



**Proposal for Parking Management Operations
Ballston Plaza—Arlington, VA**

Submitted to: [REDACTED]



Operations

Our main focus:

Consistently providing first-class service to all customers.

Staffing Plan

Staffing Overview

Our main focus at Ballston Plaza is to consistently provide first-class service to all monthly and transient customers, including visitors to the buildings. After observing operations, we suggest keeping the staffing levels the same to account for the 455 tandem spaces.

We propose keeping Ballston Plaza as a self-park with valet-assist operation. After entering the garage, all monthly parkers will park in the first available self-park spaces. Transient parkers will be directed to fill remaining spaces throughout the garage beginning with single spaces and then directed to park in tandem spaces. We want to ensure that customer parking in tandem spaces retrieve their keys quickly.

SP+ will implement full Remote Management Services (RMS) at Ballston Plaza. **SP+'s** RMS team is second to none in the industry, allowing us to reduce staffing expenditures by allocating a manager to several properties. Please see our RMS overview in the Proposed Operational Changes section for more details.

As the building is occupied by sophisticated tenants with high expectations for service and the quality of their parking and office experience, we want to ensure that we will maintain a customer-focused parking environment. Our employee training programs offer a learning experience that challenges and teaches our employees how to run a successful operation that is both profitable and focused on delivering impeccable customer service to our parking and transportation clients. Employees benefit from the knowledge and best practices compiled by top industry experts who work with a wide range of clients and business models.

We are basing our staffing plan on what was provided in the Excel document. Please note the hours of operation posted differ from those provided on page 4 of the RFP.

Quality & Internal Controls

We have many programs designed to ensure timeliness and quality of the products we deliver to our clients.

➤ **Monthly P&L Reviews**

We have a monthly P&L review process that requires each client statement to be reviewed by a staff accountant and Senior Manager. A higher level review also takes place with senior management that would reveal larger issues or irregularities.



✦ **Contract Compliance Audits**

Contract Compliance Audits, performed annually by the Internal Audit Department, ensure that Staff Accountants are making the correct account entries, doing the necessary reconciliations and tying the statement back to the contract terms.

✦ **Control Self-Assessments**

Operations managers participate in our Control Self-Assessment (CSA) Program. Each quarter, management selects facilities that will participate in the CSA. Senior Managers are required to perform an extensive audit of the facility and enter their findings in a database. The results of the CSA are provided to senior management along with action plans to resolve any control deficiencies.

✦ **Internal Audit Department Audits**

The Internal Audit Department has full-time auditors that review our locations for compliance with company policies and procedures. The audit program is well defined and communicated to all levels of management. There are three distinct areas of the audit program:

- Revenue reporting
- Records and administration
- Cash security and equipment

More than 100 controls are tested for compliance. The audit findings, recommendations and implementation results are captured in an extensive database. The data from the audit program is used by all levels of management and the Training Department to identify areas needing improvement. Each facility audit is scored, and these scores play a significant role in a manager's performance based compensation (bonus). Any controls found to be operating incorrectly that are not immediately remediated are captured in the audit database as a Critical Item. Critical Items cannot be removed from the audit report until an internal auditor has verified that the control is operating effectively. This ensures that no critical control issue goes unresolved.

Security Recommendations

We know that people are less likely to return to a parking facility in which they do not feel safe, and we are extremely sensitive to the importance of providing a parking environment that the public perceives to be safe and secure.

Our facilities always maintain an active security presence, utilize the latest in technological security safeguards, and present themselves in a clean, bright and attractive manner. We will continually work with Ballston Plaza management to implement enhanced facility safety initiatives. However, through our Observe and Report functions and Ambassadorial services, we will ultimately rely on our keen understanding of security practices and protocol that is required to keep a watchful eye on your first-class parking facility.



R&M Plan

For clients who own parking facilities, **SP+** has established meticulous maintenance standards and implemented them through a carefully developed, strictly enforced monitoring system. Our rigorous housekeeping and maintenance standards are incorporated into detailed inspection checklists customized to the specific requirements of each parking facility.

Through coordinated planning with parking facility management, our service line—**SP+ Facility Maintenance**—can provide power washing and sweeping, interior painting, lane restriping, concrete repairs, and basic housekeeping such as landscaping and lighting maintenance.

Polished Performance

In the world of parking management, professional and competent maintenance services are critical to bottom-line success. **SP+** knows firsthand that superior maintenance helps send a positive message to property tenants and customers. Real estate owners and managers trust **SP+ Parking** and **SP+ Facility Maintenance** to perform all of their critical maintenance tasks.

