



LINK

Powered by Superpedestrian

Scooter Share Program City of Fort Pierce

Bid No: 2021-010

December 23, 2020

December 23, 2020

Shyanne Harnage
Economic Development Manager
100 North U.S. Hwy.
Fort Pierce, FL 34954-1480

Dear Mr. Harnage

LINK by Superpedestrian has been a collaborative and compliant operator throughout the City of Fort Pierce's e-scooter trial. We are excited about the opportunity to continue operating in the City, and to provide the residents and visitors of Fort Pierce the next generation in micromobility: a safe and lasting vehicle, technology that protects public spaces, and a fleet managed completely in-house. We strongly believe that we are the best operator for the City of Fort Pierce:

Safety. We have the industry's first and only e-scooter with on-board, instant geofencing and Artificial Intelligence that autonomously monitors the vehicle for safety, ensuring it remains safe to operate. Each vehicle has patented technology that acts as an A.I. Mechanic monitoring every component thousands of times per second, instantly self-protecting critical vehicle systems if an issue arises. Our dedicated vehicle and software engineering teams are in large part to thank for our strong safety record.

Fair Labor. We only hire W-2 employees, never use "gig" labor, and we always pay the local living wage.

Community. We have support letters from 6 local businesses within the Fort Pierce community. We have also recently launched our low-income plan LINK-Up in Fort Pierce, to provide a low-cost option for eligible residents. We are proud of our commitment and capability to serve *all* communities in Fort Pierce.

Proven Track Record. In one year of operation we have already established a proven track record of responsibly managing fleets in cities of all sizes. Across all of our 11 deployments, including Fort Pierce, Rome, and Seattle, we have never been censured nor fallen out of compliance with city regulations. We have never had a recall, or a systemic safety issue, and we do not have a single claim or lawsuit filed against us. To our knowledge, not a single LINK rider has incurred a severe injury, nor have our riders caused injury to other vulnerable road users, and our scooter loss rate is far lower than the industry average.

Operational Excellence. As important as our technology is our operations team. We have attracted the industry's most experienced operations professionals not because we are the most aggressive, or the most capitalized, but because we put people and cities first. LINK only hires W-2 employees to manage our fleets, guaranteeing a fair and predictable income to employees, higher employee retention, and more sensitive operations.

Should we earn the privilege to continue managing LINK in Fort Pierce, we are eager to continue building on our success with your team in ensuring a safe, sustainable, and affordable transportation option to Fort Pierce residents and visitors alike.

Sincerely,





Assaf Biderman; CEO & Founder

Table of Contents

1. Letter of Submittal	4
2. Technical Proposal	
1. Micromobility Program Elements	5
2. Equipment & Safety	8
3. Parking	19
4. Operations	22
5. Special Events & Severe Weather	28
6. Data Sharing	29
3. Management Proposal	
1. Project Team Structure	32
2. Experience of the Firm	38
3. References	39
4. Additional Data	
Appendix 1: Drug Free Workplace Form	40
Appendix 2: W-9 Form	42
Appendix 3: Proposers Checklist	43
Appendix 4: Insurance	44
Appendix 5: Business Licenses	45
Appendix 6: Addendum 1	47
Appendix 7: Addendum 2	52
Appendix 8: Minority Participation & Outreach Program	53
Appendix 9: Zagster Cities	55
Appendix 10: Letters of Support	56
Appendix 11: Why LINK uses Embedded Batteries	62

LETTER OF SUBMITTAL

<p>DELIVER TO: City of Fort Pierce, Purchasing Division Room 101 100 North U.S. #1 Fort Pierce, FL 34950</p> <p>MAIL TO: City of Fort Pierce Purchasing Division, Room 101 P.O. Box 1480 Fort Pierce, FL 34954-1480</p>	<p align="center">CITY OF FORT PIERCE</p>  <p align="center">INVITATION TO BID and BIDDER ACKNOWLEDGMENT</p>
<p>Bid Writer: Latonya Hubbard, 772-467-3102</p>	<p>Bid No: 2021-010</p>
<p>Mandatory Site-Visit: WEDNESDAY, NOVEMBER 18, 2020</p>	<p>Bid Title: SCOOTER SHARE PROGRAM</p>
<p>Mandatory Site-Visit Location: N/A</p>	<p>Bid Opening Location: City of Ft. Pierce Purchasing Division Room 101 100 North U.S. #1, 1st Floor Ft. Pierce, Florida 34950</p>
<p>Bid Due Date & Time: 3:00 PM, TUESDAY, DECEMBER 22, 2020</p>	<p>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.</p>
<p>Bidder Name: Superpedestrian, Inc. dba Link Your City, Inc.</p> <p>Mailing Address: 84 Hamilton Street</p> <p>City, State, Zip Code: Cambridge, MA 02139</p>	<p><i>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.</i></p> <p><input checked="" type="checkbox"/>  Authorized Signature (Manual)</p> <p>Typed or Printed Name: William Knapp</p>
<p>Type of Entity (Select one):</p> <p>Corporation <input checked="" type="checkbox"/></p> <p>Partnership <input type="checkbox"/></p> <p>Proprietorship <input type="checkbox"/></p>	<p>Title: Vice President, Operations</p>
<p>Incorporated in the State of: Delaware Year: 2012</p>	<p>Delivery in <u>N/A</u> days, ARO</p>
<p>Phone Number: 844-701-8163</p>	<p>Payment Terms: Net 30 Days</p>
<p>Fax Number: n/a</p>	<p>FEIN or SS Number: 46-0646002</p>
<p>E-Mail Address: proposals@link.city</p>	<p>Local Business: <input type="checkbox"/> Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N MWBE: <input type="checkbox"/> Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N</p>
<p>Bid Security is attached, when required, in the amount of \$ <u>0</u> F.O.B. DESTINATION</p>	<p>If returning as a "No Bid" state reason:</p>
<p align="center">THIS PAGE MUST BE COMPLETED AND RETURNED WITH YOUR BID</p>	

a) Name, address, principal place of business, telephone number, and e-mail address of legal entity or individual with whom contract would be written;

Name: Superpedestrian, Inc.
Address: 84 Hamilton Street; Cambridge, MA 02139
Principal place of business: HQ: 84 Hamilton Street; Cambridge, MA 02139
Local: 8241 Business Park Drive (space 8241); Port St. Lucie, FL 34952
Telephone number: 844-701-8163
E-mail address of legal entity: proposals@link.city

b) Legal status of the Firm (sole proprietorship, partnership, corporation, etc.);

Superpedestrian, Inc. is a corporation.

c) Location of the facility from which the Firm would operate; and

The local operations team currently leases and will continue to lease a warehouse at: 8241 Business Park Drive (space 8241); Port St. Lucie, FL 34952

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

Superpedestrian, Inc. acknowledges and will comply with all terms and conditions set forth in the Request for Proposals, unless otherwise agreed by the City.

TECHNICAL PROPOSAL

1. Micromobility Program Elements

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.

LINK has been operating in Fort Pierce since January 2020, and we are very excited to continue serving the City with our safe, sustainable, and affordable transportation option.

Proposed launch approach and schedule

We currently operate a fleet of 250 e-scooters in Fort Pierce. Under the COVID-19 pandemic and its associated impacts on travel and work patterns, we recommend that for a March 1, 2021 launch we should maintain this same fleet. This will ensure a continuation of service for residents and visitors. We already have a well-trained team of 7 full and part-time employees, a warehouse secured and provisioned, and our app is configured for Fort Pierce (geofenced zones, pricing, etc.). Taken together, these elements will ensure a smooth "launch" and ongoing successful operation.

Safety and parking outreach

Though we wouldn't be launching per se, we will still conduct renewed local outreach beginning March 1, 2021 and throughout the first month of the new program term to coincide with a likely increase of visitors to the city for the spring and summer travel seasons. In particular, we plan to host weekly helmet

giveaways and scooter riding and parking tutorials at areas we know will have high rider traffic. Current outreach events would be planned for the following locations; we welcome further input from the City and community as well:

- **Melody Lane & Avenue A**
- **Orange Avenue & Indian River Drive**
- **Seaway Drive & South Ocean Drive**



After March, we will attend local events such as the Downtown Fort Pierce Farmers’ Market and other events on a monthly basis. At these events, we will offer free helmets, scooter demo rides, parking tutorials, and discount codes. We’ll also sign up new users and provide information about our low income discount program, LINK-Up.

Program Expansion

As we look forward to a post-COVID-19 world, we believe that demand for scooters will increase in Fort Pierce. In line with anticipated increases in demand, we would seek to work with the City to expand our fleet and densify our deployments across the city as demand increases, especially on the western and southern sides of the City. A proposed 2021 expansion timeline, COVID-19 restrictions permitting, is as follows:

Neighborhood	Current	Future	Timeline
Island	100 scooters	100	ongoing
Downtown & North	100 scooters	100	ongoing
South Ft. Pierce	35 scooters	50	Q3/4 2021
West Ft. Pierce	15 scooters	50	Q3/4 2021

Over the 3 year term of the contract, we believe that the City could eventually support a fleet of 300-400 scooters as post-COVID travel resumes and residents become increasingly familiar with riding. We will continue to work closely with the City to ensure that any fleet increases reflect rider demand.

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

Hours of operation

We currently operate from 7am-10pm. As the program continues to mature in Fort Pierce, we hope to continue to work with the City to expand our operating hours to ensure they align with customer needs.

In most cities, LINK makes scooters available 24/7 to ensure availability to those who many need them. Scooters are an important part of the transportation landscape for residents and visitors, especially during COVID-19. Many people rely on scooters as a means of sustainable transportation during the pandemic, including late-night or overnight shifts, to avoid the crowds found on public transit.

Over time, our goal is to build trust with the city and achieve 24/7 operational hours. One way we could do this is by implementing strategies that help mitigate safety concerns around intoxicated riding. For example, lowering the city-wide speed limit after a certain time (e.g. 9:00 pm) or requiring an in-app quiz that tests rider impairment, and prohibits rentals for those who do not pass.

Deployment and pickup times

Every time our team goes into the field we conduct four key tasks: deploy freshly charged scooters into the field, pick up scooters to be recharged, correct any improperly parked scooters that are currently available to rent, and rebalance scooters to locations that will render them most useful to riders. We accomplish these tasks three times per day:

- 5am-9am
- 3pm-5pm
- 8pm-12am

Our goal is to visually inspect and check all scooters throughout the day, with a particular emphasis on scooters deployed Downtown and on the Island.

c) Pricing plan.

Fare Structure

Our current fare in Fort Pierce is \$1 to unlock + 39¢ per minute.

Over the course of the program, we would like to experiment with other fare structures that will make scooters more attractive to locals such as incentivizing use during the week, discounted rides for local businesses, and daily, weekly, or monthly passes.

LINK's Low Income Plan: LINK-UP

LINK-Up gives qualifying riders an annual discount of 70%, with no deposit or membership fee required.

- **Eligibility.** Anyone who receives local, state, or federal assistance is eligible to apply by submitting proof of enrollment in such a program. In Fort Pierce, we honor the State Nutritional Assistance Program (SNAP) and Medicaid benefits, among others. Further, we are always looking for additional, locally relevant enrollment criteria and welcome discussions with the City and local stakeholders to ensure our eligibility requirements are appropriately inclusive.
- **Signing Up.** To join in LINK-Up, new enrollees can access the sign-up form through the LINK mobile app or the LINK website (link.city/link-up). On the form, they can choose Fort Pierce as their preferred enrollment location and upload their verification documents. Our customer support team reviews the application and, once accepted, provides a unique discount code and notifies the new LINK-Up member via email.

Payment Options

LINK accepts payment via the LINK mobile app with a credit card, debit card, or prepaid debit card. Prepaid debit cards, which can be purchased with cash, ensure that those without a personal credit or debit card are able to use our service.

d) Revenue share with the City of Fort Pierce.

Per Trip Fee

LINK currently offers the City of Fort Pierce a revenue share of \$0.15 per trip. We are pleased to continue to offer this structure for the duration of the service contract. We welcome suggestions from the city on how we can continue to support the financial success and sustainability of this program through alternative mechanisms if the city desires.

2. Equipment & 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 mechanical design and smart electronics within the LINK e-scooter set us apart from other operators. LINK's engineers spent over two years and \$20 million testing and iterating to get our scooters right. We studied what made other shared scooters fail and designed the LINK scooter to address those issues. Our obsession with smart scooter engineering is not only fundamental to safety, environmental and economic sustainability, but it also supports efficient field operations. By coupling smart design with our experienced operations team, we've created a more reliable and sustainable transportation option.

- **Top speed.** 15 mph; adjustable to local regulations citywide and in geofenced zones
- **Wheel type and material.** 10" diameter, 2.25" width semi-pneumatic, tubeless, solid rubber
- **Measurements.** Length: 50" | Height: 47" | Deck Width: 7" Handlebar Width: 23" | Weight: 59.5 lbs



1. **Brakes.** With 3 independent brakes, our scooters stop in just 4.15m, nearly half the industry average. Tested on the full gamut of road surfaces and weather conditions (rain/sleet/snow).
2. **Impact protection.** LINK's robust aluminium chassis, strengthened by steel and robotic welding, can handle 1 ton vehicle load, and 0.6 ton horizontal load.
3. **Visibility.** Our scooters' "Safety-Yellow" branding, 14 reflectors and two always-on LED lights ensure scooters and riders are plainly visible in all conditions. The rear light brightens when braking and is visible for over 1km. High-contrast numbering present on both sides of the vehicle stem also make each scooter easily identifiable.
4. **Weatherproofing.** Our scooter is extensively weatherproofed and optimized for all weather conditions, including rain, sleet, snow, and high humidity, and works perfectly in temperatures as low as -20°C. It provides industry-best traction on wet surfaces due to the long distance between the wheels, low center of gravity, variable suspension, and adaptive motor acceleration. Three layers of sealing protect our scooter electronics: every electronic component, including the battery and all microcomputers are coated with sealant, then packed in separate pressurised compartments that can survive water immersion, which are then installed on the scooter which is sealed with a gasket. More than 83% of LINK scooters that have been submerged were fully operational when recovered. The final layer of water protection is VIS's water ingress detection, which disconnects the battery if water upon water detection.
5. **Structural stability.** Longer and wider vehicles are more stable and less sensitive to surface variations, creating a stable and ergonomic ride for 97% of riders. Our scooter is 9% longer and 20% wider than the industry average. Our front suspension maintains better traction on rough surfaces than fixed wheels. Our solid tires provide a predictable ride regardless of weather, even after high mileage; they also prevent punctures from road debris or potholes. We tested our scooter to withstand 1 million bump cycles at 15 mph – 10 times the industry average. LINK scooters stay upright with a kickstand engineered to withstand the weight of a rider weighing 297 lbs. Our larger battery lowers the vehicle's centre of gravity, improving rider stability.
6. **Battery safety.** We securely embed our battery beneath the scooter deck to avoid the weaknesses inherent in swappable batteries, such as exposed latches and worn connectors. Custom security bolts stop vandals from accessing our battery compartments. Every LINK battery is sealed in a pressure-tested module and certified to IP67. Our battery has a 55-mile range (twice the industry average). Fewer recharging cycles prolong battery life.

