

**CITY OF FORT PIERCE, FL
SCOOTER SHARE PROGRAM
BID NO: 2021-010**



PROPOSAL FOR:
BLUE DUCK

DECEMBER 23, 2020



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DELIVER TO:

City of Fort Pierce, Purchasing Division
Room 101
100 North U.S. #1
Fort Pierce, FL 34950

MAIL TO:

City of Fort Pierce Purchasing Division,
Room 101
P.O. Box 1480
Fort Pierce, FL 34954-1480

CITY OF FORT PIERCE



**INVITATION TO BID
and
BIDDER ACKNOWLEDGMENT**

Bid Writer: Latonya Hubbard, 772-467-3102

Bid No: 2021-010

Mandatory Site-Visit:

Bid Title:
SCOOTER SHARE PROGRAM

Mandatory Site-Visit Location:

N/A

Bid Opening Location:
City of Ft. Pierce Purchasing Division
Room 101
100 North U.S. #1, 1st Floor
Ft. Pierce, Florida 34950

Bid Due Date & Time:

3:00 PM, TUESDAY, DECEMBER 22, 2020

If you need any reasonable accommodation for any type of disability in order to participate in this procurement, please contact this department as soon as possible.

Bidder Name:

Blue Duck Express, Inc.

Mailing Address:

312 Pearl Parkway, Suite 2403

San Antonio, Texas 78215

City, State, Zip Code: San Antonio, Texas 78215

I hereby certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this bid for the bidder.

X 

Authorized Signature (Manual)

Typed or Printed Name: Michael Keane

Type of Entity (Select one):

Corporation

Partnership

Proprietorship

Title: Chief Executive Officer

Incorporated in the State of: Delaware **Year:** 2018

Delivery in _____ **days, ARO**

Phone Number: 860-428-2870

Payment Terms: Net 30 Days

Fax Number: n/a

FEIN or SS Number: 82 4840705

E-Mail Address: brigette.lajoie@flyblueduck.com

Local Business: ___Y N **MWBE:** ___Y N

Bid Security is attached, when required, in the amount of \$ _____

F.O.B. DESTINATION

If returning as a "No Bid" state reason:

THIS PAGE MUST BE COMPLETED AND RETURNED WITH YOUR BID

LETTER OF SUBMITTAL

To the City of Fort Pierce, Residents And Visitors:

Blue Duck is pleased to submit our response to the City of Fort Pierce's ("the City") Bid No. 2021-010 Scooter Share Program. Founded in 2018, Blue Duck provides clean-tech, shared electric scooters and electric bikes for cities, universities, and corporations. Headquartered in Texas with partnerships throughout the Southeast, our civic-minded approach – *Micromobility, Southern Style™* – sets us apart from our competitors. We invest in superior assets, and we hire employees from the local community, rather than using contractors, to deploy, collect, maintain, and charge our scooters and bikes out of local operations centers.

Collaboration is the foundation of our relationships with our municipal partners. We pride ourselves on being responsible members of the community, working with city planners and staff to contribute real solutions to real problems challenging residents and visitors. Blue Duck values caring and nurturing relationships and rejects the "blitz-scaling" approach of many of our competitors. Our approach to deployment relies on city planning principles informed by actual usage patterns in each city. Our goal is to provide an effective network of micromobility vehicles rather than oversaturating the community with excessive vehicles, which end up cluttering public spaces.

We're confident our response exemplifies Fort Pierce's vision for a scooter share operator and we're hopeful to engage in a true partnership with the City of Fort Pierce, local businesses and the public.

a) Legal contact: Michael Keane, CEO, 312 Pearl Parkway, Suite 2403, San Antonio, Texas 78215, 843-270-5346, and michael.keane@flyblueduck.com;

b) Legal status: C Corporation

c) Local operation center: Sourcing the local warehouse post-award; please see page 12 for more information.

d) Acknowledgement: Blue Duck will comply with all terms and conditions set forth in the Request for Proposals, unless otherwise agreed by the City.

Sincerely,



Michael Keane
Chief Executive Officer

1. ELEMENTS OF THE MICROMOBILITY PROGRAM

a) Proposed launch approach and schedule, assuming March 1, 2021 start date.

Upon contract execution, Blue Duck will develop and confirm an implementation plan similar to the example below. **Please note:** Blue Duck will work with the City to determine the desired launch date. The plan below is an example assuming a March 1, 2021 start date. Prior to contract execution, Blue Duck offers consistent communication and support to provide any additional documentation, finalize the legal agreement and engage in preliminary discussions on program launch expectations.

Contract Negotiation (January 2021):

- Initiate communication with key stakeholders from the City to schedule a kickoff call (and schedule regular check-ins at mutually agreed upon frequency based on initial touchpoint)
- Confirm fleet size and secure supply chain, municipal approvals and schedule team site visit
- Finalize deployment operations, staffing and conduct technology testing in the field
- Make in-person introductions with key stakeholders, local businesses and organizations to finalize program expectations and discuss launch event planning

February 1, 2021:

- Establish official launch date and plan launch event
- Draft press releases to announce the partnership and date of launch event/press conference
- Confirm and finalize user pricing and discount programs as applicable
- Finalize details of launch marketing campaign
- Complete Phase One site approval with the City, including service area, parking zones/requirements and technology setup

Mid-February 2021:

- Distribute press release(s) and launch marketing campaign
- Set up local warehouse and complete electrical, security, internet build out and secure required materials/supplies
- Hire and train local Area Manager, Warehouse Leads, Route Operators and Mechanics
- Finalize and distribute information for launch event, including invitations for key stakeholders and the local community (i.e. email, social, etc.)

Please see the following page for a continuation of our implementation plan.

1. ELEMENTS OF THE MICROMOBILITY PROGRAM

One Week Prior to Launch:

- Implementation team arrives at the local warehouse to conduct pre-launch setup
- Scooters are delivered, inspected, charged and disinfected to prepare for deployment

March 1, 2021: Launch Day!

- Blue Duck deploys scooters to parking zones and hosts a launch event for the community to celebrate! **Please note:** we will work with the City to determine if an in-person event can be safely executed based on local COVID-19 protocols and regulations.
- Blue Duck recommends a phased implementation 60 days from contract execution. We recommend launching a mutually agreed upon portion of the fleet on March 1, 2021 and the fully desired fleet based on ridership and discussion with key City staff.

Post-launch:

- Continued training for all team members
- Performance monitoring and monthly data reports
- Once the local operations team shows to be proficient in all aspects of deployment and operations, the corporate implementation team will exit the market, with virtual daily operations team check-ins
- Post-launch, monthly check-in calls with key stakeholders to ensure successful launch/implementation and determine next steps for monthly program management

Include information on your ability and plan for deploying staff in the field during the first few weeks of operation to educate and encourage users of the proper and safe use of their micromobility vehicles, encourage the use of helmets and proper parking.

Blue Duck provides education on proper and safe use, including helmet use and proper parking throughout the program term – including within the first few weeks of operation. The following touchpoints ensure proper education on safe riding, helmet use and proper parking upon program launch and throughout the term:

- Our corporate implementation team and locally hired operations team will educate riders on how to ride and park safely and will provide customer support in the field in the first few weeks.
- We host launch and Duck Days events, which include new rider education and onboarding.
- We provide free helmet giveaways and helmet promotion.
- We will offer rider education in-app messaging and social media.
- We can implement an ambassador program to market the program effectively and provide additional, ongoing support for riders.

1. ELEMENTS OF THE MICROMOBILITY PROGRAM

a) Discuss your intentions for scaling the program or any planned phased implementation.

Blue Duck recommends a phased implementation 60 days from contract execution. Please see page 5 for more information on our recommended launch schedule based on Fort Pierce’s desired launch date. Blue Duck typically launches in the following scaled approach:

- **Phase 1:** a minimum of 50% of the permitted fleet size in the first few weeks of operation. These first few weeks provide valuable data and insights such as ridership trends, utilization rates and times, deployment/parking successes and market saturation rates.
- **Phase 2:** deploying up to 100% of the permitted fleet size 2-4 months post-launch. We will continue to observe daily ridership and utilization while “fine tuning” our operations model to meet demand.
- **Phase 3:** observing the permitted fleet size to ensure we’re maximizing ridership without oversaturating the market, typically on a bi-annual or annual basis. During this time, we typically provide an annual report with “hot spots” and determine any fleet expansion or additional deployment locations to achieve operational success. This allows Blue Duck to make data driven, accurate and reliable recommendations to the City of Fort Pierce.

b) Hours of operation

Based on preliminary research of the current micromobility landscape in Fort Pierce, municipal infrastructure and traffic flow we recommend the following hours of operation and deployment:

- **Deployment time:** 6:00 AM – 10:00 AM
- **Pick-up time:** 9:00 PM – 12:00 AM
- **Hours of availability to rent:** 7:00 AM – 10:00 PM, 7 days a week

Please note: Blue Duck’s standard operating procedure for deploying vehicles is as follows:

- Charged vehicles are rebalanced to pre-determined deployment locations/parking zones and set to “inactive” outside of the hours of availability to rent; **we typically do not collect every vehicle at the end of the day unless required by municipal code/ordinance.**
- Vehicles that need to be charged are collected/picked up and returned to the warehouse for charging, maintenance and quality control (QC) inspection prior to re-deployment
- Redeployment/rebalancing occurs during morning deployment and throughout the day to ensure an equally distributed fleet.

1. ELEMENTS OF THE MICROMOBILITY PROGRAM

c) Pricing Plan.

The scooter share program should be accessible for the entire Fort Pierce community, and we plan to accomplish this by:

- Offering affordable user pricing, which is **significantly lower** than Fort Pierce's current user pricing.
- Providing equitable distribution throughout the City and the Beach.
- Bringing accessible, equal opportunity employment/jobs to the community for our local team.
- Partnering with local housing and transit authorities to expand our reach and sign-up options.
- Working with local businesses, colleges and organizations to potentially offer corporate and student discounts, memberships and subscription options.

Blue Duck is committed to providing a safe, accessible and affordable scooter share program to Fort Pierce residents and visitors. The fee structure **below**:

- Is competitive with the current scooter share landscape
- Promotes a fun and efficient transportation alternative
- Encourages single-occupancy vehicle (SOV) trip replacement
- Ensures access to low- and moderate-income citizens

Blue Duck recommends the following pricing structure for the program (**Please note: Pricing structures are subject to change upon mutual agreement and are proprietary and confidential**):

Blue Duck E-Scooter Pay-As-You-Go Pricing: \$1 to unlock, \$0.25/min

Based on community feedback and further discussion with local entities, we can offer membership plans and discounts for commuter residents, visitors, local businesses and universities. We will work with municipal staff to determine any changes to the approved pricing plan and additional pricing plans based on ridership. It is our priority to provide a low-cost option that is congruent with Fort Pierce's entire transportation system.

1. ELEMENTS OF THE MICROMOBILITY PROGRAM

d) Revenue share with the City of Fort Pierce.

Blue Duck is confident in our ability to furnish and manage a scooter share service that is affordable and accessible for the entire Fort Pierce community. There has been a shift in the past four years from micromobility as a program to micromobility as a **service**, offering a solution that alleviates any management, oversight or assistance on the City's part. We're confident that Fort Pierce is a great fit for Blue Duck's strategic approach, and we recognize the value in operating in the City as a true partner.

Blue Duck's philosophy on revenue share for a scooter share service are:

- 1. We invest in program management, so the City doesn't have to:** Blue Duck anticipates making an investment of approximately \$1.0 million in the first year of this program including in new, latest model of shared e-scooters/micromobility assets, warehouse facilities and required buildouts/upgrades, hiring of local personnel and benefits, insurance costs, software development, allocation of administrative overhead and a tailored marketing and community engagement plan. Blue Duck's business model alleviates any necessity for City investment, management or revenue share.
- 2. A revenue share model is not reflective of the current industry/market:** revenue share is indicative of a business model that no longer exists in the micromobility industry, as it is not a sustainable model. Because municipalities do not need to provide any resources, there has been a shift and significant reduction or removal of any revenue share from the operator.
- 3. We do not have revenue sharing agreements with any of our current partners:** Blue Duck would be happy to connect the City with our municipal partners, who can substantiate the value we bring to the table and the cost we have saved their staff.

As a company that offers municipalities, businesses, residents and visitors sustainable transportation solutions at zero cost to the partnering entities, we feel our contributions to the City should be taken into consideration when evaluating a revenue share offering for our service. As a responsible operator in the industry, Blue Duck can confidently guarantee a commitment to creating solutions, not problems, that negate the potential for any expenditure on municipal staff and the local community.

2. EQUIPMENT AND SAFETY

a) Provide a detailed description, with images, of the vehicle model(s) that you will use in the City of Fort Pierce – including top speed, description of the wheel type and material, and measurements.

Blue Duck's commercial grade, Gen-3 e-scooter is durable and dependable, with a longer and wider baseboard than our competitors (70 cm x 20 cm) for increased stability. Each scooter is equipped with internal, real-time GPS location/tracking and a larger battery unit for improved range. Blue Duck is continuously innovating new features to provide the latest generation scooter in the industry. We are working toward a new model with a swappable battery, allowing for further reduced maintenance.