Where We Shine

SP+ offers a complete line of preventative and restorative services to keep parking garages, commercial and residential properties in tip-top shape. Our trained personnel can quickly identify and address maintenance issues, conduct regular site inspections, and prepare proposals covering a wide range of maintenance services including the following:

- ✦ Power sweeping and washing
- ✦ Concrete repairs
- ✦ Asphalt repairs, slurry coating, and sealing
- ✦ Parking space restriping
- ✦ Graffiti removal and painting
- ✦ Routine building and post-construction cleanup

Power Sweeping & Washing

Our power sweepers assist our managed facilities with large-scale dry debris removal. We can perform nightly to weekly maintenance that ensures cleanliness and safe conditions for parking customers. Our power washing service is available for a myriad of surfaces, including walls, sidewalks, driveways, and even tennis courts. Our certified technicians are trained to use appropriate chemicals, water volumes, and pressures.

Cleanup Services

We work with a wide array of clients to develop ongoing cleaning and maintenance programs that keep their parking assets looking sharp. Business improvement districts call on us to keep curbs and sidewalks clean and provide general area maintenance, including trash can relining. Low-rise buildings use our housekeeping and interior window washing services. In the real estate development arena, we provide post-construction cleanup to remove the dirt, dust, and debris that construction crews have left behind.

Concrete & Asphalt Repairs

We develop and implement pavement management plans that include routine inspections as well as ongoing preventative maintenance and repair protocols. Additional services include installing speed bumps and making curb cuts for ADA-approved ramps. For sidewalks, access ramps, curbs, other concrete surfaces, and asphalt surfaces requiring seal coating or repair, our clients rely on the professional expertise of **SP+ Facility Maintenance**.

Attention to Detail

We always bear in mind that attention to the less obvious details of facility maintenance can make a dramatic impact in creating inviting, user-friendly environments. We make our parking properties shine by attending to little touches such as entrance landscaping, flower boxes, crisply painted directional arrows, regular debris removal, and spring and fall cleanups.


Greener Cleaning

SP+ seeks out and applies new methods for greener cleaning. When it comes to pressure washing, we are extremely sensitive to the added responsibilities that strict EPA wastewater reclamation regulations impose on us and our clients. We have made a substantial investment in both the equipment and the skills needed for compliance. We dispose of all sweeping waste only at approved disposal sites. From recycling to submitting paperless reports to seeking out local suppliers and alternative fuels, we work hard to reduce our carbon footprint.

Facility Cleanliness

SP+'s goal at all times is to provide the public with safe, clean, and efficient facilities. We take an intense pride in the unsurpassed cleanliness of our parking facilities, which results from our adherence to rigorous housekeeping, inspection, and maintenance standards. Our inspection checklist is customized to the specific requirements of each parking facility that we operate. Please see our Daily Facility Inspection Checklist on the following page.

Sample Maintenance Checklist



Daily Facility Inspection Checklist

This checklist can be used to perform Daily Facility Inspections of the facility. All items requiring action should be immediately addressed and documented by the Facility Manager. The completed checklist should be stamped by the time clock to document the inspection date.

Rating Evaluations: S=Satisfactory U=Unsatisfactory N=Not Applicable

The following ratings are provided to evaluate the checklist items below. If an item is unsatisfactory, the following ratings are provided to determine when action is needed.

Prioritization of Action: U1=Immediate U2=Within 48 Hours
U3=Within 1 Week U4=Action Plan

CHECKLIST ITEM	S	U	N	ACTION
FACILITY				
1. Cleanliness (Notate if garbage or water accumulation)				
2. Surface condition (Notate if pedestrian walkways/stairwells have tripping hazards)				
3. Absorbent is available and used on oil spots				
4. Curbs (Notate if there is a tripping hazard)				
5. Signage and mirrors				
6. Lighting (Notate if lights are burned out)				
7. All gate arms have adequate cushioning and are operating properly				
8. Cashier booths are safe (chairs/stools in good condition, no sharp edges, minimal reaching)				
9. Snow piles do not obstruct the view of traffic. Snow and ice is removed from areas of foot and vehicle traffic and salt is applied generously				
VALET & SHUTTLE				
10. Drivers wear seat belts				
11. Unattended vehicles are locked or secured with a key valet				
12. Keys are removed from unattended vehicles				
13. Drivers always use their headlights and warn pedestrians and drivers at blind corners by honking				
OFFICE ENVIRONMENT				
14. Work space is clean and orderly (Notate if file drawers are open and electrical cords not taped down)				
15. Surfaces are dry and slip-resistant				
16. Bathroom facilities are clean and sanitary				
17. Aisles and passageways are clear				
OTHER (Unsafe Acts or Practices)				

Completed By: _____ Facility Number: _____
 Facility Manager: _____ **TIME/DATE STAMP ONLY:** _____

