01.04.2021

Fort Pierce, FL

RFP NO. 2021-010: SCOOTER SHARE PROGRAM

City of Fort Pierce
Purchasing Division

Room 101
100 North U.S. #1
Fort Pierce, FL 34950

Spin (Skinny Labs Inc.)

450 Mission St, Suite 400
San Francisco, CA 94105

hello@spin.pm
(888) 262-5189

Contact

Vivian Myrtetus
Government Partnerships Manager - East
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San Francisco, CA 94105

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(305) 905-1437

SPIN

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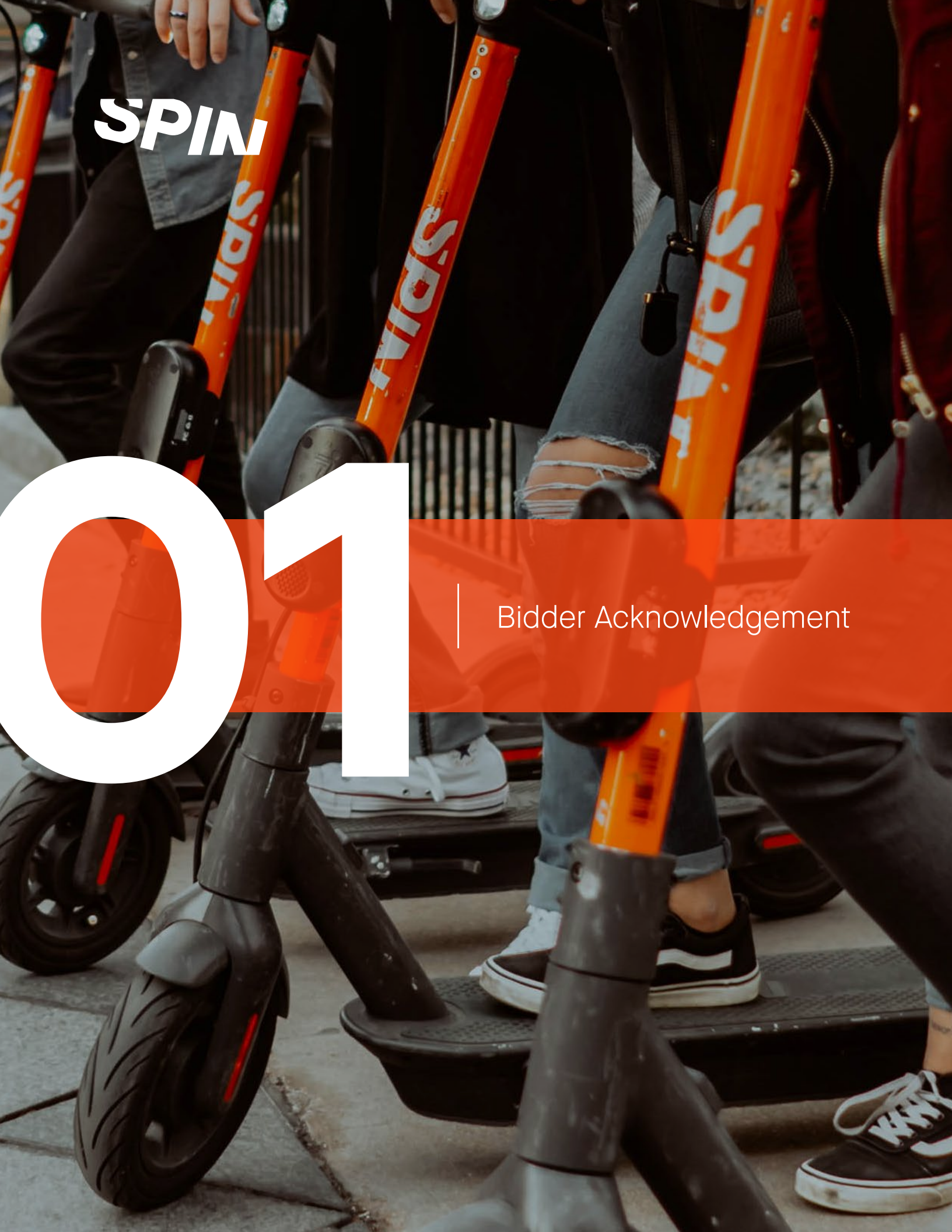
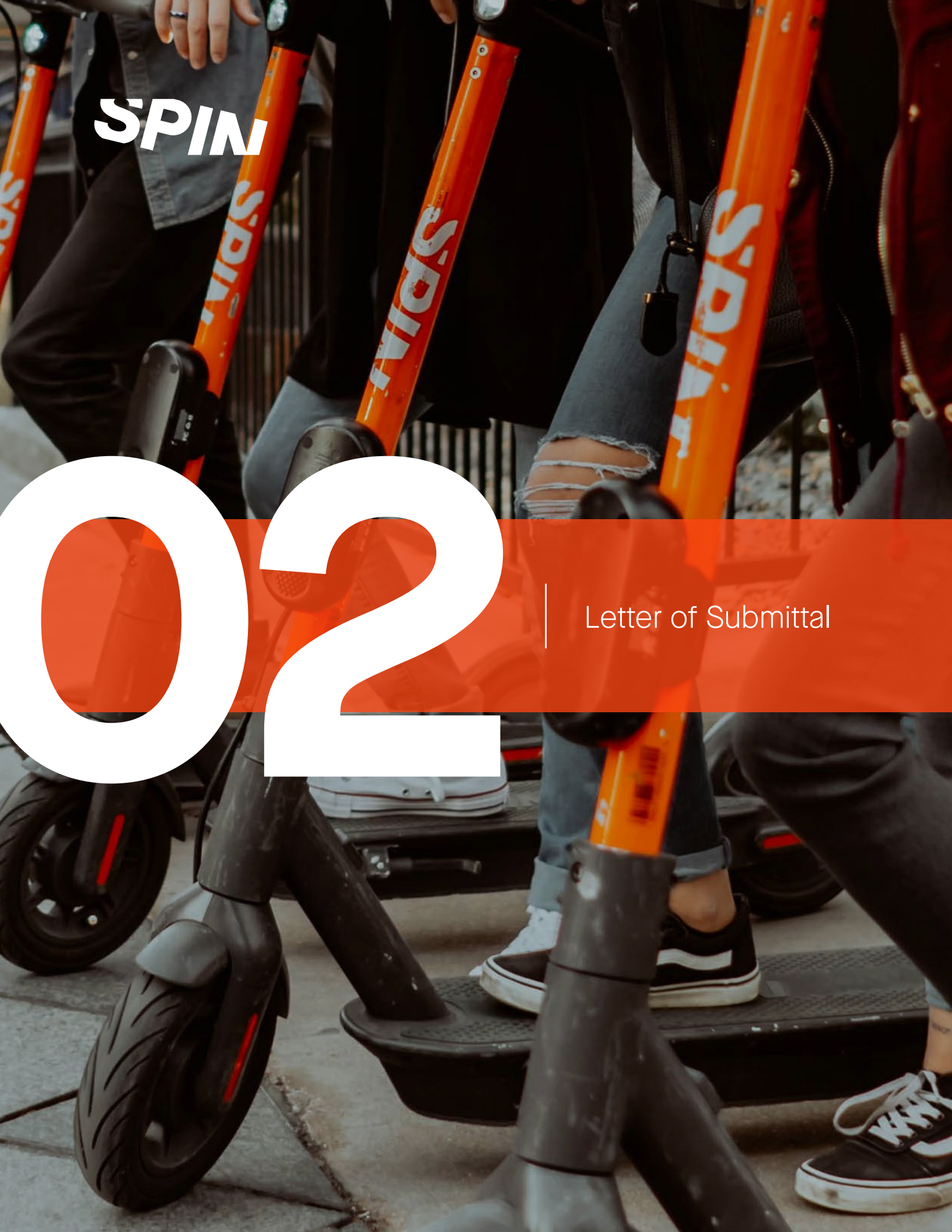


01

Bidder Acknowledgement

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: N/A	**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: Skinny Labs Inc. dba. Spin --- **Mailing Address:** 450 Mission St --- Ste. 400 --- **City, State, Zip Code:** San Francisco, CA 94105	***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.*** DocuSigned by: X Zaizhuang Cheng 87AA8012B1BC490... **Authorized Signature (Manual)** **Typed or Printed Name:** Zaizhuang Cheng
Type of Entity (Select one): **Corporation** x **Partnership** ___ **Proprietorship** ___	**Title:** Chief Operating Officer
Incorporated in the State of: Delaware **Year:** 2016	**Delivery in** N/A **days, ARO**
Phone Number: 1-888-262-5189	**Payment Terms: Net 30 Days**
Fax Number:	**FEIN or SS Number:**
E-Mail Address: hello@spin.pm	**Local Business:** ___Y __x__N **MWBE:** ___Y __x__N
Bid Security is attached, when required, in the amount of $ N/A **F.O.B. DESTINATION**	**If returning as a "No Bid" state reason:**

THIS PAGE MUST BE COMPLETED AND RETURNED WITH YOUR BID



02

Letter of Submittal

December 16, 2020

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

Letter of Submittal

Dear Selection Committee:

Spin is pleased to respond to the City of Fort Pierce's request for proposals for a 2021 permit to operate a scooter-share program. We have prepared a robust RFP response that demonstrates our record of providing a high quality of service to the City's residents and how we plan to improve our operations under a new permit. We understand the City's desire to solicit proposals from vendors interested in operating a turnkey, financially self-sustaining, automated, on-demand public electric scooter sharing system within the City of Fort Pierce.

During the City's last scooter-share program, Spin scooters were operated and managed by Zagster and we were disappointed to discontinue providing our scooter service to residents of Ft. Pierce. We are pleased to submit our proposal to manage and operate the new scooter-share program using an updated scooter vehicle that will provide safe, efficient transportation alternatives for your residents and visitors.

Our proposal will also highlight new tools that Spin is using to manage safety and parking-related issues. If permitted for the City's 2021 program, Spin will provide financial incentives for the City of Ft. Pierce users to park scooters at Preferred Parking spots. Initial data from cities where incentives are utilized demonstrates how they can significantly change rider behavior that benefits the City and riders. Additionally, Preferred Parking Spots will reduce vehicle miles traveled by our operations team and, consequently, greenhouse gas emissions.

Spin will exclusively utilize W-2 employees to manage, charge, rebalance, and repair our scooter fleet in Ft. Pierce. We have found that hiring W-2 workers rather than independent contractors for these tasks allows for the most optimal operations approach for Spin to direct activities of the local operations team.

Finally, we will continue to invest in the people and community of Fort Pierce. We are committed and resourced to implement a community engagement plan. Community engagement will augment our safety education objectives and encourage more residents to use scooters rather than cars for short trips. We will launch Spin Access, a program that seeks to lower barriers to utilizing scooters by providing a 50% discount on rides for Fort Pierce residents who are enrolled in a local, state, or federal benefits program.

We have continued to see benefits from our close relationship with our parent company, Ford Smart Mobility. As part of Spin's measured expansion since the acquisition in November 2018, we have grown our operations from 10 to 78 cities and campuses, all of which were launched with permission by the respective city or campus. Now, as part of Ford, Spin has the team and resources to elevate our efforts and be the best micromobility partner in the industry.

Spin has a long tradition of providing micromobility services across Florida, in cities large and small. From Coral Gables, to Tampa, to Tallahassee, we understand that each community is unique and diverse and that is why we are committed to hiring locally and providing on-the-ground support to ensure we provide excellent service and partner with the City to achieve your goals.

We thank you for your consideration and look forward to working with the City of Fort Pierce throughout the evaluation process, and are available at any time for any questions the City might have.

Sincerely,

Zaizhuang Cheng

Zaizhuang Cheng
COO

03

Technical Proposal

Technical Proposal

1. Describe the following elements of your micromobility program:

(a) Proposed launch approach and schedule, assuming March 1, 2021 start date. 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. Discuss your intentions for scaling the program or any planned phased implementation.

Spin proposes to launch 200 stand up scooters at the start of operations, then gradually increase the fleet size up to a maximum of 500 scooters over the next few months of the program. We will work closely with the City on the timeline and expansion.

Spin's experience operating micromobility programs across the United States in markets small and large has proven to us and our partner cities the clear benefits of starting with a relatively modest fleet size at the start and gradually increasing the fleet size over time. Our proposed deployment of vehicles over the course of a few months would also allow the City and Spin the opportunity to collaborate on making any adjustments as needed.

With major fleet distribution centers in several locations of the United States, including in the Southeast (North Carolina) and California (Los Angeles and the Bay Area), as well as a warehouse facility in the State of Florida, Spin has thousands of scooters that have been prepped and ready for our next partner City or campus. With key supply-chain hubs so close to Fort Pierce (Orlando, FL, and Charlotte, NC), Spin would be able to quickly send the necessary number of vehicles to the City.

Launch Approach

Assuming a March 1, 2021, program start date, Spin plans on setting up operations in Fort Pierce on February 1, 2021. Our Warehouse Operations Manager of Real Estate works with our Operations team to ensure a facility is secured by the timelines above. During the four weeks leading to the program start date, Spin hires and trains the local team, sets up the mechanic and charging stations in the warehouse, along organizing the scooter inventory for the City.

Staffing Plan

Spin's scooter service will be operated and maintained by our local W-2 employees. These employees will deploy, rebalance and reposition scooters; perform repairs; respond to customer and City requests; and conduct community and safety outreach. Compared with independent contractors or staffing agencies, our labor model provides a safer, more reliable and more sanitary micromobility service.

Spin's staff consists entirely of W-2 employees who earn a living wage, and receive health

insurance among other corporate benefits. At the core of the team are Operations and Maintenance Specialists, trained to perform essential operational and maintenance duties. This team is supervised by Shift Leads and Maintenance Leads, hourly supervisors who are responsible for reporting and task management for each shift. Most Shift and Maintenance leads around the country are former Operations and Maintenance Specialists who have been promoted due to strong performance.

Our Fort Pierce operation will be managed day-to-day by our Operations Lead, Azael Ortega, who is responsible for fleet and field operations. Our Senior Operations Manager, Rafael Prado, supports our Operations Lead and provides strategic guidance and broader market management. Overarching Operations leadership is provided by our Florida General Manager, Alan Bebchik, who has full accountability for the success of our operations in the City of Fort Pierce.