- **Top Speed:** 18.6 MPH (we typically set the top speed to 15 MPH)
- **Wheel Type and Material:** 10" airless tires
- **Measurements:** 45.7" x 51.2" x 21.7"

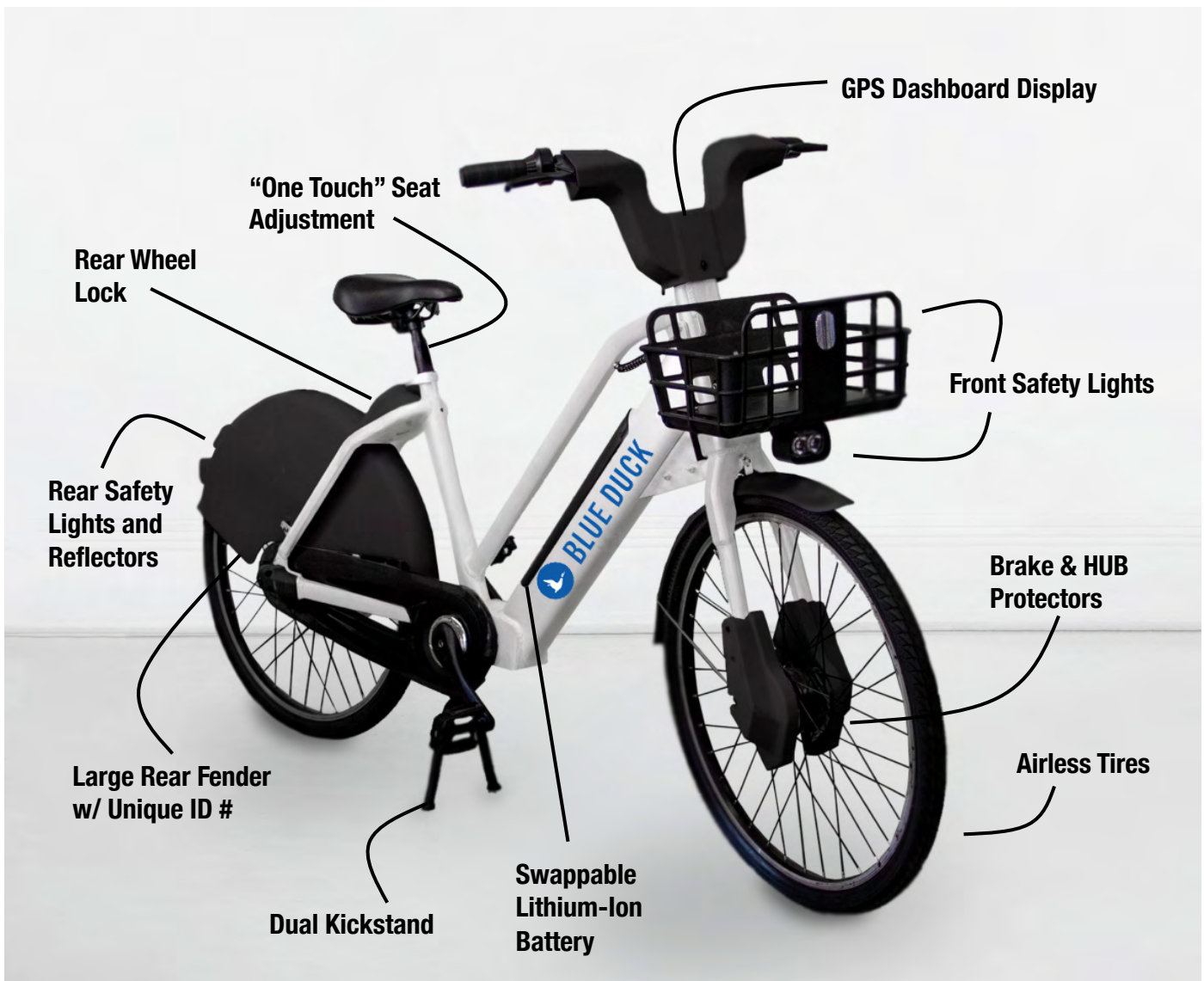


2. EQUIPMENT AND SAFETY

a) Provide a detailed description, with images, of the vehicle model(s) that you will use in the City of Fort Pierce – including top speed, description of the wheel type and material, and measurements.

Blue Duck is proud to offer the most technologically advanced, electric assisted bicycles (e-bikes) in the industry. Our team has worked with our manufacturers to bring to market an exciting, “commercial grade” electric bicycle that offers many innovative features including a lightweight, yet durable frame and a “Safe Rider” Electric 350W pedal-assisted motor for user friendly auto-assisted pedaling. ***If the City of Fort Pierce would like to incorporate additional vehicle types into the micromobility program post-launch, Blue Duck is happy to discuss the potential integration of our e-bike.***

- **Top Speed:** ~22 MPH
- **Wheel Type and Material:** 26 in., 8-spoke magnesium alloy rims with airless tires
- **Measurements:** 72” x 23.6” x 43.7”



2. EQUIPMENT AND SAFETY

a) Provide a detailed description, with images, of the vehicle model(s) that you will use in the City of Fort Pierce – including top speed, description of the wheel type and material, and measurements.

Blue Duck's vehicles are compliant with applicable federal and state laws, including the *State of Florida's House Bill 453: Micromobility Devices*, which governs the use of e-scooters under the same rights and responsibilities as bicyclists. Our vehicles are compliant with U.S. and European consumer products standards, including hardware and software components:

- **Lithium-Ion Battery Pack:** Our battery pack is UL2271 certified.
- **IOT (Internet of Things) Device Radio Transmission Safety:** The IOT device on our micromobility vehicles are FCC and CE-RED certified. This ensures the safety of the City's invisible space and other radio equipment in the public.

Furthermore, our internal testing is 2.5X more robust than the required consumer product standards to ensure vehicles are prepared for rugged, dependable fleet operation.

Local Warehouse to Support Equipment and Safety Measures

Blue Duck maintains and stores our fleet in a local warehouse that we tailor based on the system's requirements. This facility is designed specifically for our locally hired fleet staff to charge, maintain, store and deploy scooters. Blue Duck warehouses are outfitted with enhanced electrical capacity, a security system and proprietary fleet management tools. We determine this site based on three main factors – accessibility to power, proximity to service area, and ease for loading. Having a local warehouse also facilitates comprehensive record keeping of maintenance, daily quality control checks, and emergency plan preparedness. ***We will plan to source a local warehouse in the City of Fort Pierce upon contract award.***

2. EQUIPMENT AND SAFETY

b) Outline your ability to limit speeds, create no-ride zones, and create no-parking zones, based on geofencing. Describe any associated limitations (i.e. number of speed limits that can be set, accuracy of geofencing, etc.)

Blue Duck's geofencing capabilities allow us to limit speeds, create no-ride zones and no-parking zones and ensure vehicles are safely ridden within the approved areas. Our team can make real-time adjustments to adhere regulations for safe use based on feedback from riders, city staff and the local community. The following will occur for geofenced, restricted areas:

- **No-Ride Zone:** If a vehicle enters a no ride zone, it will safely slow to a crawl, rendering the vehicle unrideable/disabled until the rider, returns to an approved location. The rider will receive a message in-app notifying them of the restricted area (**see example on the next page**). In order to continue riding, they must return to the approved areas.
- **No-Parking Zone:** If a vehicle enters a no parking zone within the service area, the rider can continue to ride at a normal speed but will not be able to end their ride and park the vehicle, thus the rider will continue to be charged. It must be returned to an approved location within the service area to allow the rider to end their trip and conclude the associated charges. The rider will receive a message in-app notifying them of the restricted area and the associated rules (**see example on the next page**).
- **Outside the Service Area:** If a vehicle leaves the service area, it will safely slow to a crawl, rendering the vehicle unrideable/disabled until the rider returns to an approved location. The rider will receive a message in-app notifying them of the restricted area (**see example on the next page**). In order to continue riding, they must return to the approved areas.
- **Slow Speed Zones:** If a vehicle enters a slow speed zone, the vehicle will slow, and the rider will receive a message in-app notifying them of the approved speed (see example below). Blue Duck will work with the City to establish any of these zones. The maximum set/governed speed is 15 MPH and the minimum, rideable speed is 5 MPH.

2. EQUIPMENT AND SAFETY

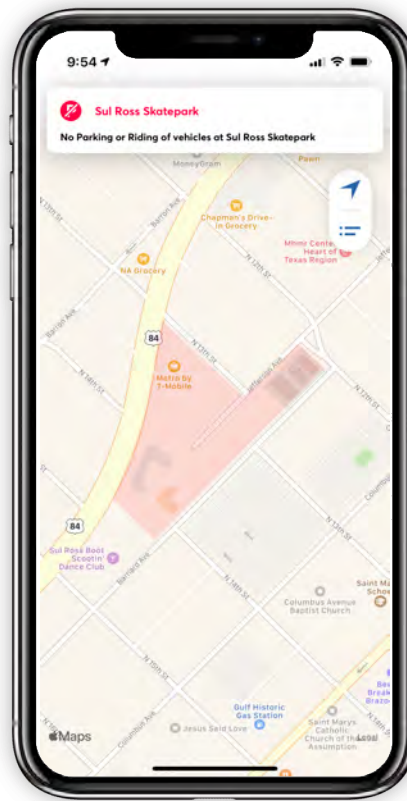
b) Outline your ability to limit speeds, create no-ride zones, and create no-parking zones, based on geofencing. Describe any associated limitations (i.e. number of speed limits that can be set, accuracy of geofencing, etc.)

Each city we operate in requires strict geofencing parameters and we will work with the City of Fort Pierce to notify riders of restricted locations and limited speed zones. Please see examples of the app screens and user notification **below**:



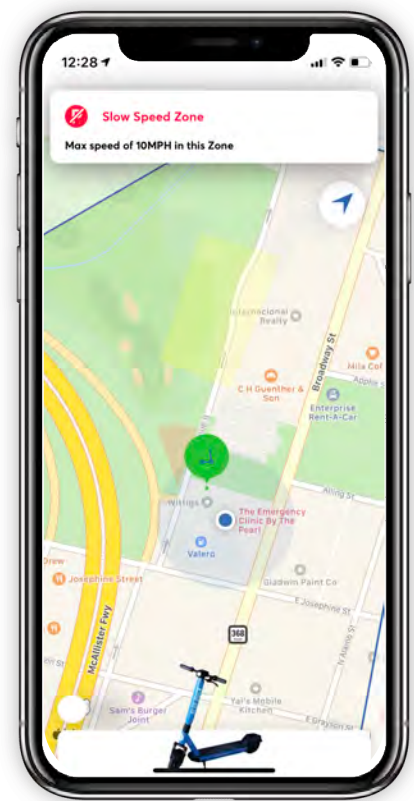
Out of Service Area

Examples of Service Areas: Downtown Fort Pierce and Fort Pierce Beach



No-Ride and No-Parking Zones

Examples: South Bridge, Indian River Drive and during special events



Limited Speed Zones

Example: reduced speed to 10 MPH in Downtown Fort Pierce

2. EQUIPMENT AND SAFETY

c) Describe the process private property owners will use to request speed limits, no-ride zones, and no-parking zones.

Blue Duck is committed to being a true partner, not only to the City but to the community it serves. We work with private property owners, businesses and universities in City-set restricted areas to ensure accuracy of geofencing. We can also work with these entities to collect input on speed limits, no-ride zones and no-parking zones and provide this information to the City for discussion. Blue Duck also conducts proactive site planning and community engagement/outreach where we can meet with these entities prior to launch to better understand their input/requests.



Vicksburg Police Chief, Milton Moore

We've included testimonials from a few of these affiliates that have requested no-ride zones **below** indicating our effective geofencing and communication:

“Blue Duck has been very proactive in communicating and cooperating with Baylor University since their launch with the City of Waco. They have used the technology on their devices to comply with Baylor campus guidelines while still operating in the city. This has allowed us to maintain a great working relationship.” – Matt Penney, CAPP, Director of Parking & Transportation, Baylor University

“The geofencing is working properly as reported by some of our colleagues who have tested the service. Students are using the scooters on the city sidewalks but still able to get close enough to their destination near campus.” – Letty Benavides, AVP for Campus Auxiliary Services, University of Texas Rio Grande Valley

Blue Duck also works with local organizations and businesses for special events. Please see pages 28-29 for further information.

2. EQUIPMENT AND SAFETY

d) Outline your plan for rider education.

At Blue Duck, rider education and community engagement are crucial to what we do and we take a proactive approach to safety, education, outreach and compliance. We have a responsibility to interact with the communities we serve. Our highly experienced partnerships team engages in a successfully proven process in each market that we operate in. Prior to launch, our team conducts in-person site visits to accomplish the following:

Operations Team: Gain a better understanding of the physical landscape and infrastructure in order to successfully site plan and prepare to operate e-scooters in the City of Fort Pierce.

Partnerships Team: Proactively engage with key stakeholders and community members to listen to their needs, concerns, questions and desires. Our Blue Duck team will interact with local business owners and staff to explore partnerships and drive business to local storefronts. We can also co-host a local event to gather community input on the service area and ideal parking zones.