The LINK Scooter - US - S1 - 2021 Model Year



The LINK scooter is the result of over 2 years of custom engineering, design, testing, and refinement. Our scooter is purpose-built to stand up to the rigors of shared, public use.



Specifications

Frame	Aluminum with chromoly steel reinforced steering column
Drive Power	Up to 750 Watts
Brakes	Dual mechanical drum brakes (front and rear) One electronic, regenerative brake (rear)
Wheels/Tires	10" diameter, 2.25 width semi-pneumatic, tubeless
Front Light	High Intensity Single LED, white
Rear Light	High Intensity Single LED, red, high/low, solid
Battery	Lithium-ion battery pack, 52V, 907 Wh
BMS	Protects battery from over-current, under-voltage, over-voltage, under-temperature, over-temperature, over-charge. Encrypted communications

Communications

4G with 2G fallback cellular modem
 WiFi and Bluetooth Low Energy
 Active, assisted GPS Receiver
 Location update frequency: 1Hz
 Open sky geographic accuracy: 5 centimeters - 2.5 meters
 6-axis integrated IMU accelerometer/gyroscope

Onboard Computing: Vehicle Intelligence System (VIS)

5 CPUs on board in 3 custom microcomputers, and a comprehensive vehicle operating system managing:

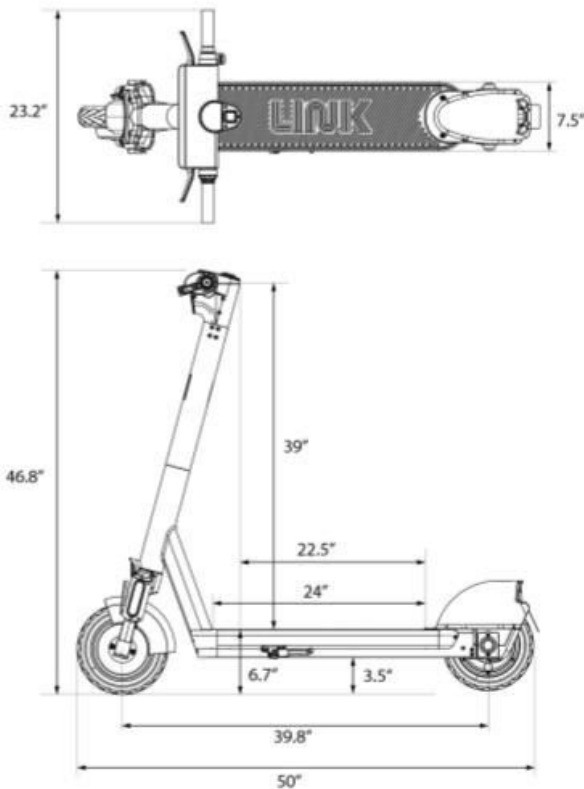
- Local maps & geofences; vehicle self-protection software; all powertrain functions; repair and maintenance tickets; vehicle automatic self-test, cybersecurity.
- 73 internal sensors

Features

Max Speed	Up to 15 mph (adjustable to local regulation)
Max Loading	297 lbs / 135 kg
Glide to start	3 mph kick speed
Charging Time	8 hrs 0 - 100% SOC
Max Climb Angle	15% grade with 75 kg rider
90 km/55 mi range battery	
Handlebar LED ring	
Regenerative braking	
Tamper-proof cable design	
Single kickstand	
Integrated Bell	
Large No-Slip Deck	
Dual-leg front suspension	
IP67 waterproof	
Lock-to capability	

Dimensions

Length	50 in
Height	47 in
Width	7 in (deck) 23 in (handlebars)
Weight	59.5 lbs



Superpedestrian's Proprietary Vehicle Intelligence System

Supporting rider safety and vehicle maintenance

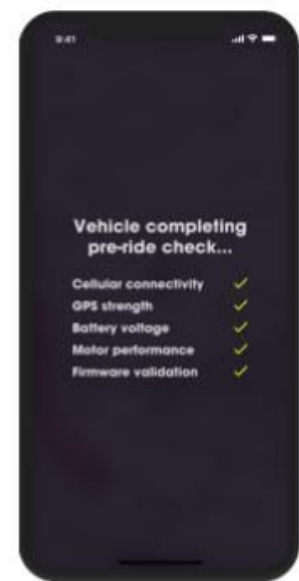
LINK scooters feature Superpedestrian's patented Vehicle Intelligence System (VIS), making them the most robust and technologically advanced vehicles in the micromobility industry. VIS is software that runs on the LINK scooter's 5 onboard microprocessors and nearly 75 sensors, working together to self-detect and avert over 100 detectable issues that can cause other scooters to fail – keeping riders safe and vehicles on the road for longer.

The VIS communicates directly with our field operations team, helping them rapidly identify and resolve issues; whereas scooters without VIS require a user-generated ticket or routine maintenance check to uncover potential safety issues.

Autonomous Safety Check

The VIS self-checks all critical systems before each ride and following scheduled manual safety checks. LINK scooters can detect any potential issues in the brakes, lights, motor, battery, and all electronics components on board the vehicle. This level of internal vehicle visibility is unprecedented in the micromobility industry, and offers an additional layer of protection to our riders. If the scooter detects an issue, such as a battery on the verge of overheating, it takes immediate action to protect the rider and the scooter by safely attenuating motor power to protect the battery and rider.

If the scooter is safe and ready to ride, the vehicle indicates via the handlebar LED that it is ready for redeployment (if in a warehouse), or instantly makes itself available for rental (if on the street). When ready, the scooter changes from "self-check" or "operator" mode to "available," and the handlebar LED changes to green making the scooter's status easily apparent. This means only safe vehicles are redeployed and available to rent.



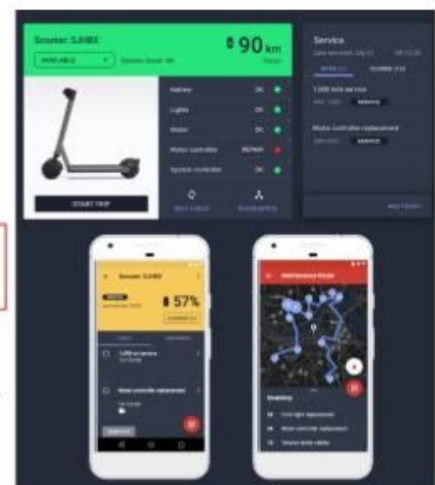
Before each trip, the scooter's VIS self-checks to ensure it is safe to ride.

Self-Diagnosing and Alerting

For issues that require additional attention, the scooter self-diagnoses, makes itself unavailable for rental, and auto-generates a repair ticket that is routed to our local team. The ticket includes the scooter's self-diagnosis, and detailed instructions to fix the issue. VIS-enabled automation not only makes LINK scooters safer for riders, but also significantly reduces the lag time between when a vehicle has an issue and when the issue is addressed.

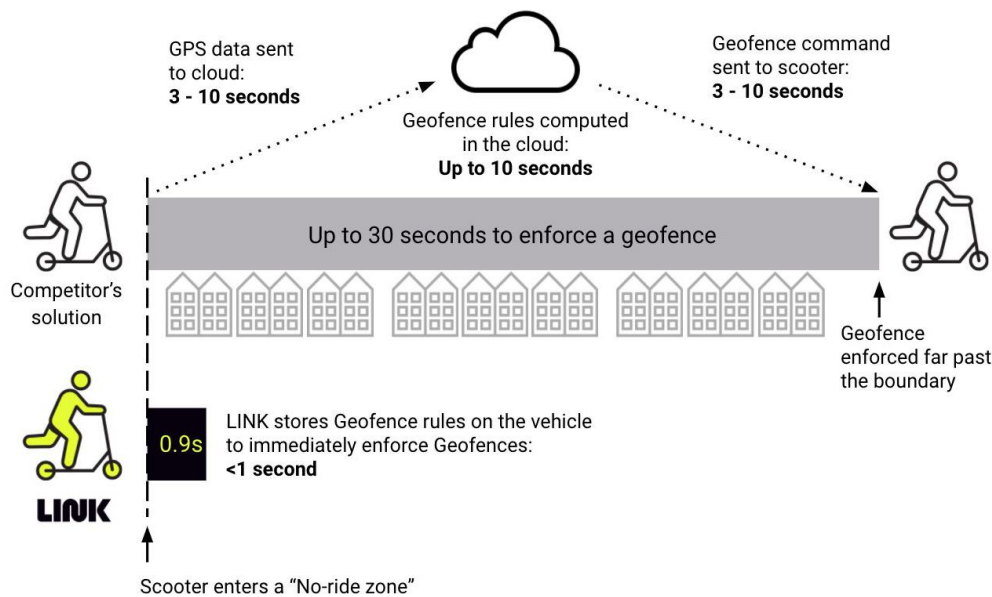
Over 100 Detectable Issues

- Battery cell temp/voltage imbalance
- Electronic component failure
- Water ingress
- Sliced/disconnected wires
- Motor/motor controller failure
- BMS failure
- Thermal overload
- Connectivity performance
- Headlight failure
- Throttle failure
- Loose brakes
- Misuse (including theft, vandalism)
- Disconnected battery cells
- Unreasonable motor command
- And many more...



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.)

LINK’s geofencing technology is pioneering in both speed and accuracy, and is completely unique in the micromobility industry. We upload geofence rules and local maps directly onto the scooter, allowing us to bypass the vehicle-to-cloud cell connectivity lag that other operators experience, which can delay geofence enforcement for other scooters up to 30 seconds. Instead, in just 0.9 seconds, the technology on the LINK scooter processes the command and takes action. This onboard geofencing has proven to be 99.93% effective when applying individual geofence rules. We believe that only LINK’s geofencing is precise enough to effectively enforce Fort Pierce’s No Ride zones (like the bridge between the Island and downtown).



Key types of Geofences

Key geofence types are listed below.. As a company dedicated to finding solutions to the cities we serve, we always welcome additional geofence implementations - please let us know of any additional requests. Further detail about LINK’s geofence types and related user experiences are detailed at the bottom of this section.

- **No Ride Zones.** When a scooter crosses into a no ride zone, it safely slows to a stop and no longer provides power to the rider. The City can see this type of geofence in action on the Causeway Bridge.
- **Slow Ride Zones.** Within slow ride zones, the scooters’ maximum speed is reduced. We can accommodate multiple different maximum speed zones. For example, while Downtown is capped at 15 mph, we have an 8 mph zone at Jaycee Park, and could implement other zones at 10 mph, 12 mph, or any other speed.
- **No Parking Zones.** Riders won’t be able to end a ride in these areas. Because riders are charged by the minute, they are incentivized to find a proper parking location rather than leaving scooters in No Parking Zones.

- **Service Area.** This is the boundary around the service area, riders in Ft. Pierce cannot ride outside the designated service area.
- **Designated Parking Zones.** We are able to designate certain areas as parking only areas, so that riders can only end their trip within a designated area.

Geofencing Implementation


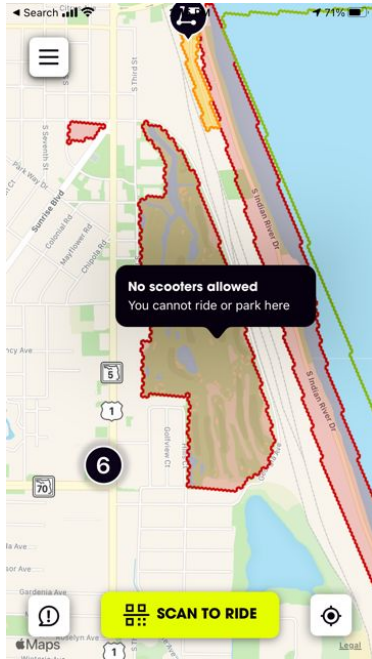

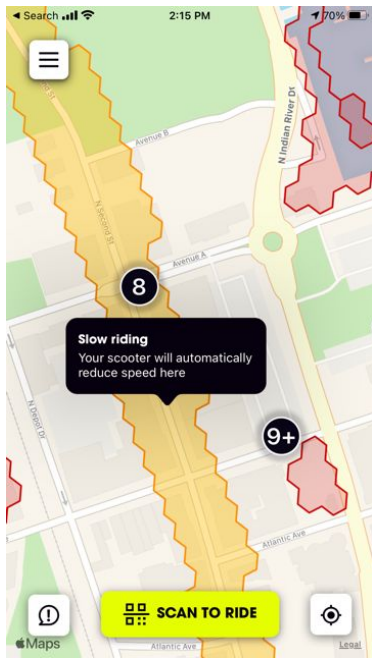
We will continue to work with Fort Pierce collaboratively, to examine the issues that city officials anticipate and create solutions to address them. We are constantly analyzing the effectiveness of these solutions and will iterate until the experience is smooth for all stakeholders. Typically, changes to geofences have taken about 1 or more weeks; though we're actively developing a tool to automate geofence requests and implementations, which will bring the typical activation period down to only 1-2 business days.