A cross-functional team based in Florida and elsewhere will support the local team. In addition to a local Operations Lead focused on maintenance, fleet operations will be supported by a Regional Mechanic Lead, tasked with training mechanics and interacting with Spin's corporate Infrastructure team. Alex Davis, Spin's Community Partnerships Associate for the Southeast, will develop local partnerships to help us deliver on our equity and safety promises. Vivian Myrtetus, Government Partnerships Manager, will serve as point of contact with the City of Fort Pierce for any issues relating to policy and permitting. Nabil Syed, Regional General Manager - South, will provide strategic oversight of the local team.

Role	General Responsibilities	Estimated Headcount
Vivian Myrtetus - Government Partnerships Manager (East)	Main point of contact for all high-level, non-operational City-related communications. Leads Spin's program team. Collaborates with all operations teams, noted below.	1 FTE
Nabil Syed - Regional General Manager (South) - "RGM"	Supports the market with resource allocation, strategic guidance to the General Manager, and escalating needs to executive leadership.	1 FTE
Alan Bebchik - General Manager (Florida) - "GM"	Leads the entire Florida-based team and operation. Manages strategy, budgeting, operational excellence, and regulatory compliance.	1 FTE
Rafael Prado - Senior Operations Manager (Fort Pierce and South Florida) - "SOM"	Dedicated leader currently leading Spin's Tampa and Miami teams and operations. Manages strategy, budgeting, operational excellence, and regulatory compliance. Direct point of contact to the City for operations-related inquiries.	1 FTE
Azael Ortega - Operations Lead (Fort Pierce) - "OL"	Manages the day-to-day field operations, including scheduling of mechanics, drivers, and shift leads, planning of work flow, and ensuring safe and clutter-free deployment of scooters.	1 FTE
Alex Davis - Community Partnerships Associate (Southeast)	Manages relationships with local community organizations to deliver on safety and equity goals.	1 FTE
Shift Leads - "SL"	Supporting the Operations Lead in managing the field team, including reporting, people management, and performance management. Coordinates scheduling of Operations Specialists and Mechanics and reporting of all rebalanced, deployed and picked up scooters on a shift.	1 FTE (hourly)
Maintenance Specialist II - "MS II"	Completes all scooter maintenance and upkeep, ensuring that each scooter is in safe operating condition for public use.	1 FTE (hourly)
Operations Specialist - "OS"	Deploy and pick up scooters on a set shift schedule. May perform light repairs or do miscellaneous tasks in the warehouse or in the field. Operations Specialists report to Operation Leads, though their schedule may be coordinated by a Shift Lead.	3 FTE's (hourly)

Neighborhood Ambassador - "NA"	Responsible for community presence, monitoring usership, and correcting parking behaviors in the field; promotes user education and safety enforcement	1 PTE (hourly)

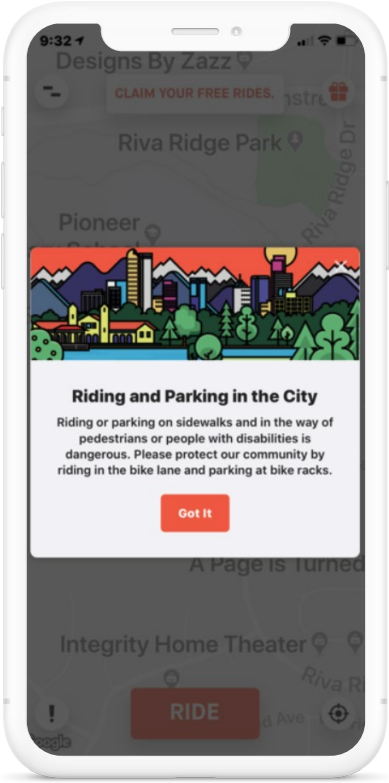
Safety

Spin takes a comprehensive approach to safety that reflects our commitment to a safer transportation system for all users. That approach is rooted in comprehensive user education and training, which begins when a new user creates an account. We understand the City's focus on safety and share this priority with you. Spin commits to deploy 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.

Spin has been committed to Vision Zero since its founding, and it shows: Spin has consistently been ahead of the curve on safety. In markets with more than 400,000 residents, Spin has an excellent safety record with fewer than 0.0002% of rides resulting in a serious incident. Spin was the first scooter operator to use an all-employee mechanic staff to ensure scooter safety; develop and implement slow speed zone geofencing; and create required parking areas

All new users receive a "welcome" email with Spin Safe information, including a link to the safety webpage (www.spin.app/safety) and an offer for a 30 percent discount on folding helmets through our partnership with Overade. When a user takes a trip for the first time, they are required to confirm safety messages within the app. Spin will work with the City of Fort Pierce to ensure these messages reflect the City's priorities, such as preventing underage riding, promoting proper driving, and proper parking to avoid ADA violations.

On subsequent trips, users are presented with in-app educational screens that reinforce safety reminders about wearing a helmet and local laws and regulations. In consultation with local partners, Spin modifies these messages to address market-specific needs, including rider behavior or weather concerns. For example, Spin worked with the Disabled Rights Action Committee to craft this message to Salt Lake City users, reminding them that their behavior has an impact on their more vulnerable neighbors. See below.



Outside of the app, Spin provides a variety of digital safety content for its users, including a first-in-class safety webpage that hosts the core Spin Safe curriculum and safety quiz. The core Spin Safe curriculum is comprised of five short safety videos, available in both English and Spanish, that cover the following topics:

1. COVID-19 Safety Protocols: *What Spin is doing to keep its workforce safe and its vehicles clean and sanitized, and what we recommend our users do to keep themselves safe.*
2. Getting Started with Spin: *How to download the app and set up an account; how to unlock the scooter; how to find the right riding position, how to accelerate/brake; wear a helmet.*
3. On the Road: *Ride in the bike lane (where available); always follow the flow of traffic and traffic laws; do not ride on sidewalks; how to maneuver around road obstacles; be courteous.*
4. Ending Your Trip: *Good" vs. "Bad" parking jobs; how to lock your scooter; report safety issues.*
5. Making Our Streets Safer: *What can you do to make your area's roads safer for all users?*

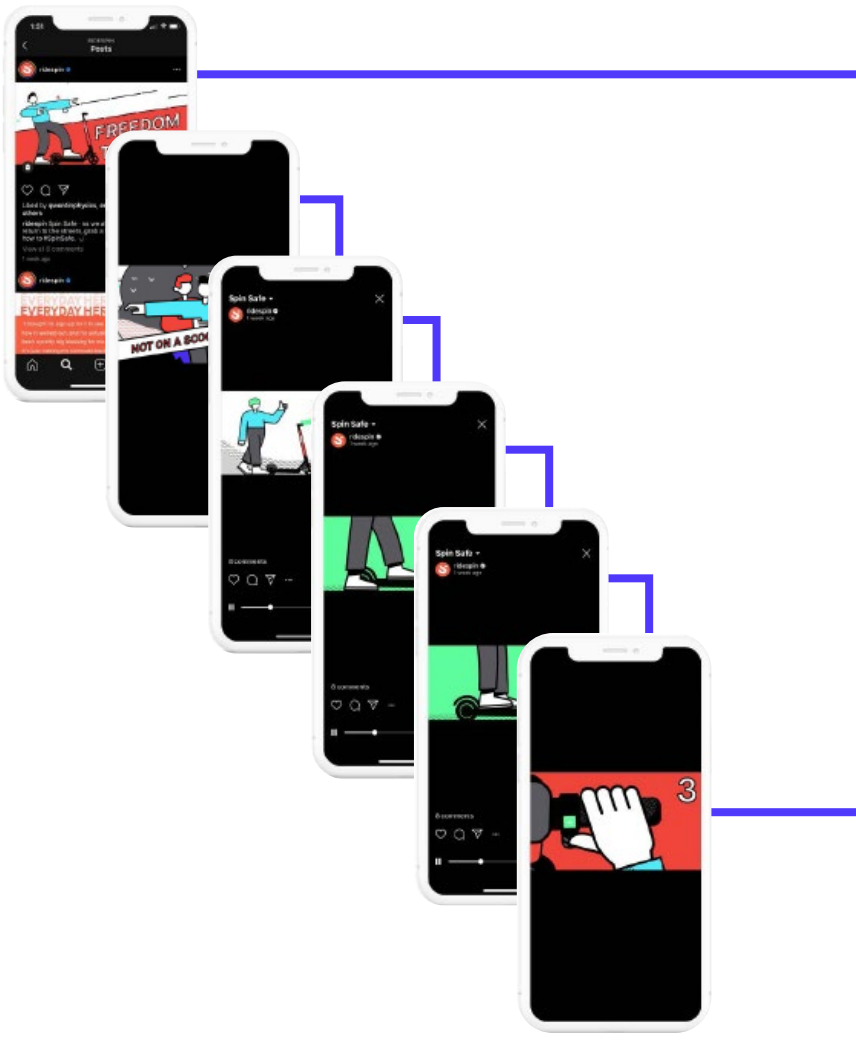
After watching the videos, users can take the online safety quiz (also available in both English and Spanish) and are awarded $5 in ride credits if they score 100 percent; users can take the quiz multiple times in order to earn a perfect score. Regardless of their score, quiz-takers are prompted to order a free Spin helmet, shipped directly to their home. Since launching the updated Spin Safe program in July 2020, our webpage has received over 20,000 views nationwide and users have submitted nearly 3,100 quizzes, with nearly 1,500 helmets delivered to users' homes.

Furthermore, Spin reinforces safety messages through regular posts on the Spin blog and across social media platforms. Spin also looks to our partners to distribute and amplify safety messages through their channels, including newsletters, websites, social media platforms, and virtual meetings.

Over 450 partners across Spin's U.S. markets have received information about the Spin Safe campaign since July 2020.

Working with our Fort Pierce-based team, the Community Partnerships Associate will develop and implement an engagement plan for the City of Fort Pierce, with safety engagement focused on the City's identified areas of concern, including speed limits, no ride zones, hours of operation and underage riding.

In addition to education, parking needs to be reinforced through in-app and on-the-street cues that alert users how and where to end their trip properly. To that end, Spin will seek to deploy Preferred Parking Spots. Preferred Parking Spots provide users a financial credit for parking scooters at suggested locations.



(b) Hours of operation – list typical micromobility vehicle deployment time, pick-up time, and the typical hours your micromobility vehicles are available to rent.

Spin scooters are typically available for rent 24 hours a day to supplement transit options for Fort Pierce residents. We have found that people who work outside of regular business hours frequently struggle to find safe and convenient transportation options and, as a consequence, they appreciate access to micromobility. We are happy to discuss service hours with the City.

Spin will continue a 24/7 operation, with 60-70% of our business-as-usual (BAU) operational activities taking place overnight in order to minimize the impacts on vehicle congestion and noise. BAU activities generally fall within four categories:

1. Scooter repair/maintenance
2. Deployments
3. Pick-ups/battery swapping
4. Rebalancing (outlined in "Operations" section a.)

Drivers will follow planned routes based on maximizing the flow through congested traffic, and shifts will be scheduled to align with this strategy.

Spin has experience operating in cities where 24/7 operations are not desired by our City partner's. For instance, in Coral Gables our scooters are available for rent through our mobile app from 7 AM to 9 PM as requested by the City. Spin not only has the ability to control when and where our scooters are available to rent but can adjust our operations accordingly as we are always open to working with our City partners on the best hours of operation for their community.

(c) Pricing plan.

$1 unlock fee **+ $0.35** per minute

Low-Income & Special Fare Options

Spin is proud to continue to offer Spin Access in Fort Pierce, which provides 50 percent discounted fares for those who qualify. In Fort Pierce, Spin Access users would receive an unlock fee of $0.50 and an average discounted per minute rate of $0.17 cents based on local market prices. The pricing rates are displayed in the app for the user's convenience.

Individuals interested in signing up for our Spin Access low-income program can simply fill out an online application at www.spinaccess.com, register in-person at one of our community events, or call Spin Support at 1-888-262-5189. Eligible residents who wish to receive discounted rates must provide proof of enrollment in a local, state, or federal benefits programs such as Florida Access, SNAP EBT, TANF, WIC, and/or HUD Housing Choice Vouchers. Typically, applications are processed within two to four days. Once enrolled, Spin Access users receive a unique code via email, along with instructions on how to associate the code with their account.

Cash and Text-to-Ride Options

We offer several payment options for riders without credit cards. One of the easiest ways for riders without credit cards to utilize our services is to use prepaid debit cards, which are widely available at retail locations throughout Fort Pierce. Riders simply load cash onto their prepaid card, which can then be used to purchase Spin credit within the app.

Early in 2021, we will provide cash payment functionality through PayPal's digitize cash feature, which enables riders to add cash to their PayPal account at thousands of major retailers like CVS Pharmacy and 7/Eleven. Riders will be able to utilize PayPal balances to ride our e-scooters, and they may also use their digitized cash for other purchases.

We will also sell Spin Access Cash Cards at our warehouse and through our network of community partners. In addition to providing a way for cash customers to utilize our service, Cash Cards provide text-to-ride information so riders without smartphones can ride our e-scooters as well.