February 2005

Daily Facility Inspection Checklist



Facility Maintenance Proposal

Item	Rate/Sp	Rate	Per unit	# units	Total
Power Washing	\$ [REDACTED]	\$ [REDACTED]	Per year	2	\$ [REDACTED]
Sweeping	\$ [REDACTED]	\$ [REDACTED]	Per quarter	4	\$ [REDACTED]
Overhead Door	\$ [REDACTED]	\$ [REDACTED]	Per quarter	4	\$ [REDACTED]
Exhaust Fans		\$ [REDACTED]	Per quarter	4	\$ [REDACTED]
Total					\$ [REDACTED]

Recommended Operational Changes

Facility Aesthetics

Facility aesthetics are affected significantly by lighting levels. While our stringent inspection and maintenance checklists ensure that all of a parking facility's lighting fixtures are operative and that burned-out bulbs are replaced promptly, we also can also provide touchup paint to the facility with high gloss paint to reflect the light generated by the facility's fixtures. Doing so maximizes illumination levels and the facility's overall brightness, which in turn affects both the facility's general aesthetic appeal as well as its patrons' perception of safety and security. Also, we suggest upgrading the current florescent tubes to LED, which are more energy efficient and last longer.

Remote Parking Management Recommendation

Overall, **SP+** locations that use RMS have experienced revenue increases of up to 30%, by eliminating cashiers and centralizing onsite financial reporting and management. All of our clients have daily access to business activity data and RMS's round-the-clock coverage improves service and extends operating hours, which generate more revenue. With these improvements, our conservative estimate is an annual transient revenue improvement of 5% with automation.

RMS representatives will have the ability to assist customers at every point of contact, not just the exit lane. Using a combination of IP-based intercoms and cameras, our team will communicate with customers at every point of interaction (e.g. entrance, exit, pay stations, etc.). This communication goes further than just a typical call center. Our RMS team is tapped into the revenue control system and can provide many services on a 24/7 basis that others cannot, including ticket/validation read errors, pushing of rates to the devices, monthly card reset/verification, and more.

Every night, our Facility Manager (and clients, if they so desire) receives a report that shows all intercom calls made to the RMS Command Center. The report includes many details such as why the call was made and what the resolution was. This helps us pinpoint any equipment issues or possible user abuse.



Remote Parking Management Overview

RMS is the leader in Centralized Parking Management. Remote Management Services, which fully integrates with most major parking equipment systems, is currently used at garages in all regions of the country—ranging from healthcare facilities and office buildings to retail and entertainment venues.

It is one of today's most powerful tools to control and manage an operation's daily, monthly, and validation revenue streams. Locations that converted to Remote Management Services experienced revenue increases of up to 30%, by eliminating cashiers and centralizing onsite financial reporting and management. Clients have daily access to business activity data, and Remote Management Services' round-the-clock coverage improves service and extends operating hours, which can generate more revenue.

Please view the brief videos to the left, which provide information on how our Remote Management Command Center functions and how it supports a higher level of customer service.

Technology that's Transforming the Parking Business

Remote Management Services adds an array of IP cameras and T1-connected voice to all customer interaction points, including entrance and exit lanes, pay-on-foot stations, pedestrian access points, and elevators. The parking garage is connected and integrated with Remote Management Services' Command Center in Austin, Texas, where all car movements and transactions are monitored by its analytic tools.

Command Center Customer Service Specialists are available to handle individual customer needs. Calls appear on Command Center monitors, while an integrated video system allows specialists to interact directly with customers and immediately resolve a service issue through the access and revenue control system, or by dispatching a local Customer Service Ambassador.

Maximizing Your Automation Investment

While there are significant benefits to be gained from automating parking facilities, in many cases, the original return on investment objectives have not been met and/or the investment has not been fully leveraged.



Remote Management Services solutions are designed to deliver on the three critical components of an automation investment:

✦ **Cost Reductions**

RMS solutions allow our clients to maximize the cost savings from their automation investments. RMS' tiered solutions provide clients the opportunity to choose the level of remote management that best fits their operations and needs.

Utilized today across diverse parking venues, RMS solutions allow **SP+** clients to maximize their labor and cost reductions while improving service levels and revenue capture.

✦ **Revenue Enhancement**

Maximizing revenue is an important step in improving the bottom line. While automation has been proven to be a significant factor for achieving this objective, Remote Management Services solutions allow clients to maximize revenue opportunities. From online monitoring of facilities to robust solutions that allow full-time, off-site management of parking operations, RMS solutions are designed to ensure that revenue loss is minimized through accurate revenue and exception management.

✦ **Service Level Improvements**

Improved customer service and increased customer satisfaction are important objectives for any business to maintain or enhance its brand. Automation and quality of service are often in conflict with each other, which is a significant reason why automation levels do not achieve their original return expectations. RMS solutions connect customers to best-in-class customer service support 24/7, and a local staff which is available for on-site support to ensure the highest quality service level for your customers.



Command Center (HUB)

Using Command Center professionals, RMS allows for the management of all exception transactions. Specialists provide aggregated exception counts along with a detailed exception issues log for more accurate tracking and reporting of exception transactions. By integrating with the POS system, RMS allows processing of lost and unreadable tickets to ensure maximum revenue capture.

