

ENTR 3305

Michael Salzman

Final Project Write-up

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Industry Summary

With the rise in popularity of electric vehicles (EVs) across the nation but lack of public infrastructure, there is a substantial opportunity to capitalize on current deficiencies. The EV charger market size is estimated to be valued at \$3.8 billion in 2019, and estimated to grow to \$25.5 billion by 2027, a 26.8% CAGR. The current dominant business model in the charging industry is privatized charging in either EV owners homes (Level 1 charging), chargers in private parking garages (Level 2-3 charging), or chargers in parking lots in suburban areas (Level 2-3 charging). The dominant players in the industry, including Tesla, ChargePoint, EVBox, Blink, and EVGo, all have business models of either manufacturing EV chargers for B2B or B2C sales, or installation of these chargers for their own subscribers. Tesla, in particular, only creates chargers that are compatible with Tesla cars. Of the 3,255 chargers in the city of Boston, only 21.5% of them are Level 3 chargers or faster. The gaps in these business models are extensive. Not only are widely accessible fast chargers scarce in the City of Boston, but the locations of these chargers are highly inconvenient. Our company, ChargeX, is leveraging this opportunity to target the EV charging infrastructure market first in Boston, Massachusetts, but later into other metropolitan cities. We have focused on Boston as our launch city because of Massachusetts' initiative to “spend \$470 million on programs helping reach the goal for electrifying transportation over the next decade”. Their focus has been building out charging infrastructure to meet the state’s goal, and hope to install 14,000 charging stations across the state. Our goal aligns with Massachusetts, and we intend to leverage a partnership with Boston’s Planning and Development Department and Parking Clerk’s Department to make charging more accessible to city dwellers. *[Exhibit 8]*

Venture Strategy

Our company, ChargeX, plans to convert metered street parking spots in public areas into EV only charging spots. We will be focusing on middle to upper income Boston EV drivers who are located within Boston or commute into Boston. We plan to attract owners and visitors who primarily reside or spend time in the city and street park or do not have access to home or other private chargers. Our service will offer on-demand fast-charging to any electric vehicle user for a premium half-hourly fee. We will work

with the city to offer roadside DC fast-charging at street parking locations all over town, avoiding the cost and inaccessibility of private lots and spaces. Our positioning will be narrowly focused on the City of Boston and will aim to provide added value with our exclusive government contracts that provide us with premium locations. ChargeX's unique value proposition is "Our easy access parking spots in Boston's most premier locations help you conveniently charge your EV right on the street for just \$35 a session."

[Exhibit 1]

Revenue Model

Our preferred revenue model is a "gas station" like transactional revenue model. ChargeX will be selling our charge bundle directly to customers at an hourly rate of \$70. Our units are charge sessions which are assumed to average 30 minutes so the price is \$35/charge session. This bundle of services includes premium charging speeds of 220 Kwh and available parking in premium public parking spots. Purchases will be made through the point of sale (POS) systems that are built into the charger touch screen interfaces. This will occur right after parking when the customer starts the charge session. Our financial model assumes 12 daily charges per charger with one-time use as the default frequency but we expect to have repeat customers which would contribute to this assumption. *[Exhibit 2]*

By installing our chargers in public parking spots, we avoid the costs of buying or renting expensive city real estate while providing visibility to Boston EV drivers. This will require a partnership with the city government who has shown strong support for EV initiatives such as the one we are proposing. Massachusetts recently approved \$22.9 million over the next 2 years in funding to expand its network of approximately 5,150 public charging ports. In order to get customers in and out of the spots, we will continue charging the \$70/hour rate even when customers are not charging. With this rate, we expect the average customer to stay at the spot for no longer than 30 minutes, the metric for the length of a session. This quick turnover will provide the city with more meter revenue, while keeping the availability of our chargers open. Allowing payments through ParkBoston as well as marketing through ParkBoston will further strengthen our partnership. Two key advantages to this revenue model is the short cycle time and the narrow sales channel that is much simpler than competitors like ChargePoint and allows us to own more of the charging revenues.