(d) Revenue share with the City of Fort Pierce

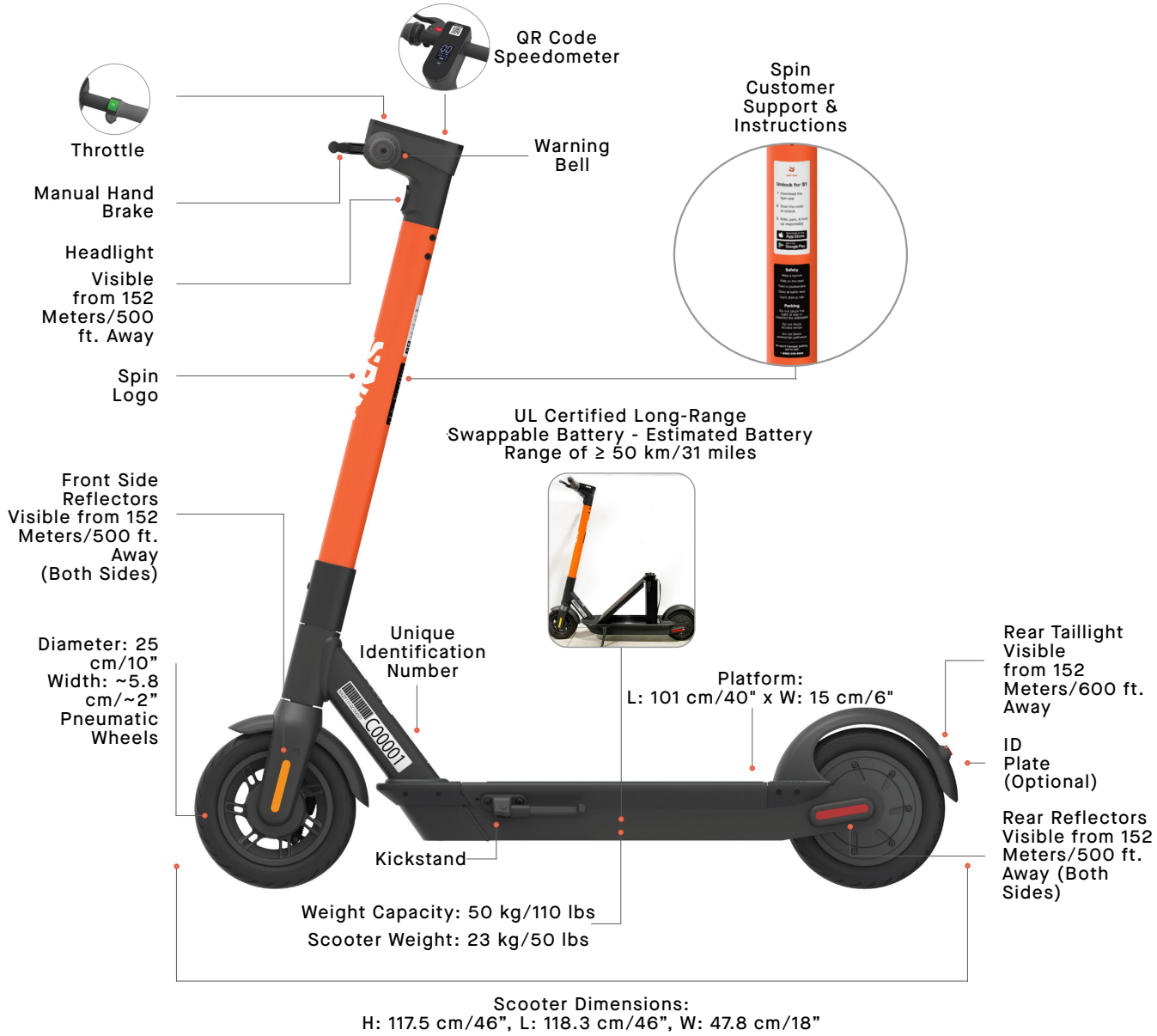
Spin proposes an annual permit fee of $2,500 plus a $0.25 fee per trip (every time a scooter is ridden, Spin offers a revenue share of $0.25 per trip) paid on a monthly basis.

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.

The Max 2.2

Spin is committed to providing the safest, most user-friendly vehicles to our partner cities to ensure an enjoyable and successful program. Made with high-quality materials and construction, the Max 2.2 scooter is the latest and most up-to-date scooter that the industry offers, featuring a long-range swappable battery to minimize environmental impacts. Spin is determined to provide the latest technology to its riders in order to ensure safety, durability, and convenience. Spin's Max scooter is manufactured by Segway Ninebot and is certified for all applicable safety and equipment standards, including CE, UL, KBA, EMC, etc. In addition to proprietary anti-tampering features to prevent theft and vandalism, the Max scooter features a dual kickstand for increased stability when parked, dual suspension for smooth riding, and dual handbrakes for redundancy.



Safety

Spin's Max 2.2 guides and empowers riders to keep themselves and those around them safe. When citizens of Fort Pierce unlock a Max 2.2 scooter, they will be stepping onto a platform developed with the collective learnings from over 9.8 million miles ridden in the 78 cities and campuses where Spin has operated. Guided by Ford's history of vehicle safety innovation, we developed the Max 2.2 to be intuitive for any rider to handle safely and park properly. Max 2.2 is durably constructed for long-term public use, designed with technologies to enforce and reward good behaviour, equipped with anti-tampering measures and connective technology to automatically detect problems, and made 100% recyclable.

Reliability

The scooter's dual-technology braking system adds redundancy for greater reliability. In regard to battery life, our scooter has a battery range of 38 miles.

Technology

Spin's scooters feature robust built-in wireless connections, including Bluetooth and cellular connectivity. These features allow Spin to manage its fleet remotely, and track riding behavior of our users.

Spin uses technologies like cell tower triangulation, digital compass, WiFi, motion sensors, barometers, gyroscopes, and accelerometers – which, when coupled with the scooter's GPS and the user's phone – allows Spin to customize the riding experience. Spin's scooters can have varying maximum speeds based on the rider's location. Spin, in collaboration with the City, can also designate certain areas where a scooter will gradually (safely) power down where scooters are strictly prohibited.

Additionally, Spin scooters include the following features:

- GPS and Internet of Things (IoT) unit that regularly reports its location and allows for real-time tracking and data collection.
- White headlamp, that is visible from more than 500 feet away.
- High quality red/white reflectors on both sides that are visible from more than 500 feet (front) and 600 feet (rear) when illuminated by other vehicle's headlights.
- High quality red retro-reflectors on the rear that are visible from a distance of 600 feet.
- Tamper-proof security heads on the external screws.
- A QR code with a unique number for vehicle identification located on the side of the handle bar.
- A warning sticker at the stem of the scooter that communicates to users that sidewalk riding is prohibited.

(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.)

Geofencing technology is critical for delivering a safe and reliable scooter system, and for addressing the specific user and parking goals of the City. Spin has several types of geofence applications which we overlay to enforce compliance. Spin's GPS technology is accurate to within three feet and defined in our back-end system. They can be altered and updated quickly in response to stakeholder input or emergency situations, with scooters responding to updates immediately. Within a geofence zone, scooters respond to geofences within 5 seconds or less.

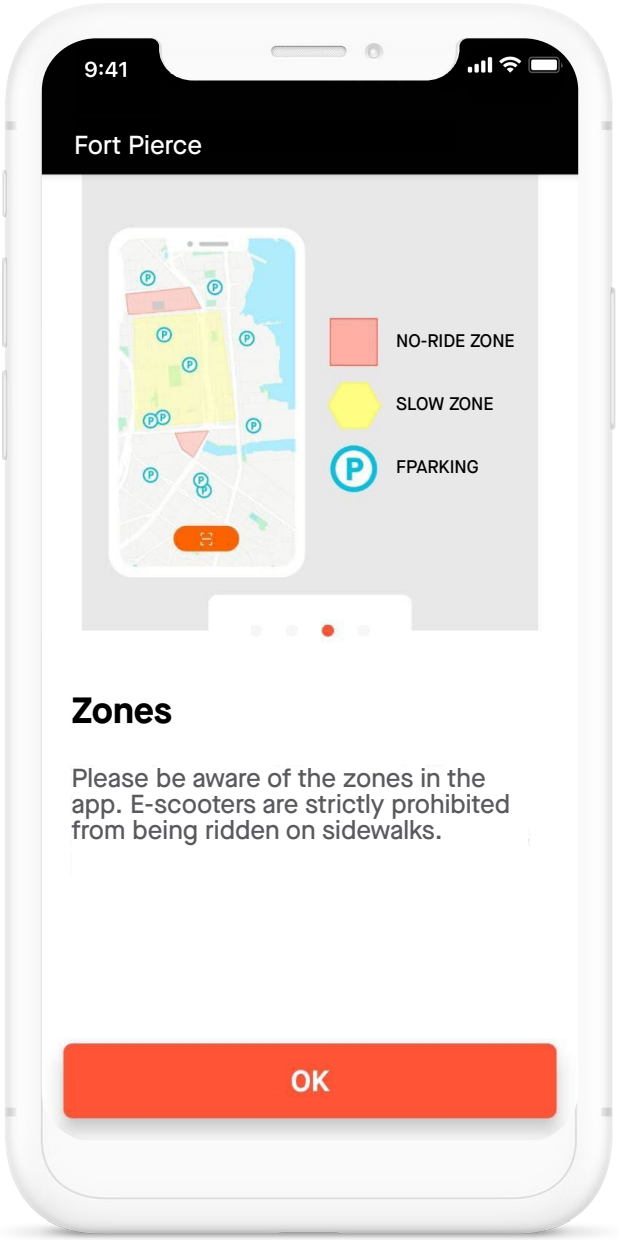
Spin has been able to implement all slow zones, no-park zones, and no-ride zones requested by the cities and campuses it operates in.

Spin's Geofence Solutions

Slow Speed Zones: Upon entering the geofenced zone, the scooter slows to a specified speed. Spin employs standard slow speed zones of 12.5 mph and 10 mph. In high density and commercial areas, Spin can implement an 8-mph zone.

No Ride Zones: After entering the geofence zone, the scooter gives an audible warning to the user, waits 5 seconds, and then disables the motor power, causing the scooter to decelerate until no motor power is supplied. The scooter can still be rolled so that the user can exit the no ride zone.

Flexible Parking Zones: In areas where the City and Spin agree that flexible parking is appropriate, scooters may be parked free-floating with photo verification of compliance. A series of Preferred Parking Spots can also be established to create more orderly parking in higher-density areas. If the scooter ride is ended within one of these Preferred Parking Spots, the user gets a financial credit toward their next ride. Preferred Parking Spots enlist riders in our efforts to rebalance scooters to areas where scooters are needed and to reduce street clutter.



Case Study - Tampa, FL

Spin operates in Tampa, Florida where the City has required no-ride zones at three different locations. Between the months of September 2019 - October 2019, the City cataloged over 225,000 rides, with 1,150 rides entering no-ride zones. Of the four scooter vendors deploying equally-sized fleets, Spin had the lowest number of rides in the no-ride zones at 75, or 6.5% of the violations. The reasons for this success is a combination of Spin's robust, accurate technology and the attention to detail of the local operations teams. The Tampa Bay Times story on no-ride zone compliance is here.

Case Study - Tallahassee, FL

As part of our operating agreement with Tallahassee, we understood that Florida State University (FSU) and Florida Agricultural and Mechanical University (FAMU) were not going to allow scooters to operate on their respective campuses. Before launching our scooter fleet, Spin implemented geofences around FSU and FAMU to create no-ride and no-park zones.

Additionally, Spin implemented a buffer area around each campus to slow scooters approaching the campuses. Notably, these geofences were drawn exactly to the City's specifications by utilizing technology that allowed Spin to upload the City's KML files of the boundaries to our systems. This ensured that what was requested by the City exactly matched what was delivered by Spin. Not all vendors complied with these strict geofencing requirements and, as a consequence, most were asked by the City to suspend operations. At no time during the pilot was Spin asked to pause operations. As geofencing needs evolved throughout the pilot—for example, event-based restrictions at Cascades Park and expansion of the no-ride zone into College Town—Spin swiftly complied with all requests.

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

Requests are generally made via email to the assigned Spin business development representative or customer support team. It is helpful if the request is supported by some form of visualization like a map or picture. The formal request is shared with our local operations team who will then remedy the request via geofencing speed limits and / or messaging via the Spin App.

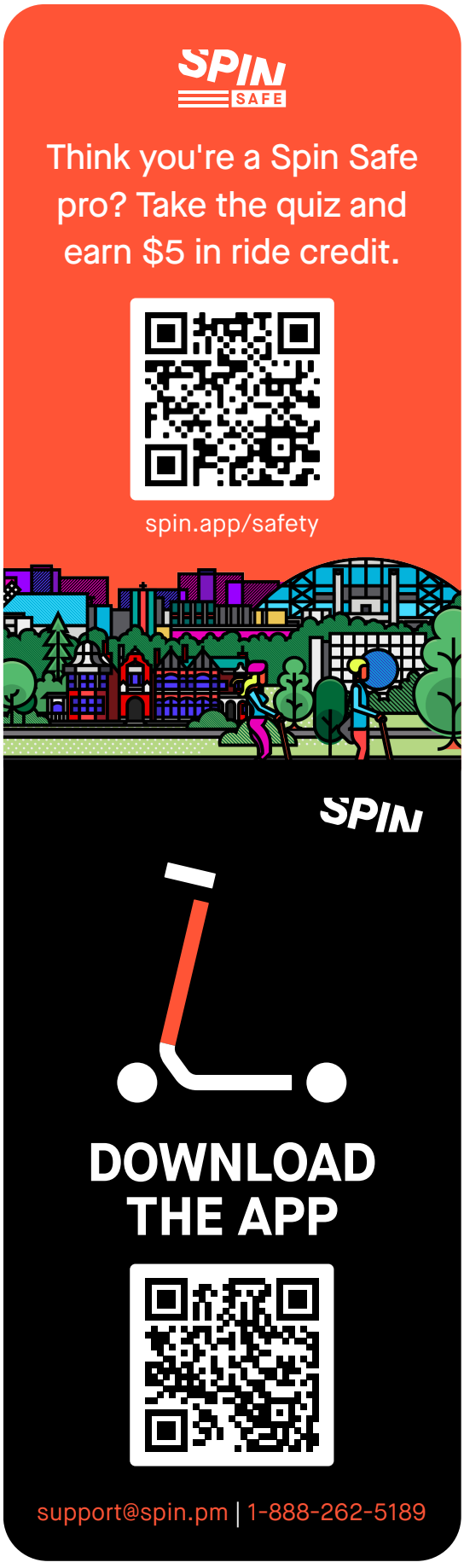
(d) Outline your plan for rider education.

User Education

Spin understands that it is our responsibility to educate users using our scooters on how to properly ride and park to ensure that members of the community are not negatively impacted by our program. Our in-app, on-vehicle, and web-based safety messages all emphasize the need for users to avoid riding on the sidewalk and to properly park at the end of each trip. For users who do not follow the rules, we can levy citations and fines, up to and including being kicked off the platform for non-compliance. Our user education program includes the following:

In-App Education

Spin's in-app education begins with first-time and repeat user educational screens. These educational screens explain to users all local rules, regulations, and safe riding practices. Additional user education screens show upon repeat trips in order to reiterate these critical points. Our user checklist screen requires users to affirmatively agree to key safety rules and local regulations. This checklist can be updated and shown again to users as local rules change. Phone push notifications may be used at various times to promote safe riding tips (such as wearing a helmet), service changes, and



other critical messages to users. Lastly, through our in-app parking rating tool, Users submit a photo of their parking job to show compliance with local parking regulations.