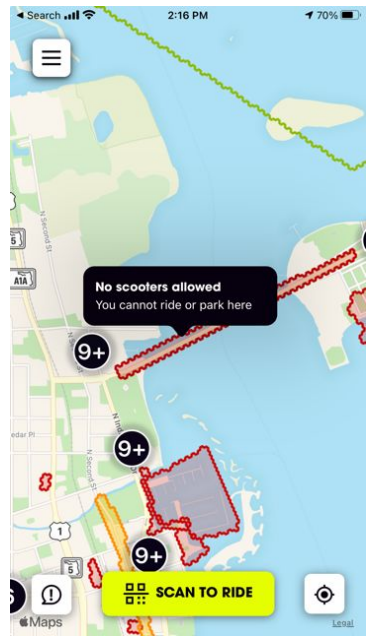

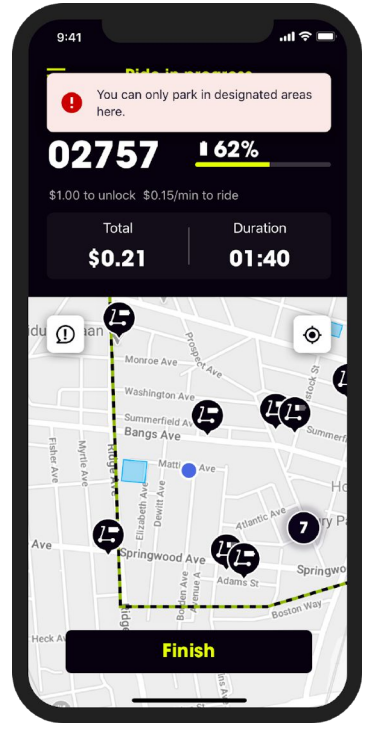
Do LINK's Geofences Work? Field Data Verification

The LINK scooter's internal logs keep track of the vehicle's speed on every trip and report it to our database. When we compare these speeds in different locations around a city, we are able to see that the geofences are being enforced correctly. Vehicle data from our Fort Pierce deployment shows how effectively speeds are slowed on 2nd Street (yellow) and how vehicles are entirely stopped on the Seaway Drive bridge (red).



A side-by-side of the geofence enforcement data and the LINK mobile application illustrates how the regulatory schemes are being successfully enforced.

Geofence Implementation and User Experience			
Zone Type	Description	Rider Alerts	App Alerts
No Ride Zone	<p>Scooter gradually slows to a safe stop. Riders are prohibited from ending their ride and are prompted to bring the scooter back to the service area.</p> <p>Recommended for city parks, highways, private properties, pedestrian plazas and sidewalks. In Fort Pierce, we have already created No Ride Zones in:</p> <ul style="list-style-type: none"> • Fort Pierce City Marina & Cobbs Landing • 111 Orange Avenue Parking Lot • Causeway Bridge • Golf Course, and many private areas already defined. 	 <p>LED light flashes White; an onboard speaker plays an alarm tone.</p>	
Slow Ride Zone	<p>Top speed is restricted to a defined speed limit, such as 3 mph, 8 mph, or 12 mph).</p> <p>In Fort Pierce, we have already created 8 mph Slow Ride Zones in:</p> <ul style="list-style-type: none"> • Jaycee Park • 2nd Street 	 <p>As the rider enters the slow zone, the White LED animation rolls toward the rider; the speaker plays a tone. As the rider exits the slow zone, the white LED light rolls away from the rider.</p>	

<p>No Parking Zone</p>	<p>Riders may travel freely through the zone but parking is prohibited.</p> <p>Recommended for building entrances and exits and City monuments.</p> <p>In Fort Pierce, we have already created No Parking Zones in:</p> <ul style="list-style-type: none"> • Fort Pierce City Marina & Cobbs Landing • Manatee Observation & Education Center • Causeway Bridge 	 <p>LEDs flash Red when the user attempts to park in the restricted area.</p>	
<p>Designated Parking area</p>	<p>We are able to restrict parking to only designated areas in certain parts of the city.</p> <p>Recommended for college campuses and city blocks where appropriate parking spaces are limited.</p>	 <p>LEDs flash Red when the user attempts to park outside the Designated Parking Areas.</p>	

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

LINK is happy to work with both the City and private property owners to implement Slow Zones, No Ride Zones, and No Parking Zones upon request. Throughout the pilot in Fort Pierce, we have implemented several new zones based on community feedback, including:

- **Jetty Park:** We received a request for a Slow Speed Zone in Jetty Park from Michelle Kubitschek, who oversees parks and facilities for the City of Fort Pierce and was worried about improper riding in the pavilions. We implemented an 8 mph Slow Speed Zone to comply with the request and have not received any negative feedback since.
- **Wharf / Marina:** The Marina manager requested a No Ride Zone and a No Parking Zone, which we implemented, and have not heard of any issues in the area since.
- **111 Orange Avenue Parking Lot:** The owner of the parking lot wanted to reduce the risk of accidents, so we implemented a No Ride Zone and a No Parking Zone on his property.

Requesting New Zones:

- **Via LINK customer service.** Anyone can contact our customer service team 24/7/365. All requests for new zones will be routed directly to the local operations team, who will review the request and respond within ~1 week. Our support team is available via:
 - **Phone** +1-844-701-8163
 - **Email** support@link.city
 - The **LINK mobile app** has a "Report Issue" button in the main menu. Submitted issues go directly to our customer support team.
- **Via city channels.** It's likely that some people in the community will bring their request for new zones directly to the City. The City can just forward these requests to our local team by emailing FtPierce@link.city. We will review and action the requests within 1 week. In the case of emergencies, we can accommodate these requests even faster.
- **Via the suggestion form on the LINK Fort Pierce website.** The general public can make requests through our online form. Anyone can fill out the form with suggestions for new zones or deployment hubs. <https://www.link.city/fortpierce>

LINK

Fort Pierce

LINK is proud to operate in Fort Pierce. Learn more about local programs and regulations below.



WANT TO SEE A SERVICE CHANGE?

You can suggest a new scooter deployment hub, no parking zone, no riding zone, or slow speed zone.

[Submit your suggestion.](#)

d) Outline your plan for rider education.

In addition to engineering the safest scooters, we strive to create the safest and most compliant riders via a robust rider education program. Rider education is only effective if it is interactive and consistently woven into all aspects of the rider experience; we view each rider interaction as an opportunity to impart safe riding behaviors.

Training Riders about safe and proper scooter use

On-Scooter Information

- Each scooter has signage on the handlebar to reinforce the most important safety messages. This signage will be an update to the current stickers available in Fort Pierce. We will work with the City to finalize the exact language and safety priorities.



In-App Training

- A "How to Ride" section is shown to every rider during sign-up
- LINK has developed a rider quiz that can be made available in Fort Pierce that tests rider knowledge of the local rules of the road.

In-person Safety Training and Outreach

- **Safety and parking outreach.** We will conduct at least 1 safety and parking outreach event each week during the first month of operation, and on an ongoing basis thereafter. These events will be located in high-traffic areas including:
 - **Melody Lane & Avenue A**
 - **Orange Avenue & Indian River Drive**
 - **Seaway Drive & South Ocean Drive**
- **Downtown Fort Pierce Farmers Market.** We will be regularly present at the farmers market offering free helmets, scooter demo rides, parking tutorials, LINK-Up enrollment and discount codes.
- **Informational flyers.** We recognize that many of our riders are visitors of Fort Pierce. We are currently developing a safety and informational flyer that will be made available for visitors at the St. Lucie County Tourism Board Office.
- **Ongoing in-person events.** While the majority of our educational programs will be administered digitally, we will also conduct strategic in-person events that will target new riders, riders who have recently signed up, or are eligible for our low-income program, LINK-Up Fort Pierce. We would

welcome the opportunity to work with Fort Pierce on marketing and outreach across the Fort Pierce community to co-develop safety events. These events will include important safety information, on-scooter riding demonstrations, and training in rider avoidance maneuvers, such as how to avoid the three most common crash scenarios: the right hook, the left cross, and the sudden swerve.

Infrastructure and signage. As we describe in further detail in our response to 4d, we will place LINK parking mats and signs provided by our partner, Soofa, in key high-traffic areas to encourage proper parking and educate the public about scooter rules. The mats are placed on the ground in the furniture zone, and clearly designate proper scooter parking locations. The signs are customizable to the city, and can display parking rules as well as community-oriented content.

Public awareness campaign. In coordination with the city and Main Street Fort Pierce, the downtown BID, we will conduct a marketing campaign to instruct users and the public about scooter rules, safety best-practices, and respectful scooter riding and parking.

Distributing, Discounting, & Encouraging the use of Helmets

Online helmet discounts. We have partnered with Bern to offer a 25% discount on any Bern helmet to all LINK riders. This information is available on our [safety page](#).

Free helmets. Free helmets are available for pickup at any time from LINK's local warehouse, and will be supplied at our in-person outreach events (e.g. the downtown Farmers Market).

On-scooter Guidance. Handlebar signage on the LINK scooter reinforces helmet use.

Helmet Selfie. We encourage riders to post their helmet selfies on Twitter and Instagram in order to promote safe riding. Riders are incentivized for these posts with the chance to win ride promotions.

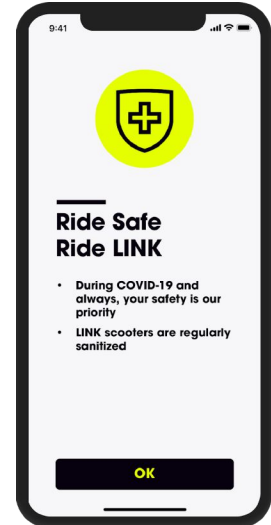
e) Describe your plan to properly sanitize vehicles and respond to the COVID-19 pandemic.

As COVID-19 continues to impact health and safety around the world, LINK is committed to ensuring that our workers, riders, and communities are as COVID-safe as possible. We transparently describe our cleaning 4-point process on our website (<https://www.link.city/covid-19>).

We use a disinfectant that meets the [EPA's criteria](#) for use against SARS-CoV-2 (the novel coronavirus that causes the disease COVID-19). All individuals performing work will sanitize, with a disinfectant solution, the common touch points. This includes everything that is usually touched by a rider of a LINK scooter including the handlebars, throttle, brake levers, and bell.

Sanitizing Procedure

1. Apply sanitizer to the scooter's handlebar, bell, throttle, and brake levers
2. Apply sanitizer to the entire front column
3. Leave sanitizer in place for one minute to ensure complete disinfection
4. After one minute, wipe all surfaces dry



We have also added a screen in our app that populates each time a user opens the app (see right).

3. Parking

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

We enforce and encourage proper parking etiquette by leveraging our best-in-class technology and local operations.

Superior geofencing and location technology

With a high degree of accuracy, our scooter knows where it is, and whether it's in compliance with local parking requirements. Onboard maps rapidly enforce geofences in under 1 second, prohibiting riders from parking in certain areas (e.g. outside the service area). If a LINK scooter is left in a restricted area, such as a No Parking Zone, an internal sensor triggers the scooter to automatically create a maintenance ticket, sending a notification to our field staff to rebalance the scooter.

Please refer to our response in 2b for more detail on our capabilities and approach to geofencing.

On-vehicle LED indicator

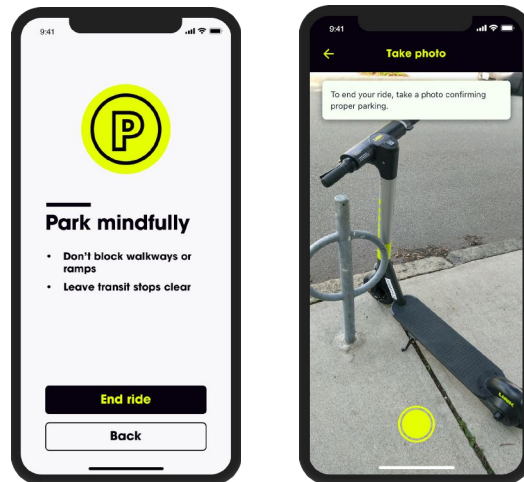
Most scooter operators alert riders only via the mobile app, requiring riders to look at their phone during a ride, and introducing a safety risk. Instead, when a LINK scooter enters a Slow Ride, No Parking, or No Riding Zone, the first-of-its kind LED ring on the scooter's handlebars changes color, flashes, and emits a warning sound to alert the rider. LINK's alerts make it easier for riders to see when they are attempting to park in a restricted area so that they can quickly move their scooter to an approved parking area.

Please refer to our response in 2b for more details related to LINK zones.

End-of-ride photos

In the coming weeks we will implement a requirement that all riders must take a photo showing that their scooter is properly parked at the end of their trip. Our team will routinely review these photos and issue

educational information, fines, and suspensions as appropriate.



LINK's end-of-ride photo screens in the LINK app

Designated Parking Zones

Should the above approaches not meet the City's needs, we can implement required parking zones. This would require riders to end their trip only within certain geofenced areas. If the City decides to implement this option, we would need a few weeks of collaboration with both City and local business and property owning stakeholders to ensure we identify and geofence appropriate areas. Ridership data from the past year would be instructive in identifying optimal parking zone locations.

Incentives and Enforcement

- **Incentives.** We will regularly audit a percentage of end-of-ride photos. Customers who park correctly may receive an encouraging message and an incentive, whereas customers who park incorrectly may receive an instructive message and a warning or a fine.
- **Enforcement.** Through a combination of VIS, user photos, and customer service feedback, LINK has a number of tools to analyze rider behavior, promote better parking compliance, and enforce rules. Riders found to ride or park aggressively, unlawfully, or to otherwise violate LINK's terms and conditions, will receive a warning and a stern educational reminder. For repeat offenders, riders receive fines, and/or their access will be suspended. Then, as a last resort, riders are banned from our service.