Blue Duck does not launch a new program without completing appropriate local outreach. We aim to provide communities with an impactful, cohesive solution from the very beginning and throughout our term serving the City of Fort Pierce. This sets the stage for scooters to become a part of Fort Pierce's infrastructure and for those who live, work and play in it to feel ownership, comfort and ease of use. Blue Duck will use the following methods to engage and educate the community:

- **In-app and website messaging:** When a user signs up on the app, they will be directed through a safety tutorial on safe and proper use, including rules of the road. Users will then be directed to the system area map and will be able to locate the nearest vehicle for rental. The user experience will guide riders to end their ride in the approved parking areas and riders will not be able to end their ride unless they are within the approved service areas.
- **Social media and digital marketing:** Blue Duck can promote the system through digital marketing and social media campaigns tailored to Fort Pierce's system. This includes photos of properly parked vehicles, riders wearing helmets and reminders on how to safely operate e-scooters.
- **Informative customer service:** Our customer service team is focused on educating riders and explaining applicable laws to each person who contacts our team. This way, riders are properly informed and can even educate other users.
- **Strategic operations/rebalancing:** Blue Duck's daily operations are tailored to ensuring user compliance. Our local operations team will provide daily rider education in the field and reinforce the applicable rules of the road. We deploy and rebalance vehicles in approved locations, promoting user behavior consistent with this operation.

2. EQUIPMENT AND SAFETY

d) Outline your plan for rider education.

“Duck Days” Events

We educate the community on how to use and park vehicles appropriately, including recommendations to park vehicles in appropriate locations via the in-app safety tutorial. Blue Duck will host “Duck Days,” where we engage with the local community, answer any questions, gather feedback on the program, assist with registration/sign-up, giveaway free helmets and teach riders best practices for safe use. We’re committed to partnering with the local community, including City staff, local businesses and influential organizations to ensure both riders and non-riders are properly educated on safe operation.

We believe that offering a micromobility service is a large responsibility and we are committed to providing opportunities to hear, consider and address community concerns. The Blue Duck team plans to host quarterly “Duck Days” in the City of Fort Pierce to allow the community, including those who choose not to use shared micromobility services, to participate in providing feedback that inform improvements for the program. These events will be open to the public, and activities may include:

- Low-Income Access Plan registration
- Maps and surveys to gather community feedback
- Safety quizzes on local rules of the road and scooter regulations
- E-scooter demos/app tutorials
- Open forum/Q+A session to ask Blue Duck team questions about the program
- Giveaways and prizes including free helmets/rides/swag

Working with Local Law Enforcement: Blue Duck has established an excellent rapport with local enforcement in all of our current markets. We will contact and introduce ourselves prior to launch to ensure a clear line of communication between their staff and ours. During our launch, we invite police personnel to participate in events, such as ribbon cuttings and group rides. Post-launch, we’ve offered our vehicles to municipal staff for use and we’re able to coordinate with enforcement of applicable laws.

Working with Local Organizations: Blue Duck is committed to building relationships with local community organizations, which includes but is not limited to:

- Habitat for Humanity
- United Way
- HANDS of St Lucie County
- Care Bag Inc
- House of Hope

2. EQUIPMENT AND SAFETY

d) Outline your plan for rider education.

There are many potential opportunities for community engagement and rider education. We've included a few additional ideas below that we believe set Blue Duck apart and illustrate our commitment to a true partnership and a service-minded operation:

Official Launch Event: Our team will work with key municipal staff in Fort Pierce to plan and host a public launch event which can include a press conference with speeches, ribbon cutting, group ride led by community stakeholders (free rides and helmets!) and press.

Community Art Projects: Engaging with an arts organization in Fort Pierce could allow us to host a public art project where local artists design what we fondly refer to as “Duck Ponds”, more simply, visually designated parking zones. The local artists could submit designs to a selection committee and upon approval from the City we can paint or stencil these parking zones.

Scavenger Hunt: To drive business to local storefronts, we can plan and host a scavenger hunt on e-scooters. Our team has significant experience organizing very successful events of this nature and have always found it to be a great way to get people moving around, exploring and discovering.

Ambassador and Externship Programming: Blue Duck can implement and manage ambassador programs that allow Fort Pierce locals interested in marketing and event opportunities to work for Blue Duck to promote the program through local event attendance, group rides and social media. These ambassadors would be paid a stipend based on completion of metrics. Our local operations team could also provide mechanical training for at-risk young adults seeking a GED or equivalent to guide them through a certification program and better prepare them for the workforce.



Vicksburg's Official Launch Event

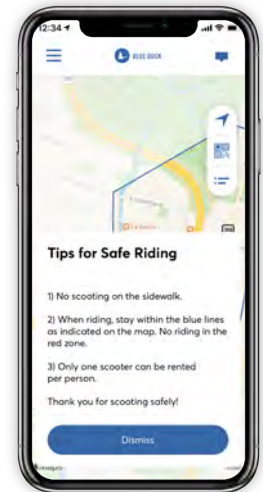
2. EQUIPMENT AND SAFETY

d. Outline your plan for rider education.

Blue Duck will promote rider education through digital marketing and social media campaigns tailored to Fort Pierce’s program. This includes:

- Photos of properly parked scooters, riders wearing helmets, signs indicating areas for “no parking” and reminders on how to safely operate vehicles
- Blue Duck’s 24-hour customer service team will be available to keep the entire Fort Pierce community apprised of program operation, safety and service information.
- We display contact information in-app and on every scooter.
- We can partner with the City of Fort Pierce to design a safety education video. Please click the following hyperlink as an example video of our safety promotion for proper use of vehicles on roadways and on sidewalks in the City of Waco: [Blue Duck Scooters, Rules.](#)
- Blue Duck can create custom safety messaging in-app, such as the following example:
 - People operating scooters shall adhere to all applicable local, state, and federal laws regarding motorized and non-motorized vehicles;
 - People operating scooters shall yield to pedestrians; and
 - People shall operate scooters safely and park responsibly.

In Vicksburg, MS, we created custom in-app messaging to encourage users to ride within the system area and adhere to rules of the road. In less than 24 hours, we provided this updated screen in-app to new and recurring riders with positive feedback from users and the municipal staff. The custom in-app user instruction is illustrated *to the right*.



Custom Safety Messaging

Helmet Education and Distribution

We’re committed to encouraging helmet usage in every way possible. Our in-app safety tutorial, website and vehicle decals advise wearing a helmet. We give away free helmets at our launch event, Duck Days and other local events. We will work with Fort Pierce to offer collaborative safety initiatives based on campus events/opportunities to educate the community on how to ride safely. We can partner with local advocacy organizations to offer group rides and make helmets available at local events.

2. EQUIPMENT AND SAFETY

e) Describe your plan to properly sanitize vehicles and respond to the COVID-19 pandemic.

Blue Duck has created and implemented cleaning and disinfecting protocols amid COVID-19 adhere to local, state, federal and CDC guidelines to achieve proper sanitation:

Cleaning Procedures For Deployed Vehicles

1. Prior to deployment, the local team will be equipped with multiple bottles of the CDC recommended bleach-water solution, rolls of paper towels to dry vehicles, disposable latex gloves, face masks, safety glasses and trash bags for disposal of used supplies.
2. Upon arriving at scooters/parking zones, route operators spray each vehicle down from top to bottom with the bleach-water solution. The solution sits on each scooter for two (2) minutes to kill any potential viruses/bacteria. After this, each scooter is dried with its own paper towels to ensure there is no cross contamination from one scooter to the next. Used paper towels and gloves are disposed in trash bags at each deployment point and the route operator puts on new gloves.
3. The local team will repeat this process for each deployment point and scooter until all vehicles have been cleaned and disinfected. Once the route is completed, the team will use safety equipment to dispose of the trash sanitarly and wash hands with antibacterial soap.
4. The team puts on new gloves and the bleach is refilled after cleaning ten (10) scooters.

**** We clean/disinfect each vehicle a minimum of two (2) times daily.**

Cleaning Procedures For Collected Vehicles

Scooters collected and returned to the warehouse for charging and maintenance will be dropped off in the designated disinfecting area outside of the warehouse, where they will be cleaned, and supplies will be disposed under the same protocols listed for deployed vehicles. For additional sanitation, each scooter is pressure washed with the bleach-water solution on top of the other cleaning protocols.

“Scooters are sanitized daily, and Blue Duck team members continue to observe guidelines issued by local and state officials, including wearing masks or facial coverings, frequent handwashing, screening for fever and symptoms upon arriving to work and sanitizing workspaces and vehicles.” – *Joey Dunn, Deputy City Manager, City of Bryan, TX*



3. PARKING

a) Describe your approach to ensuring that users park appropriately. Include strategies your company uses to incentivize proper parking behavior.

Blue Duck believes in safe, organized parking and prioritizes that in every market we serve. We have vast experience operating within City Right-Of-Way (ROW) and will not operate outside of City-approved locations without prior approval from respective entities such as private business owners and university officials. **Blue Duck will not “drop” our micromobility vehicles in any space without permission.** We have experience and success working with these entities to keep vehicles outside of their space unless otherwise stated.

- **Establishing Parking Zones:** Blue Duck will adhere to the restrictions to eligible parking zones as described in the ordinance requirements. Blue Duck’s team will provide our initial deployment/parking zone recommendations to municipal staff for review and approval. Should any of these points interfere with the requirements for eligible zones, we will modify accordingly prior to deployment.
- **Proper Parking Education:** Blue Duck recognizes that pedestrian travel and safety is of the utmost importance when introducing another option into their travel infrastructure. We host community engagement events and public forums to gather feedback and ensure that our vehicles are not impeding pedestrian traffic or ADA access.
- **In-App Parking Notifications:** Our parking notifications in-app minimize parking violations and encourage proper use and parking of all vehicles. Parking zones and “no park zones” are identified in-app and banner notifications will inform riders when they are not in a parking zone.
- **In-App Incentives:** Blue Duck provides a feature in-app that allows our team to credit and/or charge riders to incentivize proper parking behavior. This will promote equitable dispersion in approved, appropriate locations.

b) Do you anticipate seeking permits to install objects (i.e. docking or parking stations) in the Right-of-Way? If so, please describe.

Because we offer an organized, dockless solution with virtually geofenced parking, Blue Duck does not need to stall physical infrastructure in Right-of-Way. We can provide guidance and support if the City of Fort Pierce is interested in physical visual indicators, though we believe that we offer a scalable, sustainable solution for parking and deployment.

4. OPERATIONS

a) Describe the availability of vendor staff for rebalancing or moving improperly parked Vehicles.

- Blue Duck conducts twice-daily redistributions based on the peak hours of operation and fleet utilization.
- Field support will be available daily between 7:00 AM and 10:00 PM, with staff support 24/7.
- Our local Area Manager creates daily routes for deployment and rebalancing and will tailor fleet distribution to trip patterns and highly utilized pick up and drop off locations.
- Blue Duck will ensure an organized deployment each day to designated, City-approved eligible parking zones.
- The footprint of our deployment will be orderly, and vehicles will be parked in a manner that allows clear passage in the right-of-way and does not impede ADA accessibility and/or the boarding/departure of transit users.
- We will implement geofenced parking and riding zones upon the City's request.
- We've included examples of our orderly deployment **below**.

Deployment Examples



Parking Zone in Corpus Christi, TX



Parking Zone in Waco, TX

4. OPERATIONS

b) Describe your proposed fleet size including your approach to seasonal variation in demand

- **Minimum:** 150 vehicles
- **Maximum:** 350 vehicles
- **Phased implementation:** We recommend a scaled approach/“soft launch” with a full rollout of the maximum fleet size over time based on ridership and utilization. Blue Duck’s phased approach to implementation allows our team to scale effectively without oversaturating the market, while meeting demand within our minimum and maximum thresholds.
- **Seasonal variation:** Blue Duck typically makes changes to the deployed fleet size based on seasonal variation and demand, though we will continually maintain the fully expected fleet should utilization or demand shift. Blue Duck is committed to securing and providing the mutually agreed upon fleet size in the City of Fort Pierce at all times, even if the number of deployed vehicles shifts based on seasonal variation.

Upon final determination with the City, Blue Duck will maintain the minimum fleet size and will not exceed the maximum fleet size proposed. We are amenable to adjusting this initial proposal based on further discussion with municipal staff. Blue Duck will utilize data/metrics along with evidence of actual demand, operations and safety records, consistent implementation of proposed education and parking/deployment strategies to recommend any increase in fleet size.

c) Describe your plan to ensure equitable distribution of micromobility vehicles throughout the City of Fort Pierce, including your approach to re-balancing.

Blue Duck understands there is a natural rebalancing that occurs based on high ridership times and locations that can affect capacity in underserved areas. We will take a proactive approach to deploy a percentage of micromobility vehicles to underserved areas and rebalance throughout the day during peak ride times to ensure vehicles do not oversaturate in one location and are available in all areas identified by Blue Duck and/or municipal staff. We can also encourage riders to return vehicles to specified areas through incentives, promotions and social media campaigns. We are committed to working with municipal staff to achieve a rebalancing strategy that ensures that availability of micromobility vehicles in underserved areas.

When planning deployment zones, Blue Duck typically recommends evaluating proximity to rideable destinations and we’d like to collaborate with municipal staff to identify “hot spots” for parking and operation. We can also gather community feedback on the safest, most accessible areas for deployment and work with local business owners to ensure safe retrieval and drop off near private properties.

4. OPERATIONS

c) Describe your plan to ensure equitable distribution of micromobility vehicles throughout the City of Fort Pierce, including your approach to re-balancing.

Blue Duck is committed to ensuring equitable distribution and offering of the scooter share program. Especially during the coronavirus pandemic, inequities are heightened and relying on mass public transit as the only option can potentially compromise the health, comfort and safety of riders. Blue Duck would aim to address these barriers via implementation of the following strategies:

Address Geographical Disparity And Infrastructure: Blue Duck will work closely with the City to expand the service area for micromobility and ensure that we are deploying a percentage of our fleet in low-to moderate-income areas daily. We will evaluate trip data in partnership with the City through our monthly check-ins, where we can generate ways to improve infrastructure in neighborhoods/areas to make them more bike and pedestrian friendly.