In-Person Education

Spin's in person approach to user education is built around 1:1 user engagement. Our staff set up informational booths at community events, make presentations, lead rides, and host our "Spin Safe" scooter safety course. In Fort Pierce, Spin's staff would seek opportunities to present at community and neighborhood boards or organizations. However, our participation in in-person events will be guided by protecting our staff and the broader community from COVID-19 and compliance with applicable city or state guidance. At public events, Spin distributes Spin Safe cards (pictured right) that encourage users to download the app and take the online Spin Safe quiz for a chance to earn $5 in ride credits, along with "tips for your first ride" handouts and other materials. These materials are available in English, Spanish, and Mandarin.

Digital Communication

Spin provides video links to users on how to ride safely, and links to our website including an FAQ section and our support line. Through our social media feeds, we feature and promote helmet use, safe riding, and proper parking. Through our Instagram stories, we offer a good park/bad park quiz to provide users with a chance to vote on parking jobs and learn best practices around parking. We also offer "Spin Safe Digital", a recently launched safety campaign that is meant to give our users the education they need, on a virtual platform.

Spin Safe Digital

In July 2020, Spin launched its Spin Safe Digital campaign, a new effort to empower users with the freedom to move safely within their communities, especially during challenging times. Spin has always relied on a mix of digital and in-person channels to deliver safety content to our users. Many of our users, like the one-on-one nature of in-person training: the chance to try an scooter in a safe, off-the-street environment with guidance from a Spin employee puts people's minds at ease. With the pandemic making in-person interactions much more fraught, Spin decided to enhance our digital offerings to allow the vast majority of our training to be virtual.

The core of the Spin Safe Digital curriculum will be five safety videos, hosted on a newly redesigned safety webpage. The short, 60-90 second videos will cover the following topics:

1. COVID-19 Safety Protocols: *What Spin is doing to keep its workforce safe and its vehicles clean and sanitized, and what we recommend our users do to keep themselves safe.*
2. Getting Started with Spin: *How to download the app and set up an account; how to unlock the scooter; how to find the right riding position, how to accelerate/brake; wear a helmet.*
3. On the Road: *Ride in the bike lane (where available); always follow the flow of traffic and traffic laws; do not ride on sidewalks; how to maneuver around road obstacles; be courteous.*
4. Ending Your Trip: *Good" vs. "Bad" parking jobs; how to lock your scooter; report safety issues.*
5. Making Our Streets Safer: *What can you do to make your area's roads safer for all users?*

In addition to distributing this information through Spin channels, we will look to our City

and community partners to ensure Spin Safe is disseminated widely through their email newsletters, websites and social media handles, and virtual events.

Other Educational Tools

Our other education tools include on-scooter stickers promoting safety rules and guidance, contact information to our 24/7 Spin Support line and website. All scooters shall have clearly visible signage notifying the User that:

a. Helmets should be worn by all persons when operating a scooter;

b. Scooter users must yield to pedestrians;

c. Scooter users must obey the rules of the road, obey all traffic laws, and obey all applicable Fort Pierce ordinances when riding a scooter on a street, roadway or highway;

Our website features instructional articles,and responses to FAQs. This feature can also be easily accessed by pressing the "HELP" icon in the Spin app. Lastly, Spin will send targeted rule reminders to any user who accumulates several "thumbs down" parking ratings from other users using our parking rating feature, or from a bad parking report from the public app.

e) Describe your plan to property sanitize vehicles and respond to the COVID-19 Pandemic.

Spin has a commitment to the health and wellness of all of our employees and users. In response to the COVID-19 pandemic, Spin created a robust cleaning and sanitizing plan to ensure the safety of our communities.

Scooters are sanitized regularly with touchpoints cleaned at least once a day and every time they are touched by the operations team (e.g. during battery swaps, rebalancing or maintenance).

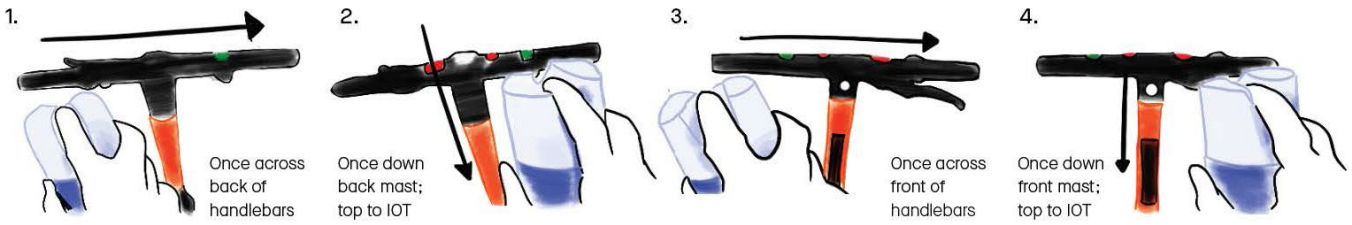
Our strict deep cleaning and disinfection policies and procedures follow CDC recommendations.

Spin staff are COVID trained and supplied with PPE (including gloves, masks and face shields) to wear within the warehouse, in vehicles, and out in public. We also implemented a strict social distancing rule for all employees.

Clear guidelines for preventing the spread of COVID-19 whilst at work are trained to all operational staff and displayed within the workplace.

Anti-Microbial Handlebar Grips

Our scooters grips have antimicrobial properties that have been independently verified by SGS, the world's leading verification and certification company, to have 99.9% efficacy. The proprietary material kills contagions, reducing the risk of harmful transmissions. Our scooters have self-cleaning grips that utilize anti-microbial properties to deactivate COVID-19 at no risk to users. The grips work by continuously disinfecting handlebars between rides, reducing the risk of transmission.



3. Parking

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

Spin will take a multipronged approach to ensure users park vehicles appropriately within the City of Fort Pierce through the following ways:

In-App User Education

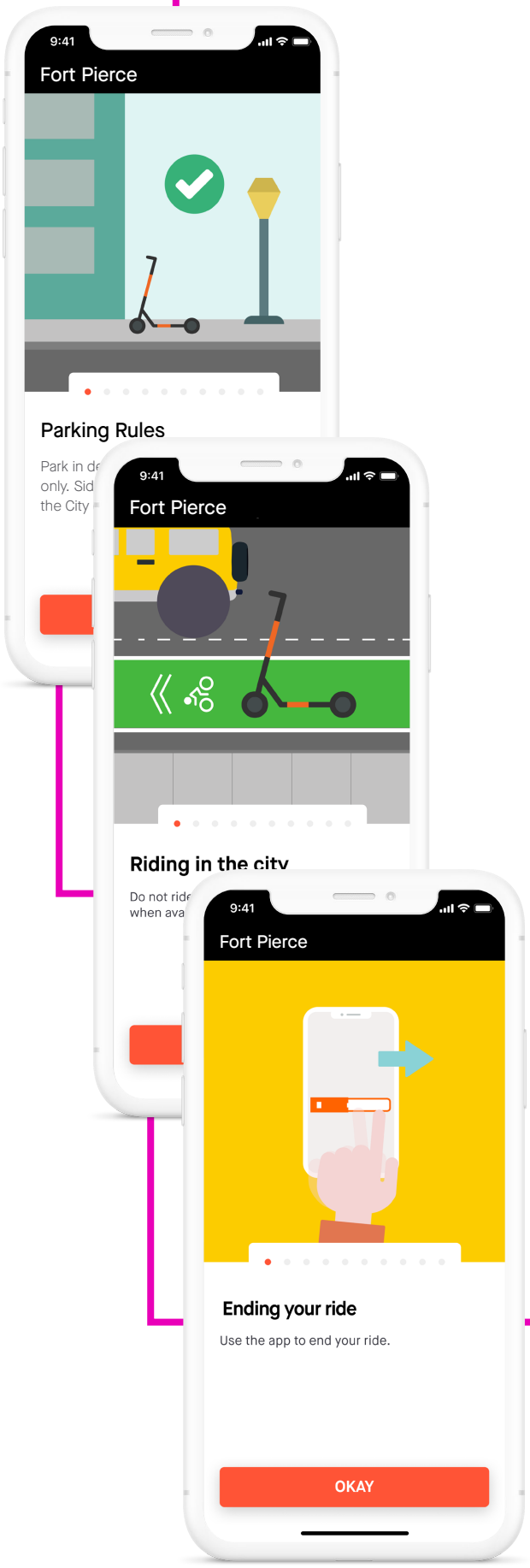
Spin makes parking educational materials available for our users in a variety of ways; however, due to COVID-19, these methods are increasingly digital. Within the app, each new Spin customer is required to review educational screens before taking their first trip, which include information on where to properly park the vehicle at the end of their trip.

In-App Notifications

Spin will use in-app push notifications to send users various messages and reminders on the City's riding and parking rules. Reminders can specifically focus on frequently occurring issues the City wishes to resolve. Spin can further tailor the content of the in-app notification at the City's request.

Parking Rating Tool

Before a user can unlock their next ride, they are asked to rate the parking job of the previous user with a "thumbs up" or "thumbs down." Users who receive repeated negative ratings ("thumbs down") are contacted and given additional education on responsible parking. Similarly, users who receive consecutive positive ratings ("thumbs up") are rewarded with free ride credits.



User-Submitted Pictures

Spin will include all parking corrals as Preferred Parking Spots on the mobile application and will provide credits for users who properly end their rides at the corrals. Parking will also be incentivized and enforced through review of trip-end photos. For example, when a user ends their trip, they must take a picture of the parked vehicle before they can close-out their ride. New users have their first five trip-end photos reviewed by staff, and then have a 10% chance of having their trip-end photo reviewed on each subsequent trip. If any review finds the parked vehicle not in compliance, the next five parking photos from that user are reviewed by Spin staff. Non-compliant users are informed of the outcome of review in a pop-up notification the next time they open the app.

Penalty Structure for Non-Compliant Users

Spin will commit to issuing parking penalties if done equitably across all operators. Spin utilizes several methods of monitoring compliance, including the aforementioned user submitted photos on the Parking Rating Tool, to flag users who have been reasonably linked to noncompliant actions. For users who are flagged to be repeatedly non-compliant, we institute a variety of measures for accountability, including fines, temporary suspensions, and permanent bans. The following is Spin's tiered penalty structure for improper parking:

Infraction **#1**

Customer Support team issues a warning notification with a reminder about the specific rule broken, and a reminder that incorrect parking can lead to fines and account suspension.

Infraction **#2**

Customer Support team issues a warning notification with a reminder about the specific rule broken, and a reminder that incorrect parking/pavement riding can lead to fines and account suspension. User is issued a fine.

Infraction **#3**

Customer Support team issues a higher fine and the user account is suspended. In order to get off suspension, users must play the Good Scooter/Bad Scooter and Good Bike/Bad Bike game.

Infraction **#4**

Permanent account suspension.

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

Having physical infrastructure helps direct users to the correct parking location. To facilitate a comprehensive scooter parking environment, Spin can offer an advanced, interconnected system of physical and app-based parking technology including:

1. Virtual Parking Hubs (displayed in-app)
    - "Parking Points"
    - "Parking Zones"
2. Physical charging stations or "Spin Hubs"
3. "Preferred Parking Spots" (incentivized parking displayed in-app)
4. Physical parking corrals including Spin vinyl stickers and Spin stencils
5. Spin Racks

Spin has invested in a network of charging stations which are electric docking and charging stations that greatly minimize clutter by giving scooter users designated places to park. Hubs reduce our greenhouse gas consumption from operations and improve ADA compliance. They create an opportunity for Spin and City leaders to develop a mobility hub network which can foster reliable last-mile connections centered around the transit network. We work with major real-estate property owners, employers, universities and government agencies to roll out stations that promote order in vehicle parking, and access to a charged scooter.

Last year we partnered with several Tampa business owners to install seven Hubs that incentivize proper parking Currently, Spin Hubs are also operational in Washington D.C.; Orlando, FL; Ann Arbor, MI; Sacramento, CA; Phoenix, AZ; and San Francisco, CA. Spin has installed or received approval to install over 250 charging hubs across the country, with plans for hundreds more in 2021.

Spin has deployed physical infrastructure in other markets. Whereas the City of Fort Pierce desires physical infrastructure in the right of way, Spin will collaborate with City stakeholders to determine if Hubs or other physical parking infrastructure mentioned above is appropriate for Fort Pierce and the amounts and the most suitable locations to install these parking facilities.

4. Operations

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

Improperly parked scooters identified by on-ground operational staff will be relocated instantly; our distinct operational roles are designed to optimize our approach to resolving parking issues.

Neighborhood Ambassadors: Based on-foot/ scooter to respond quickly to parking issues reported locally. Strategically deployed in priority areas, key zones and issue 'hotspots' to monitor and respond to parking non-compliance (e.g. blocking ADA access)

Rebalancers: Use vans or e-cargo bikes to relocate improperly parked scooters to parking areas where they can be better utilized, in line with requests received.

Battery Swappers: Re-park scooters as required when swapping batteries.

All on-the-ground employees will be trained to conduct all three roles.

Spin currently utilizes both on-the-ground and technological methods to detect and right a fallen vehicle. As part of its regular duties, Spin's local operations team is tasked with rectifying a fallen or improperly parked scooters it spots in the field. The local operations team is also on-call to respond to any reports, including relocation requests, that our customer support team receives from the public, our users, and the City.

Whether a report is received via email, our in-app help function, the support portal on our website, phone, or social media, Spin's customer support team creates a ticket that notifies and assigns the task to the local operations team. The local operations team is responsible for ensuring that we meet the required response time.

Besides Spin's on-the-ground efforts, our engineering team is implementing "tip-over" detection technology that notifies our local operations team when they detect that they are not upright. The tip-over detection system, which is based on our scooter's internal sensors, allow our local operations team to learn about and address fallen scooters without depending on reports received by our customer support team. Additionally, our Spin operations team will re-balance any misparked scooter within 2 hours, during regular business hours, and 4 outside of those hours. We will also prioritize resolving complaints related to ADA access.