Rider education

Please refer to our response in 2d for details on our rider education strategies, including placing local parking rules on the scooter and in the app, and in-person training and outreach events.

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

At this time, we do not anticipate the need for any right of way permits. However, we are always open to working with the city to increase parking compliance and local engagement. To that end we have some options that we would gladly discuss in greater detail with the City that may be outside the permitting scope described here, but nevertheless would likely require City permission.

Parking signage and infrastructure

If the city is interested in experimenting with infrastructure and signage, we'd be happy to conduct a small pilot in busy areas such as the Marina, Jetty Park, South Beach Park, or Sailfish Brewery. As these areas have a high volume of trips and pedestrian traffic, we will encourage parking compliance by co-placing parking mats and/or Soofa signs, described below.

- **Parking mats.** LINK can use parking mats in high traffic areas to clarify where users should park. The mats are a high grade adhesive, do not require heavy installation, can be cleanly removed, and can be installed in a variety of sizes and shapes. They can be customized with priority messaging from the city. In the image below, the parking mat is 4' x 6', has an illustration of a LINK scooter, and says "RESPECT PEDESTRIANS" in "safety yellow," but the mats are fully customizable.



LINK Parking mat example

- **Soofa signs.** Alongside or instead of parking mats, LINK can install parking and community signage through a unique partnership with Soofa, an outdoor advertising company that features attractive, community focused installations. The signs display content such as community events or advertising for local businesses on one side, and scooter safety and parking rules on the other. The example below displays transit arrival information and local community content. If the city is interested, there could also be a revenue share component by selling ads to local businesses. The city would be able to display its content for no cost. These signs are solar powered, and easily installed and removed from the right of way.



Soofa signs displaying transit arrival times and local events

4. Operations

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

Though our publicly available hours are 7am - 10pm, our local team's hours are 5am-12am, and we aim to respond to all requests within 2 hours. Any requests for rebalancing or moving improperly parked vehicles received after 12am will be prioritized for resolution the next morning at 5am.

In addition to responding to inbound requests throughout the day, our local operations manager randomly spot checks his team's deployments to ensure strict adherence to our standard operating procedures, including parking requirements. Additionally, for each day, there is a shift lead (or supervisor) assigned who is responsible for ensuring quality and compliance.

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

Seasonal Demand

We currently operate a fleet of 250 e-scooters in Fort Pierce and propose maintaining this size for program launch. Our goal is to always have the correct supply of scooters that meets demand, but not so many that they create excess clutter. Under COVID, we believe 250 currently achieves this balance regardless of season.

In 2020, our data shows that our highest demand was during the summer; however, we believe this is largely due to travel patterns related to loosened COVID-19 restrictions. Under more typical circumstances, we expect the most popular times to include both summer, fall and early winter, which in turn would impact our proposed fleet size.

Winter	January	250
Winter	February	250
Spring	March	250
Spring	April	250
Spring	May	250
Summer	June	300 - 350
Summer	July	300 - 350
Summer	August	300 - 350
Fall	September	300 - 350
Fall	October	300
Fall	November	300
Winter	December	300

Demand Analysis

Our local operations team reviews system performance on a daily and weekly basis, tracking various metrics to analyze supply and demand patterns including: trips per vehicle per day, number of users, number of app opens, fleet availability, etc. As COVID-19 vaccines become widely available and people return to their pre-pandemic lives, we will closely monitor this data for variations. If and when we begin to see demand shifts, we will work in coordination with the city to modify our fleet size.

Additional Considerations

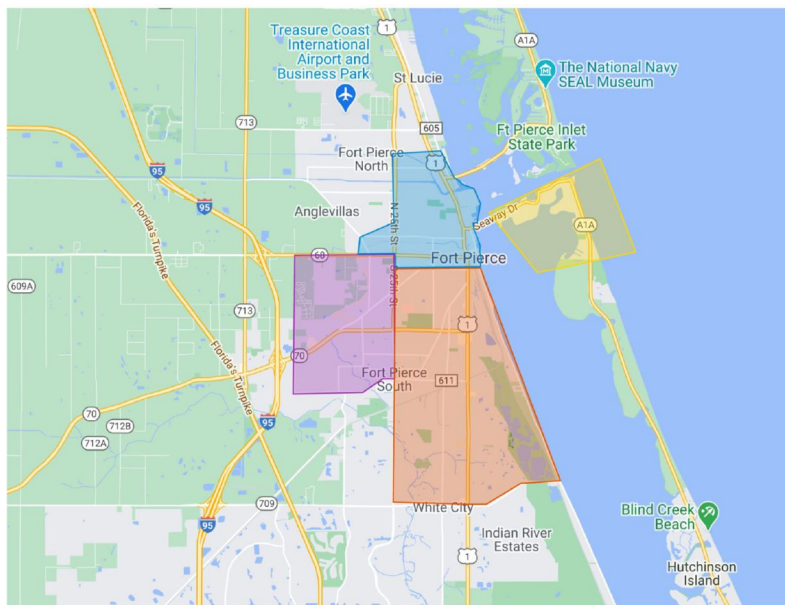
Over the contract term our goal will be to grow rider engagement and expand the demographics of those riding our scooters, especially among local residents. To that end, we plan to increase local engagement by densifying our deployments, especially in the western portion of the city and placing deployed scooters near transit/bus stops to help solve first/last mile travel for those who don't wish to rely on a personal car. We also plan to vary our deployment locations by weekday vs. weekend as we have noticed that riders take different kinds of trips on the weekends. We will continually optimize our service to continue to meet the needs of Fort Pierce's residents and visitors throughout the year.

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

Deployment Zones

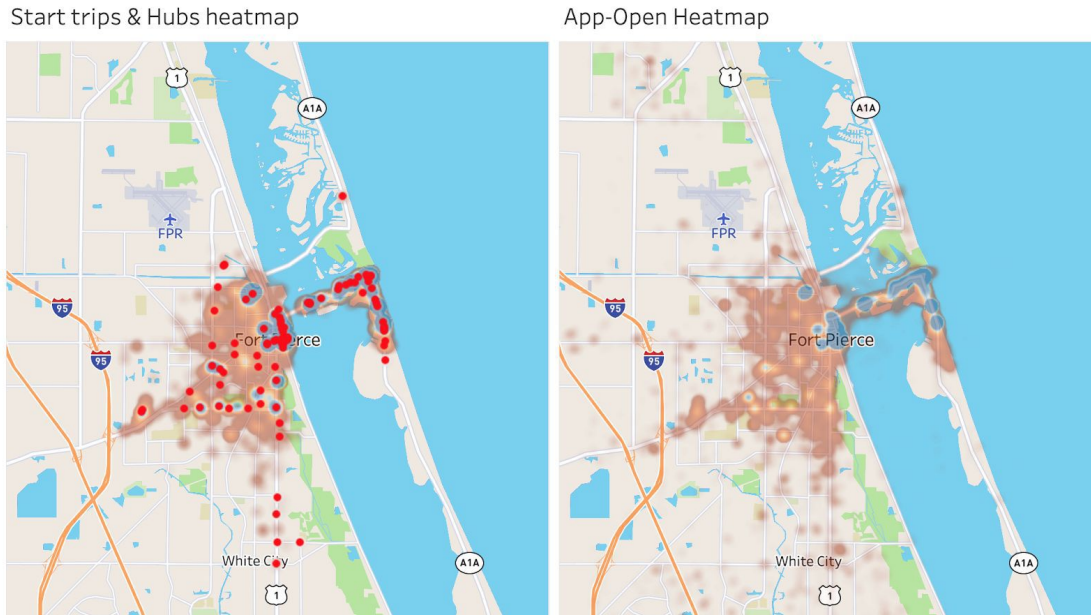
Our service area is broken into "Zones" to facilitate shift planning and dispatching. In Fort Pierce, we currently have 4 zones and rebalance our scooters accordingly to achieve optimal distribution per the following plan:

- **Island (yellow):** 100 scooters
- **Downtown & North (blue):** 100 scooters
- **South Ft. Pierce (red):** 35 scooters
- **West Ft. Pierce (purple):** 15 scooters



Fort Pierce's Deployment Zones

We feel confident that our zone and deployment locations reflect the current demand in the Fort Pierce market. We ran an analysis showing that bright red dots (deployment hubs, image at left) align well with a heatmap showing where potential riders open the LINK app (right).



Future Plan to Increase Equitable Access

While we are pleased with how our current deployment aligns with existing demand, we are always looking for additional ways to better serve the City of Fort Pierce. To that end, if selected, we look forward to experimenting with different deployments by day of week and especially weekend vs. weekday. Our goal is to grow ridership on Monday - Friday with Fort Pierce residents. We believe that we can achieve this through a combination of:

- Modified deployment patterns, specifically adding more scooters in the west and south of the service area
- Increasing the number of deployment zones that facilitate connections to public transportation
- Rolling out discounted fare plans for Fort Pierce residents
- The Launch of LINK-Up, low-income program

We look forward to analyzing the changes in ridership patterns to ensure LINK becomes increasingly useful to more and more Fort Pierce residents.

Deployment Hubs

In Fort Pierce, we currently have 81 deployment hubs that we deploy and rebalance to daily. Each hub receives up to 5 scooters, and is strategically located near areas where car parking is difficult, car congestion is present, public transportation is limited or non-existent, and/or near to local businesses to drive foot traffic. We review our hub placement every 48-72 hours to ensure that we are optimizing availability of scooters for everyone. A few examples of scooter hubs in each zone include:

- **Island:** Surfside Park, South Beach Park, Jetty Park Lot 1
- **Downtown & North:** Peacock Square, Marina Square, Lincoln Park

- **South Ft. Pierce:** Virginia/US1 Bus stop, Lanwood Park Box Office, Southern Court Apartments
- **West Ft. Pierce:** Virginia Park Apartments, Sabal Chase Apartments, Live Oak Villas

Daily rebalancing

We have three shifts everyday, during each shift, our team rebalances scooters.

- 5am-9am
- 3pm-5pm
- 8pm-12am

Alerts for rebalancing are sent through our fleet operations platform, Wrangler, and are prioritized appropriately within the crewmember's queue of tasks. Wrangler is also integrated with our Customer Support platform and the scooters' internal sensor network, VIS. Towards the end of our daily shift (12am), we do a final runthrough of the zones to ensure hubs are rebalanced, customer and city complaints are resolved, and misparked vehicles are returned to hubs.



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.

Prevention

We take several steps to prevent incidents such as property damage claims and other complaints from happening in the first place:

- We work with local businesses and residents to identify and implement geofences for No Ride and No Parking Zones by request. For example, we implemented a No Ride Zone and a No Parking Zone at a local parking lot upon request of the owner.
- We proactively geofence areas that we deem unsafe or potentially risky for damages. For example, we implemented No Ride Zones and No Parking Zones near all bodies of water to prevent water ingress incidents.
- We will soon require riders to take a photo at the end of their trip to indicate they properly parked the scooter at the end of their trip. Once enabled, riders will not be able to end their trip without taking a photo, and we will routinely review photos to audit compliance.

- Scooters that are in the public right of way, but not in a rental cannot be rolled faster than 3 mph (slower than a typical walk) without the wheels locking and emitting a sound. This mitigates would-be vandals from tampering with our fleet.
- We always follow all city rules and do not deploy our vehicles to restricted areas, such as the Marina.

Remediation Process

LINK takes all complaints and incident claims seriously, especially if they involve injury or property damage. In nearly 12 months of operating LINK scooters in Fort Pierce, we have received just 2 property damage claims, and in both cases we promptly responded to the city and the property owner. Our process for managing these claims is as follows:

- The property owner reaches out to the city or directly to our team.
- Our local team receives the claim and dispatches a staff member within 2 hours to investigate and remove any scooters from private property.
- If necessary, our local team collects objective evidence and other relevant information and provides it to local law enforcement for inclusion in a police report.
 - Please note, to protect user privacy, we are unable to share user data with private individuals, but will gladly comply with any law enforcement investigations with a warrant.

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.

In Fort Pierce we see two main types of dumping: land dumping and water dumping. Our local monthly loss rate is only 0.33% of scooters, far below industry averages, and we achieve such a low loss rate for two key reasons: our scooter's smart design and our local employees who are incentivized to leave no scooter behind.

- **Vehicle design.** Our Vehicle Intelligence System (VIS) with our operations platform, Wrangler, so our local teams have unprecedented visibility and control of fleet status. When dumped, the scooter autonomously issues a Wrangler ticket for a team member to locate and retrieve the issue. The ticket includes the scooter's self-diagnosis (e.g. water ingress, tipped over), and detailed instructions to fix the issue. This automation significantly reduces the time between when a vehicle has an issue and when the issue is addressed. VIS is a patented product that we developed and is only available in LINK scooters. Other useful scooter features that help mitigate dumping include:
 - Quadruple-sealed batteries that are certified to IP67 waterproof rating for protection during water ingress events.
 - Unrented scooters cannot be rolled faster than 3mph without the wheels locking. This helps ensure would-be vandals cannot quickly move scooters to dumping grounds/bodies of water.
- **W-2 Employees.** We hire and train employees to manage our scooter fleets, because we believe neither our employees nor our scooters should be treated like disposable commodities. Other companies may use "gig" workers who prioritize the easy-to-pick up scooters to maximize their payout, while our employees dedicate hours to recovery of one scooter if they have to, living by their mantra of "No Scooter Left Behind."

Retrieval Plans

Both the LINK VIS and our local staff work hard to prevent, protect, recover, and repair scooters from submersion incidents. For example, given the proximity to water in Fort Pierce, we have proactively geofenced all areas near the water as No Ride Zones and No Parking Zones. Additionally, we do not place hubs directly near bodies of water to avoid potential incidents. Over nearly 12 months of operating LINK scooters in Fort Pierce, there have been 4 total submerged scooters. In each instance, VIS alerted our local team to the scooter's submersion, allowing them to retrieve the scooter from the water within 2 business days. After retrieval, all 4 scooters were inspected, repaired, and safely returned to service.

