lanes or in the road; do not ride on the sidewalk.
- Bird e-scooters are calibrated to go no faster than 15mph to maintain a safe speed. Always start slow and at a speed that you feel comfortable with.

Keep both hands on the bars. Ensure you place both feet on the footboard at all times whilst riding.

Wear a helmet.

If something isn't right, tell us through the Bird app.

Park responsibly and at bike racks where possible. Do not block doorways, ramps, sidewalks or rights of way.

Any questions? Email us at hello@bird.co



Public Service Advertisements

Bird conducts local and national PSA campaigns to promote safe riding, responsible parking, and our discount programs. For example, our "Ramp Champ" campaign was the first national micromobility education campaign emphasizing the importance of ADA access. It included out-of-home advertising on transit shelters as well as in-app messaging to all riders.

Social Media

Bird uses social media campaigns to engage with and educate riders on proper parking and other safety initiatives. Bird will also continue to share social media assets with the University to disseminate educational information.

 Bird @BirdRide

Do your part. Don't drink and ride.

Bird is proud to partner with @Drinkaware_ie to help encourage safe cycling and micromobility ridership across Ireland.

Don't drink and ride.

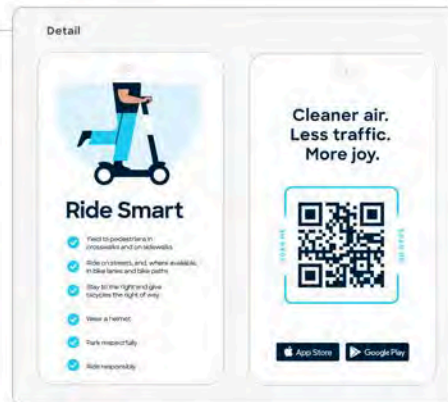
Protect yourself and others. Never operate any vehicle under the influence.



Get the facts. Be DRINKAWARE. Visit drinkaware.ie

7:53 AM - Apr 28, 2022

THE ENTIRE MU COMMUNITY



On-Vehicle Information

On-vehicle decals display key safety rules and Bird's contact information, while multilingual informational hang tags can be attached to our devices to disseminate additional user education and safety and parking reminders.

Outreach

Bird has an extensive campus outreach plan. We continuously focus on the education of riders, potential riders and community members who are not riders. Education, as noted above, is core to our ability to provide a safe riding experience for our riders, and as such, it is crucially important for us to use the right mechanisms to find our target audience and provide the correct educational messaging.

Information provided to MU riders is customized for the riding and parking rules specific to the MU campus, as we have done for the University previously (and as we do for other universities across the country). The objectives of our campus community outreach program include:

- To ensure riders are aware, in advance of taking their first ride, of what the rules are regarding the use of our vehicles, specifically the key rules of a) required helmet usage b) age restrictions, c) prohibited areas of use particularly regarding no sidewalk riding, and, d) restricted parking behavior
- To ensure prospective riders are aware of the safe riding and parking requirements, as well as potential warnings, fines, and suspensions that may be enacted if rules are not followed
- To ensure members of the community and non-riders are aware of the riding and parking rules and aware of the avenues available to them to report less than satisfactory behavior
- To ensure members of key groups, such as those with accessibility limitations, are aware of approved parking requirements and no sidewalk riding rules, as well as their ability to inform us of poor behavior through all available channels

In order to meet those objectives, we have developed a robust campus community engagement program that is focused on in-person events.

In-Person Community Engagement

Bird's new Safe Streets Team will lead our Education through in-person community engagement, using both proactive and reactive tactics. Our Safe Streets Team is formed of dedicated Bird staff, solely-focused on educating the community, and maintaining clean and tidy streets.

Below is an overview of the in-person educational and engagement tactics we employ, in addition to the in-person training events detailed above. This includes hosting a range of informational sessions designed to reach both riders and the wider MU community:

Safety Promotion Events

Bird's Safe Streets Team will conduct a series of safety promotion pop-up events across the MU campus throughout the year to educate riders about local laws governing the safe operation and parking of devices, and to



hand out free helmets. We will partner with the University to calendar pop-up events throughout the year, as well as host our in-person Safety School events described above. See below for images from a safety event we participated in on campus:



Our Safe Streets Team will also continue to conduct daily uniformed patrols on foot in areas identified as a priority by the University; they will encourage safe/responsible riding, educate riders and the public on appropriate riding behavior and parking, as well as fine and ban riders who do not comply with the rules.

Our Safe Streets Teams are available during daytime hours. Throughout the week, we will position our Safe Streets Team patrol members at key areas for a consistent amount of time to address, fine and ban offending users. We believe this approach quickly eliminates unacceptable riding behavior. An alternative approach is to designate additional areas as no-ride zones to eliminate the possibility of improper behavior occurring.

Our Safe Streets Team also educates riders and the public about our vehicle technology features that promote pedestrian and community safety. This includes emphasizing the importance of being aware of the needs of the accessibility community and riding responsibly by using the bell to warn others they are approaching or about to enter an area intended for the mobility-impaired e.g., accessibility ramps.



Helmet Giveaways

Bird recognizes the important role helmets play when it comes to rider safety. We were the first shared-mobility company to spearhead a proactive helmet safety campaign. We will continue to regularly distribute free helmets via in-person safety events and in-app giveaways (a minimum of 500 each year of the program), ensuring all riders have easy access to helmets when using our service.



Targeted Community Outreach

In addition to Bird's safety promotion events and helmet giveaways, our local team will continue to conduct community outreach by either participating in or attending a variety of events that take place at MU throughout the year. During these events, Bird's team will be available to promote our service, encourage usage, and provide additional in-person safety education. Engagement includes:

- From hosting Bird 101 during MU's new student orientation to organizing safety-focused events during campus safety weeks, we have facilitated numerous safety initiatives at universities nationwide to educate the community on proper riding and parking practices, along with adherence to MU-specific regulations.

At MU, we aim to launch educational programs that position our vehicles as a cost-effective alternative to driving, providing crucial last-mile connectivity to other transit options on campus, thereby supporting the university's sustainability objectives. Here are some proposed initiatives for enhancing safety and sustainability education:

- Partner with the MU Environmental Leadership Office and the Institute of Transportation Engineers: Offer incentives like Bird ride discounts to promote sustainable transportation choices.
- Engage with the MU Community Programs Office: Educate students about micromobility options to better align with their transportation needs and priorities.

- Collaborate with MU's Undergraduate Student Government: Support the 'Roll to the Polls' campaign to boost voter participation among students.
- Outreach to MU's Greek Life: Work with fraternities and sororities to raise awareness about safe and responsible micromobility.
- Team up with the MU Bike Resource Center: Encourage biking as a sustainable transport option through collaborative advocacy and incentives.
- Partner with Mizzou Athletics: Engage with MU's student-athlete community to promote safety awareness across all modes of campus transport.

XII. Privacy, Data Reporting, And Data Sharing

In every city and university where we operate, we share the most transparent and robust data to support the needs of local officials and city planners. Bird is one of the few operators to provide cities with real-time access to data feeds, ensuring transparency and accountability in our service.

Unlike other operators that use a batch processing model (grouping data together and collecting it intermittently), Bird uses stream processing to continuously collect and process our program data, enabling cities to track the movement of our devices within the public right-of-way in real time. This ensures that we can detect, triage and resolve issues in our external APIs faster than most other operators in the unlikely event of discrepancy.

The following are key data products Bird provides; such data can be used to see how people are moving throughout MU and Columbia today, and help to guide decisions to plan for and invest in smarter cities for tomorrow.

Mobility Data Specification APIs: Governed by the Open Mobility Foundation (OMF), these APIs are closed, tokenized feeds that provide detailed information about our device movements throughout the day. They include detailed route data for each trip and device status changes as defined by the specification. The MDS APIs offer a comprehensive view of the data needed to engage in meaningful transport planning, such as trip length, start and end time, route and vehicle status. Bird has actively contributed to the development of MDS, both as a member of the technical council and through contributions to the codebase.

The City can calculate and determine the following from MDS, at any geographic and temporal degree of precision:

- the number of devices in circulation;
- the total number of miles traveled;
- the average time each device spends available (not in use);
- the number of rides;
- the average duration of rides in time or distance;
- origin and destination of rides

Ingesting MDS and turning raw data into information requires software and data science expertise. If MU and Columbia do not have this expertise in house, Bird has partnerships with Populus and Ride Report, which provide software-as-a-service (SaaS) products that are specifically designed to turn MDS raw data into actionable insights. Across the U.S., Bird has experience working with six different aggregators to provide cities with useful insights and compliance measurement.

Data Dashboard: Bird's easy-to-use Dashboard will enable MU to monitor the system's well-being and see what is happening in their service area. It offers several insightful sections, including:



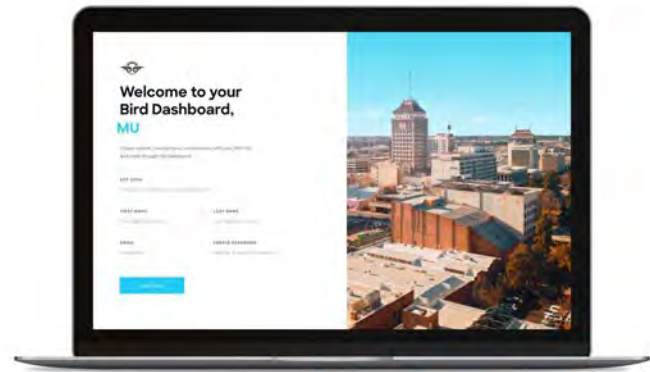
The Summary Section - provides aggregate statistics from a variety of perspectives and aggregations, including today, yesterday, week to date, month to date, and all-time. It will also allow the City to easily view the historical count of vehicles in the public right-of-way to check against city caps. The underlying data that powers these visualizations will be available to the City for download as a csv or excel document.



The Maps Section - displays real-time information on each Bird in the public right-of-way. The Birds' current locations are plotted and their statuses are color-coded to show whether they're rideable, in ride, reserved for a ride, or waiting to be picked up for a repair. The data containing the details on each Bird in the public right-of-way is also available to be downloaded and further analyzed.



The Rides Section - gives deep insights into a city's rides and riders. Heat maps of trip origins and destinations can highlight the area's hot spots for micromobility services, and general statistics about the total number of rides, count of unique riders, and rides per rider are highlighted. It also includes tables that provide insight into each individual ride, such as whether the ride was a commuter ride, low-income ride, or a first-time ride, as well as the start and end locations of the rides. As with the other sections of the dashboard, city partners will have access to the data that's powering the visualizations. Ride data for the previous 90 days will be available for download so that MU can explore and find its own data insights.