Furthermore, Spin's product roadmap includes implementation of an incentive-based user-rebalancing system that utilizes the various on-board connectivity technologies and sensors. Part of such a system is a feature that allows users to see scooters in the in-app map the locations of scooters that have been flagged for improper parking and being tipped over. Users would be incentivized to rent and ride away a flagged scooter for a discounted ride, potentially allowing another method to quickly address issues before our local operations team arrives.

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

Spin proposed to launch 200 stand up scooters at the start of operations, then gradually increasing the fleet size to a maximum of 500 scooters over the first few months of the program.

Seasonal Demand Variation

Generally, Spin gradually reduces its fleet as usership begins to decline due to weather conditions and/or market seasonality. Moreover, as we become familiar with the daily operational needs in managing our fleet in the community, Spin will collaborate with the City in developing a seasonal operations schedule that reflects the transportation needs of the City.

For safety reasons, Spin does not operate under the following weather conditions scooters:

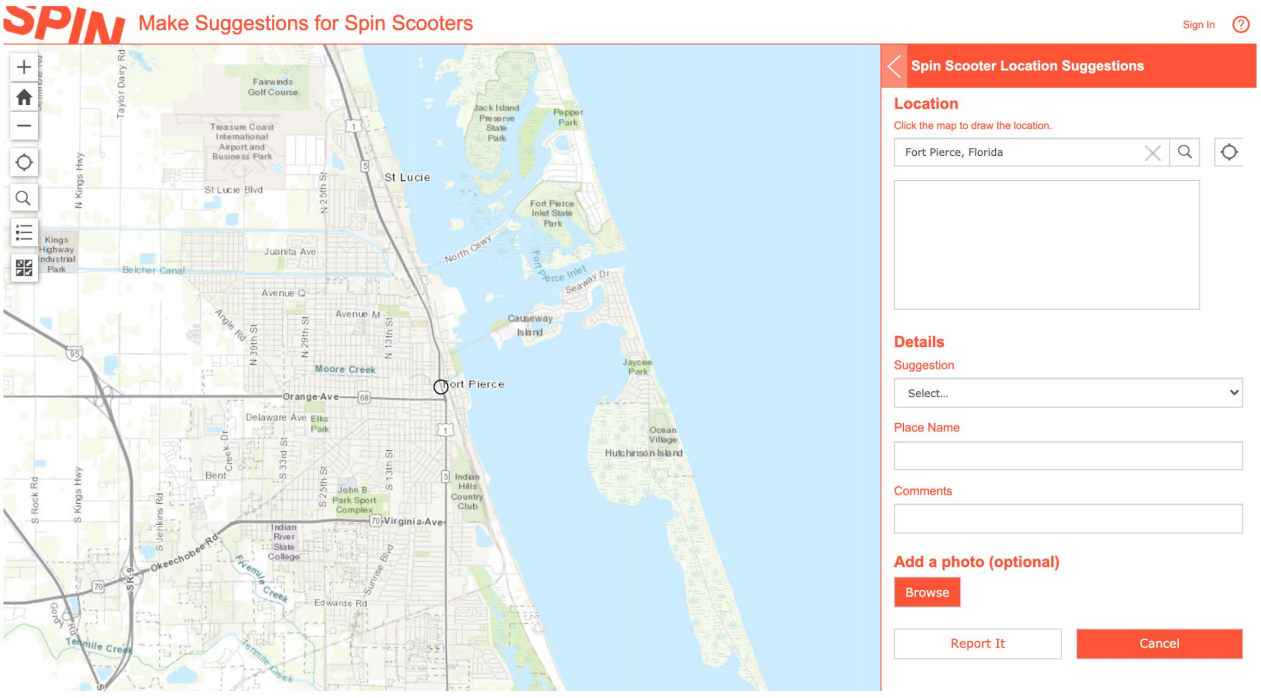
- If there is substantial flooding which may put our staff at risk
- If average winds are above 35 miles per hour.

In such an event, Spin's leadership will contact the City of Fort Pierce to provide appropriate notice. In the case of severe or inclement weather or an urgent/emergency issue, Spin is able to remotely disable our fleet of vehicles. If the City requests, Spin staff will remove all vehicles from the public space, as long as it is safe for staff to be working. Our staff has extensive experience with removing vehicles in emergency situations and severe weather conditions in partnership with our City partners in Tampa, Miami, Orlando and Tallahassee.

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

Deployment

Spin will take the input from our community engagement and the City to ensure we are equitably deploying vehicles throughout many different neighborhoods with a specific focus on deploying extra e-scooters in Fort Pierce's disadvantaged communities. To go beyond a top-down deployment strategy and really give commuters the ability to request service that meets their transportation needs. In several markets, Spin has developed a digital map that enables users to provide input to our operation. The digital map allows users to request launching spots, Preferred Parking Spots, neighborhood gathering spaces, low transit access areas, and no parking zones.

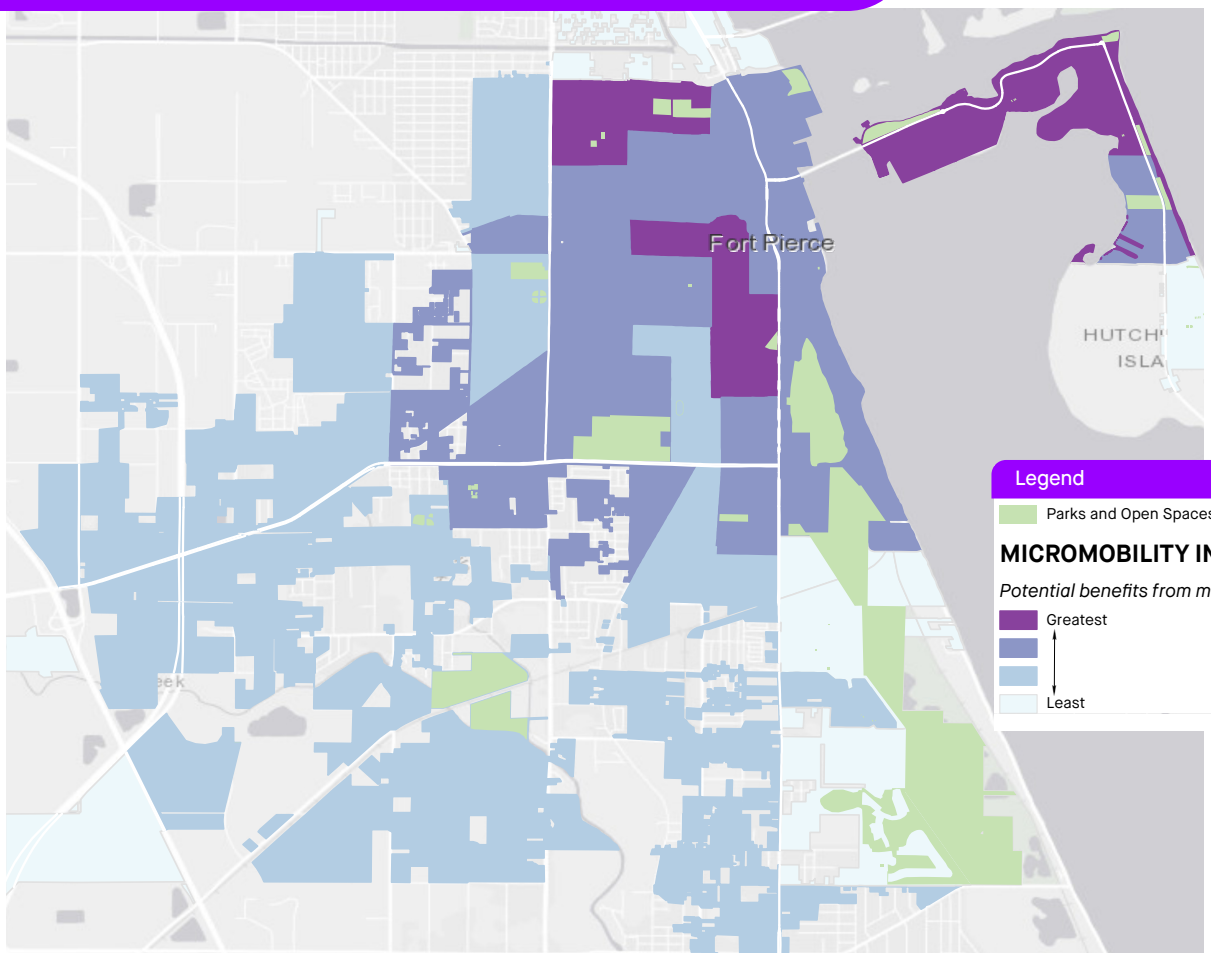


Spin is proud to offer transportation options that advance transportation equity in cities. The flexibility and ease of dockless mobility allows Spin to provide a nimble, scalable and fun transportation option that can naturally fill gaps and meet transportation needs in neighbourhoods that have been underserved by previous transportation systems.

Spin also determines deployment locations based on our analysis of usage and demand. Our Operations team will deploy scooters daily throughout Fort Pierce and using historical data, we observe trends to predict where and when trips are most likely to occur, and we closely monitor the data over time to identify new or different locations where vehicles can be redeployed to meet expected demand. Being data-driven in this regard allows Spin the ability to be nimble and flexible to ensure that users seeking a mobility option can be served.

Spin's local Operations team aims to secure deployment locations with high traffic, demand, and lack of mobility options. Furthermore, Spin has traditionally deployed our vehicles on a daily basis at priority areas, as determined by either a City (i.e. underserved neighborhoods, low-income zip codes) or a partnership with a local stakeholder (i.e. transit agencies, NGO partners, or corporate partners). Please see our recommended deployment location map below.

Fort Pierce Micromobility Index



*This type of overlay analysis is geared towards helping to solve multi-criteria problems such as site selection. The study takes into account three different spatial variables (Population Density, Presence of Commercial Areas and past Spin scooter usership) and assigns a specific value to each Census Block Group in the city, in order to help determine the benefits that might come from micromobility usage in specific areas. Sources: U.S. Census Bureau, Spin and OpenStreetMap

Rebalancing

Spin has developed personalized operations plans in cities to meet the demands of daily travel patterns. Spin's Operations team actively rebalances vehicles throughout the day to avoid overcrowding in particular neighborhoods. The Operations team is divided on a 3-shift basis to ensure a local Spin employee is available, 24/7, to respond to any issues that may occur.

Moreover, at approximately 6 AM, and regularly throughout the day thereafter, Spin monitors the actual distribution of scooters, to confirm that our fleet is sufficiently allocated throughout the service area. Each day, Spin's local Operations team is on the ground actively rebalancing vehicles as needed. Spin's entire warehouse staff is trained to rebalance to ensure the most efficient fleet utilization possible. Rebalancing will happen in conjunction with our daily deployments and evening low-battery pickups and exchanges.

(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.

Property Damage Prevention

Spin is always hyper-vigilant when it comes to monitoring our scooters. Using our proprietary software, we are well aware of our scooters locations and with our W2 staff, we can ensure each vehicle is finely tuned which mitigates the risk of an accident that could lead to property damage. With constant eyes monitoring our fleet, we are quick to identify problematic areas where scooters are known to be vandalized or go missing. We are swift in retrieving scooters that enter areas of concern and take a preventative approach to address potential damage. For instance, when protests began earlier this year, Spin was able to geofence downtown areas as no ride zones and our staff pulled our fleet from select areas where protesting would take place in order to mitigate risk.

Additionally, to ensure anti-theft and tampering, Spin recently worked with a screw supplier to develop custom screws and screwdrivers that limit theft and vandalism. This process required development of new tools to make these screws and the drivers—parts that can only be purchased by Spin.

In most markets where we operate, private property damage has not been widespread. In cases where there are issues of vandalism or damage, Spin works with local law enforcement. For example, in Los Angeles we worked closely with LAPD and provided them with a direct line of contact to our Customer Support Department in cases where the department prefers to speak with us directly. If selected, Spin would welcome the opportunity to form a similar partnership with the Fort Pierce police.

(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.

Retrieval of Scooters from Bodies of Water

On occasion, vandals dump scooters into bodies of water. Spin has experience retrieving our vehicles from local rivers or bays including Tampa's Riverwalk and Biscayne Bay in Miami. We would use our company's equipment and previous experience to quickly retrieve vehicles that are found either in any other body of water.

Please find Spin's SOP for retrieving scooters from bodies of water below:

Step #1 - Report of scooter

The first step in Spin's process for retrieving scooters from bodies of water is to receive a report, either from our operations team, customer support team, a user, government agency, or other stakeholder.

Step #2 - Dispatch employees

Once Spin receives a report of a submerged vehicle, we dispatch at least one Ops Specialist to survey the situation and see whether the scooter is able to be retrieved using a grappling hook that our operations team keeps at the warehouse.

Step #3 - Attempt retrieval

Using the grappling hook mentioned in Step Two, the Ops Specialist should attempt to retrieve the scooter from the water. If the scooter is not able to be retrieved by the Ops Specialist, the Market Manager will engage a 3rd party retrieval service to safely obtain said scooter.

Step #4 - Survey for damage

If the Ops Specialist is able to retrieve the scooter, he or she will make sure that the vehicle is immediately surveyed for any damage.

Step #5 - Reuse or recycle

If damage on the vehicle is found to be minimal, our operations team will clean and tune the scooter so that it can be re-deployed. If the scooter is damaged beyond repair, our operations team will set the scooter aside so that it can be properly recycled.

(f) Describe your plan to suspend the accounts of users with non-compliant behavior, including property damage & parking violations. How are users identified? Does your company fine users for property damage and/or parking violations?

Spin has made significant investments to monitor proper parking compliance: user submitted photos, geofencing technology, and our parking rating tool. In addition, Spin uses a variety of communication methods, educational tools, incentives and disincentives to encourage proper parking behavior.

We are committed to curbing improper behavior and parking and will develop a system in which users will be assessed a penalty fee when micromobility vehicle is not properly parked. As previously mentioned, parking will also be incentivized and enforced through review of trip-end photos. For example, when a user ends their trip, they must take a picture of the parked vehicle before they can close-out their ride.