Water Retrieval Procedure

LINK's water retrieval procedure is as follows:

- **Visually locate** the submerged scooter by using the last reported location or other information provided. Because of the safety features built into our scooter, it will often remain functional underwater, so the GPS and LED light allow us to quickly locate the vehicle.
- **Report findings** to the local operations manager or supervisor.
- **Assess the area** for hazards and identify a safe approach to the body of water or scooter. Request assistance from teammates if needed.
- **Reach** for the scooter using their hand or a reach pole and drag the scooter to shore or out of water. *Should reaching fail or be deemed unsafe, use a throw line or grapple hook to lift or drag the scooter out of the water.*
- **Load** the previously submerged scooter and return to the warehouse.
- **Quarantine** scooter to dry and conduct thorough mechanical inspection.

Some scooters may end up in deeper bodies of water and require additional attention. If this should occur, LINK will assess the situation and employ either enhanced retrieval techniques or engage the services of a third party retrieval company.

Retrieval Timelines

Our internal service level is to always retrieve reported scooters within 2 hours for those on land and within 24 hour for those in water.

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?

LINK takes compliance infractions seriously. The below table lays out how LINK identifies, categorizes, and enforces compliance violations. Violations are broken into three tiers - Unsafe, Dangerous, and Unacceptable - with increasing degrees of penalty ranging from push notifications to permanent account bans. LINK has many ways to identify compliance infractions, and our engineering team is continuously working to introduce new detection methods, eg. how to detect multiple riders, or riding the wrong way down a one-way street.

Offense	Type of Incident	Consequence
Tier 1 - Unsafe	Non-compliant parking, sidewalk riding, property damage/vandalism	Mobile notification, further educational messages specific to violation
Tier 2 - Dangerous	Repeated Tier 1 violations; double riding	Account flagged; rider notified that account ban will ensue if violations continue
Tier 3 - Unacceptable	Putting pedestrians at risk; serious property damage/vandalism; intoxicated riding	Banning the account

Identifying Riders

When improper riding is detected, we identify riders by linking the reported account with the scooter ID number (boldly printed on both sides of the scooter). We then reach out to the rider with information that aligns with the appropriate Tier described above.

Fines

We follow city policy on fining riders, and focus first on rider education. In the extremely rare cases involving injury or property damage, LINK always fully cooperates with law enforcement to ensure due process for all concerned.

g) Describe your plan to prohibit underage riders.

In accordance with local regulations and LINK’s terms and conditions, all riders must assert that they are at least 18 years of age. LINK has a zero-tolerance policy for underage riding when it is identified. Riders who unlock scooters for underages riders, or otherwise are party to circumventing our age requirement, will be banned from our service.

Additionally, we require ID scans in Fort Pierce via Jumio (a global leader in digital identity verification) in accordance with local regulations. Though we are willing and able to continue offering this as a means of ID verification, we recommend reviewing this process as it can disproportionately impact vulnerable communities who may be less likely to have a government ID. We welcome further conversation on this topic with the City.

Finally, as an additional tool to ensure only LINK members rent and ride scooters, we only allow one rental per account at a time. This way members cannot rent an additional scooter for an underage friend.

5. Special Events & Severe Weather

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

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

LINK works with cities and organizations to plan scooter availability for special events. In Fort Pierce, we proactively review the city calendar for any special events that may require further coordination and are in

close and frequent communication with city officials to ensure we are prioritizing rider and community safety. To prepare for special events that require slow-ride, no parking, or no ride zones, 1-2 weeks prior to the event, we:

- Gather event details, such as: time, place, event type and expected number of people.
- Create a map to visualize where the event will take place.
- Provide the city a strategic plan for temporarily moving hubs to other zones in the city and update the specific event area with the appropriate geofence type during peak hours of the event.
- Determine the schedule for when the temporary geofences will be turned on and off.
- NOTE: We are also able to make our local team available to monitor the special event zone to ensure compliance with the updated geofenced zones

For example, in October, LINK supported the City of Fort Pierce for two downtown Halloween events:

- **Kids' Trick-or-Treat:** Implemented a No Ride Zone to ensure the safety of the children and families participating.
- **Halloween Pub Crawl:** Implemented a Slow Ride Zone during the pub crawl hours, to deter impaired driving.

ii. Remove Vehicles quickly in the event of severe weather

Each morning, our local operations manager monitors the weather, reviews any notices from the City, and determines the deployment plan for the day. In the event of a severe weather event, we will begin recovering vehicles for storage well before inclement weather arrives to protect our employees, the public, and our scooters.

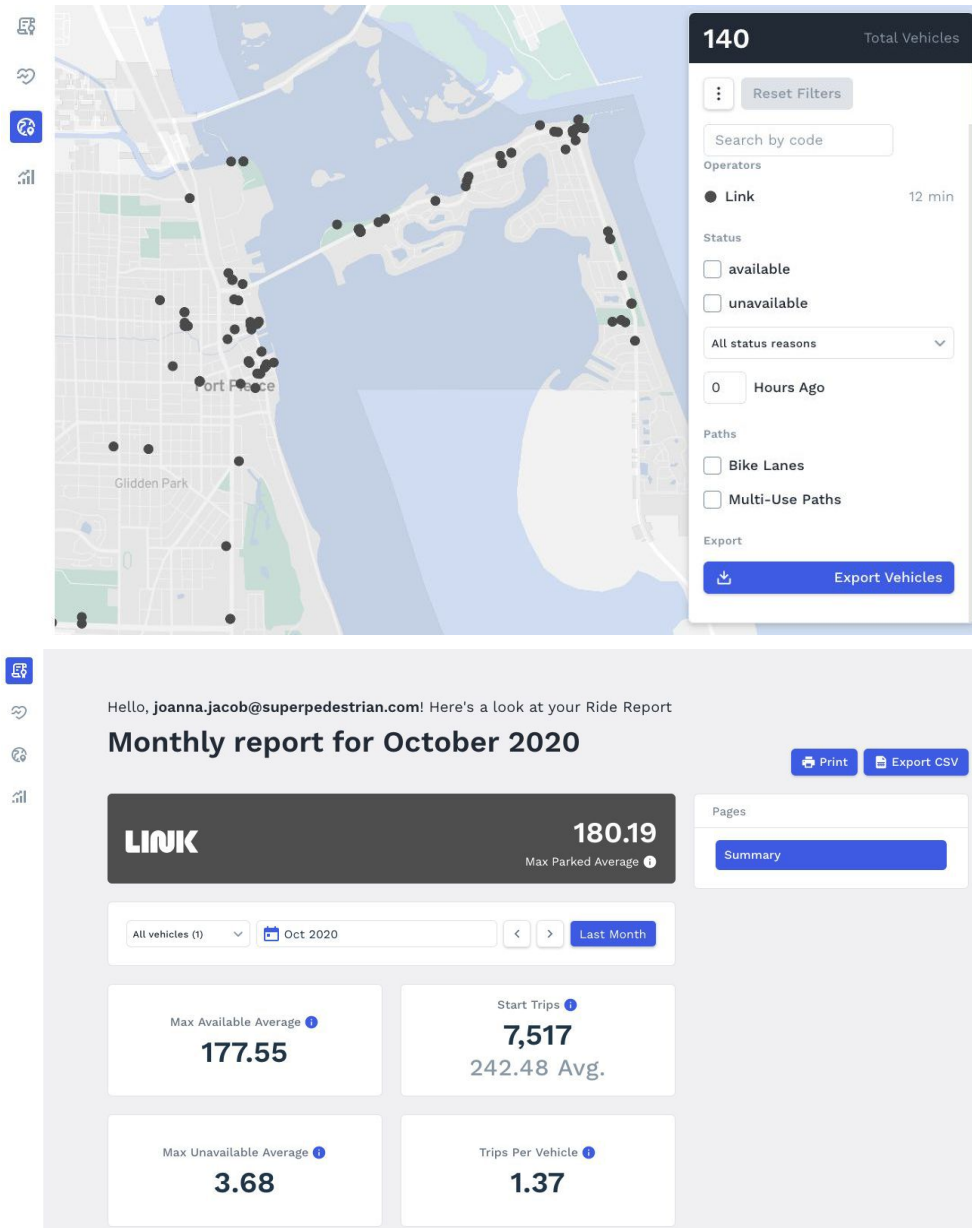
Once we receive notification of a storm watch or warning, our shift supervisor will dispatch our crew to recover our vehicles in the City. Field employees will be assigned a van and a zone of the service area, and will collect all scooters in their assigned zone. Vehicles will be brought back to the warehouse for safekeeping as quickly as possible.

This past hurricane season, for example, all LINK scooters were successfully removed from city streets within 24 hours of notification as Hurricane Isaias approached Fort Pierce.

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.

LINK partners with Ride Report, a data aggregation company, to provide local stakeholders access to a holistic monitoring and evaluation data dashboard with real-time and historical program information. The dashboard surfaces up-to-the-minute data from LINK's audited mobility data specification (MDS) feed. The City of Fort Pierce can see real-time information about available and unavailable scooters across the city as well as information about fleet size, distribution, trip duration and more.



Examples of the Fort Pierce dashboard

Types of data we can share via Ride Report:

- Total trip of trips
- Costs of trip
- Average duration of trip
- Average distance traveled
- Average ride per scooter per day in all locations
- Locations with most and least scooter rentals and heat maps with peak demands
- Aggregated origin-destination information
- Average rides per scooter per day in all locations

Additional Information

On request, we can provide any additional maps or data sets that the city might want, for example, included below is a heatmap of trips taken this fall in Ft Pierce.



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

- i. Monthly maintenance activities
- ii. Monthly report on property damage complaints
- iii. Monthly report on daily deployment
- iv. Describe your collision-reporting process

LINK is able to provide a custom report in an Excel spreadsheet, or another format if preferred by the city, with the following information:

- **Monthly maintenance activities:** Total # of repairs by category throughout the month (e.g. preventative brake maintenance, scooter plastics, and kickstand replacements).
- **Monthly report on property damage complaints:** Total # of complaints throughout the month, with brief descriptions of complaints. To date, we have only received 2 property damage complaints.
- **Monthly report on daily deployment:** Total # of scooters deployed each day throughout the month.
- **Collision reports:** Total # of collision reports throughout the month. Our collision reporting process is below.

Collision Reporting Process:

- Notification from impacted party/parties via the customer service team
- Local team is dispatched to collect the scooter(s) involved as quickly as possible
- LINK takes pictures of the scooter at the scene and surrounding environment

- LINK returns scooter(s) to warehouse to do a full vehicle inspection
- Customer service team collects all data, pictures and an inspection report from the local team and any other relevant internal team.

If the city would like additional information not described above, we are happy to discuss further to ensure we are meeting or exceeding the city's expectations related to data sharing. We can deliver these reports on a monthly or quarterly cadence, and are also available to discuss the findings and review performance with the city.

MANAGEMENT PROPOSAL

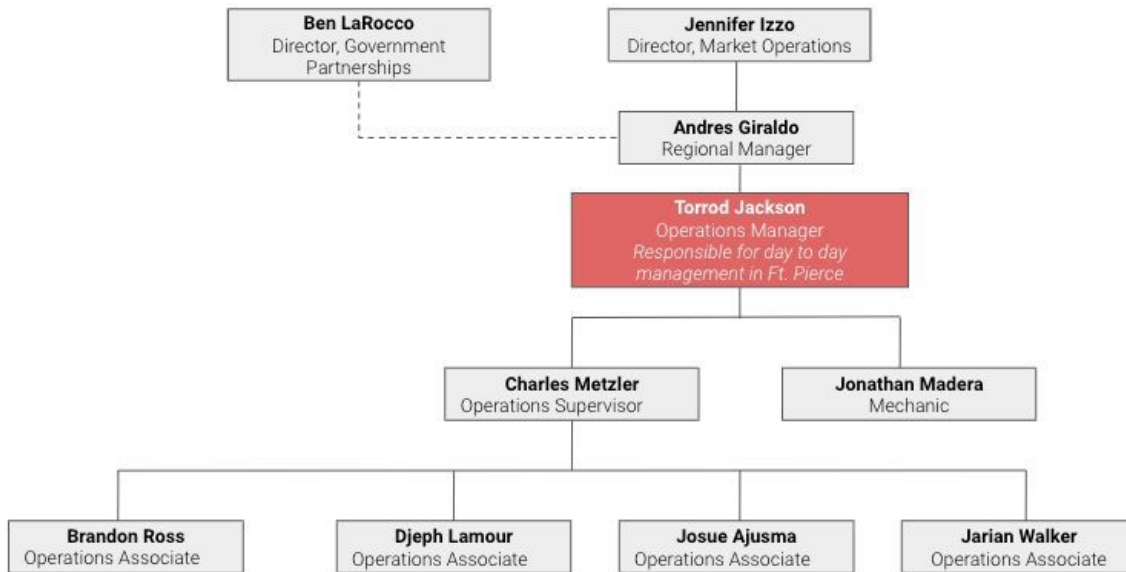
1. Program Management

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.

LINK brings the most experienced team to Fort Pierce. LINK's Regional Operations Manager, Andres Giraldo, and local Operations Manager, Torrod Jackson have both been involved in managing the market since the beginning of scooter share in Ft Pierce. Torrod Jackson has primary responsibility and final authority for the day to day management of our fleet in Fort Pierce. Ben LaRocco, Director of Government Partnerships, oversees LINK's city partnerships for the United States and Canada, and joins Andres and Torrod in conversations related to program performance.