In addition, centralized monitoring and reporting of all exception transactions ensures accurate tracking that can be used to develop action plans to reduce or eliminate lost revenue.



Marketing

Marketing Plan

Revenue Generation

Our main focus at Ballston Plaza is to consistently provide first-class service to all monthly and transient customers, including visitors to the building. When you partner with **SP+** there are many advantages; one such advantage is that there are options. **SP+** likes to “think outside the box,” come up with creative ideas and optimize the use of the facility.

With a dedicated local sales and marketing team, no other operator is as proactive in filling your garage as we are. ***SP+ manages the parking for Marymount University’s Ballston campus. Marymount has overflow parking needs six (6) months out of the year that can bring in approximately \$12,000.***

Marketing Overview

SP+ has made significant investments in resources to support marketing efforts on behalf of its clients. In addition to advanced system platforms and marketing capabilities, **SP+** has assembled an internal marketing team whose members have significant experience in direct to consumer marketing. **SP+**’s digital marketing team members have gained their knowledge working for major corporations across multiple industries. In addition, **SP+** has contracted with external support agencies to ensure access to the latest technology and capabilities.

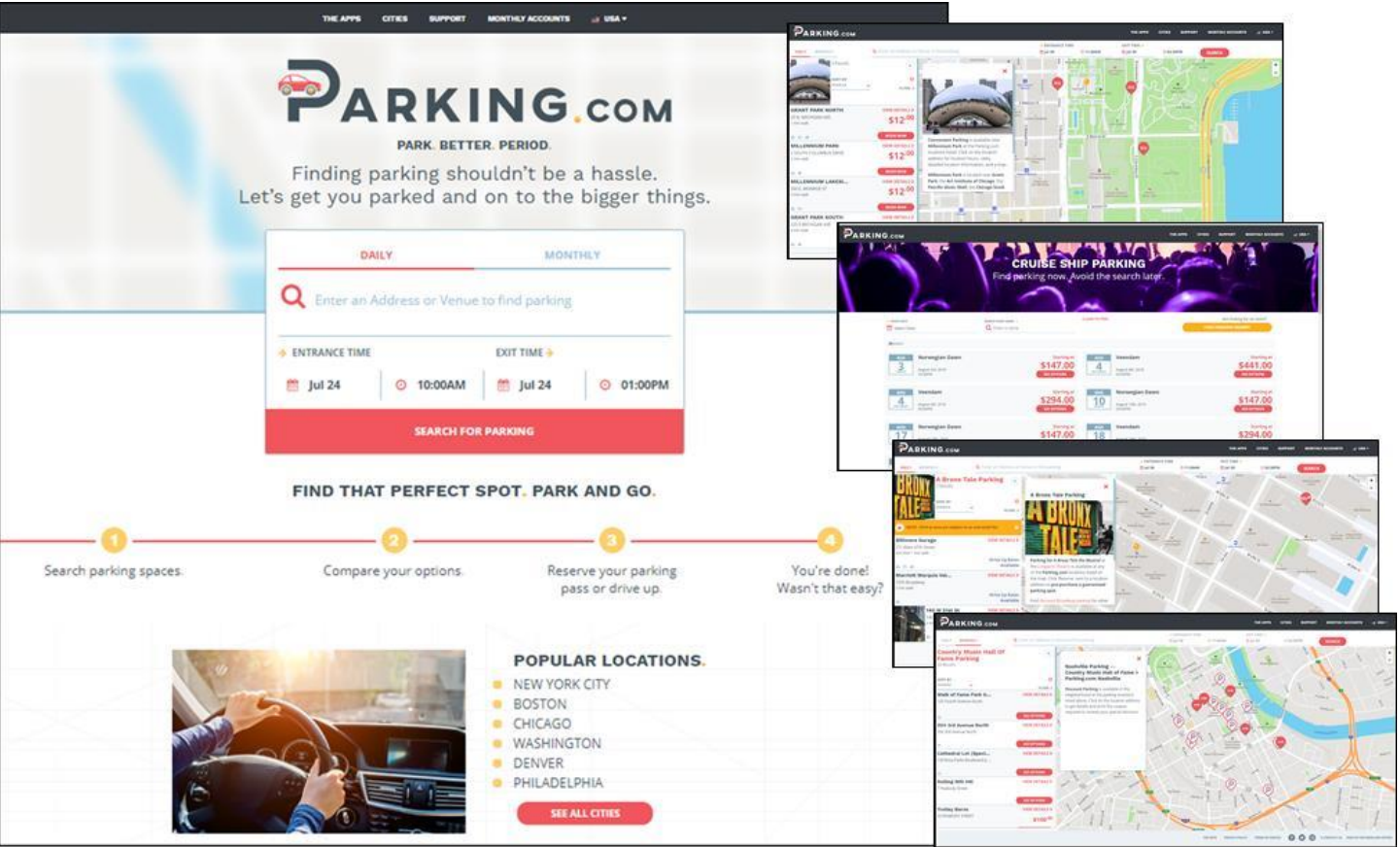
The combined efforts of **SP+ Marketing Services** and **SP+** Field Operations will provide the Ballston Plaza with a strong direct to consumer front-end marketing engine, coupled with superior at facility operations that will maximize performance and revenue.