Spin utilizes several methods of monitoring compliance, including our Parking Rating Tool, to flag users who have been reasonably linked to non-compliant actions. For users who are flagged to be repeatedly non-compliance, we institute a variety of measures for accountability, including out of fines, temporary suspensions, and permanent bans.

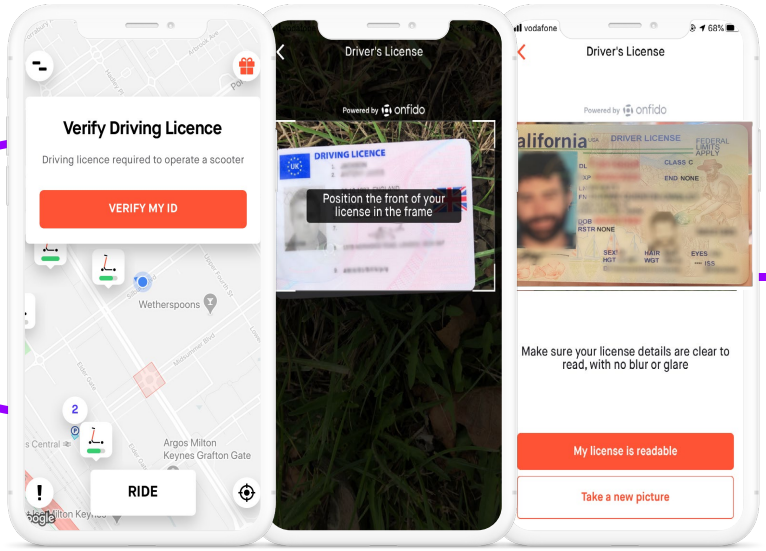
Please see page 23 for Spin's tiered penalty structure for improper parking.

(g) Describe your plan to prohibit underage riders.

In addition to ongoing user education, Spin can activate user verification software to prohibit underage riding. New users must provide the relevant information to be eligible to use the program, including details of driving license held and relevant personal details. Spin takes personal data security very seriously, and has partnered with a leading document verification company to validate driving licenses via pictures of the license.

The minimum rider age of 18 is Spin's global standard and riders have to certify they are over 18 when they first create an account. We believe that 18 years is the appropriate minimum age for full access, as individuals will have developed a better understanding of the road.

Spin also encourages the general public to report unsafe riding conditions through our mobile app or via text messaging.



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

ii. Remove Vehicles quickly in the event of severe weather

Spin has extensive experience designing and deploying temporary reduced speed, no park or no ride zones and can swiftly manage the physical removal of scooters from a variety of geographic areas in the event of severe weather or emergency.

In Tallahassee, Spin has regularly and consistently removed scooters from Cascades Park as requested by the City for festivals and other activities with high foot traffic. Additionally, Spin has invested in deploying additional human resources during FSU and FAMU football and basketball game days around the respective campuses to more actively manage scooters on the road, helping to keep walkways clear of clutter.

In Orlando, the City requires a high foot-traffic area of downtown to be cleared of scooters every Friday and Saturday by 6pm, including the activation of a no-ride zone after clearing the area. Spin has consistently met expectations, removing scooters from the areas of concern well in advance of the deadline and activating a no-ride zone to prevent users from re-entering.

In Tampa, the City requested all scooter vendors to remove scooters from a defined area ahead of the annual Gasparilla festival and parade. Spin not only removed scooters from the area specified ahead of the deadline, but willingly expanded the no-ride zone requested by the City to further mitigate any challenges with high-density foot-traffic. Additionally, Spin deployed rebalancers on foot during the parade to help remove any scooters left by users in suboptimal areas around the festival and parade.

Relatedly, the Spin team has extensive experience recovering scooters in anticipation of severe weather such as hurricanes and tropical storms. Further information about this experience is described in the "Inclement Weather Plan" section below.

Tallahassee Inclement Weather Plan

Step	Action by City	Action by Spin
1	City of Tallahassee notifies the Vendors that the City of Tallahassee may be under a Tropical Storm/Hurricane Watch issued by the National Weather Service. The City of Tallahassee will provide a 5-day notice if possible.	Spin confirms receipt of notice and prepares to collect and secure their fleet
2	City of Tallahassee notifies the vendors that the City of Tallahassee is under a Tropical Storm/Hurricane Warning. This triggers the regulation in Ordinance 19-0-15AA that the Vendor must promptly secure all motorized scooters within 12 hours from the notice.	1. Spin confirms receipt of the notice 2. Spin recovers and stores their fleet in a secure building 3. Spin confirms completion with the Escoot Team/Code Enforcement.

3	If Vendor does not recover all scooters within the 12 hour period, then the City will remove any scooters and charge the $75/device fee, and the Vendor is subject to any applicable penalties - which could include complete revocation of the permit or a fleet size reduction. The Vendor could also be subjected to code violations of $100/device/day for an initial offense or $200/device/day for repeat offenses (that occur within 30 days of the same offense by the same Vendor - this may not be triggered unless we experience back to back weather issues.)	No action.
4	Following the tropical storm or hurricane, the City will notify the Vendor when and where it is safe to redistribute the Motorized Scooters within the City.	Spin may re-deploy scooters.

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.

Spin proposes to partner with Ride Report to offer a data dashboard which visualizes data ingested and validated via Spin's Mobility Data Specification ("MDS") and General Bikeshare Feed Specification ("GBFS") APIs. This data dashboard provides an operating view to track current and historical usership and to validate compliance with Fort Pierce rules and regulations.

Ride Report's dashboard is composed of five main features: Reports, Fees, Data Health, Explore, and Analyze. The dashboard provides Report functionality at the daily, weekly, and monthly level, and supports custom reports for custom date ranges and geofenced areas, as well as fee auditing and calculation, with unlimited areas to be defined by the City ("Areas of Interest") for monitoring and compliance. Information is downloadable to .csv and GeoJSON.

Standard reports available include:

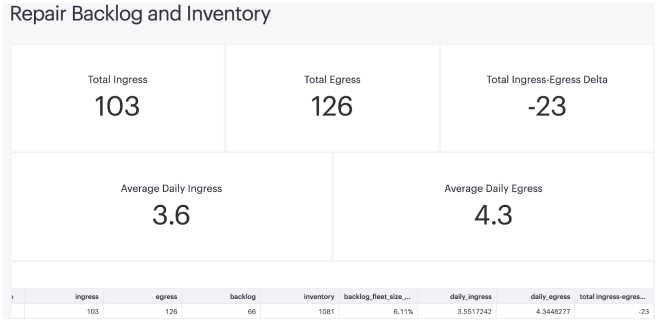
- Compliance report
- MDS reports, including the following stats by operator:
  - Maximum vehicles available
  - Maximum vehicles unavailable
  - Maximum vehicles parked
  - Number of trips
- Daily email reports
- Vehicle deployment numbers by vehicle type or operator

The other tabs in the Ride Report dashboard provide further insights on the data provided by Spin. The Fees tab can track fees and invoice operators for their usage of the right-of-way. The Data Health tab was developed to give fast insight into the reliability of Spin's data feed at a given moment. It continuously audits the MDS feed and assesses against required fields for the appropriate version of MDS, and provides live results. The Explore tab uses MDS status data (or GBFS) to show each vehicle's real-time status, location, state of charge, time elapsed since the last status change, last parked image (if provided), and unique vehicle ID. Finally, Explore allows City staff to view presentation-ready graphs and charts analyzing historical vehicles available, trip duration, distance distribution, and the number of trips per hour.

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

i. Monthly maintenance activities

Monthly maintenance reporting will include the quantity of scooters coming into the warehouse for repair and the amount of scooters repaired that went back out into the active fleet. The below image is an example of the monthly report:



ii. Monthly report on property damage complaints

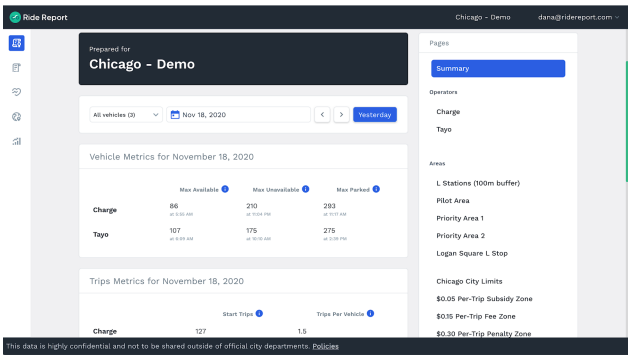
Spin will include the total number of property damage complaints each month along with the monthly maintenance report.

iii. Monthly report on daily deployment

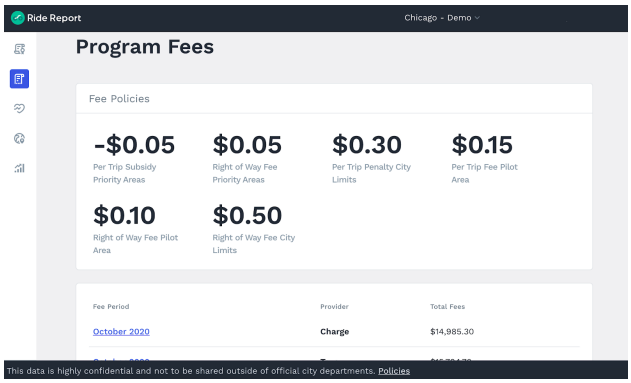
Daily deployments will be available for review through the MDS and GBFS dashboards previously described. At the cities request Spin will provide a monthly summary of deployments to share with monthly maintenance activities and property damage complaints reported.

Please see the screenshots below for examples of our data sharing platform:

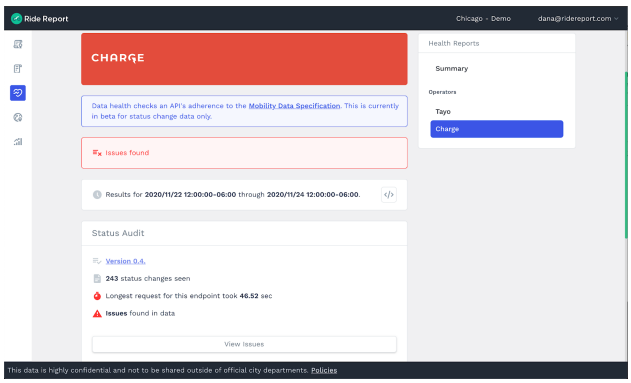
Ride Report Figure 1: Report View, Summary



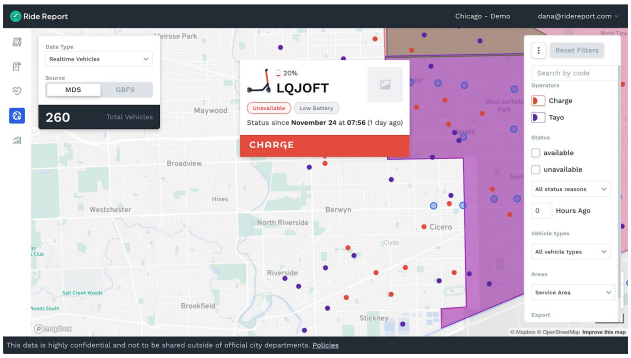
Ride Report Figure 2: Fees View



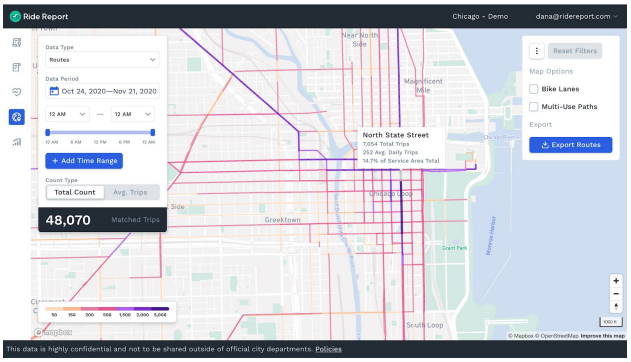
Ride Report Figure 3: Health View, Issues Found



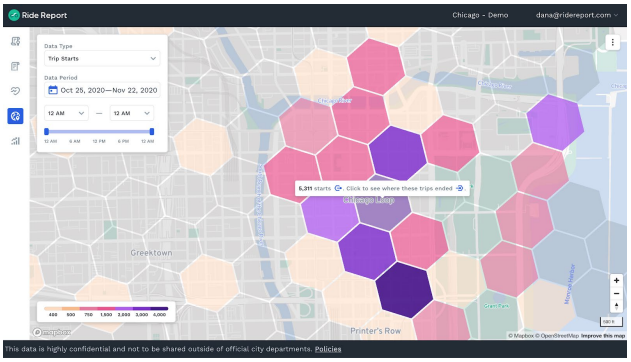
Ride Report Figure 4: Explore View, Realtime Vehicles



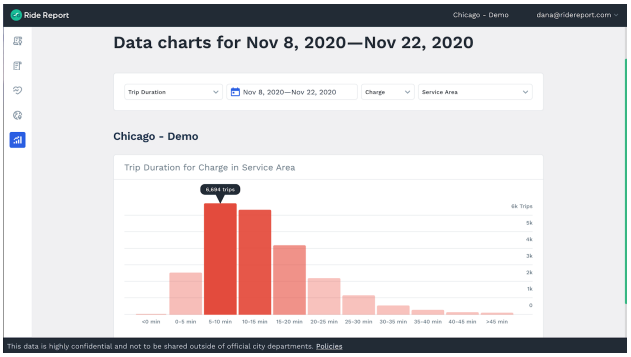
Ride Report Figure 5: Explore View, Routes



Ride Report Figure 6: Explore View, Trip Starts



Ride Report Figure 7: Analyze View, Trip Duration



iv. Describe your collision-reporting process

Spin's in-house W2 Operations team will be on call 24/7 to respond to any issues, complaints, collisions or emergencies. In markets with more than 400,000 residents, Spin has an excellent safety record with fewer than 0.0002% of rides resulting in a serious incident.