- **Torrod Jackson.** Torrod was the first employee hired in Fort Pierce as an Operations Associate, and has been working in scooter share since the very beginning. After excelling in his initial role, he was promoted to Operations Manager, and is now responsible for staff and day-to-day operations in Fort Pierce. Torrod is a Fort Pierce local and has lived in the city for 20 years.
- **Andres Giraldo.** After launching Fort Pierce, Andres was promoted to Regional Manager, overseeing all East Coast operations, including Fort Pierce.
- **Charles Metzler.** Charles started as an Operations Associate, and has since been promoted to Operations Supervisor, managing the field team and staffing logistics.
- **Jonathan Madera.** Jonathan started at LINK as a part-time mechanic and has since been moved to full-time.

Organizational Chart



LINK hires and trains only W-2 employees (no contractors) to keep our fleet in top condition. Not only is this the right thing to do to guarantee a fair and predictable income to our employees, but the benefits are absolutely worth it:

- Higher employee retention
- More efficient operations
- More skilled and experienced labor
- Higher quality control and safety for our riders

LINK’s Human Resources team works diligently to ensure fair and legal hiring and employment practices.

- **Fair wages.** We always anchor to a local living wage by referencing MIT’s Living Wage index and researching and analyzing roles with comparable responsibilities in the area.
- **Comply with local and state laws.** When entering a new market, our Human Resources team researches local and state laws as we build our local team.
- **Equal Opportunity Employer.** LINK is an Equal Opportunity Employer dedicated to ensuring our employees or applicants are not discriminated against while applying to and working for our company. We’re dedicated to anti-racism principles in our hiring and day-to-day operations – please see our [statement](#) (Appendix 8), which covers our hiring practices, approach to building an inclusive culture, and commitment to transportation equity.
- **Local Hiring & Training.** LINK hires workforces that reflect the communities we serve. We aim to match job seekers with full- and part-time positions with our fleet management, operations and community outreach teams.
- **Staff Development.** We regularly promote from within – including from local to corporate roles. In Fort Pierce, we have promoted several of our team members within the last year, including our Operations Manager Torrod, and Operations Supervisor Charles.

Should our fleet expand, we would appropriately scale our local team as well. Please see below for additional staffing details:

Fort Pierce Staffing Details					
Job Title	Job Description / Responsibilities	Full / Part Time	Employee / Contract	#	Scales with fleet size
Regional Operations Manager (ROM)	Oversees a region of LINK cities. Works cross-functionally with other departments at LINK.	Full	Employee	1	No
Operations Manager (OM)	Local manager who oversees all operations in Ft Pierce and all staff. Point of contact for the City.	Full	Employee	1	No
Operations Supervisor (OS)	Reports to OM and manages field team and all staffing and logistics	Full	Employee	1	Yes
Operations Associate (OA)	Reports to OS, manages all in-field work such as device collection, rebalancing, and responding to issues	Part	Employee	4	Yes
Mechanic	Reports to the OM and oversees the safety and repair needs of the fleet	Full	Employee	1	No

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.

We deploy fully charged scooters, rebalance scooters to areas of higher demand, and collect low charge scooters during each of our three daily shifts:

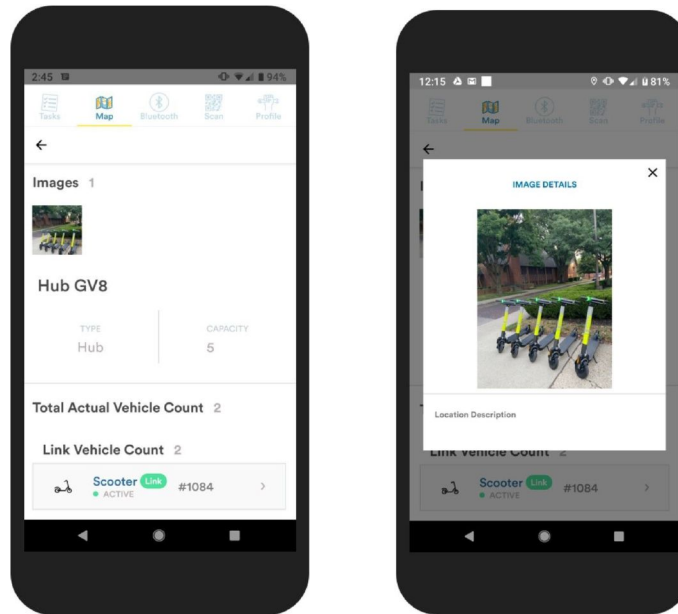
- 5am-9am
- 3pm-5pm
- 8pm-12am

Fleet Deployment

Fleet deployment is best described as returning freshly charged scooters to deployment locations across the service area. Our employees do this three times per day, setting out from our St. Lucie warehouse using vans to drive to our deployment hubs across the Fort Pierce service area.

- **Training & Operations.** We provide staff training through our platform, Training Wheels, which covers streetscape complexities and ADA compliance requirements. Topics include:
 - Never park in a way that may obstruct any entrances/exits, curb cuts, or public paths
 - Always park in a neat line, facing the same direction, with a similar tilt so as to appear tidy
 - Always cluster scooters upon deployment so as to reduce visual clutter

- Parking hubs.** LINK’s operations platform, Wrangler, serves as a reinforcement tool to ensure our scooters are appropriately parked. Our team adds deployment locations (hubs), the correct number of scooters per hub, and an image of appropriately parked scooters within the hub. This serves as a template for employees to reference when deploying or rebalancing scooters to ensure quality control throughout the process.



Fleet Rebalancing

Our local team also uses Wrangler to actively monitor our fleet and send alerts to team members in the area. This ensures that we effectively respond to priority issues, rebalance across areas of need, and comply with local regulations. Wrangler alerts are sent to the mobile device of the nearest crewmember, and prioritized appropriately within the crewmember’s queue of tasks. Wrangler is integrated with our Customer Support and the scooters’ internal sensor network, VIS. Vehicles are rebalanced throughout the day based on predetermined zone density, hub utilization, and predicted demand varying by time and day of week.

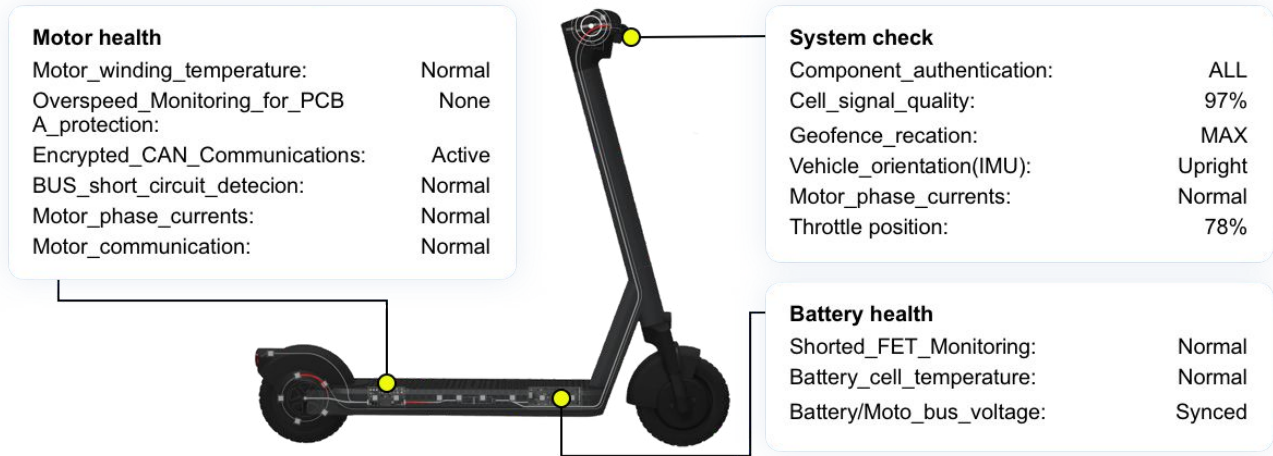
Please refer to our response to 4c for more information on daily fleet deployment and rebalancing.

Maintenance, Inspection, and Repair

LINK’s maintenance and repair regime is backed by our VIS, our operations platform Wrangler, and an on-the-ground team trained to the highest standards.

- Autonomous Safety Inspection.** LINK’s VIS is the industry’s only comprehensive vehicle operating system. It detects hazards and potential failures in the brakes, lights, motor, battery, and all electronics components, and takes protective action. VIS communicates test results to our platform where it is recorded and used to automatically generate service tickets, including predictive maintenance, and service improvements. This provides optimal safety and protection for our riders by taking precise, preventative measures.

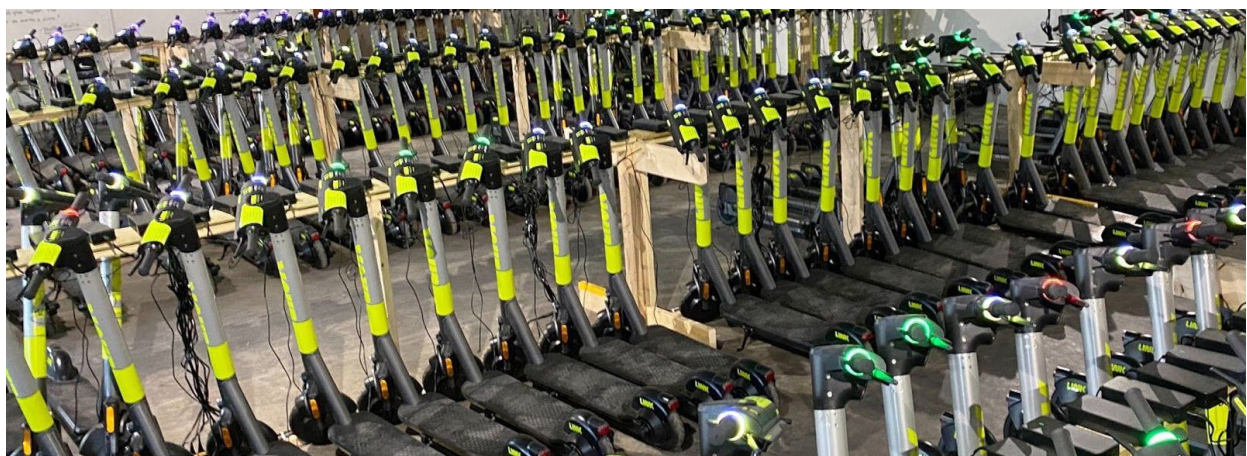
LINK's VIS autonomous inspection and maintenance of the vehicle health



- In-Person Inspection & Cleaning.** In addition to VIS, scooters undergo a 17-point Safety Checklist and cleaning prior to every deployment (or every 3 days) including: brake inspection and adjustment, handlebar/wheel calibration, throttle check, reflector security, chargeport integrity, bell, lights inspection and testing. In-depth reviews and replacement of wear parts occur every 14, 30, 180, and 365 days. We modify operational approaches based on routine process and data reviews.

Dual Maintenance Inspection		
Type	Performed by	Frequency
Autonomous	Vehicle Intelligence	<ul style="list-style-type: none"> • Every 30 min while in "available" mode • Before each ride • Continuously while on-trip
In-Person	Field & Warehouse Teams	<ul style="list-style-type: none"> • 17-point check prior to deployment • Battery charge <20% • Self-flagged

- Maintenance records.** Wrangler tracks all the upcoming and completed tasks described above. Tasks are linked to the vehicle ID. We will gladly provide a VIS and Wrangler demonstration upon request.



Equipment Serviceability Standards

We have a comprehensive approach to ensure our scooters receive appropriate maintenance, at the correct cadence, throughout the year.

Fleet Maintenance Standards					
Pre-deployment 17-point Safety Check		Every 14 days	Every 30 days	Every 180 days	Every 365 days
Front and rear brake inspection and adjustment	Kickstand inspection.	Inspect tires for damage	Clean Inspect axle nut Inspect wheel integrity and fender impediment	Inspect treads (front and rear)	Inspect tires for wear /replacement
Brake Drum Inspection	Frame & Weld point inspection	Test brake functionality Test brake pull Inspect brake lever angle		Inspect cables and housings (fraying, breaks, rust, and corrosion)	Inspect brake shoe for wear /replacement
Handlebar/front wheel calibration	Charge port and cover integrity	Inspect handlebar grips for damage Test steering Inspect fenders, caps, fork, grip pad Test kickstand function	Verify motor stops when the brake lever is pulled	Lubricate kickstand Inspect handlebars and headset for alignment	Inspect all fasteners Inspect bearings (hubs, headset)
Steering column, fork wheel integrity	Handlebar area integrity	Test throttle function	Clean frame Inspect undercarriage Test bell function	Test alarm function Test speaker function	
Front and rear wheel integrity inspection.	Fully functional bell	Inspect status display function Inspect front light function Inspect rear light function Inspect stop signal function	Clean Inspect reflectors		
Damage inspection of all plastic parts	Clean scooter exterior, including plastics & chassis				
Throttle functionality check	Headlight, Brake Light, and Light inspection and testing.				
Handlebar grip inspection	Test Ride, and Braking Test				
Front and rear reflector security					

Expected Vehicle Life

The LINK scooter is designed, engineered, tested, and manufactured entirely in-house, meaning we have a level of visibility into our environmental impact that others can not achieve. Furthermore, LINK scooters are designed to last for 2,500+ rides – up to five times as many rides as the industry average lifetime. Because the majority of the environmental impact of a scooter comes from manufacturing, our longer lifetime means that LINK produces less waste per-ride and per-day.

In Fort Pierce, nearly 95% of LINK scooters are still in service. Since January 2020, our vehicles in service have achieved the following milestones:

- 38,813 trips
- 835,553 minutes traveled
- 89,766 miles traveled

LINK is currently finalizing a Life-Cycle Analysis of our scooter to estimate the carbon dioxide equivalent emissions associated with manufacturing, deploying, and end-of-life for our vehicle. We expect to complete our two-part analysis (both inventory and impact), which will be verified by a third party, within the next few months.

Customer Service is available 24/7

Our customer service team is available 24/7 and can be easily reached by phone, email, or through the LINK app. We also provide a direct line to our local team to the City and other relevant stakeholders. We commit to resolving all complaints within 2 hours from notification during operational hours. In nearly 12 months of operations, we have only received 5 complaints from residents through the city, all of which were resolved within 2 hours.