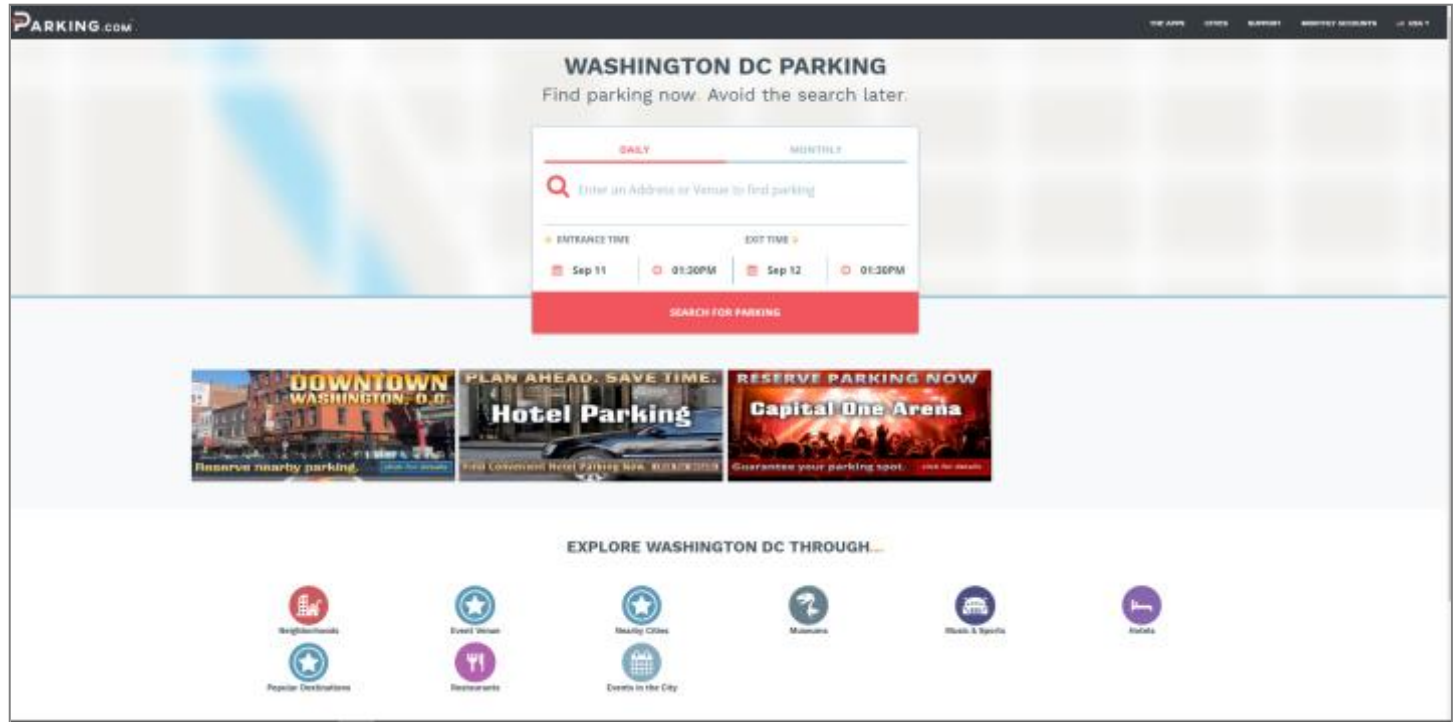
Parking.com

SP+ owns and operates the most memorable and customer friendly consumer parking website, Parking.com. Ballston Plaza will be prominently listed on Parking.com, allowing the facility to be presented to consumers conducting parking searches for nearby destinations.

Website placements will provide increased exposure for the facility, and will be supported by **SP+**’s promotional activities. The promotional activities provide increased consumer impressions and include search engine optimization (SEO), pay-per-click advertising, local listings, social media, email marketing and third party applications. In addition, local partnerships and linking programs will be used to supplement these activities to further increase exposure.

Ballston Plaza will have a dedicated location page on Parking.com that communicates all the necessary location information including address, hours of operation, rates, payment options, and directions. In addition, Ballston Plaza will be included in site search results, and listed as a parking option on the appropriate destination pages for nearby attraction, hotels, events, entertainment, sporting venues and more. Location specific promotions supported with unique offers and discounts can also be utilized to drive incremental traffic and revenue.