Address Methods of Payment: Blue Duck provides low-to moderate-income residents with a 50% discount, offering cash sign-up centers and exploring alternatives for users without smartphones.

Address Perception: Blue Duck will ensure that our local “Duck Days” and other events are inclusive, using venues in areas and communities that have been historically neglected. We look to identify appropriate locations and organizations that are tied into the social framework or provide resources such as paying utility bills via cash or enrolling for government assistance programs.

Giving Back

We pride ourselves on our civic-minded and community- focused approach. We believe that participation and inclusion is crucial to what we do and encourage the City to creatively explore avenues in which we can donate a portion of our ridership proceeds to help improve the lives of those who live, work and play in Fort Pierce.

Relevant Team Experience

Our Senior Director of Partnerships, Megan McNamara has years of experience in the shared micromobility industry. In her career, Megan has passionately focused on equitable strategies and community engagement for communities across the United States. Her accomplishments in this area include securing significant grant funding and community buy-in for successfully creating, implementing and managing programs that address inequity in micromobility. Megan has completed Racial Equity training and has participated in several workshops focused on the barriers of access presented by shared micromobility and the initiatives to resolve those barriers.

4. OPERATIONS

d) Describe the proactive process you will use to prevent property damage and address property damage claims and complaints related to operation of their shared mobility vehicles.

Blue Duck monitors any incidents daily through our operations and maintenance logs, rebalancing/deployment, customer service inquiries and real-time ridership/utilization. We take a proactive approach to preventing any damage to our scooters and/or property damage. We utilize the following safeguards and preventative measures:

- **Front-end communication** through the Rental Agreement and in-app safety tutorial, which each user accepts prior to their first ride.
- **Proactive community engagement** to educate riders on safe and proper use, including the assumption of risk and responsibility on each user.
- **Working with local enforcement** to mitigate any issues swiftly.
- **24/7 staff availability** including a local operations team to monitor rider behavior, stay ahead of any improper use and perform twice daily fleet relocations. Our customer service staff will also monitor any repeat issues and we will address these effectively.

Should any property damage claim and/or complaints arise, our local team will work with local law enforcement and key municipal staff as needed for proper issue dissolution.

e) Describe your plan to address dumping of your vehicles, including a proactive approach to identify vehicles that have likely been dumped and retrieval plans –including retrieval timelines to minimize environmental impacts.

Blue Duck’s strategic operations schedule, service plan and parking proposal mitigate much of the risk associated with “dumped” vehicles. Blue Duck’s standard response time in all our markets is **two hours** from notification for retrieval. Notification from users, community members and the City will all be directed to our Area Manager to ensure efficient retrieval. Any vehicle that is inoperable or unsafe will be repaired before placing back into service.

4. OPERATIONS

f) Describe your plan to suspend the accounts of users with non-compliant behavior, including property damage & parking violations.

Blue Duck offers in-app notifications to indicate proper and safe riding behavior, including compliance with all applicable laws. If there is a rider that is repeatedly non-compliant, we will contact the user directly via email and phone to ensure proper education on how to use and park vehicles. After two warnings to the non-compliant rider, if this behavior persists, we will issue a fine to the account with a final warning indicating account suspension upon further non-compliance. After a third and final warning and fine, the rider’s account will be suspended indefinitely, and we will report such actions to the City.

How are users identified?

Because we can track vehicle rentals in real-time, our team can make informed deductions on user identification based on rental status. Our local team monitors daily ride history (*see below*), and we keep track of any user and scooter. This includes those involved in non-compliant behavior and we will address/investigate these accounts accordingly. Blue Duck’s Rental Agreement also includes multiple subsections regarding the responsibility of each user to monitor and report non-compliant behavior:

- **1.11 Reporting of Certain Events.** You agree to promptly report to Blue Duck at info@blueduckscooters.com any accident or collision involving, or damage, loss or theft of, a Scooter. In addition, You agree to file a report with the local police department within 24 hours of any incident resulting in personal injury or property damage.

The screenshot displays a reservation summary for reservation #38642, which is in a 'PAID' status. The reservation is for a 'free floating' scooter, with a total cost of 1.0km and a duration of 20m. The reservation dates are from 2020-12-08 18:16:40 to 2020-12-08 18:36:37. Below the summary is a map showing the scooter's route in Waco, Texas, starting from a blue dot and ending at another blue dot. The route is marked with a blue line. To the right of the map is a table of route coordinates with 9 points, each including latitude/longitude and a timestamp. At the bottom of the screen, there are sections for 'Tags', 'Customer' profile, and 'Vehicle' details (Vehicle ID: 103886).

#	Lat / Lon	Timestamp
1	31.55942217, -97.12711433	2020-12-09 00:16:43 UTC
2	31.55941633, -97.12710383	2020-12-09 00:16:54 UTC
3	31.559377, -97.12719367	2020-12-09 00:17:04 UTC
4	31.55901983, -97.1275405	2020-12-09 00:17:14 UTC
5	31.55863033, -97.12800333	2020-12-09 00:17:24 UTC
6	31.55823133, -97.1284405	2020-12-09 00:17:34 UTC
7	31.55823133, -97.1284405	2020-12-09 00:17:43 UTC
8	31.557854, -97.12887033	2020-12-09 00:17:44 UTC
9	31.55763633, -97.12913333	2020-12-09 00:17:54 UTC

Ride History Example

4. OPERATIONS

f) Does your company fine users for property damage and/or parking violations?

Yes, our company fines users for property damage and/or parking violations. Users agree to our rental agreement prior to their first use, which addresses damaged, lost or stolen scooters and acceptable/unacceptable areas to park vehicles (**see excerpted language below**).

- **1.12 Damaged Scooters.** *You accept full responsibility for the Scooter and agree to pay for any damage to the Scooter at full retail value if damaged to the extent that repairs are not practical or feasible.*
- **1.14 Prohibited Acts.** *You won't park a Scooter in any restricted area, such as on private property, in a locked area or any other non-public or inaccessible space. You won't ride or park a Scooter on any roads, driveways or surfaces likely to cause damage to the Scooter.*

g) Describe your plan to prohibit underage riders.

Blue Duck ensures that all users are 18 years of age or older. Our Rental Agreement, Waiver of Liability and Release includes this age requirement in multiple locations. If there is a rider that is repeatedly non-compliant, we will contact the user directly via email and phone to verify age. If this rider cannot provide proof of identification and age, the rider's account will be suspended, and the rider will no longer be able to use the system. If this becomes a repeat issue, we will report such actions to City staff where applicable. Please find the excerpted language on our policy on age requirement below:

- **1.2 Safe Operation.** *You represent and certify that You are at least 18 years old, do not weigh more than 220 pounds, and are in proper physical condition to operate a Scooter without risk to Yourself or others.*
- **Rider Acceptance Of Agreement:** *I certify that I am the Rider, I am at least 18 years old, and I have read and expressly agree to the terms and conditions set forth in this Agreement.*

Blue Duck's in-app safety tutorial, decals on each vehicle and messaging clearly indicates the minimum age requirement. Duck will work with local enforcement authorities throughout the community to ensure compliance with the age requirement and age verification of riders.

5. SPECIAL EVENTS AND SEVERE WEATHER

a) Describe your approach to special events including your ability to:

i. Create temporary reduced speed, no park, or no ride zones

Blue Duck has experience implementing tailored operations strategies for special events. We can implement slow ride zones, no ride zones and event parking zones. In the case of a marathon, event, parade or similar instance where pedestrians and micromobility vehicles cannot safely coexist, Blue Duck can remove vehicles from a specific geographic area for a designated period of time. We will work with the City of Fort Pierce to ensure any vehicle removal is quick and efficient. Our local staff will be available to coordinate with local authorities and create parking enforcement strategies that align with special event parking, traffic and transportation plans. We can partner to approve event parking locations designed for micromobility vehicle return and rental for large events and coordinate staffing to maximize efficiency.

In Bryan, TX, we've created "no ride zones" for their First Friday event every month in the local arts district. In this case, Blue Duck redeploys vehicles in areas that allow pedestrians access to still utilize e-scooters for their first-/last-mile up to the event space, such as parking lots and approved locations outside of high traffic areas.

In Corpus Christi, TX, we coordinate with local law enforcement for marathons to remove vehicles from specific areas based on the City's recommendation and rebalance to places that allow riders to get close to the event without obstructing pedestrian and/or vehicle traffic.

Blue Duck works with our partners in multiple markets to modify our hours of operation and deployment locations based on sporting events/tournaments, university football games, concerts and other events that impact the density of pedestrians and vehicles within a small radius. Above all else, we can be flexible to meet the demand of special events by removing our vehicles to mitigate congestion or providing our vehicles in specified locations for safe use. We aim to complement and adhere to the City's current traffic and transportation infrastructure and systems.

5. SPECIAL EVENTS AND SEVERE WEATHER

a) Describe your approach to special events including your ability to:

ii. Remove Vehicles quickly in the event of severe weather

Blue Duck's emergency management plan to address fleet removals due to severe weather and other emergencies is centered on public safety and proper communication with municipal staff. In the event a weather warning is issued in Fort Pierce and/or severe weather is expected, we will work with the City to ensure that vehicles are collected and removed from the streets within the desired time frame. Blue Duck can communicate any relocation, removal and redeployment to all users via our app, website and social media. The entire fleet will be collected and taken to the nearest Blue Duck warehouse to be safely stored. We will work with the City of Fort Pierce to monitor the weather and determine the best course of action for redeployment.

In the event a National Weather Service "Warning" is issued inside of a Blue Duck operation zone, the Emergency Vehicle Securement procedure will immediately become priority. Blue Duck's Emergency Vehicle Securement procedure is as follows:

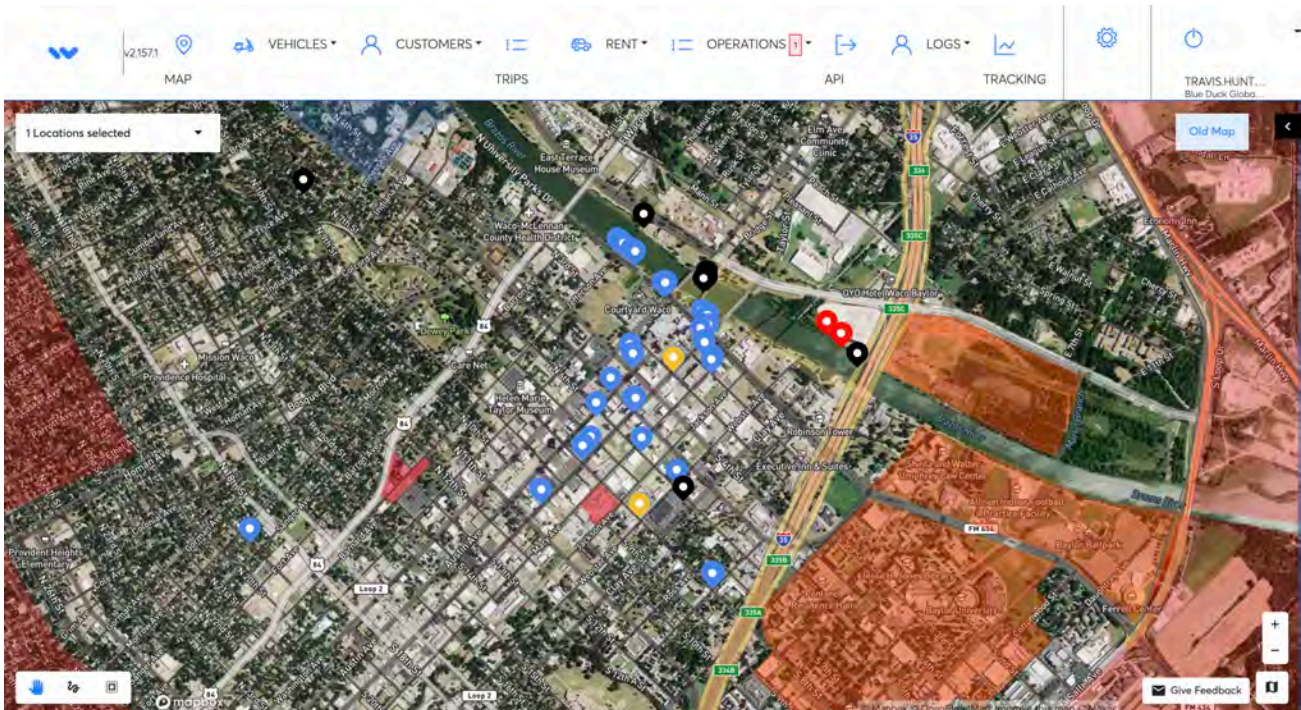
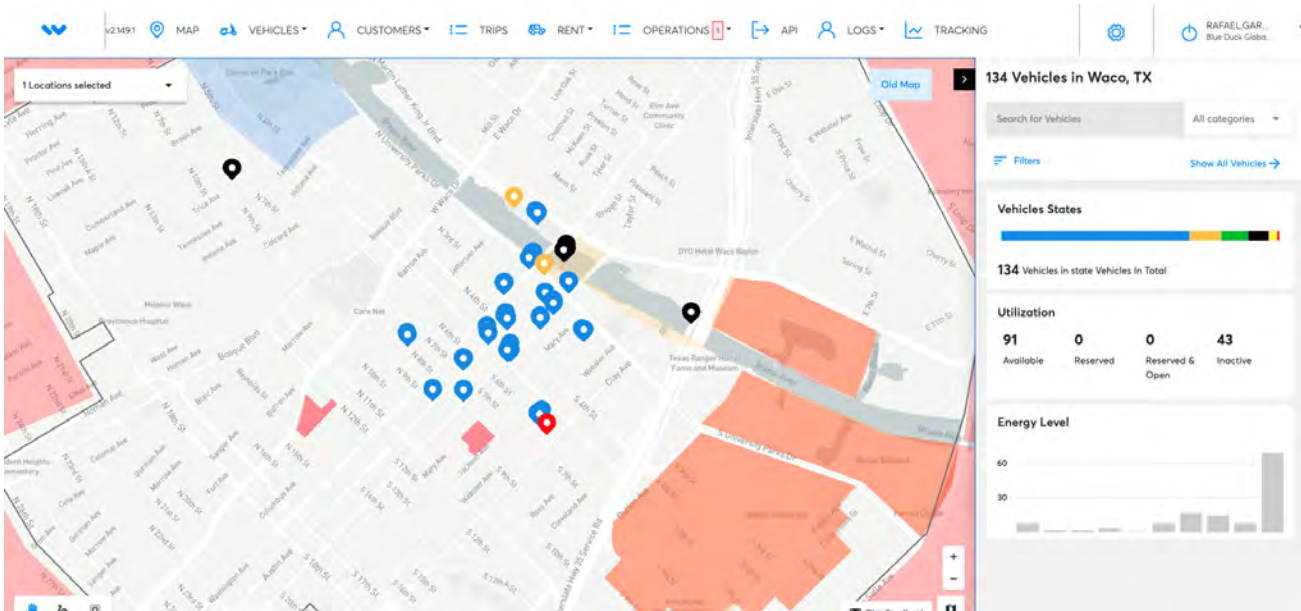
- All deployed vehicles will be set to a mode rendering them unavailable for rental.
- Any rides in operation will be manually completed.
- The local Area Manager will contact Route Operators (fleet collection staff) and assign each "pick up zones" based on the deployment of the fleet.
- Safe locations will be identified along each route and used as shelter if the Route Operator determines in unsafe to continue securement.
- Route Operators will proceed to pick up every vehicle in their zone while being conscious of the severity of the weather. If at any point a Route Operator does not feel safe retrieving vehicles, they will notify the Area Manager and proceed to the nearest safe location.
- If all vehicles are secured from one zone, the Route Operator will proceed to secure from another zone until it is confirmed that every single vehicle has been secured and returned to the warehouse.
- The Area Manager may remain on call for the rest of the day in the event the weather warning is lifted, and a re-deployment is appropriate.