GBFS API: Bird offers a General Bikeshare Feed Specification (GBFS) feed, which provides the locations of available devices within a jurisdiction and can be ingested by third-party trip-planning applications. GBFS is stewarded by the North American Bikeshare Association (NABSA). Bird is proud to serve on the NABSA Board and is the only e-scooter-focused operator to do so.

Flat File Reporting: Bird offers flat file reporting in CSV and PDF formats. We provide the following standardized reports: unique active riders; trips per day; individual trips (including trip ID, scooter ID, start time, start location, end time, end location, duration, distance and cost); number of vehicles in service per day; utilization; complaints; safety incidents; and device maintenance history.



SPOTLIGHT: Industry Leader in Micromobility Data

Bird shares real-time data with hundreds of cities worldwide via MDS and GBFS APIs and our on-demand dashboard, with other cities receiving ad hoc data support. As a founding member of the OMF, we helped oversee its technical development, and senior members of our data team have chaired the OMF Technology Council and continue to contribute to MDS's evolution. Bird staff have also served as voting members on the OMF Privacy Committee, which develops best practices around data sharing between operators and cities.

Data Reporting

Bird will provide data to MU and the City related to the utilization of our vehicles including real-time data feeds via API, monthly reports, and upon request, to MU and the City displaying trip information including but not limited to the following:

- Aggregated reports on system use
- Compliance, operations- including but not limited to:
 - Parking complaints,
 - Crashes
 - Damaged, or lost Small Vehicles
 - Utilization rates
 - Total trips by day of week and time of day
 - Origins & destination information for all trips
- Trips per each unique Small Vehicle by day of week and time of day
 - Average trip distance
 - Parking compliance at designated zones and at transit and bus stops
 - Incidents of Small Vehicle theft and vandalism
 - Small Vehicle maintenance reports
 - Payment method information.

Additionally, Bird will provide MU and the City with anonymized/de-identified demographic data, such as age cohort, gender, general trip purpose, etc., that we collect on a monthly basis, or upon request. Bird will make available to MU and City any information from private entities related to requests for Small Vehicles not to be used or parked at a private location on a monthly basis, or upon request. Any data shared by Bird with MU and City will comply with our terms of service and privacy agreement with Riders and will not reveal proprietary information that puts at risk Bird or its employees, agents, or riders.

XIII. Time For Corrective Actions

Bird will respond to public, Rider, MU or City requests for rebalancing, reports of incorrectly parked Small Vehicles, or reports of unsafe/inoperable Small Vehicles by relocating, re-parking, or removing Small Vehicles completely within one hour of receiving written or oral notice—exceeding the two hour requirement. See below for details on how the public can report issues via our customer service channels and our response protocols

Customer Service Channels

To make it easy for both riders and non-riders to provide us feedback, ask questions or report an issue, we offer a multitude of multilingual, low- or zero-friction engagement opportunities. These include:



Phone Number

1-866-205-2442 | Our staffed, toll-free customer service line provides support 24 hours per day, 365 days a year.



Email

hello@bird.co

Emails that require escalation are handled by an in-house Bird team member.



In-App Community Mode

Riders and non-riders can report complaints in real time. See Spotlight below for more details.



Facebook
@Bird



Online Form
<http://www.bird.co/contact-us/>



In-Person Community Engagement
Bird hosts regular community engagement events, providing residents and visitors the opportunity to report complaints to our teams directly.



311
Bird will partner with the City to integrate with Columbia's 311 system.



X (Formerly Twitter)
@BirdRide



Live Text-to-Chat
Available in app.



Bird App Reviews
Our customer service team responds to any negative reviews on the Apple and Google Play app stores. Feedback is shared with the appropriate Bird team.



Instagram
@Bird



Website
<http://www.bird.co>



Rider Surveys
Bird conducts rider surveys biannually to gather ongoing qualitative feedback from riders to inform program improvements and adjustments.



Ride Ratings System
Riders can rate our service after each trip. Rides earning less than four stars receive follow-up from Bird.

Multilingual and Accessible Service

Bird is committed to ensuring everyone at MU and in Columbia can use our service. In recognition of the diverse language needs and unique cultural landscapes of our riders, we prioritize multilingual options across our website, 24-hour customer call center and mobile app. Our app is currently available in 100+ languages.

Our website is available in 10 languages: English, Spanish, French, German, Italian, Hebrew, Tagalog, Dutch, Swedish, and Norwegian. Additionally, our customer service number provides callers the opportunity to speak with live agents in the following languages: English, Vietnamese, Hebrew, German, and Italian. Our customer service phone line also includes Interactive Voice Response (IVR) in nine languages: Portuguese, French, Dutch, Spanish, Mandarin, Tagalog, Cantonese, Korean, and Somali. We continually reassess our multilingual offerings and work with universities and cities to add additional languages as needed to best support the communities we serve.

Bird's phone line also accommodates TTY relay services for persons with hearing and speech disabilities. In addition, our website and mobile application adhere to ADA standards with intuitive, easy-to-navigate user interfaces built with simplicity, perceptibility and other core accessibility design principles in mind. Accessibility features include closed captioning for all videos and on-page navigation, captions and text alternatives to images. Additionally, Bird's customer service contact information can be displayed on each of our devices in braille and raised ADA-accessible lettering.

Responding to Customer Service Reports

Our highly trained staff use an industry-standard Tiered Customer Service triage to manage reports across all of our customer service channels and ensure swift and effective follow-up regardless of the subject (billing and account queries, non-compliant parking, anti-social behavior, etc.). Our Tiered Customer Service process separates all rider inbound tickets into the following three categories:

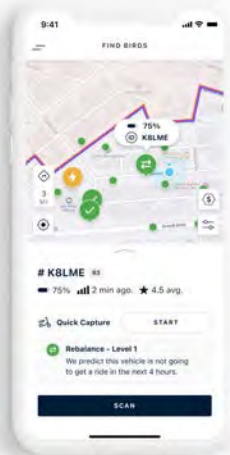
<p>Tier 1</p>	<p>These refer to reports of incorrectly parked vehicles, reports of unsafe or inoperable vehicles, requests for rebalancing, trip refunds, etc.</p> <ul style="list-style-type: none"> • Bird’s central customer service team responds to requests from the public for any of these items. Using Zendesk, a customer service software, our central team flags all such requests in our system before alerting local teams via the “Operator” mode of our app, allowing them to view the location of the issue and address it quickly and efficiently. See below for more details. • When the issue is resolved, the customer service team sends a notification via email to the individual who reported the issue, after which they close the ticket. All resolved complaints are stored via Zendesk for reporting purposes. • This central team is serviced by our fully staffed 24/7 and 365 days a year customer service teams in the United States, Manila (Philippines), and Bucharest (Romania). Our local operations team will receive and resolve customer reports directly in order to meet the specific needs of the city.
<p>Tier 2</p>	<p>These refer to more serious user and community complaints, such as repeated poor behavior and complicated support issues.</p> <ul style="list-style-type: none"> • These tickets will be immediately escalated to the Bird team in Columbia, who will be consistently involved in the resolution of Tier 2 Customer Service Tickets. • Tier 2 also includes resolving any community issues, such as poor parking behavior. • In cases where rider behavior is an issue, such as unsafe riding or parking, we can also follow a penalty structure and send the rider educational materials relevant to their behavior (such as an email or push notification on parking etiquette). For repeat violations, we issue escalating warnings and fines, or even account terminations when warranted. • When the issue is resolved, the customer service team sends a notification/follow-up email to notify the individual who reported the issue, after which they close the ticket.
<p>Tier 3</p>	<p>These refer to very serious user or community complaints, such as injury reports, property damage alerts, or law enforcement requests. Any complaint that is made directly to the City will automatically be categorized as a Tier 3 item for resolution.</p> <ul style="list-style-type: none"> • These tickets are automatically referred to the local operations team and will be addressed by the Bird Market Manager for Columbia, and the local Operations General Manager, to ensure quick resolution. • Certain sensitive issues requiring additional care are further escalated to Bird’s Trust and Safety team, which handles reports of underage riding, injuries, property damage, and law enforcement requests. <p>Upon receipt of a complaint, a member of the Trust and Safety team gathers information and evidence from the reporting party, as well as from Bird’s database and internal dashboard. Complaints are organized into systematic categories for more prompt resolution. If warranted, the Trust and Safety team will escalate incidents to Bird’s insurance provider or the relevant local law enforcement authorities. Our team oversees all follow-up questions, investigation updates, and other information until the complaint is fully resolved directly with the reporting party. Bird also maintains a database containing all public complaints and comments related to unacceptable user behavior.</p>

Real-time Fleet Monitoring

Our team uses Bird AI, our advanced operations software, to monitor the precise location of each device and immediately identify issues such as improperly parked or idle devices, as well as those in need of charging or maintenance. Bird AI monitors various inputs, including GPS, vehicle sensors, field team reports, and feedback from our customer service channels. **When alerted to an event that requires attention, the system automatically dispatches a local team member to inspect the device and address the issue within one hour.** To support swift and efficient responses, we have also recently implemented an urgency timer feature to track the time elapsed since an issue was first reported. As can be seen below, the Bird app’s Operator Interface provides our team with the exact location of the flagged device, along with why it has been flagged for review.



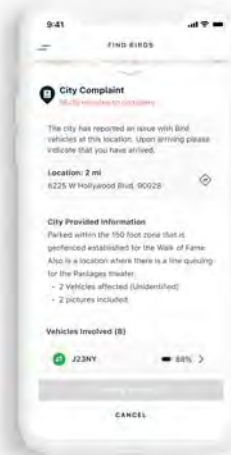
Operator Interface



Rebalancing Notification



Tip Detection Alert



University/City Complaint Alert



Clutter Alert

Operational Alerts	Description	Bird Response Time
Parking	Birds in a no-parking zone.	1 hour
Downed Birds (Tip Detection)	Birds that have been tipped over.	
Marked for Inspection	Birds manually flagged for inspection through Community Mode or by our on-the-ground teams.	Immediately made unavailable; removed within 1 hour
Clutter	Too many Birds parked near each other.	1 hour
University / City Complaint	Any issue reported by University or City officials.	
Rebalancing	Birds in need of rebalancing (idle and/or not likely to get a ride in the next 4 hours).	
Charging	Birds in need of charging (less than 15% battery remaining).	Immediately made unavailable; removed within 1 hour
Maintenance	Birds in need of maintenance (triggered by mileage thresholds or diagnostic sensors).	