LINK leverages our patented technology and experienced field operations team to reduce complaints from the outset, and respond to them quickly if they arise.

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.

LINK's first system launched in January 2020; however, this year we acquired Zagster's fleet management division, which has operated more than 250 scooter, bike, and e-bike sharing deployments in cities and on college campuses nationwide since 2007 -- well-before today's VC-funded micromobility boom. We have included a list of Zagster's key deployments in Appendix 9.

In the past 12 months we have launched and continue to operate in 11 medium and large cities around the world – including Seattle, WA; Rome, Italy; and Madrid, Spain. Beginning in May 2020, we started to build a deeply experienced team through our acquisition of Zagster and hiring experienced leaders from car2go, JUMP, Lime, Bird, Uber, and Transportation Alternatives. Collectively, our team has operated hundreds of shared mobility programs in every continent except Antarctica.

LINK Cities		
City	Start Date	Avg. Daily Vehicles <i>Based on Nov 2020 data</i>
Alcalá de Henares, Spain	12/8/20	220
Arlington, VA	10/9/20	334
Columbus, OH	7/3/20	294
Fort Pierce, FL	1/15/20	183
Knoxville, TN	7/2/20	250
Madrid, Spain	11/24/20	492
Manhattan, KS	8/15/20	252
Provo, UT	6/2/20	233
Salt Lake City, UT	7/1/20	107
Seattle, WA	10/30/20	423
Rome, Italy	9/15/20	918
Oakland, CA	12/15/20	<i>Launched last week - 600 vehicle cap</i>

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.

LINK grants permission to the City of Fort Pierce to contact the references provided:

LINK References				
Name	LINK City	Address	Telephone Number	Email Address
Carter Hall	Knoxville, TN	City of Knoxville 400 Main Street, Room 655 D Knoxville, Tennessee 3790	865-215-2543	chall@knoxvilletn.gov
Jared Wasinger	Manhattan, KS	City of Manhattan, KS 1101 Poyntz Avenue Manhattan, KS 66502	(785) 587-2408	wasinger@cityofmhk.com
Joel Miller	Seattle, WA	Seattle Department of Transportation (SDOT) Seattle Municipal Tower, 700 5th Ave, Seattle, WA 98104	206-200-6357	Joel.Miller@seattle.gov

ADDITIONAL DATA - Appendix 1: Drug-Free Workplace Form



DRUG~FREE WORKPLACE FORM

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

Superpedestrian, Inc. dba Link Your City 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.

Proposer's Signature

Date

Superpedestrian takes the problem of drug and alcohol use seriously, and is committed to providing a substance free workplace for its employees. Substance use of any kind during the course of the shift or working hours is inconsistent with the behavior expected of our employees, subjects all employees and visitors to our facilities to unacceptable safety risks, and undermines our ability to operate effectively and efficiently.

The Company recognizes alcohol and drug use and abuse as posing potential health, safety and security problems. The Company expects all employees to assist in maintaining a work environment free from the effects of alcohol, drugs or other intoxicating substances. Compliance with this substance use policy is made a condition of employment, and violations of the policy may lead to discipline and/or discharge.

All employees are prohibited from engaging in the unlawful manufacture, possession, use, distribution, or purchase of illicit drugs, alcohol, or other intoxicants, as well as the misuse of prescription drugs on Company premises or at any time and any place during working hours. All employees are required to report to their jobs in appropriate mental and physical condition, ready to work.

Any violator of this substance use policy will be subject to disciplinary action up to and including termination of employment.

ADDITIONAL DATA - Appendix 2: W-9 Form

Form W-9
(Rev. November 2017)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Superpedestrian, Inc.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

Individual/sole proprietor or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Other (see instructions) ▶ _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
84 Hamilton Street

6 City, state, and ZIP code
Cambridge, MA 02139

7 List account number(s) here (optional)

Requestor's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Social security number

--	--	--	--	--	--	--	--	--	--

Employer identification number

4	6	-	0	6	4	6	0	0	2
---	---	---	---	---	---	---	---	---	---

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here

Signature of U.S. person ▶ *William J. [Signature]*

Date ▶ **12-18-2020**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

Cat. No. 10231X

Form **W-9** (Rev. 11-2017)

ADDITIONAL DATA - Appendix 4: Insurance

Please note: Per LINK's existing contract with Fort Pierce, our automobile policy limit is \$1 million. On contract award, we can increase our automobile policy to \$2 million should the city require.

		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 06/02/2020			
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 Christensen Group Insurance 9855 West 78th Street, Ste 100 Eden Prairie MN 55344		CONTACT NAME: Britiany Ratke PHONE (A/C, No, Ext): (952) 653-1128 FAX (A/C, No): (952) 653-1100 E-MAIL ADDRESS: ratke@christensengroup.com					
INSURED Superpedestrian Inc, Zagater Acquisition Company, LLC LINK YOUR CITY, INC. 84 Hamilton Street Cambridge MA 02139		INSURER(S) AFFORDING COVERAGE		NAIC #			
		INSURER A : Underwriters at Lloyds		32727			
		INSURER B : Clear Spring Property and Casualty Company		15563			
		INSURER C : Pennsylvania Manufacturers Association Ins Co		12262			
		INSURER D : National Casualty Company					
		INSURER E :					
INSURER F :							
COVERAGES		CERTIFICATE NUMBER: 20-21 Master Liability		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
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			B0595XR6326020	05/31/2020	05/31/2021	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$ 50,000 MED EXP (Any one person) \$ Excluded PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 Self Insured Retention \$ 250,000
C	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			822001-11-09-80-0	10/01/2020	10/01/2021	COMBINED SINGLE LIMIT (Per 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	N/A	CS-WK-000004407-0	08/01/2020	08/01/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Cyber			B6012BUSANMSL2001	10/27/2020	10/27/2021	Aggregate 2,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)					Certificate Holder is included as an Additional Insured under the General Liability on a Primary/Non-Contributory basis when required by written contract.		
CERTIFICATE HOLDER				CANCELLATION			
City of Fort Pierce 100 North U.S. 1 Fort Pierce FL 34950				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 			

© 1988-2015 ACORD CORPORATION. All rights reserved.

ACORD 25 (2016/03)

The ACORD name and logo are registered marks of ACORD

ADDITIONAL DATA - Appendix 5: Business Licenses



FLORIDA DEPARTMENT OF STATE
Division of Corporations

December 2, 2020

FLORIDA FILING

Having fulfilled the requirements of section 607.1503 or 617.1503, Florida Statutes, on December 2, 2020, this Certificate of Authority is hereby issued to SUPERPEDESTRIAN, INC., a Delaware corporation, in accordance with said statute and assigned document number F20000005352. Please refer to this number whenever corresponding with this office.

To maintain "active" status with the Division of Corporations, an annual report must be filed yearly between January 1st and May 1st beginning in the year following the file date or effective date indicated above. If the annual report is not filed by May 1st, a \$400 late fee will be added.

A Federal Employer Identification Number (FEI/EIN) will be required when this report is filed. Apply today with the IRS online at:

<https://sa.www4.irs.gov/modiein/individual/index.jsp>.

Please notify this office if the corporate address changes.

Should you have any questions regarding this matter, please contact this office at (850) 245-6051.

KYLE D BRUMBLEY
Regulatory Specialist II Supervisor
Registration Section
Division of Corporations

Letter Number: 320A00024094

Account number: FCA000000015

Amount charged: 70.00

www.sunbiz.org

Please note: The city clerk confirmed that we do not require a business tax receipt because LINK's warehouse address is outside the city limits; however, we are happy to submit this application should the City require.

Step 4.



BUSINESS TAX RECEIPT APPLICATION

cityclerk@cityoffortpierces.com

CITY CLERK, 100 N US HWY 1 SUITE 301, FORT PIERCE, FL 34950
PH: 772-467-3065 FAX: 772-467-3841

Employer Identification (FEIN)	46-0646002	OR	Social Security Number Required by F.S. 205.0535(6)	If using SSN, we will call for this info rather than email or fax please.		
<input checked="" type="checkbox"/> New Business	<input type="checkbox"/> Transfer of Ownership	<input type="checkbox"/> Address Change	<input type="checkbox"/> Name Change Control #	<input type="checkbox"/> Adding Services Control #		
<input type="checkbox"/> Commercial Location		<input type="checkbox"/> Residential Home Based Location				
Name of Business	Superpedestrian, Inc.					
Location Address	8241 Business Park Drive (8241) Prt St. Lucie FL 34952					
Parcel ID:						
Mailing Address (if different)						
Primary Telephone #	857-998-1139	Alt. Telephone #				
Fax #		# of Employees	7			
Email Address	torrod.jackson@superpedestrian.com					
Owner of Business	Private Investors (Venture Capital)					
Owner's Home Address						
Nature of business/Type of Service	Electric Scooter Rental / Ride Sharing					
Retail Sales – Average Inventory Value	\$386,000	# Coin Operated Machines:				
Restaurants: # of Seats		Juke Box	Video Games			
Fuel Stations: # of Nozzles		Soda/Snack	Pool Tables			
		Amusement Machines	Other			
Classification:						
Required Attachments (All documents must be received at time of application; incomplete applications will not be accepted)						
Corporate Registration/Fictitious Name Registration from SunBiz.org	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A
All Applicable State License Documents	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A
Zoning Review Approval	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A
Building Review Approval	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A
Supplemental Application Documentation and Evidence of Requirements (Type _____)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A
<ul style="list-style-type: none"> • Prior to signing a lease or purchasing a building, it is imperative that you contact the Planning & Zoning Department at 772-467-3729 to verify the zoning designation at the location you are considering. • All commercial business tax receipt applications require approval by planning and zoning of land use and zoning. • All new businesses that are commercially located will be required to obtain an "Occupancy Use Permit and Inspection" from the Building Department. • The business tax year is October 1 through September 30. • All business tax receipts must be renewed by September 30 of each year to avoid a penalty. • Businesses are required to obtain a St. Lucie County Health Department Hazardous Waste Screening. The telephone number is 772-873-4931. • Business tax receipts are pro-rated to half year fee beginning on April 1st. • All businesses that require a state license must present a current copy of that license when applying for the business tax and must present a copy in order to renew each year, per Florida Statute. • Certain exemptions are available under Florida statutes - please ask if you qualify. • Renewal notices are mailed to business owners on July 1 as a courtesy. If you do not receive your notice, you are responsible for renewing by September 30. • Businesses are required to obtain a St. Lucie County business tax receipt. The telephone number is 772-462-1650. • Businesses are required to obtain a St. Lucie County Fire Inspection. The telephone number is 772- 621-3322. 						
Initials <u>JA</u>						
Fees Required						
Application Fee	15.00	I hereby certify that the above information is true and correct. I further acknowledge that any misstatement, omission or false representation made by me in this application may result in a privilege revocation of such. I understand that the issuance of a business tax receipt means I have paid the local business tax. It is my responsibility to verify that I am in compliance with all local and state requirements.				
Business Tax/Transfer						
Total						
FOR OFFICE USE ONLY						
Control #	Amount Paid	Issue Date	Emp. Initials	Signature of Applicant <u>John Allwein</u> Controller Date <u>12/17/2020</u>		

ADDITIONAL DATA - Appendix 6: Addendum 1

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:  Manual

Signature: William Knapp

Typed or Printed

Company Name: Superpedestrian, Inc.

Address: 84 Hamilton Street, Cambridge, MA 02139

Date: 12-10-2020

/gm

Attachments: **Revised Proposal Document
Ridership Report July 2020**

ADDITIONAL DATA - Appendix 7: Addendum 2

December 17, 2020



CITY OF FORT PIERCE
SCOOTER SHARE PROGRAM

RFP NO. 2021-010

ADDENDUM NO. 2

The purpose of this addendum is to extend the proposal due date from 3:00 P.M., December 22, 2020 to:

3:00 P.M., MONDAY, JANUARY 4, 2021

All other conditions of this bid remain the same.

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

Signature: William Knapp
Manual

Signature: William Knapp
Typed or Printed

Company Name: Superpedestrian, Inc.

Address: 84 Hamilton Street, Cambridge, MA 02139

Date: 12-22-2020

/gc

ADDITIONAL DATA - Appendix 8: Minority Participation and Outreach Program

We do not currently subcontract with any vendors in Fort Pierce. LINK only hires W-2 employees for our local operations, and is committed to hiring a diverse team. In June 2020, to show our solidarity with the #BlackLivesMatter movement, we posted the following commitments on our Medium blog:

LINK commits to anti-racist changes in solidarity with the #BlackLivesMatter movement

Published on Medium, June 5th, 2020

As a transport company operating in public spaces, LINK and its parent company Superpedestrian are fully committed to taking an active role in anti-racist work to make our streets safer for people of color. We have been humbled by and stand in solidarity with protesters across the country demanding the dismantling of racist systems designed to oppress Black people, and other people of color.

Superpedestrian acknowledges that it has existed as part of such systems that perpetuate inequality which disproportionately impact Black Americans. We acknowledge that our leadership team specifically, and organization more broadly is not currently representative of the diverse communities we serve, and are committed to improving. We are rebuilding our culture to support a more inclusive organization, starting with the below actions:

1. Hiring practices.

- The demographics of our organization should match the communities we operate in and serve. We commit to hiring employees that are representative of the demographics of the community.
- In acknowledgement of the historic and current targeting of black and brown people by the criminal justice system, we commit to non-discriminatory practices where past infractions will not lead to automatic disqualification. Instead, we will review background checks on a case by case basis, requesting context from job applicants before making employment decisions. We will partner with local re-entry organizations to provide economic opportunity to formerly incarcerated individuals.

2. Building an inclusive culture.

- Hiring BIPOC does not automatically create a safe space for those employees to thrive and do their best work. Macro and micro aggressions are not and will not be tolerated. We encourage our employees to report such behaviors, and our leadership commits to taking action against any perpetrators.
- We will require mandatory anti-racist education for all employees. Advanced training will be required for all those in positions of power within the company. We will fund and support all employees in their education to becoming anti-racist.
- We will encourage all employees to be civically engaged and support paid time off to employees engaging advocacy work or activist activities related to dismantling systemic racism.