Blue Duck includes our emergency vehicle securement procedure in the training manual for every local staff member to ensure each team member is prepared. Blue Duck dedicates individual plans for floods, winter storms, fog, hurricanes, severe thunderstorms, tornados, tsunamis, wildfires and extreme wind. We will work with the City of Fort Pierce to swiftly and safely respond to any emergency or fleet removal.

6. DATA SHARING

a) Describe the “data dashboard” you will make available to City staff, include screenshots and describe what data will be included and the format of that data.

Blue Duck will provide City staff with anonymized and aggregated location data sharing and open data information regarding scooter locations, ridership and aggregated scooter travel patterns. We offer real-time API access to pull reports at any time from the dashboard and are compliant with MDS and GBFS formats. Please see examples *below* of our comprehensive platform for obtaining dashboard data:



Real-Time Dashboard Access Examples

6. DATA SHARING

b) Describe what data will be included in the following reports and the format of the data:

i. Monthly maintenance activities

Blue Duck can provide operations and maintenance logs, as we record and track these activities for each scooter in real-time. Blue Duck would recommend providing these in a readable excel format (**see below**). Blue Duck has extensive maintenance protocols and records for all vehicle maintenance and inspection. We record the following information daily:

- Operations Summary
- Vehicle Deployment Tracking (# Charged, # QC Checks, # Maintenance, # Days Out of Service)
- Parts Inventory (including percentage remaining)
- Parts Delivery (including quantity, dates and receipt)
- Vehicle IDs (including in service date, status update, decommission date and reason)
- Service Logs (including description of the date, mechanic and type of work performed)

Maintenance Log

Scooter ID	Issue Date	Fix Date	Mechanic	Issue(s)	Service Description	Part Used	Days out of Service
104049	12/1/19	12/2/19	Kevin	Adjusted Brake	Tightened		1
104233	12/1/19	12/2/19	Kevin	Adjusted Brake	Tightened		1
104411	12/1/19	12/2/19	Kevin	Adjusted Brake	Tightened		1
104845	12/6/19	12/8/19	Kevin	Adjusted Brake	Tightened		2
105109	12/6/19	12/8/19	Kevin	Adjusted Brake	Tightened		2
103290	12/17/19	12/18/19	Kevin	Adjusted Brake	Tightened		1
103579	12/17/19	12/18/19	Kevin	Adjusted Brake	Tightened		1
104049	12/18/19	12/19/19	Kevin	Adjusted Brake	Tightened		1
104283	12/18/19	12/19/19	Kevin	Adjusted Brake	Tightened		1
104914	1/7/20	1/7/20	Kevin	Adjusted Brake	Adjusted		0
104858	1/21/20	1/21/20	Kevin	Brake/Throttle	Adjusted/Replaced		0
103744	02/05/20	2/7/20	Tyson	Charging Port	Tighten Charging Port		2
103159	3/2/20	3/2/20	Tyson	Broken Left Fender	Make Sure Is Safe To Ride Before Passing Quality Control.		0

ii. Monthly report on property damage complaints

We will work with City staff to mitigate and address damage/complaints on our regular check-in calls to address any reported issues. Blue Duck will also provide this information and any property damage complaints in our monthly reports.

6. DATA SHARING

iii. Monthly report on daily deployment

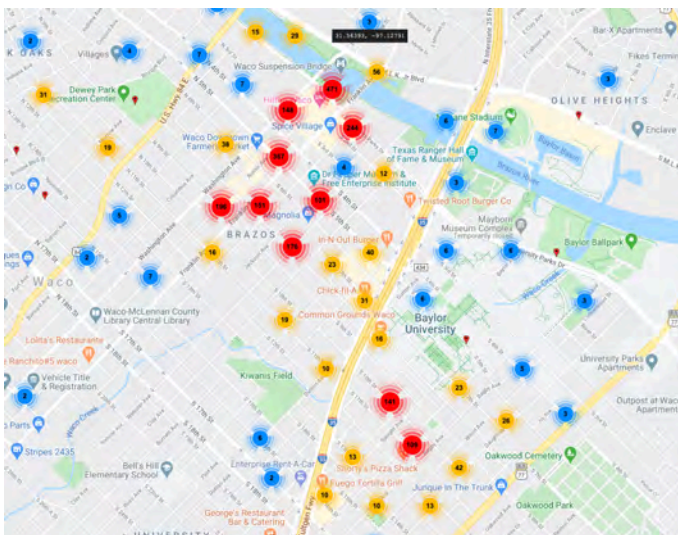
Blue Duck provides monthly reports on daily deployment with breakdowns by day, total and average.

These include but are not limited to the following:

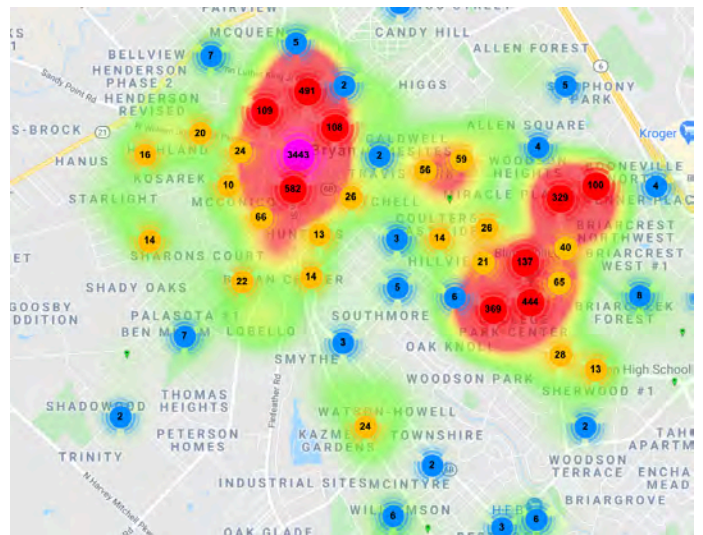
- Number of Vehicles Deployed
- Number of Rides
- Average Rides/Scooter
- Average Ride Time (in Minutes)
- Ride Report Breakdown (each ride time and duration for that month)
- **Heat Maps:** indicate “hot spots” and areas with high utilization/ridership
- **Cluster Maps:** indicate popular start/end deployment points

In our monthly reports, Blue Duck will provide maps (**examples below**) and excel documents with robust data to ensure comprehensive reporting. We will generate the report at the end of each month and provide it for key staff review no later than the 10th of the next month.

Our monthly data reports better inform transportation planning and scooter operation. For example, the heat and cluster maps **seen below** indicate popular start and end points, which often include hubs where riders are using scooters as a viable transportation solution.



Cluster Maps (Popular Start and End Point Traffic)



Heat Map and Cluster Map (Combined)

6. DATA SHARING

iv. Describe your collision-reporting process

Blue Duck monitors any safety incidents, equipment failures and/or replaced parts in our daily operations logs. Our local Area Manager and Regional Operations Manager maintain daily communication to address any safety concerns. Should a major safety incident occur, Blue Duck’s local Area Manager will enact the Incident Report and Management Protocol that details the accident reported and the response/corrective action plan. The objective of the protocol is to provide a step-by-step directive and written track record of any incident for Blue Duck’s local and corporate teams, municipal staff and local police. Upon report of an incident, our local Area Manager will:

1. Review
2. Compile
3. Duplicate
4. Submit

Once submitted, our Regional Operations Manager/Corporate Operations Team will coordinate to determine any next steps. We will communicate any collision reports to city staff immediately and in our monthly reports. Blue Duck is dedicated to maintaining a clear line of communication with Fort Pierce’s municipal staff and residents to ensure maximum safety. **Please see our incident report template on the following page.** Blue Duck’s real-time trip logs allow us to cross reference any incident with the corresponding vehicle and/or rider. Please see page 26 for an example of the ride history log, as well as the detailed trip log **below**:

The screenshot displays a 'Detailed Trip Log' interface. On the left, a 'Detail Log' section lists five events: 'Reservation Created' at 14:48, 'Vehicle Opened' at 14:48, 'Vehicle Parked' at 14:49, 'Vehicle Unparked' at 14:49, and 'Reservation Ended' at 15:00. Each event includes a unique ID and a 'Details' link. On the right, a 'Customer' profile and a 'Vehicle' (ID 103080) are shown. Below these are 'Start' and 'End' trip details, including starting/ending points, mileage, battery levels, and channel information. An 'Addons' table is also visible at the bottom right.

Detailed Trip Log Example

6. DATA SHARING

iv. Describe your collision-reporting process

We've included our incident report template below, which we provide in our training and onboarding to every local team member. We provide clear direction on the chain of communication to ensure transparency between local staff, corporate team members, key municipal staff and local enforcement.

BLUE DUCK ACCIDENT/INCIDENT REPORT

Use this form to collect and document information and details of the vehicle accident or incident.

SECTION I: INCIDENT INFORMATION

Date of Incident _____ Time of Incident _____ Date Reported _____

Incident Address or Location _____

Number of Vehicles Involved _____ Number of Passengers in ALL Vehicles Involved _____

Number of INJURED PERSONS (in ALL Vehicles or Pedestrians) Involved _____

Number of Witnesses _____

Describe, in detail, the cause and results of the Incident

Police Authority Notified Yes No, if Yes, Police Department Name/Report # _____

SECTION II: BLUE DUCK VEHICLE & USER INFORMATION

Vehicle Number _____ License Plate Number _____ Driver's Name _____
 Faculty Staff Student Other (Note) _____ Home Address (Street, City, Zip Code) _____

Your Driver's License # _____ Work Phone _____ Home Phone _____

Describe Damage to Vehicle

6. DATA SHARING

iv. Describe your collision-reporting process

SECTION III: OTHER PARTY VEHICLE/PROPERTY DAMAGE INFORMATION

Year _____ Make _____ Model _____ License Plate Number _____
 Driver's Name _____

Address (Street, City, and Zip Code)

Driver's License # _____ Work Phone _____ Home Phone _____

Registered Owner of Vehicle (if different from Driver) _____ Insurance Co _____
 Policy Number _____

Describe Damage

SECTION IV: INJURED PARTY INFORMATION

	Name	Address (Street, City, Zip Code)	Phone Number	Indicate faculty, staff, student or other
1				
	Record Injuries:			
	Name	Address (Street, City, Zip Code)	Phone Number	Indicate faculty, staff, student or other
2				
	Record Injuries:			
(Use other side of sheet if more space is needed.)				

SECTION V: WITNESS INFORMATION

	Name	Address (Street, City, Zip Code)	Phone Number
1			
2			
(Use other side of sheet if more space is needed.)			

Attach PHOTOS (if possible), Additional information, etc.

Keep this completed form for your records and advise your Area Manager/Department of the incident.