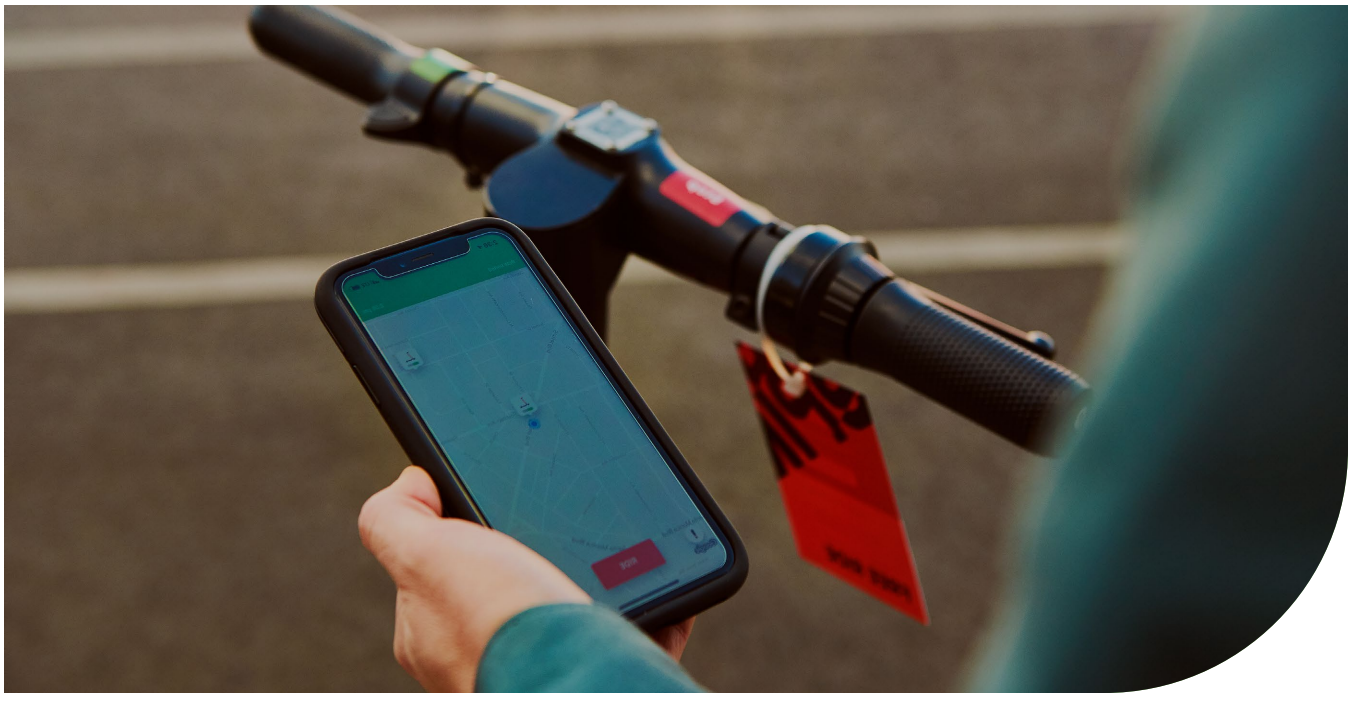
Spin has the ability to ensure that any collision reports are addressed immediately, and damaged vehicles are taken out of service until fully repaired.

Within the app, it is easy to access the customer support function and make a report within starting a ride. Users, officers, and citizens of the general public can find our customer service information displayed on every scooter. In-app, users can select the "help" button on the map screen where they are prompted to report their issue. This functionality also includes a GPS tag so that our support team can directly pass on reports to the local Operations team.

Our team has also made it easy and accessible for police officials and members of the community, who may not utilize the Spin app, to report collisions. These include the following methods:

- Website ("Support" icon in the upper right-hand corner at www.spin.app);
- Email (support@spin.pm);
- Phone Call or Text (1-888-249-9698); and
- Social media (Twitter, Facebook, and Instagram).
- Spin's customer support team can support requests in English, French, and Spanish, among many other languages translated live via an intermediary 3rd party.

Once an issue is reported, Spin will communicate with the customer to acquire more information about the issue in order to properly categorize it in our system for proper ticketing. Once Spin's customer support team has created the ticket, our Operations team is notified and will address the issue accordingly. In the instance of a collision, Spin recommends users utilize the phone call or text feature in order to streamline our collision resolution process.



04

Management Proposal

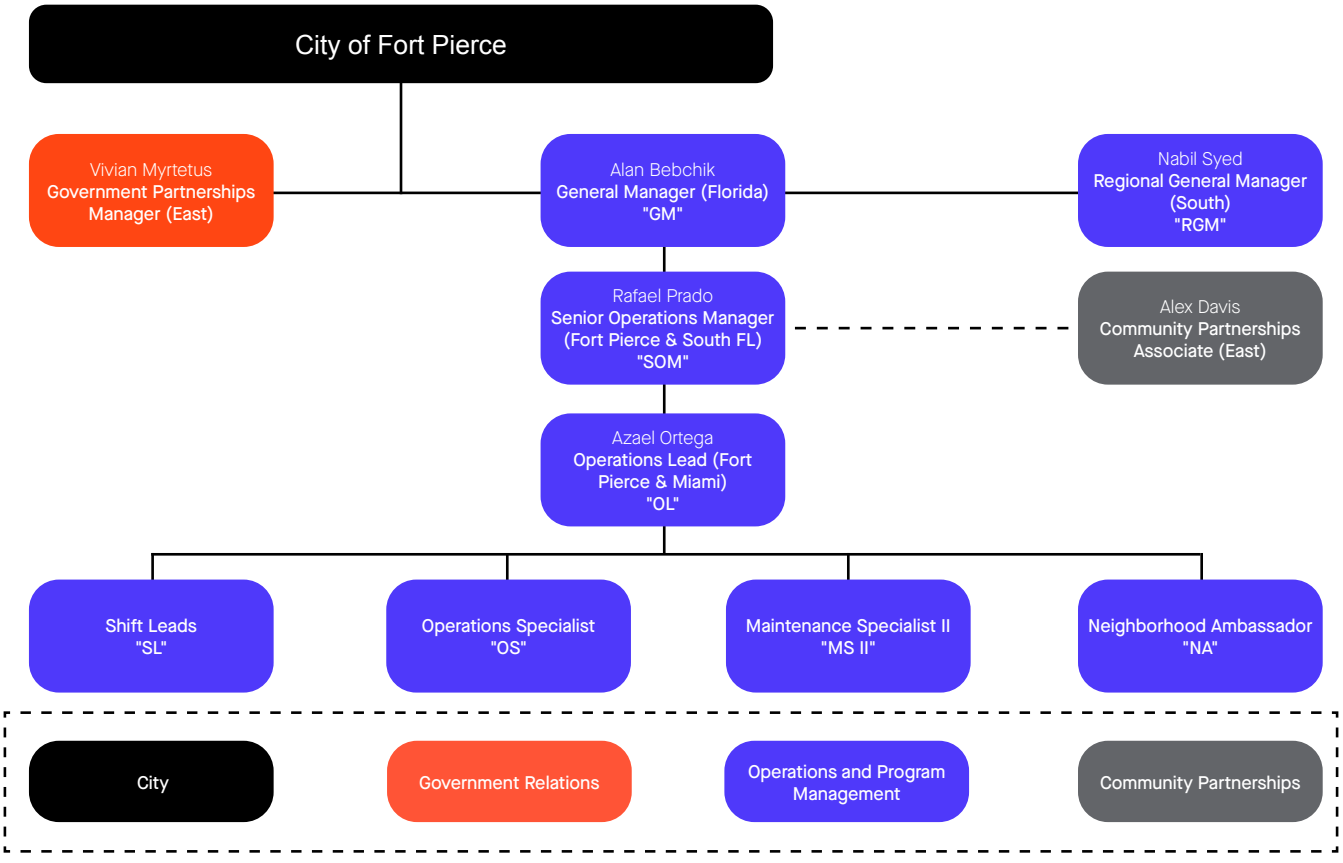
Management Proposal

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. 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. 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.

Our Fort Pierce operation will be managed day-to-day by our Operations Lead, Azael Ortega, who will have prime responsibility and final authority or the day to day management of the firm's shared mobility fleet and for fleet and field operations. Our Senior Operations Manager, Rafael Prado, supports our Operations Lead and provides strategic guidance and broader market management. Finally, overall leadership is provided by our Florida General Manager, Alan Bebchik, who has full accountability for the success of our operations in the City of Fort Pierce.

A cross-functional team based in Florida and elsewhere will support the local team. In addition to a local Operations Lead focused on maintenance, fleet operations will be supported by a Regional Mechanic Lead, tasked with training mechanics and interacting with Spin's corporate Infrastructure team. Alex Davis, Community Partnerships Associate, will provide programmatic and strategic oversight of the local Community Partnerships Associate. Vivian Myrtetus, Government Partnerships Manager, will serve as point of contact with the City of Fort Pierce for any issues relating to policy and permitting. Nabil Syed, Regional General Manager - South, will provide strategic oversight of the local team.



Locally, Spin's scooter service will be operated and maintained by our W-2 employees. These employees will deploy, rebalance and reposition scooters; swap batteries; perform repairs; respond to customer and City requests; and conduct community outreach. Compared with independent contractors or staffing agencies, our labor model provides safer, more reliable and more sanitary micromobility service.

Our staff consists entirely of W-2 employees, earning a living wage, and receiving health insurance and other benefits.

b) Operations/Internal Controls/Customer Service– Discuss the Firm's regular operating procedures including daily fleet deployment, fleet rebalancing and other related activities. Discuss the Firm's internal controls, quality controls related to fleet maintenance, fleet inspection and repair. 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.

Spin's maintenance procedures for Fort Pierce are built upon a foundation set by years of operating scooters with directly employed staff, and not gig workers. In fact, Spin is the largest organization and longest operating scooter operator to use directly employed operations staff for more than 90% of its operations.

Fleet Deployment & Rebalancing

As stated earlier in section 4C, Spin determines deployment via analysis of usage and demand. Spin will analyze data from usage trends throughout the City of Fort Pierce to determine high foot-traffic and opportunity areas. Our Operations team will consistently monitor data throughout the program to manage changes in usage trends which gives Spin an advantage, allowing us to provide consistent deployment throughout the program, regardless of changes in usage and demand. In addition to our usage data analysis method, Spin accepts tips from our users. Our users know how to best serve themselves, and therefore we created a digital map that allows users to provide input to our operation. With this feature, users are able to request launch spots, Preferred Parking Spots, neighborhood gathering spaces, deployment in low transit access areas, and no-parking zones.

We also place importance on deployment that is equitable for all citizens in our partner cities. We focus specifically on deploying extra scooters in disadvantaged and low-income communities and are committed to ensuring that all residents of Fort Pierce are able to experience affordable and sustainable public transportation.

Additionally stated in section 4C of the Technical Proposal, Spin's rebalancing plan includes a personal plan that Spin will curate specifically for the City of Fort Pierce in order to meet daily travel demand patterns. Spin's Fort Pierce Operations team, will rebalance scooters throughout the day on a 3-shift basis to assure evenly distributed vehicles across the entire City.

Scooter Maintenance

As stated above, Spin's team deploys, rebalances, and collects vehicles throughout the day, every day. This continuous operating model allows us to ensure vehicles are frequently recharged and inspected, resulting in high levels of vehicle availability during operating hours. During non-operational hours, vehicles that warrant charging or maintenance are retrieved and brought to the warehouse for service. Spin does not allow vehicles to be stored in-home or at any location except Spin-operated warehouses, ensuring that storage, charging, and care is managed in a safe and inspected environment.

Unlike some competitors, Spin manages the

entire repair function in-house with locally employed professional mechanics with relevant e-bike and scooter maintenance experience to work on Spin vehicles. As part of the onboarding process to the Spin Repair Operations team, new employees undergo a comprehensive training program in which they learn about every part of the vehicle, all known operational issues that may occur, and the best way to address each issue. Spin has experienced lead mechanics from other cities that travel to new launch markets to train the new hires and oversee the initial weeks of service. Spin's vehicles are inspected daily before being deployed. For every 100 trips a vehicle takes, Spin sets that vehicle apart to undergo a more comprehensive maintenance inspection. Please see below for an analysis of our maintenance check frequency.

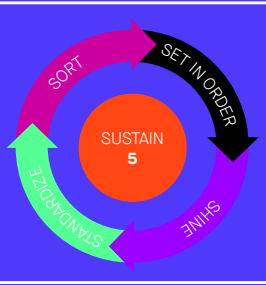
Frequency and extent of regular maintenance

All maintenance procedures are conducted by extensively-trained specialists directly hired by Spin; fully employed staff is our best practice approach to guaranteeing safety.

Preventative Maintenance: Safety Focus, Increase Vehicle Lifespan, and Durability

Pre-Delivery & Inspection	Charging & Battery Check	Safety Check (including COVID-19 measures)	First Service	Planned Maintenance
Pre-Deployment	Every 24 hours or every touchpoint		3 months / 3k miles	6 months / 12k miles
Core Safety Checks (on street)			**1st Service (depot)**	**2nd Service (depot)**
Checks · Set-up as per manufacturer instructions · Deep cleaning & disinfection of e-scooters, with NHS-approved Clinell spray and wipes · Ford/Spin designed Comprehensive Check for wear and tear of consumable parts, structural integrity and inspection of areas (fork/deck) prone to stress-based damage · Solid tire / Wheel alignment correction · Full bolt check to required torque · Electronics (throttle, brake, motor, etc) test · Battery health assessment test			· Everything in the Core Safety Checks, plus replace: · Tires · Brake pads · Brake cables · Worn parts replaced · Deep Clean · Quality Control · Test Ride	· Everything in the 1st Service, plus clean or replace: · Wheel bearings · Headset bearing · Deep Clean · Quality Control · Test Ride

Reactive Maintenance: Rapid Response	
User reported fault	Maintenance Operative
E-scooter changes status to "locked" immediately and becomes unavailable	Core Safety Check & On-street repair within 24 hours
On-street repair and Core Safety Check within 2 hours of report	Collected for warehouse repair within 24 hours



Best Practice Principles: Spin by Ford Motor Company
All work is carried out to the 5-step remediation plan. Working with Ford's Training & Development team, we standardize the scooter maintenance program to set a best practice for scooter repair.

Battery Maintenance

All scooter battery charging is conducted by trained staff. Battery charging and disposal procedures are subject to continuous risk assessment. This will be independently audited by third party partners for our operations across markets.