Rebalancing

Bird uses the following operational strategies and technological interventions to rebalance our devices in congested areas and move devices that have been in one location for an extended duration. These solutions are designed to mitigate overconcentration of devices in high-use areas while still encouraging the productive use of our e-scooters and e-bikes.

Strategy	Details
Bird AI <i>(Physical Operations and Technological Intervention)</i>	<p>Our fleet management system, Bird AI, monitors the location of each device and immediately identifies issues for remediation. For example, if the system detects a cluster of vehicles that could create an obstruction, our employees are notified via a “Clutter Alert” in our field operations app. The closest field team member will then be dispatched to visually inspect and redistribute the devices, ensuring they are properly parked and ready for the next rider within 1 hour.</p> <p>Bird also uses a four-hour “idle threshold” on all our vehicles. In practice, this means that any e-scooter or e-bike in Columbia that has been ridden and parked by a user and is then idle for four hours is flagged by Bird AI as a vehicle needing to be rebalanced. A team member will attend to that vehicle within 1 hour and rebalance it to a different location.</p>
Patrol Teams <i>(Physical Operations)</i>	<p>Bird proactively stations our patrol teams at venues or near popular end-of-ride locations based on data-driven trends (e.g. around downtown) to rebalance devices while also conducting vehicle spot checks to ensure riders exiting the area can find a ready-to-ride vehicle.</p> <p>Our patrol teams will also be responsible for responding to rebalancing requests that come through our Bird AI system—which monitors various inputs, including GPS, vehicle sensors, field team reports, and feedback from our customer service channels—as well as their own in-person monitoring for devices parked out of compliance with local regulations.</p>
NEW FOR 2024 Preferred Parking <i>(Technological Intervention)</i>	<p>Bird will explore the use of incentivizing certain parking areas to encourage and reward riders when they park in less-crowded areas. Our system can automatically update with locations tailored and adapted based on real-time ridership patterns and demand.</p> <p>Incentivized parking areas will be marked within the Bird app map with a “\$” sign to enable riders to locate them easily. Bird will also explore the use of other incentives. For example, entering riders ending in an incentivized location into monthly draws for the chance to win branded apparel, accessories, etc.</p>
NEW FOR 2024 Rider Rebalance <i>(Technological Intervention)</i>	<p>Birds bounty system, Rider Rebalance, enables us to highlight devices in overconcentrated areas in the Bird app and offer riders a discount for choosing one of those e-scooters or e-bikes for their next ride. By initiating Rider Rebalance before we trigger a response from our local team, we significantly improve our response time, while reducing Vehicle Miles Traveled (VMT) and operational emissions.</p>

XIV. Impounding

Bird agrees to the following penalties and procedure for those Small Vehicles subject to impounding as described herein:

- MU and City may remove a Small Vehicle that impacts with the health, safety, welfare of City residents, or visitors, or MU faculty / staff or students, and may store the impounded Small Vehicles at a location convenient for MU and the City.
- MU and the City may, in their sole discretion, provide photographic or written documentation to Bird of the violation. However, such documentation is not required and will not be a condition precedent before the City or MU may enforce the terms herein.
- MU and/or City may assess a penalty of \$100 for each Small Vehicle it impounds. City and/or MU shall notify Bird of the impounded Small Vehicles and their location. In such instances, Bird will retrieve Small Vehicles from MU and/or City within twenty-four (24) hours of receiving notice. Bird will be responsible for paying a performance bond for each Small Vehicle deployed on the MU campus and City as further described herein. Bird is responsible for paying storage costs of Fifty Dollars (\$50) per day, penalties, and all other expenses related to the impounding before having the Small Vehicles returned. If Bird does not retrieve the Small Vehicles within 24 hours of receiving notice, MU and City may draw upon the performance bond to recover costs to MU and City and may dispose of Small Vehicles at Company’s expense within seventy-two (72) hours of providing notice. MU or City may invoice Bird for the cost of disposal and we agree to pay the invoice within ten (10) days of receipt.
- Impounds by the University or City must be paid for prior to release to designated parties.

XV. Environment And Sustainability

At Bird, sustainability is at the core of everything we do. Our mission is to help create more livable cities by increasing access to eco-friendly, emissions-free modes of transportation developed specifically for shared use. We are proud to be one of the only major U.S.-based e-scooter operators not owned or funded by a car or ride-hail company, a status that demonstrates our commitment to replacing car trips with eco-conscious transportation options. While we work to displace car trips and complement public transportation trips, operators owned by automobile companies profit by keeping gasoline-powered cars on the road, and ride-share companies have disclosed that they are in competition with public transportation.

We are working to curb our climate impact by dramatically reducing vehicle manufacturing emissions, implementing the cleanest on-the-ground operations, avoiding greenhouse gasses (GHGs) in the daily operations of our global business, and providing transparency in recycling efforts and recycle or otherwise dispose of our devices in an environmentally friendly manner at end-of-life cycle. See below for our multi-faceted approach to sustainability, including the goals, actions, and future plans that we execute to achieve our vision.

Our Approach to the Environment & Sustainability



Take action to lessen our environmental footprint

We partner with global experts to measure, reduce and avoid emissions, from our operations, to manufacturing, to recycling practices.



Increase the lifetime of our vehicles

Longer lifetime increases the miles ridden per device and lessens manufacturing emissions.



Be a trusted partner for universities & cities

In addition to providing universities and cities greener transportation options, Bird works to support them in advancing their sustainability goals

Sustainability Goals



GOAL

Become carbon neutral

Bird is committed to becoming carbon neutral by 2025. This voluntary commitment is part of our company-wide dedication to addressing climate change and minimizing our impact on the environment.



GOAL

Support mode shift away from cars

Turning car users into micromobility users helps to reduce traffic congestion, creating fewer CO₂ emissions per mile and cleaner air. Bird provides a solution to many urban transportation challenges and enhances the shift away from cars. Globally, across more than 165 million Bird rides, ~30% replaced a car trip; with some regions experiencing even higher mode shift rates. For instance, in Porto, Portugal, and its adjacent cities, 48% of scooter trips replaced a car trip, according to a city survey.



Mode shift can support cities with parking challenges as well; 10 Bird scooters can fit in a parking space intended for one car.



GOAL

Use our platform to promote sustainable practices

We aim to use our wide-reaching platform, from our blog to our social accounts, to educate and engage our riders around the importance of sustainable mobility and how to take climate action.



Sustainability In Action



Purchasing offsets and renewable energy certificates (RECs)

As we work toward becoming completely carbon neutral, we are committed to minimizing or avoiding operational emissions wherever possible and proactively offsetting those that we cannot prevent. In support



ACTION

Conducting life-cycle assessments

We conducted an LCA for the Bird Three with the assistance of Ramboll Consulting, an independent firm, following ISO 14040/44/67/71 standards. Bird is the only operator that conducts an LCA for each new vehicle model to measure the related emissions—and monitor our reduction progress. Using these findings, our in-house vehicle team continuously concentrates R&D efforts on improving our e-scooters’ durability and lifespan to further reduce our carbon footprint. LCA calculations include breaking down emissions of a vehicle’s lifespan, summarizing emissions related to operations, vehicle and fuel, comparing the emissions to other transportation modes, and increasing vehicle lifespan. While other operators calculate an LCA only using information from their best-performing cities, Bird uses an average of all vehicle models of our global fleet, giving us the most accurate calculation without bias. Additionally, to hold ourselves to the highest standards, we partnered with EarthShift Global, a third-party ISO expert to certify our latest LCA, making it the **industry’s first ISO-critically reviewed LCA**. It is also the industry’s first LCA aligned with the New Urban Mobility Alliance’s guidance for cities (see Spotlight below). The following are the factors that help us calculate our LCA:



SPOTLIGHT: New Urban Mobility Alliance Guide for Cities

In spring of 2023, the New Urban Mobility Alliance published [Assessing the Environmental Impact of Shared Micromobility Services: A Guide for Cities](#) (Guide). Developed by a working group composed of representatives from city governments, micromobility operators (including Bird), and subject matter experts from the United States and Europe, the Guide is designed to help cities understand the greenhouse gas emissions associated with shared micromobility services. It provides guidance to cities on best practices used in the preparation of life-cycle assessments (LCAs) specific to micromobility that operators may provide in their permit applications. For example, it suggests that LCAs should adhere to ISO 14040:2006 and ISO 14044:2006 standards. Additionally, the Guide provides standards, scopes, and boundaries that should be included in all LCAs. It is also designed to help cities compare operators against each other and evaluate the impact of micromobility on citywide emissions reductions. **Bird is the first and only operator with an LCA that complies with ISO standards and the recommendations of the Guide.**



ACTION

Recycling our vehicles

In the U.S., Bird recycles 100% of the metal, batteries, and e-waste from our vehicles. Components that cannot be repaired or reused are broken down into like commodities (plastics, aluminum, copper, electronics, etc.) and sent to a local R2 or E-Steward certified recycler in compliance with local regulations. Our vendors follow responsible recycling and disposal practices and are also in compliance with: R2:2013; ISO 9001:2015; OHSAS 18001:2007; and ISO 14001:2015. These certifications ensure materials are correctly fed into the commodity supply chain in an environmentally responsible manner. Recyclers provide Certificates of Destruction confirming proper shipment, recycling or disposal. See “End-of-Life Plan: Recycling and Disposal” below for more details.



ACTION

Supporting universities and cities executing sustainability initiatives

We provide data, insights, and tools to support universities and cities in their design, planning and understanding of the role that micromobility can play in fighting climate change. For example, in Washington, D.C., Bird developed a heat map of our most frequently ridden routes and superimposed it onto DDOT's bike map to identify gaps where no current bike lanes exist and where there are not yet plans to build any. Ultimately, this exercise led to a recommendation of seven investment opportunities for future protected bike lanes which we shared with DDOT.



ACTION

Advancing UNGC's Sustainable Development Goals

Bird is proud to be the first micromobility signatory of the United Nations Global Compact (UNGC), a worldwide initiative encouraging companies to "align strategies and operations with universal principles on human rights, labour, environment and anti-corruption." As part of our commitment, we aim to directly advance the following environmentally focused [Sustainable Development Goals \(SDGs\)](#):



To ensure we remain on track with advancing these goals, Bird has developed an implementation plan that outlines our objectives and actions. We also deliver [annual reports](#) to the UNGC detailing our progress on the above goals as well as others we've committed to advancing.