1. PROGRAM MANAGEMENT

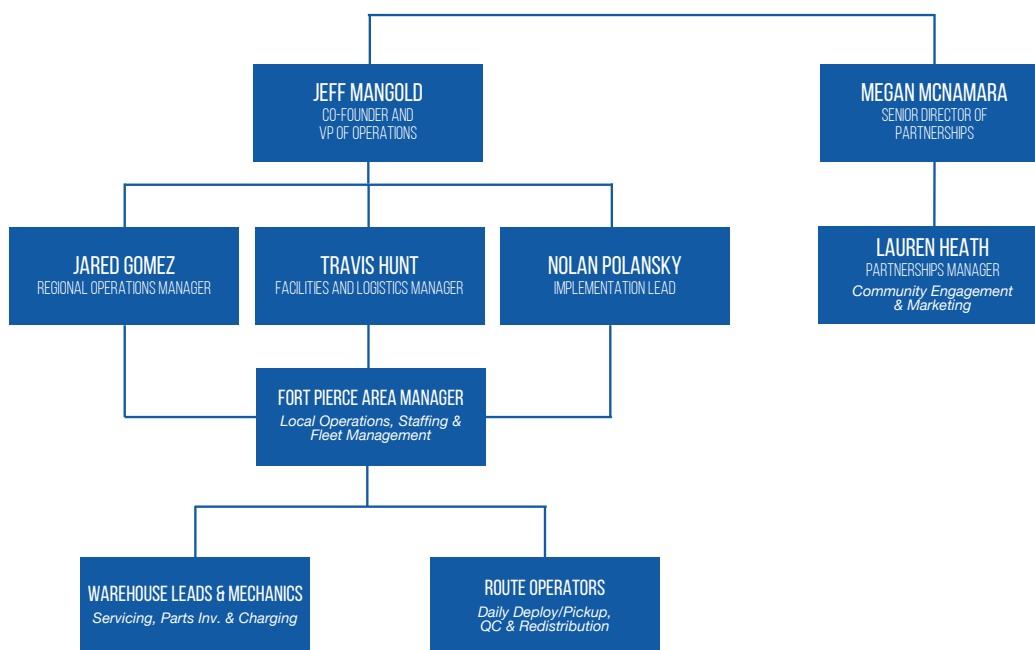
a) **Project Team Structure** – Provide a description of the proposed project team structure to be used during the course of the Program.

Blue Duck’s experienced team is highly skilled at launching, operating, and managing successful partnerships. We’ve recruited and trained a team of individuals to serve as true assets to every community we partner with in new, innovative ways. We want to ensure that our partnerships and operations teams go above and beyond to maintain successful and clear lines of communication between Blue Duck and the City of Fort Pierce. Our staffing and operations plan includes ratios per fleet size to ensure sufficient staffing for the scale of the proposed operation. Blue Duck has designed a staffing plan for Fort Pierce that ensures adequate coverage for a 150 e-scooter fleet **below**. **Please note:** we will modify the number of local employees based on demand and any fleet expansions.

Fort Pierce’s Local Operations Team

- **Area Manager:** one (1) full-time salaried position
- **Warehouse Lead:** one (1) full-time salaried, two (2) part-time hourly
- **Route Operators:** 10 part-time positions
- **14 Permanent Employees**

Provide an organizational chart of the Firm indicating lines of authority for personnel involved in performance of this potential Agreement and relationships of this staff to other programs or functions of the Firm.



1. PROGRAM MANAGEMENT

a) Provide an organizational chart of the Firm indicating lines of authority for personnel involved in performance of this potential Agreement and relationships of this staff to other programs or functions of the Firm.

Fort Pierce's Dedicated Partnerships Support

Megan McNamara, Senior Director of Partnerships: Megan oversees a team of dedicated managers at Blue Duck. Megan and her team will serve as the primary liaison between Blue Duck and the staff at the City overseeing the program.

Lauren Heath, Partnerships Manager: Lauren Heath has significant experience working with cities and managing relationships. Her special attention to partnerships, unique understanding of the needs of a municipal transportation network and highly skilled marketing and events background position her as the ultimate manager for Blue Duck's scooter share program in Fort Pierce.

Upon award, Megan and Lauren will:

- Set up a kickoff call with key stakeholders and provide appropriate team introductions
- Negotiate terms of the legal agreement
- Plan the launch event
- Coordinate press and media
- Travel as needed for site visits, launch promotion/marketing and additional events/meetings
- Plan and coordinate engagement efforts and work collaboratively with local businesses and organizations
- Maintain ongoing communication with City staff through regular, monthly check-in calls
- Provide all data reports to key personnel and offer insight into the ongoing analysis of utilization trends and patterns in order to improve upon the program

1. PROGRAM MANAGEMENT

a) Provide an organizational chart of the Firm indicating lines of authority for personnel involved in performance of this potential Agreement and relationships of this staff to other programs or functions of the Firm.

Fort Pierce's Dedicated Corporate Operations Support

Jeff Mangold, VP of Operations: Jeff manages and oversees all Blue Duck's implementations and has worked with staff, officials, new employees and riders to maximize each program's effectiveness, safety, utilization and retention. Jeff will be responsible for overseeing the Implementation Team and hiring of the Area Manager, Warehouse Lead/Mechanics and Route Operators. Jeff conducts daily check-ins with the local team to discuss ridership, address any questions or comments and ensure transparency.

Travis Hunt, Facilities and Logistics Manager: Travis' role is comprised of many key factors vital to the launch of a market. He secures the local warehouse space, builds the equipment necessary for fleet operation and rebalancing, and manages the electrical buildout. Travis trains the Area Manager and operations staff prior to launch to ensure proper education and readily available resources.

Nolan Polansky, Implementation Lead: Nolan aids in the warehouse buildout process and local operations staff training. Nolan is the last corporate touchpoint during the initial launch period to guarantee the local staff is self-sustainable and feels comfortable running operations, with consistent communication and support from the team through daily check-in calls and reporting.

Jared Gomez, Regional Operations Manager: Jared is tasked with managing and supporting our local staff across the Southeast throughout the term of the operation. Jared is responsible for hiring and managing all Area Managers in his region. Jared is also in charge of maintaining market operations efficiency by tracking ride trends, peak ride times, and operations staff effectiveness. He serves as a daily resource for local teams to ensure they have the tools to succeed.

1. PROGRAM MANAGEMENT

a) Include who within the Firm will have prime responsibility and final authority for the day to day management of the firm's shared mobility fleet within Fort Pierce.

Fort Pierce's Local Staff Roles and Training

Area Manager: The Area Manager is responsible for local operations and growth, while serving as the main, local point of contact for Blue Duck. The Area Manager will lead the operations team, consisting of warehouse leads, route operators and mechanics. They are accountable for the team, fleet oversight and ensuring metrics are being achieved. Throughout the day the Area Manager will dispatch teams for rebalancing requests, attend campus events and monitor scooter usage. The Area Manager's direct contact information, including phone number and email address will be provided to key City staff and local police. If any issues should arise, the Area Manager will be available to provide resolution regarding but not limited to scooter operation, parking, rebalancing, safety, and usage.

- **Training:** Fleet operations and management, including performance and tracking maintenance, quality control, cleaning and disinfecting, emergency protocols, ridership and incident reports, inventory management, daily logging and responding to City correspondence.

Warehouse Lead/Mechanic: The Warehouse Lead oversees warehouse operations in assistance to the Area Manager. The Warehouse Lead will direct deployment and pickup teams, ensuring that the teams are adhering to all policies and procedures defined by the Blue Duck's Operations Training Manual and rules for local operations/regulations. This includes charging, quality control inspections, servicing, repairs, assembly, and maintaining scooters.

- **Training:** Fleet operations and management, including performance and tracking maintenance, quality control, cleaning and disinfecting, emergency protocols, deployment and retrieval, route efficiency tracking and route assignments.

Route Operator: Route Operators are responsible for rebalancing, redistribution, collection and charging. The Route Operator will manage the delivery to parking zones and/or retrieval. Route Operators will also work closely with local operations staff to improve the delivery/retrieval, locations, routings, and product improvement. Route Operators also conduct standard quality control checks and cleaning/disinfecting during the rebalancing and retrieval of scooters and identify repairs/maintenance needed to the Warehouse Lead.

- **Training:** Fleet management including cleaning and disinfecting, emergency protocols, deployment and retrieval and deployment/pickup checklist.

1. PROGRAM MANAGEMENT

b) Operations/Internal Controls/Customer Service – Discuss the Firm’s regular operating procedures including daily fleet deployment, fleet rebalancing and other related activities.

Blue Duck’s prides ourselves on being the best option to commute around town or to work, navigate highly congested areas, and enjoy the outdoors while using a high-end micromobility service. By placing our vehicles in complementary, convenient locations riders can travel more freely, and get from point A to point B more easily than ever before.

We are focused on being the best micromobility company in the market by:

- Hiring a local staff already invested in the community where they live, work and play
- Working hand-in-hand with local municipal entities, businesses, universities and community organizations to ensure the highest quality service
- Focusing on rider satisfaction and safety first

Blue Duck will actively engage with municipal staff to resolve issues and to develop solutions to improve system performance throughout the term. We will share data, clearly communicate with the City, promptly respond to both rider and City inquires and requests and resolve any issues that may arise.

Blue Duck’s daily operations schedule ensures that vehicles are deployed appropriately and parked upright. The current touchpoints to certify organized operations and parking daily are:

- We allow ample time each day for vehicle’s deployment and retrieval. This gives our team the ability to stage vehicles appropriately in the eligible parking zones, while rebalancing and retrieving vehicles efficiently throughout route operations.
- We are rebalancing and cleaning/disinfecting vehicles multiple times a day. Having multiple daily field checks ensures properly maintained vehicles remain in the upright position in parking zones.
- Our issue resolution is quick, and we will tailor our operations, user communication and messaging to issues we receive.
- We educate the community on how to use and park vehicles appropriately, including in-app notifications and safety tutorials.

Users can report safety or maintenance issues through the customer service number listed on the vehicle, the mobile app and the website. Once reported, vehicles will not appear in-app and will be unavailable for rental by another user. Our fleet staff will receive a notification of the reported safety or maintenance issue, pick up that day and service the vehicle before redeployment.

1. PROGRAM MANAGEMENT

b) Operations/Internal Controls/Customer Service – Discuss the Firm’s regular operating procedures including daily fleet deployment, fleet rebalancing and other related activities.

Customer Service Support

Blue Duck offers a 24-hour customer service phone number for customers to report safety concerns, maintenance issues, complaints, or ask questions: 1-833-BLUEDUCK. Blue Duck has multiple channels for users and non-users to reach our team directly. Riders can submit inquiries via the mobile app, by calling our customer service line listed within the app and on each bike, via our social media channels or by submitting the form on our website found here: <https://www.flyblueduck.com/connect/>.

Blue Duck’s customer service is available via phone, email, in-app messaging and social media pages such as Instagram and Facebook. We will work with the City to ensure that every channel for communication is accessible to riders and can provide further options upon request. Blue Duck employs dedicated customer service representatives at our corporate headquarters in San Antonio, TX, to manage customer service needs and inquiries. Blue Duck is also partnered with Goodwill Industries of San Antonio as a call center. This includes bilingual agents fluent in Spanish to answer and resolve all incoming calls and issues submitted through the mobile application. This multi-level customer service coverage ensures we are available 24/7. We will scale our customer service support effectively and adjust our staffing strategy based on volume. We will provide contact information to the City for our Area Manager should any issues arise. We intake customer issues and communication via the methods above, most frequently via phone and email and we track correspondence on an internal platform.

Customer Service Infrastructure

Blue Duck utilizes Zoho Desk, an industry leading web-based help desk. This platform enables our Customer Service agents to provide the highest possible level of customer service. We apply standard operating procedures to each of the tickets received in the platform to ensure that we are responding to Customer Service inquiries within an acceptable timeframe. Zoho Desk, an on-demand, web-based help desk software allows our agents to engage with riders and deliver the highest level of customer service in the fastest and easiest way.

1. PROGRAM MANAGEMENT

b) Discuss the Firm’s internal controls, quality controls related to fleet maintenance, fleet inspection and repair.

Quality Control Checks

Blue Duck has created a comprehensive “7-point safety check” for each vehicle deployed:

1. **Visual** – checking the overall look of the vehicle; ensuring upon visual inspection that the following (but not limited to) are intact: frame, brake handles, fenders, handlebars, footboard and neck.
2. **Brakes** – next, a field test on brake depression is conducted and we ensure the kickstand is functioning and intact.
3. **Steering** – the integrity of the steering column is reviewed to ensure neck stability.
4. **Alignment** – next, we check wheels for misalignment and confirm the vehicle is in a locked position.
5. **Lights** – safeguard front and rear lights (in the “off” setting) and functioning for use.
6. **Motor** – ensure motor is functioning at full capacity based on maximum speed for the vehicle.
7. **Sanitation** – we use the bleach–solution recommended by the CDC to wipe down each vehicle multiple times daily regardless of use.**

**Blue Duck is committed to providing clean vehicle, and we are compliant with all corporate and CDC regulations for sanitation/cleanliness. Please see page 20 for our cleaning and disinfecting procedures to address COVID-19.



Daily Deployment, Quality Control and Rebalancing

1. PROGRAM MANAGEMENT

b) Discuss the Firm's typical fleet maintenance activities and maintenance intervals. Provide standards for equipment serviceability and expected vehicle life in accordance with these fleet maintenance levels.