The most important metrics to consider with this revenue model include electricity costs which are currently \$0.24/kWh in Boston. We need to ensure that ChargeX is maintaining similar margins if

electricity costs increase or decrease. ChargeX will also be closely monitoring public-charging use rates. Public charging is not very popular yet. 90% of charging occurs at home or at work. This revenue model addresses a smaller segment of the EV market but we expect growing numbers of EV owners in the city to increasingly require access to public chargers. *[Exhibit 2]*

R&D, Production Model, and Services

ChargeX will outsource the production and R&D. EV chargers are available through external companies who also are constantly innovating on the charger technology. The POS system and interface are generally packaged with the charger itself. We will buy the chargers from wholesaler BTC Power which will cost \$78,600 each for the power cabinet and charger *[Exhibit 10]*. The rest of the \$125,000 per charger will go towards installation which will be more nuanced than an average charger. To provide ongoing support for each charger, we found that the average charger maintenance cost is \$5,000. We budgeted \$50,000 for all ten chargers for outsourced maintenance. *[Exhibit 3]*

Channel Design

When considering the key channel functions and the types of channels, there are five functions that are the most applicable to ChargeX and our target customer segment. As mentioned prior, the underlying factors that support our external option is Massachusetts' emphasis on converting cars on the road to be EVs. The government of Massachusetts has proposed spending almost half a billion dollars to electrify transportation over the next decade, and they hope to install the necessary infrastructure for this electrification initiative, an estimated 14,000 charging stations statewide. Thus, the external options that support our channel marketing, selling, and distribution to capture more customers, make the most revenue, and fulfill the state's goal to build more EV charging infrastructure is to partner with the government as our primary external option. Our customers expect EV chargers that are available, accessible, and easy to use and interact with from a technology standpoint. With that in mind, our channel function design fulfills those expectations.

Our primary channel functions are focused on availability of chargers, information about EV charging capabilities, order fulfillment, lot size, and after sales service. Our main motive as a business is to make charging more accessible to customers through strategic distribution, to ensure chargers are readily available to EV owners not only through this distribution, but through local policing or premium costs if customers overstay their allotted time. Through our partnership with the government, our company will

gain a first mover advantage in the initiative to bring EV infrastructure to the state while internally generating revenue through the premium fees we intend on charging. The subsequent channel functions pertaining to product information, order fulfillment, lot size, and after sales service are all dependent on our internal workforce and partnership agreements. Our accessibility is dependent on our branding, partnerships with other parking and charging apps to ensure the chargers accurately show its usage, along with distribution partners to ensure we actually obtain the Level 4 chargers. Our after sales service, again, is all dependent on our outsourced maintenance team, along with company operations and help desk.

Some specific channel design initiatives are our partnership with the government to enforce ticketing and ensure chargers are strategically distributed and readily available for use in EV-concentrated areas. Our POS system will charge a premium for the time taken by cars that are fully charged but still in the parking spot, ensuring no potential revenue is lost even when the charger is not being used. Our POS system will fulfill charging orders and promote our service, while external apps that track meter usage will also promote our charging capabilities. To ensure our service innovation is feasible, we must focus on securing a government partnership to gain first mover advantage, access public parking, and enforce EV availability through the government parking workforce.

As a venture, our initiative to create more EV charging access in Boston would be impossible without the government's support and resources. The constraints we have on these specific channel designs and the stated choices have the following concerns; we want to ensure the distribution of our 10 EV chargers are in the optimal locations, but that is all dependent on our government contract agreement and the limitations they could place. They ultimately have the authority on where EV chargers are allowed to be placed, affecting our most important channel function, availability. Subsequent constraints would be partnerships agreements with apps like Park Boston, Plugshare, and other EV charging apps, and not only their technological capabilities, but their data accuracy of spot availability. However, given our strong marketing and salesforce, we believe that these concerns can be mitigated, and our charger will be optimally placed across the city of Boston.