ACTION

Reducing Emissions Across Our Business Operations

- **Carbon Accounting:** In addition to conducting LCAs to measure emissions related to our vehicles, we have also completed a company-wide carbon accounting exercise. This process involved calculating our Scope 1&2 carbon emissions from our business model to identify the major sources of our emissions. The report breaks down the emissions related to running our company, including those from utilities used at our facilities and offices as well as our business travel. Based on the results of this, we are developing a new Emissions Reduction Plan, to be completed in 2024. See Future Plans below for more details.
- **Transport Emissions:** We partnered with OMNI Logistics, a company that has signed the Climate Pledge to achieve net zero carbon emissions by 2040. We will be using OMNI Logistics for shipping of our vehicles via ocean freight lanes and domestic trucking in North America (NAM), Europe, the Middle East, and Africa (EMEA) as well as 3PL (warehousing) services in NAM and EMEA.
- **Other Actions: Until such time that we have an up-to-date Emissions Reduction Plan, we are taking the following actions to reduce and avoid emissions:**
 - Partnering with local utility companies to purchase green energy for charging our fleet.
 - Using low-emission vehicles, such as e-vans and electric cargo trikes, whenever possible for collecting and redistributing our fleet.
 - Using Bird e-scooters to respond to 311 call requests.
 - Minimizing miles traveled by our team through Bird AI's optimized deployment and redistribution routes.
 - Reducing carbon-intensive transport for employees, including remote work strategies.
 - Ensuring compliance with all applicable environmental laws and regulations.
 - Shipping vehicles by rail or sea from our manufacturing facility to have the lowest possible carbon footprint in getting our vehicles to market.



ACTION

Implementing second-life applications for batteries

While our batteries can sometimes be used in other vehicles, they are more frequently recycled than reused. Working with ITAP, we are finding creative second-life applications for our batteries. This includes taking the healthy individual 18650 cells from our batteries and repurpose them for use in consumer products like portable power banks. Giving our batteries a second-life improves our resource efficiency.



Future Plans



FUTURE PLANS

Completing an Emissions Reduction Plan

Based on the results of our company carbon accounting, Bird will prepare an Emissions Reduction Plan. It will identify areas of our business where we can reduce our emissions and include a detailed road map for how we will meet the identified targets. Once completed, we will update our Emissions Reduction Plan on a regular basis to assess our progress and make future commitments.



FUTURE PLANS

Engaging in research partnerships

Partnering with researchers can teach us a lot about the industry, including the environmental impact of shared micromobility on both macro and micro levels. Greater amounts of research can help us better understand how we can improve our operations globally. We will continue to explore these partnerships moving forward.



FUTURE PLANS

Exploring alternative materials for vehicles

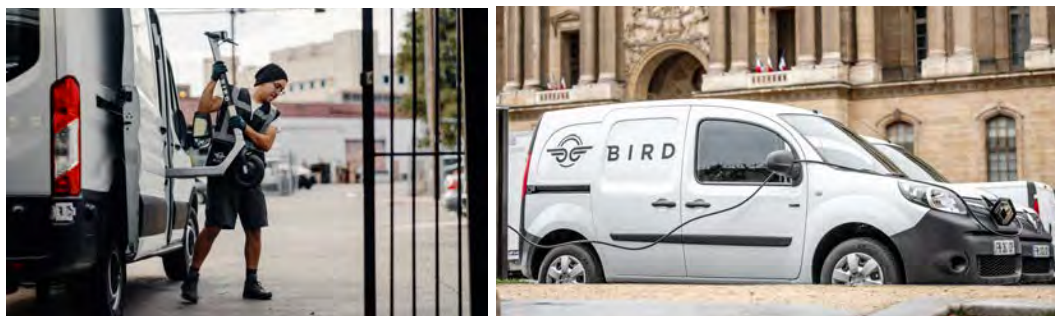
We will continue to explore how we can replace common materials in our vehicles with alternative materials that create less CO₂ emissions to source and manufacture. This would bring down our overall carbon footprint by reducing the amount of CO₂ related to the production of our vehicles. Using alternative materials may also help us be able to reuse more of our materials, more times, before recycling them.



FUTURE PLANS

Electrifying the fleet

Bird will continue to prioritize the use of e-vans to transport our fleet to and from our centralized service hubs as well as across the cities where we operate. These will work in tandem with our electric cargo trikes to limit our overall carbon footprint. Our latest e-scooter LCA estimates that charging and fleet management tasks account for 6% of the total life-cycle emissions for the Bird Three. Prioritizing the use of e-vans will help us get our operational management emissions to 0%. We will continue to explore offering incentives for Fleet Managers who use e-vans and also providing e-vans directly to Fleet Managers to use.

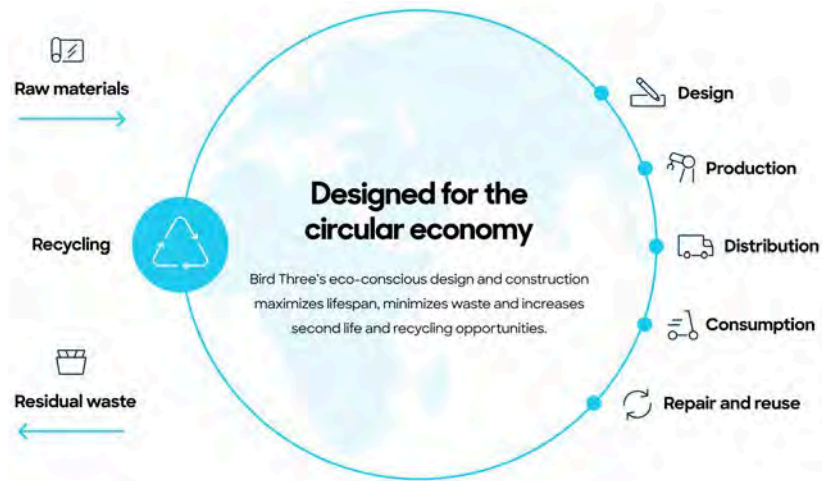


End-of-Life Plan: Recycling and Disposal

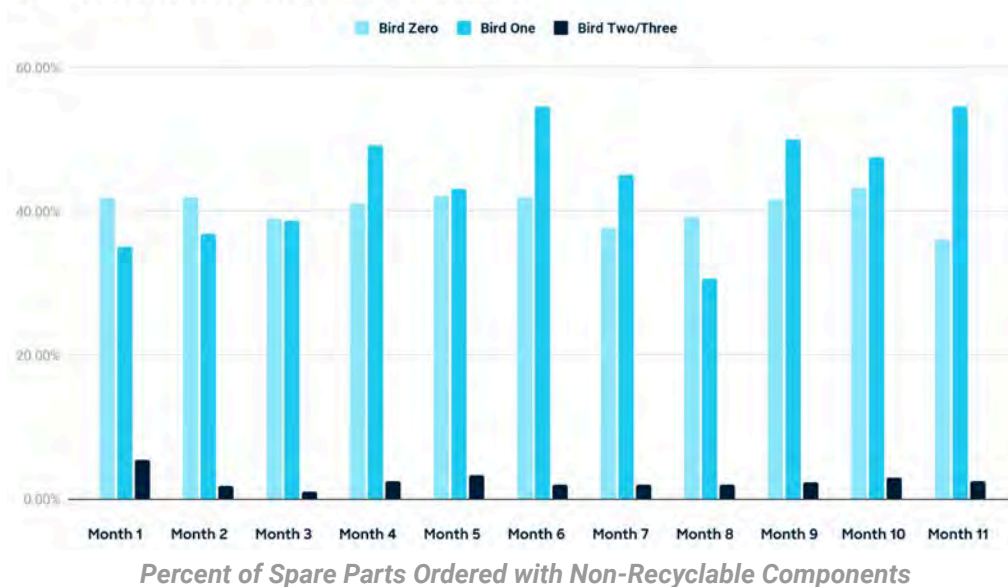
Bird focuses on minimizing waste by **reducing** the number of parts we must produce, **reusing** when possible, and **recycling** when they reach their end of life (EoL).

Reducing and Reusing

Bird uses long-lasting, high-quality, reusable parts in our vehicles. We generally replace our tires just once during a device's useful life and can often reuse the brain and motor in subsequent devices. Life-Cycle Assessments (LCAs) for our first-generation devices revealed a large portion of manufacturing emissions related to the production of batteries. In response, Bird more than doubled our battery lifespan, ensuring lower production needs and greater reusability. We also intentionally designed our latest device—Bird Three—to share many of its service parts with its predecessor Bird Two, further cutting back on the need for additional carbon-intensive manufacturing. In addition, Bird is partnering with third parties to extend the life cycle of our devices by giving them a “second life” as refurbished, high-quality, consumer-owned mobility devices that can be donated to organizations for private use.



Bird's engineers work closely with our recycling vendors to reduce the amount of materials and energy used to build our vehicles by making our manufacturing “circular.” That means not only giving our vehicles' parts a second life but using recycled materials to build them. As a result, approximately 97.5% of the spare parts ordered for Bird Three each month are recyclable versus ~40% for our earlier models Bird One and Bird Zero.



Recycling

When a Bird reaches its EoL, we take the following actions:

- Disassemble the vehicle into its component parts.
- Inspect and test each part to determine ability for reuse, repair and expected timeline of future use.
- Catalog and record the inspection and test outcomes as well as next steps (e.g., repair or refurbishment, reuse, recycling) in our global supply chain database.

When handling and inspecting batteries, our staff follow the protocols set up by our in-house Health and Safety team, which are also in compliance with any local rules and regulations and independently audited by a third party.

Components that cannot be repaired or reused are broken down into like commodities (plastics, aluminum, copper, electronics, etc.) and sent to a local R2 or E-Steward certified recycler. Our local vendors follow responsible recycling and disposal practices and are also in compliance with: R2:2013; ISO 9001:2015; OHSAS 18001:2007; and ISO 14001:2015. These certifications ensure materials are correctly fed into the commodity supply chain in an environmentally responsible manner. Recyclers provide Certificates of Destruction confirming proper shipment, recycling or disposal.

In the U.S., Bird recycles 100% of the metal, batteries, and e-waste from our vehicles. We achieve this thanks to innovative partnerships with companies such as:



ITAP recycles lithium-ion battery cells, circuit boards, and e-waste. ITAP's creative second-life applications enable them to take the healthy individual 18650 cells from our batteries, even if the battery pack as a whole no longer functions, and repurpose them for use in consumer products like portable power banks.