Charging Plan

Blue Duck's robust micromobility vehicles designed for operational efficiency, including a lithium-ion battery that lasts exponentially longer than other vehicle batteries on the market. This ensures we are achieving the maximum lifespan for the vehicles. E-scooters and e-bikes are recovered throughout the day and at night to return to the warehouse for charging. A recharge for a completely depleted battery is approximately five hours. Batteries will be sustainably charged and disposed, and vehicles will be redeployed with full battery levels. Vehicles with below 30% battery will automatically be removed from the app, rendering the vehicle unavailable for use, and will be collected for charging. Vehicles will prompt riders and our local team of the "low battery," and will be collected immediately.

Blue Duck's operations team will perform quality control checks including our "7-point safety check" on each vehicle that comes into the warehouse for charging before redeployment. The charging plan listed above, paired with our team's day-to-day oversight on the fleet's battery levels and current maintenance status allows Blue Duck's team to retrieve, charge, repair, and rebalance proficiently. Charging and maintenance is monitored daily by our corporate fleet management/logistics team to guarantee checks and balances for the methods and frequency of operation.

Blue Duck's e-scooters expected vehicle life is 18 months.

Safe Disposal Procedures

Our goal is to keep 100% of our vehicles out of the landfill. Our priority is the safe and proper recycling of each vehicle's lithium-ion battery. At this time we are working towards a partnership with world-recognized, [Battery Recyclers of America](#) for all of our lithium-ion recycling requirements. The remaining decommissioned vehicles are stripped for usable parts and then either stored for donation to local universities and organizations or properly recycled locally.

1. PROGRAM MANAGEMENT

b) Discuss the Firm’s typical fleet maintenance activities and maintenance intervals. Provide standards for equipment serviceability and expected vehicle life in accordance with these fleet maintenance levels.

Blue Duck maintains daily record of maintenance activities, including but not limited to the vehicle identification number and maintenance performed. Our Vehicle Quality Control and Service Checklist can be ***found below***.

Date: _____
Mechanic: _____
Scooter ID: _____

	Pass	Fail	Comments
Visual Inspection			
1. Chassis			
2. Fenders			
3. Handle Bars			
4. Front Wheel Alignment			
5. Head Light Functionality			
6. Brake Light Functionality			
7. Reflectors			
Mechanical Inspection			
1. Handle Bar/Front Wheel Alignment			
2. Steering Column			
3. Kickstand			
4. Tire Wear			
5. Throttle			
6. Brake Lever Tension			
7. Brake Functionality			
8. Rear Wheel Motor Function			
9. Wheel Lock Function			
10. Headlight/Tail Light Functionality			
11. Reflector Inspection			
System Test			
1. GPS Connection Status			
2. Battery Level			
3. Front Motor Lock/Unlock			
Ride Test			
1. Rear Motor Lock/Unlock			
2. Rear Motor Function/ABS			
3. Brake Lever Tension			
4. ABS Brake Sensitivity			
5. Throttle and Acceleration			
6. Front Motor Regen Brake			
7. Handle Bar Alignment			
8. Steering Column – Stiffness			
9. Steering Column – Screw Tension			
10. Headlight Functionality			
11. Tail Light Functionality			
12. GPS Connection Status			
13. Battery Level			

2. EXPERIENCE OF THE FIRM

Indicate the Firm's experience by providing a list of municipalities, campuses or locations where their vehicles are currently or were recently deployed. Include the average number of vehicles in operation per day at each location.

Blue Duck values caring and nurturing relationships rather than scaling at any cost. Our fleet management model and “white glove” approach have allowed us the opportunity to provide a tailored approach to each municipality we serve. We’re a service-minded organization dedicated to streamlining operational efficiencies and creating effortless, innovative partnerships and programs.

- We’re focused on deploying the appropriate fleet size in each market, and we’re able to operate with greater financial stability than many of our competitors in the industry.
- **Blue Duck has never exited a market nor failed to fulfill the terms of an agreement.**
- We have launched new partnerships and continue to secure new permits and agreements with like-minded communities across the Southeast, even amid the global pandemic.

Blue Duck is trusted partner when piloting micromobility as a new service and improving upon current or previous programs. Please see a list of our municipal markets *below*:

Partner	Maximum Fleet Size	Average Fleet Availability**	Launch
City of Jacksonville, FL	250 Scooters	N/A	Pending Launch
City of Winston-Salem, NC**	200 Scooters	150 Scooters	November 2020
City of Vicksburg, MS**	75 Scooters	50 Scooters	September 2020
City of Waco, TX**	150 Scooters	127 Scooters	July 2020
City of Edinburg, TX	125 Scooters	151 Scooters	December 2019
City of El Paso, TX	50 E-Scooters	145 Scooters	December 2019
City of Bryan, TX	100 E-Scooters	142 Scooters	November 2019
City of Laredo, TX	200 E-Scooters	170 Scooters	June 2019
City of Olmos Park, TX	50 E-Scooters	50 Scooters	May 2019
City of Corpus Christi, TX	400 E-Scooters	451 Scooters	March 2019
City of Alamo Heights, TX	65 E-Scooters	65 Scooters	March 2019

****Average Fleet Availability:** Blue Duck maintains more scooters than required in most of our markets to achieve a balanced and readily available fleet. Markets we’ve launched amid COVID-19 have reduced fleet sizes to reflect social distancing guidelines (i.e. Winston-Salem, NC, Vicksburg, MS and Waco, TX) and we will increase the fleet size in these markets as local, pandemic-related regulations change.

2. EXPERIENCE OF THE FIRM

Indicate the Firms experience.

Blue Duck has strategically recruited and hired key members of the micromobility industry, skilled at working with municipalities to launch, maintain and operate successful program. Please see a description of qualifications for applicable leadership personnel **below**.



Michael Keane
Chief Executive Officer

Michael Keane, *Chief Executive Officer and Director*, joined Blue Duck in October 2018. He previously served as Chief Strategy Officer for Inter-Con Security Corporation, an international security services firm with over 25,000 security officers, from September 2017 to October 2018. From 2016 to 2018, Mr. Keane also served as the Vice Chairman of the Board of Directors and Head of the Strategic Committee of Vaalco Energy, Inc., an independent oil exploration and drilling company. Mr. Keane was previously Head of Strategy for Digital Domain from 2014 to 2016. He has an extensive background in capital markets with investment banking firms including Susquehanna International Group, Wedbush Securities, and Kemper Securities. He is a former Fellow of the U.S. Department of Defense's National Security Education Program. Mr. Keane holds an M.B.A. in Finance from the University of Chicago's Booth School of Business, a J.D. from the University of Texas School of Law, and a B.A. from the University of Southern California.



Andre Champagne
Chief Innovation Officer

Andre is an international business executive who brings over 15 years of expertise in the environmentally friendly transportation and logistics sector. Prior to joining the team, he was the founder and CEO of Hollywood Trucks, a full service, eco-friendly, entertainment fleet. The company began in 2008 with seven vehicles and under Andre's guidance, grew to more than six offices with 300 vehicles. During his tenure, Champagne designed and engineered the world's first, 100% clean energy, off-grid trailer line, trademarked as Ecoluxe. Andre graduated with a B.S. from Louisiana State University where he was asked to give its commencement address in 2012. Andre works with our corporate partners and currently manages our micromobility vendor partnerships with ACTON, Wunder Mobility, Drover AI, LUNA and Tortoise.

2. EXPERIENCE OF THE FIRM

Indicate the Firms experience.



Megan McNamara
Senior Director of Partnerships

Megan came to Blue Duck in November 2019 with over four years of experience in the micromobility industry. She started in her hometown of Charleston, SC by launching the City's first official bike share program as the program manager and worked with key stakeholders, city staff and the community to design and scale the program. She quickly became Director of Municipal Partnerships, working with more than 25 municipalities on their micromobility program needs including community engagement, equitable access initiatives, ridership retention and program development. She secured grant funding for an equity program in Charleston through the Better Bike Share Partnership and through community foundations in Louisiana and New York.

Megan's extensive experience will not only add value and expertise to the City of Fort Pierce's program but positions her as the perfect liaison from the Blue Duck team to achieve the goals of this program. She has worked with comparable cities such as Jacksonville, FL, Fort Lauderdale, FL, St. Augustine, FL, Charleston, SC, Winston-Salem, NC, Atlanta, GA and Baton Rouge, LA.



Jeff Mangold
Co-Founder and VP of Operations

As *Co-Founder and VP of Operations*, Jeff designed the company's strategy and vision for operations and fleet management. Jeff draws his experience to his previous work in multi-site golf course management, which equipped him to provide streamlined, efficient processes around consumer products. Jeff has worked with city staff, local officials, new employees and riders to maximize each program's effectiveness, safety, utilization and retention. Jeff will be responsible for hiring Fort Pierce's Area Manager and other key staff locally.

Jeff has worked with all our partners to launch, operate and scale the programs effectively, including comparable partnerships such as Jacksonville, FL, Winston-Salem, NC, Waco, TX, and Bryan, TX.

3. REFERENCES

List names, addresses, telephone numbers, and e-mail addresses of three (3) agency references for locations where the firm has deployed their vehicles.

Blue Duck is confident in our proven ability to operate a shared micromobility vehicle program. Each municipality is unique, and we tailor our service accordingly as to not provide a “one-size-fits-all” model. Our partners can verify our ability and qualifications as a valued partner.

City of Winston-Salem, NC | 200 e-scooters

Blue Duck is launching our micromobility program in the City of Winston-Salem, NC this November. We were selected as one of two vendors to provide a micromobility service to the City following the previous pilot in 2019. As our first launch in North Carolina, we’re excited to work with our municipal partners in Winston-Salem to maintain the integrity of the city’s entire transportation system, keep public rights-of-way free and clear of unnecessary obstructions, protect the health, safety, and welfare of the citizens of the city, and ensure access to micromobility vehicles by low- and moderate-income citizens.

Contact: Matthew Burczyk, AICP, Bicycle and Pedestrian Coordinator

(336) 727-2707, mattbk@cityofws.org

City of Waco, TX | 150 e-scooters

After winning the competitive bid process, we launched our micromobility program in the City of Waco on July 17, 2020. We’ve worked closely with local stakeholders to launch a successful program after previous operators failed to deliver on their agreements. We’ve experienced incredible ridership, with over 19,000 rides in the first three months, averaging 4 trips/scooter/day. Waco’s program substantiates micromobility as a safe, clean-tech transportation solution amid COVID-19.

“Blue Duck was selected by the City of Waco as the exclusive micromobility operator in March of this year via a competitive RFP process. At the height of the pandemic, Blue Duck worked closely with us to plan their launch with caution and safety at the forefront, including specific protocols in compliance with CDC guidelines in order to combat the spread of the coronavirus. The team at Blue Duck is genuinely engaged with the community and has conducted extensive outreach, listening and responding to concerns of stakeholders across the spectrum: residents, businesses, the university, and city planners and staff. We are happy to recommend them to any municipality or school considering Blue Duck as a micromobility provider.” – **Clint Peters, AICP, Development Services Director, City of Waco**

Contact: Chelsea Phlegar, AICP, Senior Planner

(254) 750-5660, chelseap@wacotx.gov

3. REFERENCES

List names, addresses, telephone numbers, and e-mail addresses of three (3) agency references for locations where the firm has deployed their vehicles.

City of Bryan, TX | 100 e-scooters

Bryan City staff began exploring micromobility options for their community in January 2019, ultimately selecting a vendor for a pilot program. However, the selected vendor was unable to deliver on the terms of service. Blue Duck has since worked with the City to successfully implement a safe, sustainable program for Bryan. We were selected based on our geofencing capabilities, commitment to safety and practice of hiring local employees. As a result of a successful program and partnership thus far, we are in the process of entering into a long-term contract with the City as their sole provider.

“We were interested in working with Blue Duck for this pilot program because of its approach to managing their fleet with in-house employees rather than contractors.” – **Joey Dunn**, *Deputy City Manager*

Contact: Joseph Dunn, Deputy City Manager

(979) 209-5100, jdunn@bryan.tx.gov

City of Vicksburg, MS | 75 e-scooters

The Blue Duck team began working with city staff of Vicksburg, Mississippi after meeting at the National League of Cities Summit in the Fall of 2019. Inspired and impressed by Blue Duck’s unique and thoughtful approach, the City of Vicksburg noted, “Blue Duck is doing micromobility, the right way.” Since that time, the Blue Duck team and the City of Vicksburg worked very closely together to design and implement a customized, shared micromobility program and launch the first legalized e-scooter program in the State. Blue Duck even passed state-level legislation to reach that milestone amidst the COVID-19 pandemic. The whole community gathered for a wonderful launch event in September, including a ribbon-cutting, speeches and a group ride to follow. The year-long and exclusive pilot program is off to a great start with wonderful ridership and a continued dedicated partnership between the community and Blue Duck. ***Please see an official Letter of Recommendation from the Mayor of Vicksburg, George Flaggs Jr., attached on page 51.***

“It’s the beginning of a new exciting way of supporting tourism in a time when our tourism is down so much. I plan to ride one downtown all day.” – **Mayor George Flaggs, Jr.**

Contact: Sam Andrews, Chief of Staff

601-631-3718, sandrews@vicksburg.org

3. REFERENCES

List names, addresses, telephone numbers, and e-mail addresses of three (3) agency references for locations where the firm has deployed their vehicles.