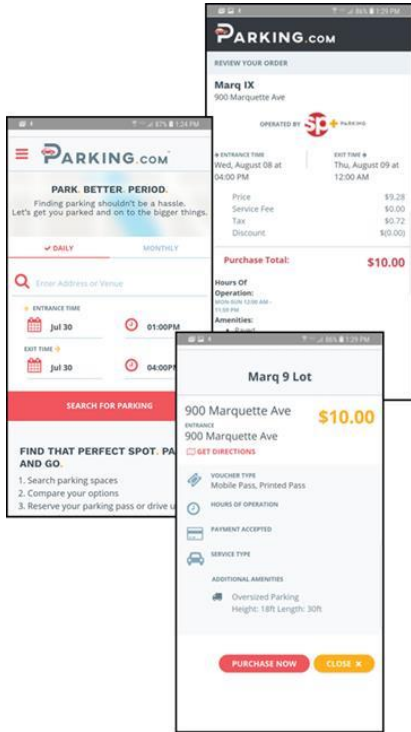
Washington, DC Website Example

Paid Search Marketing

The combination of paid search marketing, SEO, and local listings has proven to be a powerful approach for increased visibility and traffic generation. **SP+** has developed an integrated strategy that leverages these capabilities.

With the support of an external agency, **SP+ Marketing Services** professionals will develop pay-per-click campaigns that increase search traffic to its parking platforms. The campaigns focus on destinations and activities that drive parking behavior and support the specific needs of client facilities.

To support these efforts, extensive keyword analysis coupled with competitive assessments will assist the team in developing high performing campaigns.



Local attractions and popular destinations will also be assessed to determine their value in driving parkers to your facility. Popular destinations including the Melting Pot will be integrated into the campaigns and the appropriate attraction pages will be added to Parking.com, as well as Ballston Plaza’s customer parking guide if one is developed.

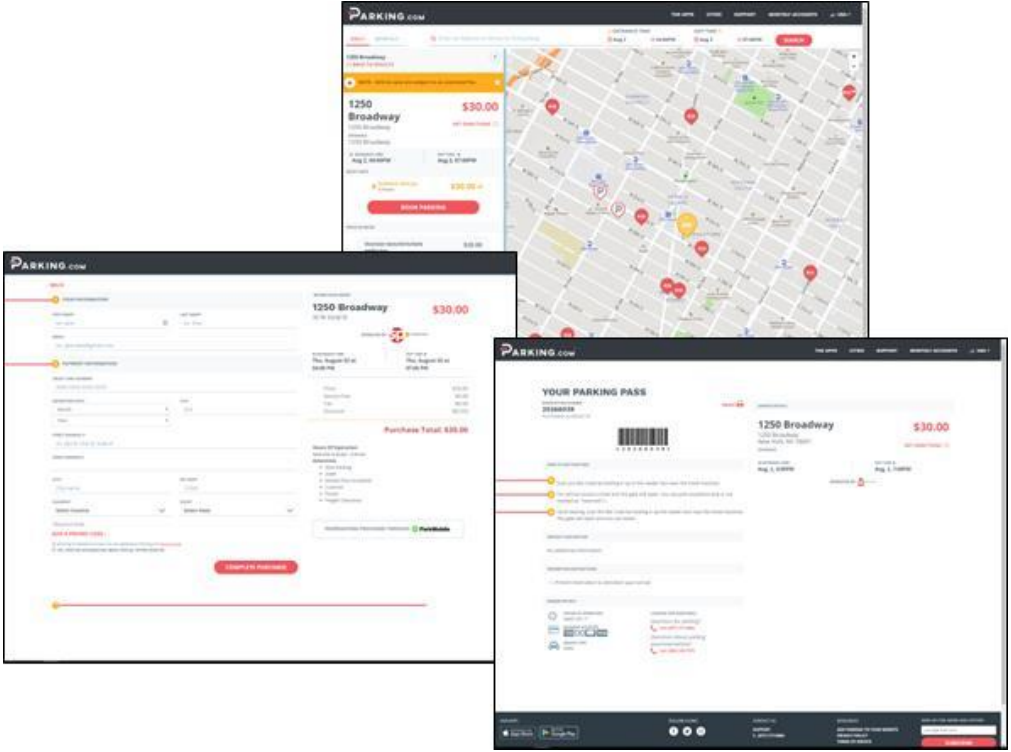
Online Sales

For many parkers knowing a spot is waiting for them when they reach their final destination is a comforting thought. Whether attending an important business meeting, the theater or a museum, or trying to make a dinner reservation, pre-purchasing a space can be an advantage.

SP+ can provide Ballston Plaza parkers with pre-purchase options for both daily and event parking. Online sales capabilities are available on the mobile app and websites, allowing users to conveniently pre-purchasing parking from their home or office, as well as on the go via their mobile phone or tablet.