Vehicle Lifecycle

Lifecycle Impact: Comprehensive and continuous lifecycle calculations are essential to achieving a rigorous accounting of scooter operations. That's why Spin has established a long-term partnership with the Sustainability and Health Initiative for NetPositive Enterprise (SHINE), a research team hosted by the Massachusetts Institute of Technology (MIT), which specializes in Lifecycle Analysis (LCA). MIT's work includes a cradle-to-grave analysis of our emissions, from the supply chain, manufacturing, and transport of our scooters, to the electric vehicles we use to deploy our scooters. When comparing ourselves to industry peers, we've found that LCA results vary by the choice of inputs and rigor of the analysis. According to our recent LCA report, our S-100 scooter has a carbon dioxide footprint of only 57.9 CO2 eq. per passenger per km (92.6 CO2eq per passenger mile), which will be fully offset.

Expected Vehicle Lifespan: Empirical-based vehicle lifespan projections using distance (rather than time) are much more accurate than manufacturer-based projections, which greatly underestimate the realities of both environmental and human impacts. Even with highly successful rates of repair, an empirically-based vehicle lifespan projection using distance is much more accurate since scooters, like cars, can have extended lifespans if they go unused or underused.

Thus, we have provided vehicle lifespan figures in both distance and time for a full accounting:

- Manufacturer Vehicle Design Lifespan: 6,200 miles or 6.5 years
- Operational (Empirical) Vehicle Lifespan: 2,660 miles or over 2.7 years.

End-Of-Life Scooter Recycling Practices

Spin's sustainable recycling program includes partnering with R2 Certified recyclers to send all decommissioned/ obsolete scooters, worn parts, and damaged batteries for End Of Life processing. These recyclers provide an urban mining program to ensure 98% of our scooter materials are recycled. Once the materials are mined, the recycler then sends this material downstream for processing back into manufactured goods. Below is a more detailed overview of Spin's recycling process:

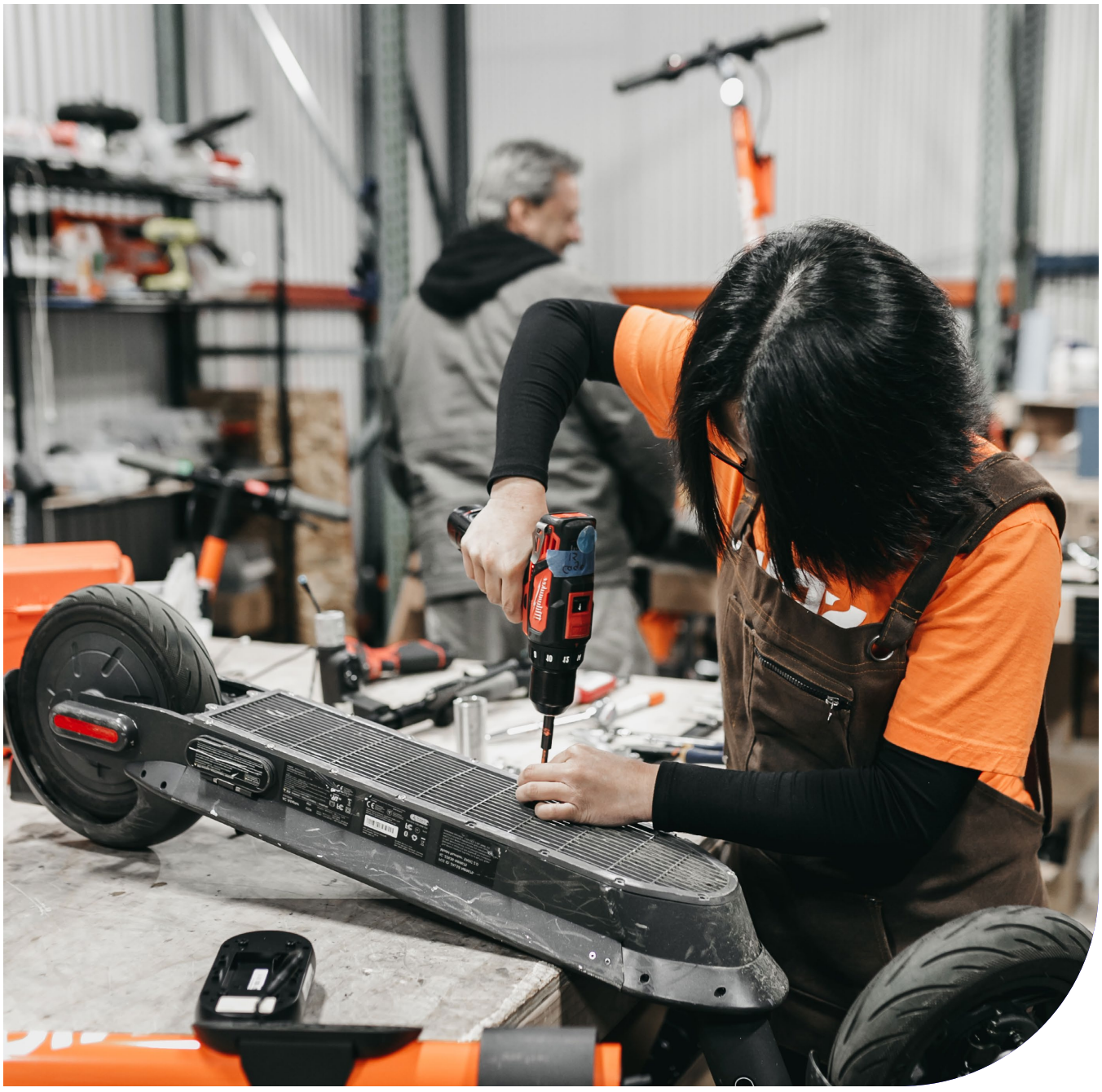
- A location will break down all usable parts from a decommissioned scooter
  - The scooter parts are cycled back into use by Spin to reduce waste
- Any non-reusable parts will be stored in a gaylord
  - Non-damaged batteries will be sent to a recycling center for repurpose or urban mining
  - Damaged batteries are packed in locally approved drums following all safety regulations
- Once a location has filled 2+ gaylords of parts, an approved R2 recycler will be contacted to pick up the load
- Once the materials are picked up, the R2 recycler will then close-loop all materials back into the manufacturing industry

We strive for eco-friendly methods and are continuously developing new strategies to reduce our carbon footprint.

During our process we:

- Reuse shipping materials like pallets and boxes;
- Comply with all USDOT regulations for packing;
- Track recycled materials by weight; and
- Collect Certificate of Treatments/Destruction to confirm each load is processed properly.

Spin is introducing swappable technology in Fort Pierce in 2021 and adding electric cargo bikes, low speed electric vehicles and/or full size electric vans to transport the batteries, which will significantly reduce our carbon footprint for rebalancing and maintenance.



2. Experience of the Firm

Indicate the Firms 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.

Spin is known for operating and launching the first stationless bike-share program in the United States, starting in Seattle. It has since expanded to become the exclusive micromobility partner in mid-sized cities like Ann Arbor, Michigan, and Dayton, Ohio, while being one of a few permitted operators in large cities like Chicago, San Francisco, Atlanta, and Washington, D.C. Many of these mid-size cities include an exclusive university partnership, such as the University of Michigan in Ann Arbor. Spin also has experience launching and managing the largest University program (by enrollment) at University of Central Florida. In addition, Spin has successfully launched and operated programs in several markets in Florida, including; Miami, Coral Gables, Orlando, Tampa, and Tallahassee.

Spin has consistently demonstrated its ability to provide high-quality micromobility programs across the United States in nearly 80 cities and universities. Spin also has a demonstrable track record of implementing micromobility infrastructure, working with City and University partners and advocacy groups to sponsor local transportation awareness days, and the installation of parklets in urban areas.

Spin is a leader in the micromobility industry that helps cities and campuses reduce their dependence on cars by offering an affordable, accessible, and sustainable form of personal transportation. Spin does not operate in any market where we do not have formal permission and a signed partner agreement.

Market	Fleet Size
Akron, OH	200
Ann Arbor, MI	300
Arlington County, VA	51
Athens, OH	71
Atlanta, GA	1,455
Baltimore, MD	1,017
Basildon - UK	50
Bonn - Germany	120
Bruhl - Germany	170
Charlotte, NC	400
Cleveland, OH	356
Cologne - Germany	183
Columbus, OH	427
Coral Gables, FL	75
Denver, CO	314
Dortmund - Germany	73
Duisburg - Germany	358
Durham, NC	204
Essen - Germany	214
Fayetteville, NC	414
Grand Rapids, MI	114
Herne - Germany	270
Kansas City, MO	734
Los Angeles, CA	826
Memphis, TN	382
Miami, FL	381
Milton Keynes - UK	300
Nashville, TN	235
Orem, UT	250
Orlando, FL	300
Phoenix, AZ	900
Portland, OR	852
Providence, RI	266
Recklinghausen - Germany	209

Sacramento, CA	393
Salt Lake City, UT	474
San Diego, CA	645
San Francisco, CA	1,033
San Marcos, TX	139
St. George, CA	191
Stillwater, OK	300
Tallahassee, FL	750
Tampa, FL	600
Tempe, AZ	1,000
Washington D.C.	1,378
Wesseling - Germany	150
West Sacramento, CA	38
White Center, WA	40
Winston-Salem, NC	300
Campus Markets	
UC San Diego	300

Boise State University	100
Oklahoma State University	400
University of Michigan	500
University of Arkansas	250
Dixie State University	100
Purdue University	300
Duke University	100
Ohio State University	200
CSU Sacramento	200
Ohio University	100
Oakland University	300
University of Akron	300
Texas State University	500
Creighton University	200
University of Nebraska - Lincoln	100
Emory University	200
University of Central Florida	750

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. The Firm grants permission to the City to contact the references provided. Do not include current City of Fort Pierce staff as references. The City may evaluate references at the City's discretion.

Coral Gables, FL

Date of Services: July 2018 – Present
Address: 2800 SW 72nd Ave, Miami, FL 33155
Contact Person: Jessica Keller, Assistant Public Works Director
Telephone Number: (305) 733-0122
Email Address: jkeller@coralgables.com

Tallahassee, FL

Date of Services: July 2019 – Present
Address: 300 S Adams St., Tallahassee, FL
Contact Person: Steve Birtman, Shared Micromobility Manager
Telephone Number: (850) 727-3465
Email Address: stephen.birtman@talgov.com

Charlotte, NC

Date of Services: November 2017 – Present
Address: 600 East Fourth Street, Charlotte, NC 28202
Contact Person: David Smith, Right-Of-Way Section Manager
Telephone Number: (704) 336-4626
Email Address: dbsmith@ci.charlotte.nc.us

05

Additional Data

Additional Data

Any additional information which the proposer considers pertinent for consideration should be included in a separate section of the proposal.

Spin has been a leader in the micromobility industry for years and continues to innovate. Spin recently announced Spin Insight, a groundbreaking computer vision and machine learning platform, that equips Spin's vehicles with a camera, an array of sensors, and on-board computing power. Scheduled to be introduced in Q1 2021 in select pilot markets, this new technology leverages powerful AI tools. The technology is highly adaptive and easily scaled to new environments, allowing an e-scooter to understand its surroundings in real time and assist riders in making safe riding decisions. Akin to advanced driver assistance systems (ADAS) that use on-board sensors to help automobile drivers park, brake, and stay in their lanes, Spin Insight Level 2 has the ability to combine the latest in sensor and artificial intelligence technologies to enable local regulation compliance enforcement and create a safer experience for riders and pedestrians.

Accelerometers and geofences are insufficiently accurate to take immediate action. Spin has therefore added a forward-facing camera and machine-learning to the gyroscopes, GPS, and accelerometers of our Spin Insight onboard intelligence system. Powered by our exclusive partnership with leading mobility AI firm, Drover, Spin Insight uses computer vision to register in real time when riders mount the sidewalk or enter a bike lane.

Spin Insight uses a combination of visual, motion-based, and GPS cues to identify bike lanes and sidewalks with over 95% accuracy without additional infrastructure required (i.e. beacons or RTK base stations), and emits audible warning tones to alert the rider in real time to leave the pavement, as well as alerting pedestrians to the rider's presence. Spin Insight also records instances of pavement riding and submits them to Spin's Customer Support team, who issue warnings, fines and account suspensions. By Summer 2021, Spin Insight will map intricate details of the city landscape and gain the ability to identify, positively reinforce, and incentivize riding in approved areas, including giving ride credit to riders who consistently use city infrastructure without using the sidewalk.

Carbon Negative by 2025

Spin is committed to and has incorporated Triple Bottom Line (TBL) methodology into our proposal to operate in the City of Fort Pierce. In short, we're leading the industry on issues of sustainability by measuring the impact of our organization's activities on the world. Earlier this year, Spin announced our global sustainability program, which sets an industry-leading goal to become carbon negative by 2025. Spin is deeply committed to removing more emissions from existing transportation systems than we produce in providing our e-scooter service.

Spin is implementing our program by tracking GHG emissions, offsetting those emissions, and over time aggressively reducing those emissions. We do so today by focusing on the following tangible areas:

01 Tracking our GHG emissions from our local operations, including our van operations and our warehouses;

02 Purchasing offsets for our fuel use for all local market operations in 2020;

03 Transitioning the majority of our power consumption to renewable energy or purchasing renewable energy credits for all of our markets operations for all of 2020;

04 Achieving a minimum 24 month lifecycle for Spin vehicles;

05 Achieving 100% landfill diversion;

06 Transition operations to 100% plug-in hybrid and battery electric vehicles across our markets in 2021 and 2022; and

07 Spin Hub charging stations make our operations more eco-friendly, in that they limit the number of delivery vehicle trips our drivers need to make to pick up and charge scooters. By decreasing Vehicle Miles Traveled (VMT) and limiting carbon emissions, these Spin Hubs are a strong element of our Triple Bottom Line commitment.

Spin's sustainability program applies not only to advancing the sustainability of our business, but also to encouraging greater mode shift away from automobiles and towards complementary alternative modes like walking, cycling, and public transit. As part of our mode shift efforts, Spin recently started tracking emissions prevented at the source by Spin riders who specifically choose a vehicle rather than a private or rideshare automobile for their given trip. This innovative sustainability metric will offer an accurate approximation of the emissions saved as a direct result of rider mode shift from personal vehicles to e-scooters.

Vivian Myrtetus
Government Partnerships Manager - East

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