City of Edinburg, TX | 125 E-Scooters

Tomas D. Reyna, Assistant City Manager

(956) 388-8207, treyna@cityofedinburg.com

“Blue Duck has been great about working with Edinburg to make sure the e-scooters are integrated into our community in a safe, smart way. This is going to be a tremendous help especially around the courthouse area where mobility is restricted and finding parking is so frustrating. Now you can just hop on a scooter and get where you need to go quickly, safely and affordably.” – **Mayor Richard Molina**

****City of Jacksonville, FL | 250 E-Scooters**

Lori Radcliffe-Meyers, Downtown Investment Authority

(904) 255-5307, lrmeayers@coj.net

**Blue Duck has been selected as a partner for the City of Jacksonville’s dockless mobility pilot program and we can provide further information upon request regarding the official announcement.

City of Corpus Christi, TX | 400 E-Scooters

Randy Almaguer, Senior Management Analyst

(361) 826-3956, randya@cctexas.com

City of Laredo, TX | 200 E-Scooters

Robert Pena, Traffic Safety Department

(956) 795-2550, rpena@ci.laredo.tx.us

City of El Paso, TX | 50 E-Scooters

Harrison Plourde, Lead Planner

(915) 212-1584, plourdeht@elpasotexas.gov

City of Alamo Heights, TX | 65 E-Scooters

Richard L. Pruitt Sr., Chief of Police

(210) 822-6433, rpruitt@alamoheightstx.gov

City of Olmos Park, TX | 50 E-Scooters

Rene Valenciano, Chief of Police

(210) 824-3281 Ext. 304, policechief@olmospark.org



GEORGE FLAGGS, JR.
MAYOR

December 22, 2020

To Whom It May Concern:

The City of Vicksburg continues to be a progressive, trailblazing community in the great State of Mississippi. I first met representatives from the Blue Duck team at a conference in November of 2019. After learning about their unique business model and approach to shared micromobility (and riding their scooter) the City of Vicksburg was very excited to move forward with implementing an e-scooter program exclusively with Blue Duck.

From that time, the Blue Duck team began working very closely with us and conducted a site visit in February of 2020 to start planning the program collaboratively with key stakeholders and the City. Even in light of the pandemic, Blue Duck worked to pass state-level legislation to bring the first legal e-scooter program in the State of Mississippi to life. They have always had caution and safety at the forefront of their programming, including specific protocols in compliance with CDC guidelines in order to combat the spread of the coronavirus.

Members of the Vicksburg community and our visitors have adopted Blue Duck's scooters as a popular means of transportation and recreation in our downtown area. Through effective use of geofencing, Blue Duck's operations team is able to keep scooters confined to the preferred service area and has been proactive and responsive. They continually rebalance the fleet daily, making sure scooters are parked neatly in permitted parking zones and are distributed evenly.

Blue Duck is genuinely engaged with the community and has conducted extensive outreach, listening and responding to concerns of stakeholders across the spectrum: residents, businesses and city government. They have been thoughtful and communicative and even planned a public socially distanced launch event in September 2020 that included free helmets, a press conference, an app demo and a group ride. It marked a very important day in our community's history, and we are proud to call Blue Duck our partner.

We are happy to recommend Blue Duck to any municipality or school that is considering micromobility providers. We believe they are the superior choice in the industry.

Sincerely,

Mayor George Flaggs Jr.
Vicksburg, Mississippi

CITY OF VICKSBURG, MISSISSIPPI • OFFICE OF THE MAYOR

1401 Walnut Street • Vicksburg, Mississippi 39180 • Office: 601.631.3718 • Fax: 601.631.3674 • mayorflaggs@vicksburg.org
VICKSBURG.ORG



BLUE DUCK

Date: Dec 17,2020

To: City of Fort Pierce, Florida
Attn: Purchasing Department
P.O. Box 1480
Fort Pierce, FL 34954-1480

From: Blue Duck Express, Inc.
312 Pearl Parkway
Suite 2405
San Antonio, Tx 78215

Re: RFP No. 2021-010: Scooter Share Program

To the City of Fort Pierce, Florida:

Pursuant to the RFP No. 2021-101 Scooter Share Program requirements, please allow this letter to serve as official notice that Blue Duck Express, Inc. ("BDE") hereby acknowledges and commits to increase our current Commercial Automobile liability general aggregate limit from \$1MM to \$2MM upon mutual agreement between Blue Duck and the City of Fort Pierce prior to contract execution. Furthermore, it is hereby acknowledged and agreed that revised Certificates of Insurance (COI) reflecting the aforementioned increases will be provided to the City and will be "effective and in force" prior to the commencement of operations adhering to the terms therein Bid No. 2021-010 .

Please feel free to contact me if you have any questions regarding this letter.

Thank you,

Michael Keane
CEO
Michael.Keane@flyblueduck.com



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/17/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER SWBC Insurance Services, Inc. P O Box 791028 San Antonio TX 78279		CONTACT NAME: Marisa Medina PHONE (A/C, No, Ext): (800) 499-7922 FAX (A/C, No): (210) 525-0054 E-MAIL ADDRESS: marisa.medina@swbc.com	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: AmGuard Insurance Company	NAIC # 42390
		INSURER B: Texas Mutual Ins Co.(Tx W/C)	22945
		INSURER C: Navigators Specialty Insurance Company	36056
		INSURER D:	
		INSURER E:	
		INSURER F:	
INSURED Blue Duck Express, Inc., DBA: Blue Duck Scooters 312 Pearl Pkwy, Suite 2403 San Antonio TX 78215			

COVERAGES

CERTIFICATE NUMBER: 20-21 Master


REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

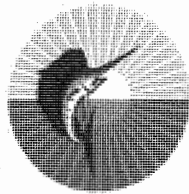
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			BLAU187928	01/15/2020	01/15/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N Y	N/A	0002025829	01/15/2020	01/15/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Errors & Omissions/Media/Cyber/Privacy and Network Security Liability			FA20PTLY00009N	05/28/2020	05/28/2021	Aggregate \$1,000,000 Deductible \$5,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

City of Fort Pierce P.o. Box 1480 Fort Pierce FL 34954-1480	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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THE SUNRISE CITY
PURCHASING
DEPARTMENT

FORT PIERCE
Florida

DRUG~FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certified that

Blue Duck Express, Inc.

does:

(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are proposed a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under Bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

M Keane

Proposer's Signature

12.17.2020

Date

December 15, 2020



CITY OF FORT PIERCE
SCOOTER SHARE PROGRAM

RFP NO. 2021-010

ADDENDUM NO. 1

The purpose of this addendum is to respond to questions submitted by potential bidders for clarification of the proposal specifications and to extend the proposal due date.

- 1. QUESTIONS:** Was there a mandatory site visit for this bid and if so, what is required of vendors in our submission/response with regards to the site visit?

ANSWERS: **This is a typo, there we not a mandatory site-visit scheduled for this solicitation. See revised proposal document, attached.**
- 2. QUESTIONS:** Reference: Page 1, cover page Delivery in _____ days, ARO what does the vendor include in the space provided?

ANSWERS: **ARO stands for "After receipt of order" this is not applicable for now, please type in N/A.**
- 3. QUESTION:** Reference: Page 1 cover page – Bid Security – Is Bid Security required for this bid?

ANSWER: **No bid security is required.**
- 4. QUESTION:** For this bid, the only document that requires manual signature is the cover page, correct?

ANSWER: **No. The cover page and all of the forms now listed in Section V of the proposal document (see attached REVISED proposal document).**
- 5. QUESTION:** Reference: Page 6-17 Drug -Free Workplace (DFW) Can you provide the Drug Free Workplace Certification Form?

ANSWER: **Please see attached, REVISED proposal document, Section V - Forms**
- 6. QUESTION:** Reference: Page 9-13 Insurance- What are the insurance coverages and limits required for this bid?

ANSWER: **Please see attached, REVISED proposal document, Section II Insurance Requirements.**
- 7. QUESTION:** Reference: Page 11.1 Proposal Opening- Bearing in mind current social distancing measures vary by state, will the City consider modifying it's submission requirements to an online submission through the Demandstar.com portal or via email?

ANSWER: You may submit your proposal response electronically to: procurement_dl@cityoffortpierce.com no later than 3pm EST, January 4, 2021. If you decide to use this submission option, please note your entire submission must be submitted electronically. Please do not mail hard-copies.

8. **QUESTION:** Reference Page 12:3 Minority Participation and Outreach Program- Is Minority and Woman Owned Business Enterprise (M/WBE) participation required for this bid?

ANSWER: No, it is not required. If you have a Minority Participation and Outreach Program please provide the information as required, if you do not have this program state N/A.

9. **QUESTION:** Is the Firm/vendor required to be licensed to do business in the State of Florida upon bid submission or upon bid award?

ANSWER: Upon bid award.

10. **QUESTION:** As it is a significant investment and this is a competitive bid process, we typically do not secure the local facility from which we will operate until after bid award. We are happy to provide this location upon contract negotiation to ensure compliance with this requirement and good faith effort. With this said, what should we provide here that is satisfactory given the scope of services?

ANSWER: Proposers are not expected to secure a local facility prior to bid award. A brief description of the type of facility that you typically operate from, proximity to scooter locations and any other relative information about the prospective facility will suffice for the proposal.

11. **QUESTION:** Reference: Page 18: H. Proposal Format and Presentation, Technical Proposal- Elements of the Micromobility Program, d) Revenue Share with the City of Fort Pierce – Could the City please elaborate on the desired revenue share agreement?

ANSWER: The terms of the revenue share should be proposed by the firm based on their assumptions or projections; it will ultimately be negotiated as part of the agreement.

12. **QUESTION:** Reference: Page 18. H Proposal Format and Presentation, 2 Equipment and Safety, C) Describe the process private property owners will use to request speed limits, no ride zones- Could the City please elaborate on the intention for this question? It is our understanding that vehicles will only be deployed and operate in approved locations with City-required parameters for speed, riding and parking?

ANSWER: During the pilot program, the City received concerns from citizens received concerns from citizens regarding rate of speed, trespassing on private property, etc. In some cases, those issues were rectified through the ability to create “no ride zones” and alter the speed limits in certain areas. How would your firm handle those type of complaints?

13. QUESTION: Reference Page 20: I Evaluation Criteria, Qualifications and Experience- Are vendors interested in submitting a response to this bid required to have been Operating in the City of Fort Pierce previously in order to receive points towards this evaluation criteria?

ANSWER: No. The Firms will be evaluated on their experience with similar Municipalities and whether or not they are currently operating a scooter share program, regardless of the location.

14. QUESTION: Other than the fees associated with submission, are there any fees or charges to the vendor to operate within the City of Fort Pierce?

ANSWER: There is no fee associated with submission. The selected vendor will need to have a valid Business Tax Receipt with City of Fort Pierce.

15. QUESTION: With respect to Scorecard Section I “Evaluation Criteria”, considering that the Evaluation Criteria seems to be following the Proposal Format and Presentation (see point H), could you please clarify the following issues: the first 20 points are graded against “Qualifications and Experience”, does this section refer to the Letter of Submittal? If not, to which section and question does it refer to? Additionally, for your ease of reading, where should Proposer’s address the “Qualification and Experience” criteria: Letter of Submittal, Technical Proposal or Management Proposal?

ANSWER: The Evaluation Committee will rate the firm based on their overall Qualifications and Experience. This can be addressed in the Management Proposal: Experience of the Firm, as well as the Letter of Submittal.

16. QUESTION: Within the Management Proposal Evaluation Criteria we see “Ability to respond to citizen/duty complaints”. However, although It is an Evaluation Criteria for the Management Proposal, it is not Part of a specific question in the Management Proposal. Should the above be addressed within Management Proposal Section 1 b) Customer Service?

ANSWER: Yes

17. QUESTION: With reference to Section G "Commitment of Firm Key Personnel", we understand the Respondents can identify Key Personnel either in their submittal or during contract negotiation- can you please clarify whether the fulfilment of this particular provision is necessary at this initial stage?

ANSWER: The key personnel can be identified during the contractual negotiations. The Respondent agrees that key personnel identified in the submittal or during contract negotiations as committed to this project will, in fact, be the key personnel to perform during the life of this contract.

18. QUESTION: Can you please clarify the extent of the commitment and the information to be provided?

ANSWER: It is important that the City be made aware of key personnel changes with relation to this contract. This information can be determined during contractual negotiations and mutually agreed upon. If there are key personal changes after the contract is executed, the City shall be notified of the change(s).

19. QUESTION: With regard to Facility (Letter of Submittal point (c) and Article "28 Facilities ", can you please clarify whether Proposers have to disclose their chosen facility at this stage? If so, do you have any preference with the choice of facility? Alternatively, if bound to do at this stage, are proposers free to choose where to choose their facility?

ANSWER: Proposers are not expected to secure a local facility prior to bid award. A brief description of the type of facility that you typically operate from, proximately to the scooter locations and any other relative information about the prospective facility will suffice for the proposal.

20. QUESTION: What was ridership like during Fort Pierce's pilot?

ANSWER: See attached the Ridership Report, July 2020.

All other conditions of this bid remain the same.

Please acknowledge receipt of this addendum and include it with your submittal.

Signature: M Keene 12.17.2020
Manual

Signature: _____
Typed or Printed

Company Name: Blue Duck Express, Inc.

Address: 312 Pearl Parkway, Suite 2403, San Antonio, TX 78215

Date: 12.17.2020

/gm

Attachments: Revised Proposal Document
Ridership Report July 2020