Business Model Validation

In order to validate the business model, we must make sure that aspects of the revenue, R&D, production, and channel models are solid. In terms of revenue, we need to consider how much people

will pay, if they will use the service more than once, and if we could add advertising for additional revenue. The first concern can be addressed by surveying EV owners who currently park in downtown garages and other premium spaces to see how much they pay and would be willing to pay for the ChargeX alternative. In terms of making sure we retain customers, we will add a license plate input when using our service in order to track whether people come back or not. There will also be an optional satisfaction survey once the charge is complete. We believe that by adding public ads or PSAs, we could obtain a reduction in revenue share or potentially tax credits and subsidies. We are assuming that a half hour charge will average 55kWh. This number is based on the batteries of the average electric car on the road today. This would be best tested with data from a soft launch of one ChargeX charger because it would accurately represent the type of electric cars our Bostonian customers are charging.

Our research and development model involves outsourcing and therefore does not require validation. There are many EV charger manufacturers currently working on improving the technology. In addition, this is limited by the capabilities of the cars on the road. This leads to the production of the chargers which we are also outsourcing. Because EV chargers are no longer niche, manufacturers are able to provide accurate details pertaining to info relating to pricing, delivery times, and installation costs. The uniqueness of our locations will require additional installation costs which is why we have budgeted additional costs for contractors in the charger capital costs.

Integration of our service through the ParkBoston application is one of the main elements of ChargeX's channel design. To ensure this is possible, we plan to meet with ParkMobile about potential integration via our city partnership. This is the company that built the platform the city uses. Discussion will address including spot occupancies and making a separate search function for EV only spots. Additionally, we must ensure that the locations we are targeting are receiving enough traffic since one of our main draws will be visibility. To validate this we will track daily traffic patterns in high-traffic locations, especially when it comes to the number of EV's each area has. ParkBoston will also have statistics on the popularity of certain meter spots. We also assume the city, in the terms of the partnership, will agree to a revenue share equal to the meter fees we will be paying (effectively doubling meter revenue). This can only be validated through our negotiations via our contract negotiator.

ChargeX's defensibility is derived mostly from the nature of the partnership with the City of Boston. Being the first company to create a model like this, we would have an advantage in terms of drawing in

most of the early demand for this type of service. The best case scenario would be including a clause in the partnership to make ChargeX the sole EV charging provider in metered public parking spaces. We plan to offer a unique value, so competitors attempting to undercut us on price would not affect our customer base. The current dominant model is also deeply subscription based.

Financial Model

The ChargeX 5-year financial model uses current cost and customer traffic assumptions to generate our expected financial outlook. The income statement projects an annual revenue of \$1,533,000 using a fixed hourly rate charging cost. Estimates for annual cost of goods sold are \$709,560 and operating costs are \$400,000, which puts yearly expense at \$1,109,560. We estimate the initial startup cost for ChargeX will require a loan of \$1,425,000. The startup resource requirements purchased by the initial startup loan include licensing from the City of Boston to secure viable parking spots for charging, purchase and installation of 10 level 4 EV chargers. We project a positive annual cash flow of \$423,440, which will put ChargeX on track to reach break even during year 4. This model assumes each charger averages 12 sessions per day, with each session averaging 30 minute duration. *[Exhibit 6]*

Financial metrics and pricing for the current revenue model use a fixed hourly rate covering both parking and charging. The hourly rate for a park and charge session is \$70/hr, with the average 30 minute session costing \$35. The expected unit cost of each 30 minute session is \$16.20 (55 kWh electricity at \$0.24/kWh + \$1.50 meter + \$1.50 revenue share). Estimated CAC is approximately \$9.13, which models an annual marketing budget of \$100,000 spent in advertisements via ParkBoston and ad placements. Our assumptions are based on daily traffic rates including visitors and commuters rather than retention rates, which currently provide more accurate variables than projecting CLV and churn rate.