Noveon Magnetics, previously known as Urban Mining, recovers rare earth elements from our electric motors and uses them to produce recycled sintered magnets, which they then sell to electric motor manufacturers. It's far better for the environment to harvest these elements from the products we already have than to mine them out of the earth. Noveon customers include Siemens, Rolls Royce, Parker Hannifin, and the Department of Defense.



Alpert & Alpert is the largest non-ferrous metal recycler in North America and recycles aluminum and stainless steel from our retired Birds. We are also working with them on innovative reuse applications for materials like plastic and rubber.

Bird continues to innovate to improve sustainability. To further reduce our carbon footprint, Bird prioritizes using local recyclers in each market and shipping to our national partners like Alpert & Alpert via rail as it is the most energy-efficient and environmentally responsible mode of ground freight transportation. We also consolidate EoL Birds at our service centers until we have enough to ship en masse to reduce the frequency of shipments.

XVI. User Equity

Reducing barriers to shared micromobility is one of the cornerstones of our mission to help cities reduce car trips through the provision of affordable, accessible and convenient transportation alternatives. To support this mission, Bird will implement the below marketing and outreach plan at our own cost to promote the use of Small Vehicles in neighborhoods currently underserved by Small Vehicles (initially defined as less than 10 units per square mile, subject to change at the City's discretion). We will also offer discounted programs for riders with an income level at or below 200% of the federal poverty guidelines, can enforce minimum deployments in underserved neighborhoods, and offer the following low-barrier rental options to ensure riders without smartphones or bank accounts can rent our devices quickly and conveniently.

Equity Marketing and Outreach Plan

Bird has developed a multifaceted plan to inform riders and prospective riders in Columbia neighborhoods currently underserved by Small Vehicles about our program and low-barrier accessibility options. From targeted outreach to unique marketing initiatives, the following strategies are based on our on-the-ground experience serving cities around the world and were developed with input from the communities they aim to serve.

Engaging Community Partners in Columbia

We measure the success of our service by the strength of our local partnerships. Beyond maintaining open communication with the University and the City of Columbia and collaborating with local organizations outreach, education, and other equity programming, Bird will seek to work with community leaders and a wide range of local nonprofits to gather feedback on our equity program and provide meaningful access to our service within the communities that need us most.

Events, Outreach and Marketing Strategies

As part of Bird’s comprehensive marketing and outreach plan, we will implement a number of unique strategies focusing on historically underserved neighborhoods in Columbia.

Community Charrettes | In partnership with local neighborhood associations and organizations, Bird will host community engagement events, such as charrettes, to help visualize and plan what our multimodal service looks like in currently underserved neighborhoods. Events will be held in libraries, recreation centers, schools and other public gathering spaces to ensure accessibility. During the events, we will promote Bird Community, our low-income plan, and alternative access options.

Neighborhood Riding Tours | Bird will host community rides that combine how-to-ride engagements with an exploration of local underserved neighborhoods. During these events, our team will also guide community members through app download, our non-smartphone accessibility feature, and Bird Community sign-up (see **Section XVI**), as well as share city maps and discuss routes for community members to consider taking.

	Week 1	Week 2	Week 3	Week 4	Ongoing
Social Media channels announce the relaunch of our service, introduce our new device types (including e-bikes), promote safe riding practices and Bird Community, our low-income plan, and alternative access options.					
Place hang tags on our devices with information on Bird Community and alternative access options.					
Deliver Community Kits to local businesses and nonprofit organizations in underserved neighborhoods, including information on Bird Community and alternative access options as well as discount codes to distribute to customers and clients.					
Attend important community cultural events,					
Host roundtables with local community stakeholders to promote our service and provide specifics about safe riding.					
Host dedicated listening and feedback sessions for residents and disability groups. This will include our Community Charrettes.					
Coordinate monthly community events , such as neighborhood riding tours and community art and mural rides for how-to-ride engagements.					
Digital rider outreach via email, app notifications and promotions (discount programs, local rules, parking, safety, terms of service, etc.).					
Flyers, leaflets and other educational materials promoting our service, highlighting safety best practices and our discount programs will be distributed to local businesses, community groups and at Bird-hosted events.					
Safety School - In-person training courses.					

Engage local media and others on Bird promotions, equity programs, and product announcements on an ongoing basis.					
Attend and support local community events to promote Bird's service, discount programs, and safe riding behavior. We will work with Business Improvement Area boards and neighborhood groups to start.					
Helmet Collection Points - Bird will explore partnering with local small businesses in Columbia to enable riders to pick up a free helmet and informational flyer in person at locations across the city, including underserved neighborhoods.					

Affordable Discount Programs

Bird is offering MU and Columbia riders the following affordable pricing programs to ensure that shared micromobility remains accessible and affordable to all, including those individuals living in underserved neighborhoods and/or with an income level at or below 200% of the federal poverty guidelines.

Special Pricing Program	Details
NEW ENHANCED DISCOUNT! Bird Community Pricing	<p>To ensure our service is affordable for all, we created the industry's most inclusive discount plan, Bird Community Pricing, now offers up to 70% off our standard unlock and per-minute fee to specific rider groups, including:</p> <ul style="list-style-type: none"> • Low-income residents • Students with Pell Grants • Senior citizens • Veterans • Employees or clients of pre-approved community-based organizations and nonprofits <p>To sign up, riders must email proof of eligibility to access@bird.co. Approval takes approximately one business day. Bird will continue to partner with the University and local organizations on other eligibility requirements important to MU and the City of Columbia to ensure everyone has access to our service.</p>
Equity Area Pricing	<p>Bird will work with the City to automatically discount rides in Columbia's equity areas by 50%. Riders do not need to be enrolled in Bird Community Pricing to take advantage of this discount. Riders will be made aware of this pricing upon opening the mobile app to encourage more rides in equity areas. By removing any registration or sign-up barriers, Equity Area Pricing will make it easier than ever for Columbia residents to benefit from low-cost sustainable transportation options and enable us to support riders living or working in underserved communities. Additionally, all riders who take a scooter in an equity area will also be made aware of how to join both Bird's Community Pricing Plan and take advantage of the credits available to low income residents and students outline above and below.</p>
Ride Credits for Low-Income Individuals	<p>Bird will provide \$75,000 annually to low-income residents and students in the form of ride credits. We will work with the City, the University and local organizations to identify eligible individuals and promote the program to those who qualify. As an example, at other universities and cities, students receiving a Pell Grant and residents with an income level</p>

	at or below 200% of the federal poverty guidelines qualify for the program. Bird can also work proactively with the registrar to send emails to students who qualify. Bird does not handle or have access to this data.
NEW ENHANCED DISCOUNT! Exclusive MU Student & Staff Reduced Fare Rate	Our highly discounted rate for the MU community provides students, faculty and staff with 25% off all trips on campus (Note: umsystem.edu email address and ID is required).
BIRD+	Our monthly paid subscription program offers frequent riders discounts and other benefits. The program is designed to help cities and universities increase mode shift during commuting hours, decrease traffic congestion, and improve air quality for all. Subscribers have access to perks like: <ul style="list-style-type: none"> • First three minutes free on every ride • Free 30-minute reservations
Department and Student Group Subscription Program	The Department and Student Group Subscription Program reinforces our commitment to sustainable transportation by enabling departments and student groups to purchase ride coupons for their members to encourage eco-friendly commuting via Bird. The program can be customized to meet individual group budgets and preferences (e.g., weekday rides only). To encourage adoption among members, Bird offers bonus rider credits to each rider for any month in which 75% of credits are redeemed.
Ride Passes	Bird can offer MU and Columbia riders a range of passes, such as daily or monthly options, tailored to suit individual needs and University/City requirements. Bird Ride Passes are integral to our commitment to increasing micromobility usage and fostering mode shift away from cars for short-distance trips. We continuously strive to refine and optimize our Ride Pass offerings through rigorous A/B testing. This enables us to assess the impact and popularity of different pass options, and gather valuable insights into rider preferences, utilization patterns, and satisfaction levels. By analyzing the data obtained through these tests, we ensure our range of Ride Pass options continue to meet the evolving needs of students, faculty, staff, residents, and visitors.
TigerCard Integration	Upon University approval, Bird can integrate directly with the TigerCard payment system to enable students, faculty and staff to use it to pay for our service. This seamless integration will enhance accessibility and streamline the payment process, ensuring a more convenient and user-friendly experience for the University community. We're currently working with UCSD on TritonCard integration and are the exclusive provider engaging with CampusConnect. We're ready to bring this expertise to MU for immediate TigerCard integration upon request.
Special Fare Programs	Bird regularly promotes special fare programs in response to local needs like our Free Rides for Teachers in 2020 and our Roll to the Polls initiative that provides free rides to voters during elections. At MU and across Columbia, Bird will also continue to offer promotions such as free unlocks during Bike to Work Day. By supporting citywide events, we will seek to elevate active transportation usage across the city, including historically underserved neighborhoods.

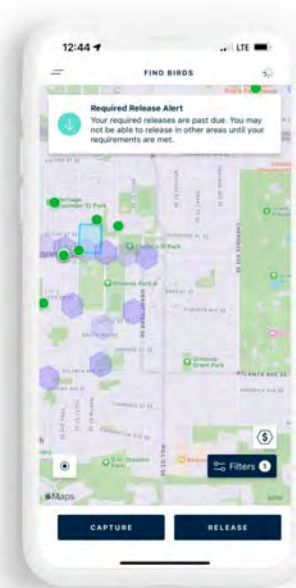
Enforcing Minimum Deployments in Underserved Neighborhoods

Bird can use a variety of tools and strategies to ensure that we maintain minimum fleet deployments in Columbia neighborhoods underserved by Small Vehicles (initially defined as less than 10 units per square mile, subject to change at the City's discretion), including:

Operational Tools | Our fleet management system, Bird AI, includes a “Required Release” feature. This enables us to set minimum distribution requirements in historically underserved areas throughout the cities we serve. In Columbia, Bird can use this tool to set deployment minimums for neighborhoods underserved by Small Vehicles. The system will then prevent our on-the-ground teams from deploying additional vehicles to high-traffic areas, like the downtown area, until these minimums are met.