3. Using our platform to advocate for transportation equity.

- Transport infrastructure has been used as a tool to deepen the impacts of systemic racism. We commit to advocate for infrastructure that protects vulnerable road users and supports equitable transport access.

- We will partner with local organizations in communities where we work to better understand how racism and transportation intersect. We will take these learnings to improve our deployment practices and lobby for structural changes.
- We will partner with cities to use micromobility to provide transportation access in historically underserved areas.

ADDITIONAL DATA - Appendix 9: Zagster Cities

LINK by Superpedestrian spent years engineering and testing our shared scooter before deploying on city streets. We began operating scooter share services in U.S. cities in January 2020 only after perfecting the safest and most sophisticated e-scooter in the industry. LINK's first launch was in January 2020 per an exclusive agreement with Fort Pierce, Florida, in partnership with our fleet management provider, Zagster. In May 2020, we acquired component company Zagster. Zagster has operated a total of 250 micro-mobility programs across 38 U.S. states on behalf of other bike and scooter brands, owning all operations activities, including staffing, warehousing, charging, maintenance, and rebalancing. Below we highlight relevant cities that Zagster operated, which speaks to our operations team's breadth of experience in the micromobility industry:

City	Fleet Size?
Albuquerque, NM	1000
Annapolis, MD	50
Asbury park, NJ	300
Chicago, IL	250
Concord & Lexington, MA	50
Fort Collins, CO	250
Gaston County, NC	22
Huntsville, AL	100
Montgomery, AL	55
New York City, NY	200
Norfolk, VA	150
Princeton, NJ	120
Rochester, NY	400
Salem, MA	330
Santa Clarita, CA	50
St. George, UT	450
State College, PA	110
Suffolk County, NY	100
Tallahassee, FL	300
Wichita, KS	700
Winston-Salem, NC	550
Austin, TX	500
West Lafayette, IN	300
Stillwater, OK	300
Roanoke, VA	50

ADDITIONAL DATA - Appendix 10: Letters of Support

Letter of Support for LINK Scooter Sharing

City of Fort Pierce
100 US-1, Fort Pierce, FL 34950

July 21, 2020

Dear City Council,

As a representative of HARD AXE LOUNGE LLC, a local business here in Fort Pierce, Florida, I would like to express my strong support for the extension of the LINK scooter sharing program.

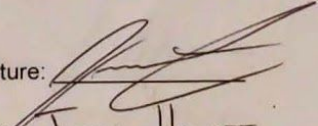
THE SCOOTERS ARE PARKED AWAY FROM US + HELP!!

The LINK service is important to my business specifically because it attracts locals and visitors to the area and provides a needed open-air transportation option for my customers and employees.

Our community is in need of programs that support economic development, employment, tourism, sustainability, and community pride. The LINK scooter sharing service adds vibrancy to our community and I am grateful for their contributions to our community.

I again strongly recommend and support the extension of the program.

Sincerely yours,

Signature: 

Name: JULIAN HEWATT

Title: OWNER/OPERATOR

Organization: HARD AXE LOUNGE LLC

Letter of Support for LINK Scooter Sharing

City of Fort Pierce
100 US-1, Fort Pierce, FL 34950

July 21, 2020

Dear City Council,

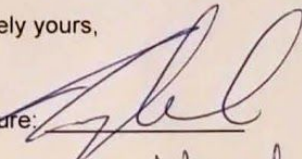
As a representative of a Sailfish Brewing Co, a local business here in Fort Pierce, Florida, I would like to express my strong support for the extension of the LINK scooter sharing program.

The LINK service is important to my business specifically because it attracts locals and visitors to the area and provides a needed open-air transportation option for my customers and employees.

Our community is in need of programs that support economic development, employment, tourism, sustainability, and community pride. The LINK scooter sharing service adds vibrancy to our community and I am grateful for their contributions to our community.

I again strongly recommend and support the extension of the program.

Sincerely yours,

Signature: 

Name: Taylor Weckel

Title: Brand Manager

Organization: Sailfish Brewing Co

Letter of Support for LINK Scooter Sharing

City of Fort Pierce
100 US-1, Fort Pierce, FL 34950

July 21, 2020

Dear City Council,

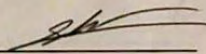
As a representative of a Casa Azteca, a local business here in Fort Pierce, Florida, I would like to express my strong support for the extension of the LINK scooter sharing program.

The LINK service is important to my business specifically because it attracts locals and visitors to the area and provides a needed open-air transportation option for my customers and employees.

Our community is in need of programs that support economic development, employment, tourism, sustainability, and community pride. The LINK scooter sharing service adds vibrancy to our community and I am grateful for their contributions to our community.

I again strongly recommend and support the extension of the program.

Sincerely yours,

Signature: 

Name: Saul Frick Marguie

Title: Manager.

Organization: Casa Azteca Mexican
Restaurants

Letter of Support for LINK Scooter Sharing

City of Fort Pierce
100 US-1, Fort Pierce, FL 34950

July 21, 2020

Dear City Council,

As a representative of a Thirsty Turtle, a local business here in Fort Pierce, Florida, I would like to express my strong support for the extension of the LINK scooter sharing program.

The LINK service is important to my business specifically because it attracts locals and visitors to the area and provides a needed open-air transportation option for my customers and employees.

Our community is in need of programs that support economic development, employment, tourism, sustainability, and community pride. The LINK scooter sharing service adds vibrancy to our community and I am grateful for their contributions to our community.

I again strongly recommend and support the extension of the program.

Sincerely yours,

Signature: [Handwritten Signature]
Name: Tammy J. Crocco
Title: Manager
Organization: Thirsty Turtle

Letter of Support for LINK Scooter Sharing

City of Fort Pierce
100 US-1, Fort Pierce, FL 34950

July 21, 2020

Dear City Council,

As a representative of a 2nd Street Bistro, a local business here in Fort Pierce, Florida, I would like to express my strong support for the extension of the LINK scooter sharing program.

The LINK service is important to my business specifically because it attracts locals and visitors to the area and provides a needed open-air transportation option for my customers and employees.

Our community is in need of programs that support economic development, employment, tourism, sustainability, and community pride. The LINK scooter sharing service adds vibrancy to our community and I am grateful for their contributions to our community.

I again strongly recommend and support the extension of the program.

Sincerely yours,

Signature: LS Stecher

Name: Leslie Stecher

Title: Manager

Organization: 2nd Street Bistro

Letter of Support for LINK Scooter Sharing

City of Fort Pierce
100 US-1, Fort Pierce, FL 34950

July 21, 2020

Dear City Council,

As a representative of a Subway, a local business here in Fort Pierce, Florida, I would like to express my strong support for the extension of the LINK scooter sharing program.

The LINK service is important to my business specifically because it attracts locals and visitors to the area and provides a needed open-air transportation option for my customers and employees.

Our community is in need of programs that support economic development, employment, tourism, sustainability, and community pride. The LINK scooter sharing service adds vibrancy to our community and I am grateful for their contributions to our community.

I again strongly recommend and support the extension of the program.

Sincerely yours,

Signature: J. Lehner

Name: Corelle Lehner

Title: Manager

Organization: _____

ADDITIONAL DATA - Appendix 11: Why LINK uses Embedded Batteries

LINK is committed to providing our riders with a safe, seamless ride experience while delivering low-carbon, efficient operations to cities. This mission applies to everything we do, including how we designed our battery. Over seven years of engineering went into making the LINK scooter, which features an extended-range battery embedded in the deck. We chose larger, embedded batteries over swappable because in researching both options, it was clear that the embedded battery is safer, has a lower environmental impact, is operationally efficient, and provides a superior rider experience.

Why is there hype around swappable battery models? It comes down to cost. The operators who expound upon their swappable batteries were initially utilizing very small and inefficient embedded batteries, so the benefit of the switch was tremendous. Superpedestrian engineers tested these first-gen batteries and found that they lost 40-50% of their charge to heat dissipation alone - heating up the battery but not propelling the scooter. Furthermore, these operators' motors, battery packs, and battery management systems were not engineered by the same team, resulting in powertrain inefficiencies that further reduce battery capacity. Essentially, the safety and environmental tradeoffs of switching to swappable were worthwhile if your initial embedded battery solutions were very weak.

Why does LINK use embedded batteries? The advances in battery and powertrain technology embodied in Superpedestrian's extended range embedded batteries negate the unit economics problems that plagued other operators, and avoid some of the pitfalls of swappable batteries. LINK's unique embedded batteries are safer, more environmentally responsible, operationally superior, and deliver a better ride experience. Superpedestrian's engineers built the LINK scooter from the ground-up, avoiding problems that caused others to shift to swappable. Instead, our powertrain is designed 100% in-house in order to maximize efficiency, extend range, and optimize lifetime. Our motor windings are matched precisely to the optimal battery chemistry, and the Battery Management System is designed to get the most out of the battery.

Safety. Batteries, when improperly handled, can pose safety risks to riders and operations crews. Embedded batteries are simpler, contain fewer moving parts, are less prone to vandalism, and work in concert with our operations model to increase vehicle oversight.

- **Complexity can be dangerous.** The addition of moving parts to accommodate swappable batteries introduces unnecessary potential failure points. Battery failures occur more frequently

BATTERY SCHEME COMPARISON

Spec	LINK's Embedded Battery	Swappable Battery Estimates
Capacity	~900 Wh	~450 Wh
Expected travel range	~55 miles	~25 Wh
Charging/Swapping Frequency	Every 4-7 days	Every 1-2 days
Battery Lifetime	9+ years	~1.5-3 years
# of batteries produced in a scooter's lifetime	0.5	1.5-2

when they are constantly removed and replaced for charging. When connectors fail due to repeated use, or water penetrates the battery enclosure, this poses significant safety risks.

- **Embedded batteries are far more tamper-proof.** Vandalism is an unfortunate reality in the micromobility industry. By design, embedded batteries are less prone to tampering than swappable, because the battery is secured within the deck and requires special tools to access. Swappable batteries require a latch in the chassis to allow easy access to the battery compartment, making the vehicle much more vulnerable to catastrophic vandalism.
- **Warehouse charging ensures more frequent mechanical safety checks and deep cleaning.** LINK's embedded battery has a capacity of ~900kWh - approximately 2x greater than swappable. This means that across our deployments, scooters are picked up for charging every 4-7 days, as opposed to swapping every 1-2 days in a swappable model. While at the warehouse for charging, LINK mechanics conduct comprehensive safety inspections on each vehicle - checking the brakes, lights, tires, decals, etc, which is in addition to autonomous VIS safety checks. In a swappable battery model, operators are not nearly able to complete the same level or frequency of safety checks on their vehicles.

Environmental Impact. Batteries are energy and resource-intensive to produce; reducing the number of batteries produced is key to driving down the scooter's environmental impact. LINK's embedded batteries have a longer lifetime, requiring fewer batteries to be produced per scooter, and a longer range, requiring fewer operational miles for charging.

- **Swappable scooter schemes require extra batteries.** In order to maintain an operational fleet of vehicles, operators using a swappable model must produce approximately 1.5-2 batteries per vehicle. Embedded models generally require just one battery to be produced per vehicle, but LINK's embedded battery has an expected lifetime double that of the chassis, meaning LINK produces just 0.5 batteries per vehicle.
- **Embedded batteries last longer.** LINK's embedded battery has an expected lifespan of 9+ years, compared to 1.5-3 years for a swappable battery. Not only do swappable models require more batteries to be produced, but they also are disposed of more frequently. Over the fleet lifetime, we use a third of the batteries compared to companies that use swappable batteries.
- **Extended range requires fewer operations miles.** LINK's embedded batteries last for up to 55 miles on a single charge, requiring charging every 4-7 days, as opposed to every 1-2 days in a swappable model. Swappable operators therefore drive 4-7 times more miles to replace batteries around a city, producing excess vehicle emissions and contributing to local city traffic.

Operational Efficiency. LINK's embedded battery requires fewer VMT for charging and maintenance, lessening the burden on already congested city streets. Further VMT reduction will derive from LINK's network of docks, warehouses and other distributed charging points.

- **Embedded batteries benefit from labor efficiencies between charging and maintenance.** While swappable batteries can save on the labor to pick up a vehicle and bring it back to the warehouse for charging, operators still have to bring their vehicles in for maintenance. In a swappable scheme, there are no efficiencies between labor to swap and labor to repair. LINK uses the time that vehicles are in the warehouse to charge to carefully inspect each vehicle weekly before it is redeployed.
- **Extended range reduces fleet operations miles.** Each time the battery is depleted it requires a field worker to go and meet the vehicle in the field. The LINK scooter's larger battery and more efficient powertrain means each scooter can provide 2-3x as many rides before it needs attention

from our staff. Combined with distributed charging points, this means that our operations team spends less time in the field adding to congestion in our already congested cities.

Rider Experience. LINK's embedded battery delivers a superior rider experience, with a range optimized for shared used unmatched hill-climbing abilities, and a well-balanced ride experience.

- **Embedded batteries have longer ranges.** The LINK battery lasts up to 55 miles between charges, as opposed to swappable models which give up battery capacity to swapping mechanisms. Therefore, riders using longer range embedded batteries are much less likely to encounter a scooter that is too depleted to get them where they need to go.
- **Additional battery capacity allows for hill climbing.** Hill climbing is enabled through optimizing battery chemistry and size. LINK's embedded batteries are specifically designed with the right number of cells and matched to our custom motor to enable smooth and consistent hill climbing for a large range of riders.
- **Large deck battery produces a more stable ride.** Recent swappable battery designs have moved batteries from the deck to the stem, shifting the weight of the vehicle higher and making the ride less stable. LINK's embedded battery sits in the deck, creating a more predictable, comfortable ride.