Resource / Capabilities	Time to develop / acquire / sustain	Plan of development / acquisition / sustaining	Cost to Develop or acquire
Initial loan	2 months to acquire	Outsource	\$1,425,000
Licenses	4 months to acquire	Outsource	\$75,000
Order placement of 10 level 4 fast chargers	1 month to assemble and deliver	Outsource	\$786,000
Charger installation	A week to install	Outsource	\$464,000

Financial Metrics

- CAC: \$9.13 ($\$100,000/10,950$)
Marketing cost / yearly charge sessions
\$100,000 a year spent in advertising through ParkBoston and ad placements.
- CLV and Churn: Our assumptions are based on daily traffic including visitors and commuters rather than retention rates

Key Revenue Drivers: Number of chargers, Customer volume/Cycle time, Location

Key Cost Drivers: Electricity, Installation, Charger speed/price

Key cost drivers for this business are electricity costs and the capital cost of the chargers with installation. We are leveraging the good locations by aligning incentives with the city and state's EV initiatives in order to install chargers at these spots at cost. Charger speed and price are important cost drivers because they drive revenue when it comes to cycle time and the volume of customers we can push through the spots in a day. Our prices are based on a half hour park/charge rate of \$40 which provides around an 80% charge that makes it affordable to charge an EV quickly but incentivizes people to leave the spots when they are done or pay a premium. Our revenue will be mainly driven by the number of chargers we can install. We expect competitors to offer lower prices for their subscription models. Even so, our first mover advantage and partnership with the government will keep them away from public spots, a big driver of the value our chargers offer.

[Pricing Model Excel Sheet](#)

Exhibit 1:

1. Target Market
<ul style="list-style-type: none"> Charging Infrastructure <ul style="list-style-type: none"> Boston On Street Parking Spaces (semi-public/public partnership) Spaces located near popular areas Northeastern, Tufts, BU, MA Government, Local businesses
2. Target Customer
<ul style="list-style-type: none"> Electric vehicles owners living/working in Boston (B2C) <ul style="list-style-type: none"> Primarily without a home charger Frequent users who don't travel very far
3. Product or Service
<ul style="list-style-type: none"> Quick charging Public parking
4. Positioning
<ul style="list-style-type: none"> Narrow market, premium value
Value Proposition
<ul style="list-style-type: none"> Easy to access parking spots in Boston that help you conveniently charge your EV on the street

Exhibit 2:

Transactional Revenue Model

Who Will Pay

End User: Electric vehicles owners living/working in Boston (B2C)

What Will They Buy

End users will receive a **bundle of services**
 Parking app providing availability + rates of
Chargers
Parking fees
Charging fees

How Much Will They Pay

One-time price
 Variable pricing dependent on factors like electricity, time of day, length of park

How Will They Pay

Transactional
 Variable pricing dependent on factors like electricity, time of day, length of park
 Through applications (External/third-party parking services)
 In-unit POS on charger.

When Will They Buy

1 day or less

How Often Will They Buy

One-time purchase
 Commuters may pay multiple time (2-3) per week.

Average Order Size		Relationship Type		
\$35.00		Business-to-consumer		
Service Mix	Quick Charging		Public parking spot	Payment Hubs
	Throttled level 4 chargers. Throttled to provide desired charge time. (when parking longer)		Partner with government to provide public parking to customers	Leverage multiple payment hubs to provide ease-of-use. Physical POS systems as well as a parking application
Order Size	Individual	Order size depends on several factors:		
	one transaction per customer/car	<ul style="list-style-type: none">• Time of day: pricing model employs a surge pricing model to maximize margins & minimize idle time• Charge Time: the amount of kWh that a customer charges with directly affects revenue• Park Time: park time limits the amount of revenue per day.		
Order Frequency	One Time Purchase	Order frequency depends on the type of customer		
		Commuter: commuting customers will use chargers multiple times per week Passerby: EV users who are traveling through Boston will use this charger once		
Metrics	Electricity Costs	Average Charge Time	Charge-park rate	Public-charging use rate