For added convenience consumers can pre-purchase their parking while en route. For mobile uses, parking passes are delivered to their devices and can be scanned directly from them with the appropriate at location equipment.

In addition to event and daily sales, **SP+** can also provide online sales to support monthly parking. Though a user friendly experience, **SP+** will present the monthly parking options available at the Ballston Plaza and allow the customer to seamlessly purchase their parking online.





In addition to online sales through the Parking.com platform, **SP+** will analyze and develop expanded distribution channel strategies specifically designed to assist client locations in maximizing traffic and revenue. **SP+** will assess and implement an integrated distribution channel approach that takes advantage of a diverse mix of internal and external channel options. After careful analysis and assessment of the local market, area competition, and channel options available, **SP+** will identify the channel mix that will be most effective in supporting marketing and sales of parking for Ballston Plaza. Recommended channels may include:



- + Parking.com
- + Custom client parking guide
- + Third party parking websites – SpotHero, ParkWhiz, and Parkmobile
- + Client websites



SP+ will work with Ballston Plaza to determine the best distribution channel strategy to maximize your sales and revenue. That strategy will include an assessment of all the available channels both SP+ and the 3rd party providers. We use **SP+** as the primary and lower cost channel and then supplementing those sales with sales from additional 3rd party channels. The goal is always to maximize sales and minimize expense which is what we will do to support their business.

Waze Location Listings



Since the inception of Google AdWords, **SP+** has maintained a leadership position among operators in using Google Analytics to create the most relevant AdWords campaigns for specific neighborhoods and visitor destinations. In partnership with our digital marketing agency PinPoint Local, **SP+** has driven over \$1 million in parking revenue to our managed facilities.

Despite our success, we know consumer behavior is changing and preference is shifting toward parking applications. With the introduction of Waze and location listing marketing, consumers are not as quick to search for parking beforehand and instead rely more heavily on mobile apps for guidance and real-time information. We anticipate that this evolution will continue until we reach the Connected Car. **SP+** has anticipated this change and is working with Waze to publish all **SP+** locations on its app.

Waze is a hyper-focused app that serves as a navigational aide for drivers. It differs from Google Maps in that its real-time data is provided by the Waze community. The interface itself is optimized for quick glances and doesn't get cluttered with anything non-essential. This focused driving experience strips everything away to focus on what's essential: helping people through traffic commutes.

In Washington, DC, we have conducted a deeper level of Waze research and have investigated how routing affects the garages that appear on its interface. In this market alone, there are 165,000,000 impressions per month from Waze app users in downtown Washington, DC. We are committed to spending significant advertising dollars to convert 5-10% of the impressions (that fall within two to three blocks of our garages) as part of our growth strategy. **SP+** facilities will populate the navigation screen in the form of rapid alerts (darts) to route drivers into the garage. An option to pre-pay for parking will pop up allowing drivers to park-and go seamlessly.

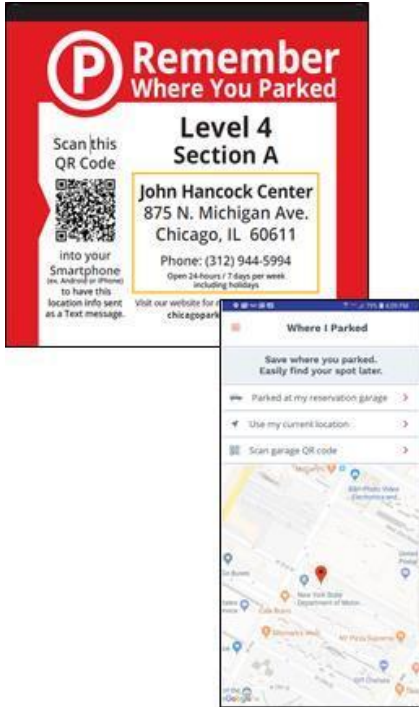
Additional reasons why **SP+** is committed to Waze:

- + Location-based ads mean less noise and more relevant content.
- + Provides offers and promotions that are seen as real value to drivers.
- + Sends live, updated information with your ETA to friends to share parking facility.
- + Learns frequent destinations, commuting hours and preferred routes.

Enhanced User Experience - Technology Integration

The expanded feature functionality available through smartphones has enabled the delivery of enhanced consumer experiences. **SP+** has implemented value-add consumer programs that leverage these capabilities to provide an improved experience.

Using the “Where I Parked” feature in the Paking.com app or a QR codes posted at Ballston Plaza, **SP+** can provide parking reminders in strategic locations to ensure customer remember where they parked and can easily find their way back to the facility especially as the garage covers three buildings.



Creative Services



In addition to digital marketing programs, **SP+ Marketing Services** can also support the visual appearance and parking promotion at Ballston Plaza.