Proactive Rebalancing and Field Team Patrols | Our field team will be on the ground rebalancing devices to underserved neighborhoods. After years of operating in Columbia, we know where devices tend to gather and proactively patrol those areas, using our local knowledge and Bird’s operational tools discussed above to ensure historically underserved neighborhoods have the proper number of available devices.

Working Cooperatively with the City | Bird will work with the City to proactively increase deployments in underserved neighborhoods throughout the upcoming permit period if awarded. Keeping open lines of communication will ensure that our approach is proactive, rather than reactive, allowing us to drive ridership in these areas. Furthermore, it will enable us to work cooperatively to identify communities that would benefit from increased micromobility adoption, providing unmatched access to clean transportation throughout the entire city for those who need it most.

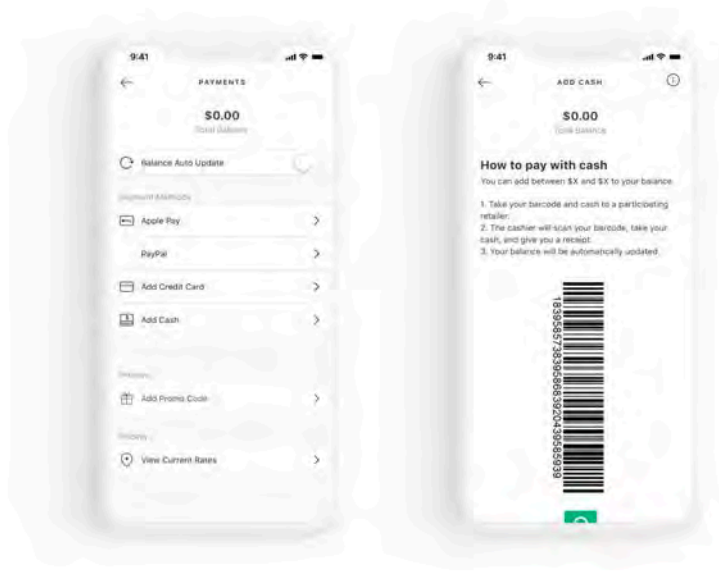


Operator Interface

Unbanked Payment Options

Bird provides the following non-credit-card payment alternatives for riders who are unbanked or wish to pay with cash. We believe everyone should have access to safe, sustainable and affordable transportation. This founding principle has guided our operations from day one, and we continue to add new options, such as PayPal, to further increase the accessibility of our service.

Payment Option	Details
<p>Cash for Bird Credits</p>	<p>Riders can purchase Bird credits with cash from participating stores. Bird's cash option is available at 10 stores in Columbia, including CVS Pharmacy, Dollar General, and Walgreens. To use this simple and easy-to-use cash payment option, riders must complete the following process:</p> <ol style="list-style-type: none"> 1. Riders find a participating retailer, using our website or by visiting https://pay.vanilladirect.com/pages/locations?mapOnlyRetailer= and entering their current location. 2. At the store, riders open the "Payment" tab in the Bird app to access their unique barcode. 3. Cashier scans the barcode, takes payment, and adds it to the rider's Bird account. 4. Their Bird balance is updated immediately and ready to use.

Payment Option	Details
	
App-Integrated Payment Options	<p>Bird offers PayPal as an additional payment option in the Bird app. Doing so extends the reach and availability of Bird vehicles to those who may not have, or may not prefer using, a personal bank or credit card. PayPal's open digital payment platform offers financial service access to more than 325 million individuals. In addition to PayPal, the Bird app is fully integrated with Apple Pay and Google Pay.</p>

Prepaid Debit Cards: In addition to the unbanked payment options above, we offer riders the option to upload prepaid debit cards to pay for their rides. Riders can purchase prepaid American Express, Mastercard and Visa cards with cash from retailers across Columbia. Riders can add their prepaid card as their payment option within the Bird app or when providing their payment information for Bird's text-to-unlock service.

Non-smartphone Access

In an effort to make our devices as widely available as possible, we enable riders to rent Birds via SMS text messaging.



Create an Account

Riders create an account by sending an email to TextToRide@Bird.co, providing contact details along with a phone number that can send and receive SMS. Within approximately three hours, they will receive an SMS confirming account approval. Riders can set up payment information via an automated, phone-based, PCI-compliant bot using the "pay" command and a credit, debit or prepaid card.



Locate a Bird

Riders spot a Bird on the street, or contact our customer service team via phone (1-866-205-2442) or email (hello@bird.co) for assistance locating an available device.



Once riders locate the Bird ID in between the vehicle's handlebars, they can then text the ID and the word "unlock" to the phone number they received during the sign-up process. This text message will signal the vehicle to unlock, allowing the ride to begin.

Text to Begin Ride



Riders text the word "lock" to the same number. This text message will signal their Bird to lock, completing the ride. The rider receives a follow-up SMS message with the cost of their completed trip.

Text to End Ride

SPOTLIGHT: Text-to-Unlock

As mentioned above, one of the ways Bird provides easier access to our shared micromobility devices is our text-to-unlock program, which supports users without smartphones. The city where we see the greatest number of riders taking advantage of this feature is Los Angeles. Since our operations began there in 2018, over 3,400 rides have been taken using text-to-unlock. Bird is proud to offer this service in hundreds of cities globally and will ensure program awareness among riders at MU through the outreach and engagement strategies detailed in **Section XI**.



XVII. Default Or Termination

Bird acknowledges that except where specifically provided otherwise in the Permit, in the event we default in any of the covenants, agreements, commitments, or conditions herein, or if any of the conditions set forth herein shall occur, and any such default continues un-remedied for a period of three business days after written notice thereof to Bird, MU, and/or City may, at its option and in addition to all other rights and remedies which it may have at law or equity against Bird, including expressly the specific enforcement hereof and the enforcement of City ordinances, have the cumulative right to immediately terminate this contract and all rights of Company under this Agreement.

We understand that notwithstanding anything to the contrary herein, the MU and City may suspend or terminate the permit at any time if MU and the City find, in their sole discretion that our Shared Active Transportation Operation is not in the best interest of the health, safety, or welfare of City's residents and visitors, or of MU students or staff, including situations where there is:

- A failure to comply with the permit.
- A determination of risk to public safety.
- A transfer of the permit to another party without prior written approval by the MU and City.
- An omission in the permit application or RFP response.
- Bird sells or shares confidential and individual User data.
- Bird does not pay required fees, surcharges, penalties.
- Bird blocks or alters the presentation of any information or denies access to the MU or City.

XVIII. Removal Of Small Vehicles

Upon instances of Default or Termination, Bird will remove our Small Vehicles from the right-of-way within forty-eight (48) hours of being notified of termination by MU and/or City. We understand that if Bird fails to remove the Small Vehicles upon due notice, any remaining Small Vehicles may be removed by the City at our expense, and we will not be entitled to damages for the removal of Small Vehicles by MU and/or City. Bird agrees to hold the MU and City harmless for any damage to Small Vehicles caused by MU's and/or City's removal and or storage of such vehicles.

Exceeding Minimum Requirements

We understand that all specifications and requirements provided by MU as part of this solicitation constitute minimum requirements, as such, we have provided below a number of additional services that Bird will continue to bring to MU and the City of Columbia. This includes, but is not limited to: additional device specifications, special event procedures, and strategies for supporting public transit interoperability.

1. Bird's Multimodal Fleet

By bringing to MU and the City of Columbia a multimodal fleet of the industry's leading e-scooters and e-bikes, Bird will be able to offer riders more car-free options—with our e-scooters supporting shorter first- and last-mile trips and our e-bikes fulfilling longer journeys that result in a decrease in traffic congestion and improved air quality for all. See below for images and detailed specifications.

BirdThree

- Enhanced Lighting**
Built-in front white automatic lights, visible from a distance of 500 feet away.
- Speedometer**
- Speed Governor**
Capable of throttling speeds to specific speed limits in various geographical areas.
- On-Board GPS Technology**
- Unrivalled Durability & Ride Quality**

Dimensions 47.7" x 19.3" x 46.8"	Payload Capacity 250 lbs
Weight 52.9 lbs	

10" x 2.5" Pneumatic, Puncture-Resistant, Self-Sealing Tires
Tires feature puncture-proof tech, higher traction, and decreased vibration.

TACTILE UNIQUE ID



48 Point Font

TACTILE CONTACT DECAL



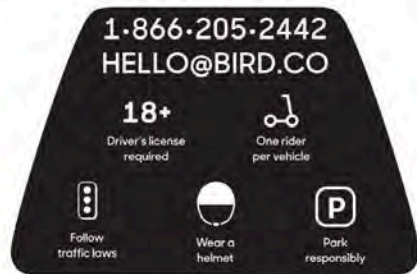
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- Skid Detection**
Only vehicle with skid detection technology to prevent improper riding behavior.
- Large Brake Lights**
Built-in rear red automatic lights, visible from a distance of 500 feet away.
- Red Reflector**
Visible for 500 feet when in front of car head lamps in use during dusk to dawn.
- Performance**
A rear motor gives Bird Three faster acceleration and more control in critical situations.
- Dual, Center Kickstand**
Anti-tip kickstand keeps Bird Three upright on any surface thanks to its multiple points of contact with the ground.

SAFETY DECAL



- Bell**
- Tactile Contact Decal**
- C Industry-Leading Braking**
- D Smart Acceleration Technology**
- E Proprietary Bird Operating System**
- F Real-Time Diagnostics**
- G Intuitive Handling**
- H Superior Visibility**

A Safest & Most Sustainable Battery

A Safest & Most Sustainable Battery

- **Increased Capacity:** Engineered in-house, the Bird Three battery has a capacity of nearly 1 kWh. Less frequent charging and more miles traveled on a fully charged battery lead to more sustainable rides and, ultimately, decreased carbon emissions throughout its entire life cycle.
- ★ **IP68 Rated:** Only micromobility company with batteries that have achieved an IP68 rating—which provides the industry’s **best protection** against water and dust damage and eliminates potential safety risks experienced by other operators resulting from exposure to moisture and debris.
- ★ **Structural Integration:** Like the batteries used in the newest **Tesla models**, Bird’s structural batteries reduce vehicle mass, improve range and sustainability, and are tamper and theft proof.
- **Smart Battery Management System (BMS):** Our intelligent BMS automatically stops charging once the battery is fully charged, reducing strain on the battery and extending life. Longer-lasting batteries with longer range means fewer batteries needed and a lower carbon footprint.