Leveraging its in-house creative services team, **SP+** will not only improve the signage that supports promotion of parking at Ballston Plaza, we also can help to improve the overall appearance of the parking facility with redesign sign packages and enhanced creative design components. Packages



can be themed and designed to provide a custom look for the facility providing a unique user experience at Ballston Plaza.

In addition working directly with the client **SP+** will also provide support for printed promotional collateral that can be distributed at the location.

SP+'s creative services team, working in collaboration with **SP+** field operations and Ballston Plaza management team, can develop effective signage and printed materials that deliver traffic and revenue.

Examples include garage posters, promotional fliers, take one displays and garage murals. In addition, advanced capabilities such as text links and QR codes can be integrated into the materials allowing for expanded up-to-date content promotion.



Logistical Support

Using our multiplatform capabilities, **SP+** can provide logistical support to clients for both parking and traffic flow in and around a facility or across a city. Using online information that informs visitors of the best places to park for the various destinations, mobile device platforms that offer real time access to turn-by-turn directions, and custom routing capabilities that can be integrated into the online sales process, **SP+** can provide logistical support as part of its marketing and promotion solutions. These activities not only provide logistical support within the city, they also improve the overall parker experience.

Signage

When you partner with **SP+**, there are many advantages. One such advantage is that there are options. **SP+** likes to innovate, coming up with creative ideas to optimize the use of the facility. Upon signing the contract to partner with Ballston Plaza, **SP+** is committed to reviewing the current layout of the facility to ensure that the space is used optimally. We will have our experts in our Technology Integration Group (TIG) perform a functional design review and parking layout optimization and provide wayfinding recommendations.

Our unique knowledge and experience with both operations and consulting translates into optimal solutions for our clients. As part of a holistic approach, our design experts can provide valuable information and solutions to address common issues that typically affect a facility's performance, such as traffic flow, ingress/egress, parking layout, security, and lighting. Some services that TIG can provide include:

- + Demand analysis and revenue projections
- + Functional design review
- + Wayfinding signs
- + Garage identifier signs
- + Automation signs
- + ParkSmart – Green Garage Certification

Amenity Bay

SP+ proposes adding an Amenity Bay in the garage, further enhancing differentiation between these garages from other properties. The **SP+** Amenity Bay delivers value to customers while economizing the available space in the garage. We will need two spaces for the EV charging stations (for level one) and space for an Amenity Bay nearby. The Amenity Bay itself includes a commercial vacuum, windshield washing squeegee and fluid, heavy duty jumper cables and a portable air pump with tire pressure gauge, all conveniently located on one of the unused walls. Please see the following page for sample images of Amenity Bays implemented in the past and the following section for more information on the EV chargers.





Electric Vehicle Charging

EV Charging Stations

SP+ recommends adding four (4) EV charging stations to the garage, two (2) to be placed on the first level and two (2) to be placed on the second level.

Our option would be to add Blink IQ200 Level 2 AC EV Charging Stations, which provide charging currents from 12A to 80A. The products offer a modern and stylish appearance, the versatility of multiple charging current options, the ability to be installed in wall-mounted and pedestal-mounted configurations, and a peer-to-peer communications architecture, which provides the ability to support a single primary charging station (or kiosk) and multiple secondary charging stations. Costs for the two versions are:

- + Wall-mounted stations cost \$ [REDACTED] each and \$ [REDACTED] total for all four (4) chargers
- + Pedestal stations, which can charge two cars, cost \$ [REDACTED] each and \$ [REDACTED] total for all connections
- + There is an annual networking fee of \$ [REDACTED] (\$ [REDACTED] per charger)

Blink Charging is the leading owner, operator, and provider of EV charging stations and services in the United States. We support EV adoption by providing EV drivers with access to the thousands of EV charging stations across the country to charge their electric cars where they live, work, and play. We also help businesses and property owners attract EV drivers, promote their businesses, and support their sustainability initiatives by offering various business models for EV charging equipment and maintenance plans, as well as connectivity to our robust, cloud-based EV charging network, known as Blink Network. Below is a comparison chart of key players in the Level 2 EV chargers which we recommend.

Supplier	Current SP+ Contract	Charging Equipment	Responsible Party for Install \$	SP+ Revenue Opportunity
Blink (Car Charging)	Yes	L 2-3 All EV	Both	Leadshare, ACR, kWh, Session, Advertising
ChargePoint	Yes	L 2-3 All EV	Both	Leadshare, TBD
TESLA	No	L 3 Tesla Only	Depends	N/A
Smart Charge America	No	L 2-3 All EV	Property	Leadshare, kWh, Session

Blink and ChargePoint are the top two suppliers to **SP+**. Blink Charging currently has 2,000+ EV charging stations at **SP+** locations in 16 states at 53 locations and 6,277 charges in 2017. Blink is the leader in EV charging while ChargePoint is the largest online network of independently owned EV charging stations.



Justin Rogers, Vice President