B Unrivalled Durability & Ride Quality

- **Multi-Material Chassis:** Materials include aerospace-grade aluminum, which provides best-in-class durability.
- **Impact Resistant:** Independently tested and verified to withstand more than 60,000 curbside impacts, Bird Three is built for the rigors of shared use.
- **Anti-Tip Kickstand:** Bird Three stands upright on any surface and is resistant to winds up to 40 mph thanks to its rear, center-mounted kickstand. Multiple points of ground contact make it tip-resistant in both directions and offer stability even when parked on uneven surfaces.
- **Automotive-Grade, Puncture-Resistant Pneumatic Tires:** Bird Three’s pneumatic tires feature puncture-resistant, self-sealing technology to deliver a dependable ride. Recent testing on a variety of road surfaces at our in-house, R&D test track also demonstrates our proprietary tires perform better than semi-solid tires with front suspension systems, reducing vibrations from vertical acceleration by 33%. This substantial reduction translates to a smoother and safer ride, providing added control over all road surfaces, including potholes, cobblestones, and more.

C Industry-Leading Braking

- **Dual Independent Brakes:** Superior braking performance on each wheel results in a safe and smooth stop that protects both the rider and pedestrians.
- ★ **Autonomous Emergency Braking:** The industry’s only **active safety technology** designed to detect brake failure and intervene to prevent an accident.
- **2x Hidden Brake Cables:** Hidden and covered brake cables to increase protection against weather damage and vandalism.
- **Auto Calibration:** Brake lever position sensors are used to automatically calibrate brake performance to ensure safety.

D Smart Acceleration Technology

- ★ **Dual-Sensor Throttle:** First micromobility company to use multiple throttle sensors to ensure fail-safe acceleration and deceleration. Unlike our dual-sensor throttle, typical single-sensor throttles found on other operator’s vehicles can be prone to accidents due to “sticking” and other failures that can negatively impact rider and pedestrian safety.
- **Beginner Mode:** Gentle **acceleration option** that lets new riders or those who prefer a softer ride gradually work their way to full speed.

E Proprietary Bird Operating System

- **Over-the-Air Upgrades:** Our industry-leading operating system allows us to instantly and wirelessly apply system updates to Bird Three, minimizing delays and service disruptions.
- ★ **Onboard Mapping:** Our advanced onboard mapping technology is housed directly in the vehicle's brain, providing much faster response times than cloud-based mapping systems. This technology enables our team to preload local maps into each Bird and dynamically adjust them as needed.
- ★ **Accurate Geofences:** Bird OS enforces strict adherence to speed limits, no-ride, no-parking and slow zones as well as service area boundaries.
- ★ **LCD Color Display:** Bird Three features a 240 x 240 LCD color display between the handlebars which shows the user navigational maps, vehicle status, speed, and other safety messages.
- **Anti-Theft Encryption:** Encrypted embedded software keeps riders safe and helps deter theft.
- ★ **Sensor-Fusion Microchip:** Our Vehicle Location System is powered by a proprietary sensor-fusion microchip from u-blox which fuses real-time vehicle data (wheel speed, turning history, etc.) with GPS signal to provide robust location information.

F Real-Time Diagnostics

- ★ **Real-Time Fault Detection:** Millions of daily autonomous fault checks self-diagnose and report hundreds of unique events, from abnormal battery temperatures to a sticky brake. This technology makes it easier for Bird to manage its devices remotely and allows our teams to quickly locate distressed vehicles before damage or vandalism can place riders at risk.
- **200+ On-Vehicle Sensory Inputs:** Fully customizable diagnostic sensors monitor every vehicle component.

G Intuitive Handling for All Riders

- ★ **Extended Chassis:** The footboard measures 25"—intentionally longer than any other shared scooter. This increases riders' comfort and stability, as well as accessibility by allowing for the greatest variety of potential rider sizes.
- ★ **Wider Handlebars:** A wider grip makes Bird Three's handlebars easier to grasp and provides better handling.
- ★ **Self-Centering Assisted Steering:** Bird Three is the only e-scooter that provides self-centering steering assistance to improve safety and stability when riding over rough terrain.
- ★ **Antimicrobial Grips:** To help keep all riders healthy and safe, our vehicle engineers have developed proprietary handlebar grips that retain sanitary effectiveness for their operable lifetime and are ISO 22196 (antimicrobial) and AATCC TM30(iii) (antifungal) certified.



H Superior Visibility

- **German K-Mark-Certified LED Headlight and Brake Light:** High-powered automatic lighting certified to the highest standards of road safety provides superior visibility while riding, even during daylight hours.

Bird Three Additional Specifications

Range	Up to 35 miles	Power Output (motor)	400W (nominal) 500W (max) 33 Nm (max torque)
Deck (L x W x H)	25" x 6.2" x 6.85"	Supported Chargers	4A: 5.8h 3A: 7.4h 2A: 10.7h 1.7A:12.4h
Ground Clearance	3.9"	Display Tech	240 x 240 LCD

Drive Wheel	RWD	Communications	Bird VCM 4.0, GPS, Bluetooth, VLS
Battery Enclosure	Fixed, under deck	Weather Rating	<p>Chassis IP67 Motor IP67 Brain IP67 Battery IP68</p> <p>IP68 Rating: Ingress Protection (IP) ratings score a battery's unique protection from the elements. The first number rates protection against solid objects from 0 to 6. The second rates resistance to water from 0 to 8. The higher the number, the greater the protection. Bird is the only operator with shared e-scooters backed by an international standard battery rating of IP68, meaning they are protected from dust, dirt, and sand, and are water resistant at up to twice the depth for up to four times as long as IP67-rated batteries.</p>
Climbing Slope	20% grade		
Battery Capacity	763 Wh (21.0 Ah) (60-cell)		
Operating Temperature	-4°F to 140°F		
Storage Temperature	-40°F to 176°F		
Charging Temperature	32°F to 122°F		
SKU (Region)	VA-00005 (U.S., EU) VA-00011 (Brainless)		
Maximum Speed	19 mph; can be adjusted in certain areas if requested.	Color Scheme	Blue and silver

BirdBike

City Safe & Street Smart

Designed uniquely for ride share, the Bird Bike is a Class 1 Pedal Assist E-Bike that's IoT connected and built to comply with local rules and regulations.

Dual Hand Brakes
Durable and safe drum brakes



Large, Easy-to-Read Display

Bird Vehicle Location System (VLS)

Multi-mode geolocation (GPS, GLONASS, BDS)



Bell

Convenient Storage Basket

Extra Bright Head Light

Integrated Cable Lock

Swappable Battery

250W Motor

Extra Bright Tail Light

SAFETY DECAL

18+

Driver's license required



One rider per vehicle



Follow traffic laws



Wear a helmet



Park Responsibly

1-866-205-2442
HELLO@BIRD.CO

QR CODE



IoT Connectivity

Remote motor deactivation, power and speed limitations

Robust Vehicle Diagnostic System

Ensures safe riding

Industry Leading Security (GSM and BLE 4.1)

Lock/Unlock; haptic and alarm sounds

26 Inch Pneumatic Tires

Security & Tip Detection

Unlicensed movement and tip-over detection

High Performance Materials

Aerospace-grade aluminum alloy



Bird Bike Additional Specifications

Dimensions (L x W x H)	66.9" x 27.5" x 39.4"	Reflectors	High-conspicuity white reflectors on wheels and front; red reflector on rear of seat visible from 500 feet.
Weight	75 lbs	Lighting	Front white and rear red automatic light, visible from at least 500 feet
Wheel Size	26" x 1.5"	Range	Up to 56 miles
Wheel Rim Circumference	70.75"	Kickstand	Dual, center
Inflation Pressure	50 PSI	Anti-Theft Features	Secured component parts and state-of-the-art encryption; integrated lock
Drive Wheel	RWD	Frame Material	Aluminum alloy extruded material
License Plate Bracket	Yes	Climbing Slope	20% grade
Color Scheme	Blue and black	Horn / Bell	Bell
Max Payload	265 lbs	Maximum Speed	15.5 mph; can be adjusted in certain areas if requested.
Battery Type	Swappable	Brain Tech	Onboard IoT
Battery Capacity	691 Wh (14.7 Ah) (39-cell)	Sizing and Comfort Features	Step-through design; ergonomic handlebars; adjustable, padded seat
Display Tech	LCD	Seat Height	Minimum: 30" Maximum: 34" (measured from pedal axle to top of seat)
Operating Temperature	-4°F to 140°F	Brake Tech	Dual drum (front and rear)
Storage Temperature	-4°F to 113°F	Weather Rating	Chassis IP55 Electronics IP67
Charging Temperature	32°F to 113°F	Power Output	250W (nominal) 500W (max) 47 Nm (max torque)
Communications	Wireless geolocation and tracking: Bird VLS, GPS, GLONASS, BDS, onboard speed governor		

2. Procedure and Protocol for Special Events

From the Super Bowl and university football games to farmers markets, parades, and week-long car shows, Bird has experience providing effective and efficient special-event coordination—including rebalance and reorganization of devices before and after—for special events of all shapes and sizes in cities and on campuses around the world.

Our local team creates bespoke plans for each event to guarantee the safe and effective continuity of service, prioritizing pedestrian safety, courteous parking, compliance with street closures, as well as close coordination with university and city officials. This includes operational adjustments for events like Missouri Tigers games. Our preparation and execution protocols for special events include:



Example of Special Event Education Outreach

Preparation Protocol

	Special Event Parking	Collaborate with event organizers to create clearly marked dedicated parking areas at large events, enforced or incentivized via our Preferred Parking and VPS technologies.
	In-App Landing Page	Create in-app landing pages for large events to inform riders of temporary road closures, no-ride zones and preferred event parking locations.
	On-the-Ground Presence	Ensure adequate staffing to execute a smooth and efficient special event operations plan, sending in additional Bird employees if necessary.
	Alternate Communication Modes	Mitigate potential impact of overburdened cellular networks with the Zello Walkie Talkie app, allowing communication between our field teams without cell reception.
	Proactive Communication	Communicate with local authorities like the MU Police Department in advance of events to coordinate logistics, communication channels and any other special needs.

Execution Protocol

	Real-Time Crowd Monitoring	Track changes in crowd distribution and shift on-the-ground team presence according to demand.
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**Rebalance and Reorganization**

Ensure effective and efficient e-scooter and e-bike redistribution with predictive analytics, local knowledge and on-the-ground teams.

**Transit Integration**

Monitor movement patterns, adjusting fleet allocations in accordance with rider demand before and after events and placing vehicles near public transit to encourage use and relieve traffic congestion.

**Temporary Geofences**

At University or City's request, create temporary no-ride, no-parking and slow zones in areas where high foot traffic is expected.

Proven Record of Special Event Coordination With Universities

Bird prides itself on our history of collaborating with universities around the country, including MU, to help students, faculty and staff get around in a fun, efficient way while always ensuring community safety. Here are some examples of how we've worked with universities to create tailored operations plans for special events:

Location	Students & Faculty/Staff	University Needs	TO	Bird Solutions
San Diego State University <i>San Diego, CA</i>	34,000 students 6,890 faculty/staff	University had an extensive concert schedule at two main venues on campus	→	Established temporary no-parking/no-ride zones with tailored rider communications.
		Needed certain pathways and roads to be blocked prior to on-campus concert	→	Cleared Birds from designated areas before each concert.
University of Louisville <i>Louisville, KY</i>	23,000 students 7,000 faculty/staff	Football game days at Cardinal Stadium	→	Worked with the University to implement special event zones during home football games, which included no-ride and no-parking zones, and in-app communications educating Bird riders on where they could and could not ride.
		Civil unrest during summer 2020	→	Geofenced the campus to prevent scooters from being brought to campus during protests in anticipation of summer 2020 civil unrest.
The Ohio State University (OSU) <i>Columbus, OH</i>	60,000 students 24,000 faculty/staff	Special event zones with no-ride and no-parking requirements during home football games	→	Implemented special event strategies for large campus events, including no-ride and no-parking zones, email alerts and splash screen alerts informing riders of event-specific rules and designated parking locations where riders can safely park their Bird out of the pedestrian right-of-way.
University of Kentucky (UK) <i>Lexington, KY</i>	35,000 students 6,500 faculty/staff	UK wanted to adjust Bird operations on home football game days	→	Partnered with UK to outline special operations for home football games to ensure safety across the community.
George Mason University (GMU) <i>Fairfax, VA</i>	35,000 students 3,700 faculty/staff	University hosts sustainability/micromobility programming events	→	Partner closely with the university to promote micromobility and make sure we're participating in any sustainable transportation events.

Location	Students & Faculty/Staff	University Needs	TO	Bird Solutions
		where Bird is featured for educational and/or test riding purposes		
Indiana University (IU) Bloomington, IN	49,000 students 21,000 faculty/staff	Special event zones with no-ride and no-parking requirements during home football games	➔	Implemented with IU Athletics special event zoning for large campus events, including no-ride and no-parking zones, IU-specific in-app messaging and email communications instructing riders how to safely park their Bird in special-event zones out of the pedestrian right-of-way.
University of Texas - Austin Austin, Texas	51,800 students 24,000 faculty/staff	Special event zones with no-ride and no-parking requirements during home football games	➔	Synchronized detailed game-day no-parking and no-ride zones with comprehensive rider communications during and prior to football games, and real-time rebalancing of Birds around the football stadium to manage congestion.

3. Supporting Interoperability with Other Modes of Transportation

Bird will continue to implement the following strategies to achieve interoperability and integration with other modes of transportation to help riders move about the MU campus and Columbia, establishing a seamlessly interoperable transit network featuring our e-scooter and e-bike fleet, Tiger Line Shuttle, and other sustainable transportation options:

Strategy	Details
Designated Tiger Line Shuttle Stop Parking	Over the past five years, Bird has worked directly with the University to build parking and deployment locations around the campus shuttle system stops and locations on and off campus. This ensures our service integrates into and extends the existing transit network at MU.
Incentivizing First-and Last-Mile Journeys	Bird will award riders with ride credits every time they end a ride at a designated location next to a Tiger Line Shuttle or GoCOMO Transit stop to encourage riders to use Birds as a first- or last-mile transit option. Incentivized parking areas are marked within the Bird app map with a "\$" sign to enable riders to locate them easily. Local riders can earn \$1 ride credit when they end their ride in an incentivized parking area. Bird is also exploring the use of other incentives. For example, entering riders ending in an incentivized location into monthly draws for the chance to win branded apparel, accessories, etc.
Google Maps Integration	Using Google Maps, riders at MU and across Columbia are able to locate nearby Birds and plan multimodal trips that incorporate our e-scooters, e-bikes, local transit, and walking. The new feature also displays additional helpful information, including an optimized route, estimated travel time, cost, and environmental impact for each journey. If an individual chooses to complete their trip using one of our devices, they can access the Bird app through Google Maps by simply tapping the "Unlock" button displayed at the bottom of the screen. Those who do not yet have the Bird app installed on their mobile phone will be prompted to do so via the Apple App or Google Play Store.
Moovit, Transit, and CityMapper Integration	Our global partnerships with Moovit, Transit, and CityMapper—third-party transit planning and payment apps—enable Bird riders to view, plan, book or pay for multimodal itineraries that include Bird and public transit trips. Integrating our devices into these third party trip planning

	<p>applications enables riders to easily navigate both Bird and public transit options, providing accurate real-time predictions, simple multimodal trip planning, and step-by-step navigation.</p>
<p>NEW GoCOMO App Integration</p>	<p>Bird is motivated by a commitment to data transparency and integrity. Unlike other operators, we believe there should be little or no difference between the motivations of operators and those of the public sector-their products should work seamlessly together and they should all be geared toward maximizing societal good. Similar to Bird's partnership with DART's "GoPass" mobile app in Dallas, TX, and TARC's multimodal trip planner app in Louisville, KY, incorporating our GBFS feed into the GoCOMO App would enable riders to view available e-scooters and e-bikes, alongside real-time public transit information, including the Tiger Line shuttle in Columbia, making multimodal travel more efficient and accessible.</p>
<p>NEW Lyft App Integration</p>	<p>Most people already have far too many apps on their phones, which is why requiring people to download yet another app to use our shared mobility service is not always easy. Fortunately, nearly every MU student, staff member, and Columbia resident likely already has the Lyft app on their phone. For this reason, we are excited to announce our expanded native integration with Lyft – already active through our subsidiary company "Spin" in over 40 universities and cities nationwide – to make it much easier and more convenient for the entire MU and wider Columbia community to rent our e-scooters and e-bikes. Instead of separately downloading the Bird app to rent our devices, users will be able to select and rent a Bird within the Lyft app alongside rideshare options. Based on recent performance data in other cities and universities, we expect this integration to boost ridership higher (20%+) and positively contribute to modeshift away from rideshare.</p>
<p>TigerCard Integration</p>	<p>Upon University approval, Bird can integrate directly with the TigerCard payment system to enable students, faculty and staff to use it to pay for our service. This seamless integration will enhance accessibility and streamline the payment process, ensuring a more convenient and user-friendly experience for the University community.</p> <p>We're currently working with UCSD on TritonCard integration and are the exclusive provider engaging with CampusConnect and Atrium Campus and are the only provider currently able to work with any third party campus card. We're ready to bring this expertise to MU for immediate TigerCard integration upon request.</p>

From: [Adam Davis](#)
To: [Vest, Teresa](#)
Cc: [Kody Marion](#)
Subject: Re: Response to RFP #24-1139/MU Campus Shared Transportation
Date: Tuesday, June 11, 2024 1:48:09 PM

WARNING: This message has originated from an External Source. This may be a phishing expedition that can result in unauthorized access to our IT System. Please use proper judgment and caution when opening attachments, clicking links, or responding to this email.

Hi Teresa, again thank you for your time and willingness to talk through this today!

Bird agrees to the proposed revenue share, utilizing the fee structure of \$0.40 per ride for all rides.

Additionally, we'd like to propose expansion of operating hours to 24/7, as previously and if helpful, some additional context below. This change would ensure continuous availability of our services, providing a reliable and convenient transportation option at any time of day or night.

Request for Extended Operating Hours

Current Challenge:

The existing operational hours limit the availability of shared transportation services, especially during late-night and early-morning hours. This limitation poses significant challenges for users who rely on our services for commuting during non-standard hours, including students, night-shift workers, and early-morning travelers. Restricted hours not only decrease the convenience and reliability of our service but also hinder the full utilization of our fleet, leading to reduced efficiency and user satisfaction.

Proposal for Extension of Operating Hours:

In light of these challenges and to better serve the diverse transportation needs of Columbia and the UM community, we propose extending our operating hours to 24/7. This change would ensure continuous availability of our services, providing a reliable and convenient transportation option at any time of day or night. The benefits of this extension include but are not limited to:

1. **Enhanced Convenience:** 24/7 availability will significantly improve accessibility for all users, ensuring they have transportation whenever needed, regardless of the hour.
2. **Increased Efficiency:** Continuous operation will allow for better utilization of our fleet, reducing downtime and increasing the overall efficiency of our services.
3. **Improved Service Quality:** With more flexible operating hours, we can provide a higher level of service, ensuring that vehicles are well-maintained and readily available.
4. **Support for Diverse User Groups:** Extended hours will particularly benefit night-shift workers, students with late or early classes, and travelers with early morning or late-night schedules.
5. **Alignment with Community Needs:** Adopting 24/7 operating hours aligns with the needs of the city, the university, local businesses, and our users, fostering a supportive environment for shared transportation.

We believe that adopting 24/7 operating hours will align the interests of all stakeholders, including the city, the university, local businesses, and our users. It will enable us to deliver

superior service quality, ensure the availability of well-maintained vehicles, and optimize vehicle deployment for maximum efficiency. This change underscores our shared ambition to enhance the utilization and advantages of shared transportation in Columbia and at UM, guaranteeing our continued service to the community without imposing excessive costs on our users.

Please let me know if there is anything additional I can provide!

Appreciate you!

adam

On Wed, Jun 5, 2024 at 10:23 AM Vest, Teresa <vestt@umsystem.edu> wrote:

Adam,

The evaluation committee has reviewed your response to RFP #24-1139 for a Shared Transportation program on the MU campus. It is our intent to move forward with Bird, pending our IT security review and approval, and development of a mutually agreed upon contract document. Do you have specific terms and conditions **required** to be included in a contract?

As we expected, your pricing proposal is very much different than what was previously in place. We respectfully request a reconsideration of the proposed revenue share increasing the fee structure to \$0.40 per ride for annual total rides between 1-75,000 rides. Please provide me with your reconsideration within the next 5 business days.

Respectfully,

Teresa L. Vest

Associate Director

University of Missouri Procurement

Room N3, 2910 LeMone Boulevard | Columbia, MO 65201

phone: 573-882-7171

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Adam R. Davis

Director, Government Partnerships

573-508-9508