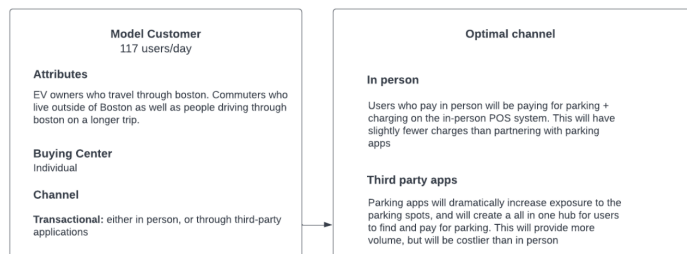


Exhibit 3:

R&D Model
<ul style="list-style-type: none"> • Buy charger technology • Internal for software • External for physical assets
Production Model
<ul style="list-style-type: none"> • Outsourced manufacturing • Internal logistics in partnership with government
Channel Model
<ul style="list-style-type: none"> • Advertising via parking spots with branding and unique look
Service Model
<ul style="list-style-type: none"> • Tiers of customer service • IT and maintenance support available locally

Exhibit 4:

[Pricing Model Excel Sheet](#)

Exhibit 5:

Channel Function		Channel Type			
		Marketing	E/N	Selling	E/N
Availability of chargers in EV concentrated areas	Int.			Installation of chargers in highly concentrated areas	
	Ext.			Government policing team (checking spot availability)	
Product Information of EV charging capabilities	Int.	Chargers visibly branded		Website Promotion/ Branding	
	Ext.	Government partner promoting EV vehicles (park boston, plugshare, other EV charging apps)			
Process and fulfill customer orders (ensure sales are collected)	Int.			On unit POS system	On unit POS system
	Ext.			Parking apps catered to the Boston area	
Lot Size (Enough chargers for potential demands)	Int.				
	Ext.				Distribution partners (meters tied with EV charger)
After Sales Service (charger maintenance)	Int.				Company operations and help desk
	Ext.				Outsourced maintenance team assisting with chargers or troubleshooting issues

Exhibit 6:

Income Statement	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	-	1,533,000	1,533,000	1,533,000	1,533,000	1,533,000
Cost of Goods Sold (COGS)	-	709,560	709,560	709,560	709,560	709,560
Gross Profit	-	823,440	823,440	823,440	823,440	823,440
Expenses						
Marketing	100,000	100,000	100,000	100,000	100,000	100,000
Capital Expenses (Chargers)	1,250,000	-	-	-	-	-
Salaries and Benefits	75,000	250,000	250,000	250,000	250,000	250,000
Maintenance		50,000	50,000	50,000	50,000	50,000
Total Expenses	1,425,000	400,000	400,000	400,000	400,000	400,000
Earnings Before Tax	(1,425,000)	423,440	423,440	423,440	423,440	423,440
Net Earnings	(1,425,000)	423,440	423,440	423,440	423,440	423,440
Cumulative Earnings	(1,425,000)	(1,001,560)	(578,120)	(154,680)	268,760	692,200
Net Profit/Loss		-65%	-38%	-10%	18%	45%

Cash Flow Statement	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Operating Cash Flow						
Net Earnings		423,440	423,440	423,440	423,440	423,440
Plus: Depreciation & Amortization	-	-	-	-	-	-
Less: Changes in Working Capital	175,000	-	-	-	-	-
Cash from Operations	(175,000)	423,440	423,440	423,440	423,440	423,440
Investing Cash Flow						
Investments in Property & Equipment	1,250,000	-	-	-	-	-
Cash from Investing	1,250,000	-	-	-	-	-
Financing Cash Flow						
Issuance (repayment) of debt	1,425,000	(423,440)	(423,440)	(423,440)	(154,680)	-
Issuance (repayment) of equity	-	-	-	-	-	-
Cash from Financing	1,425,000	(423,440)	(423,440)	(423,440)	(154,680)	-
Net Increase (decrease) in Cash	-	-	-	-	268,760	423,440
Opening Cash Balance	-	-	-	-	-	268,760
Closing Cash Balance	-	-	-	-	268,760	692,200

Exhibit 7:

Customer Decision Journey

Customer Journey Map	Search	Identify	Interact	Purchase	Issue Resolution
Chargers		Branded chargers in visible parking spaces	Audio instructions		
Touch Interface		User friendly tech interface attached	Provides instructions for chargers	Built in POS system	Common issue explanations, maintenance request button
Website/App	Utilize ParkBoston and website to show available spots	Secure the charger using the app	See charging rates and fees	Can use ParkBoston to pay	App provides FAQ, help line, technician requests
Physical ads		Signs all over Boston near spots			

Exhibit 8:

The Industry Dynamics Scorecard™		Facts / Data about your Target Industry	Industry Score (1 - 10)
•The current industry segment / niche size (i.e. sales)	<ul style="list-style-type: none">● Electric vehicle charging stations<ul style="list-style-type: none">○ Size: \$17.59 Bn (global)● The number of installed DC fast chargers (ports) grew to 21, 676 at the end of 2021	8	
•The current industry segment growth rates	<ul style="list-style-type: none">● DC chargers increased 24% last year (+ >4200)● CAGR: 36.9%● Charging units expected to reach 2.93 million in North America (2029)	9	
•Major trends sweeping across the industry	<ul style="list-style-type: none">● The fast charger segment led the market and accounted for 94% share of the global revenue in 2021.● Increased maximum power output and density of charging locations● General market share of EVs is increasing rapidly (more vehicles in need of charging)● The Combined Charging System (CCS) segment dominated the market and accounted for a 46% share of the global revenue in 2021.	8	
•The competition in the industry and evidence of successful business models	Medium competition level in a growing industry, ChargePoint holds around a 70% market share in EV charging infrastructure	5	
•The activity level of new companies, venture deals, and M&A transactions	<ul style="list-style-type: none">● Venture Capital + overall capital raised is increasing YoY (companies focused on energy sector and environment)● Number of deals increased 3x over last 10 years● Gravity Mobility: City-based EV charging infrastructure startup aiming to reduce the space needed to set up fast EV chargers, while increasing access for consumers. Suitcase sized chargers can be mounted on floor, wall, ceiling and provide up to 360 kw of DC charge.	8	

	Chargers are currently located in parking garages.	
•The technology life cycle stage of the industry overall, often reflected by new technologies, products, and services recently announced by players in the industry	EV chargers in the US are still in the early adoption phase with new Level 3 and 4 chargers yet to be available widespread and EV ownership only around 1%	2
•The channels of distribution within an industry	<ul style="list-style-type: none"> Selling to businesses with lots AC personal chargers for homes DC fast charging lots 	8
•There are reasonable, attractively priced suppliers for key components, technologies, or ingredients that you need for your products or services	Chargers are very expensive and attaching them to energy infrastructure is a logistical challenge in cities especially	3
•Existing barriers to entry that might make your life extremely difficult as an entrepreneur	Cost of parking spots in cities, initial costs of installing fast DC chargers, low EV ownership rates	5
	Total Score	56

Exhibit 9:

Business Model Dimensions	Current Industry Standard	Key Observations/ Opportunities
Revenue Model	-B2B direct sales of charging equipment with software and subscription to cloud services. -Charging upfront for charging products REVENUE BREAKDOWN: -Networked Charging Systems includes delivery of EV charging infrastructure, accounting for 72% of revenue in FY22 -Subscriptions to cloud services, accounted for 22% of revenue -6% in transfer of regulatory credits	-Sell services direct to consumer without another business as the middleman -Tiered service for nonmembers and members
Operating Model for R&D	ChargePoint designs and develops Level 2 AC and Level 3 DC charging equipment paired with their	-Develop the software in-house and export the

	software services. These bundled products are designed and maintained in house.	charger R&D to engineering firms
Operating Model for Production	ChargePoint manufactures charging infrastructure and software in-house	-Maintains software and organizes setup of chargers.
Operating Model for Go to Market	Charging infrastructure products are advertised to commercial/fleet/residential customers. Once the equipment is delivered and functional the ChargePoint station is added to the ChargePoint network.	-Must seek out customers willing to pay for both charging infrastructure and subscription.
Operating model for customer service	ChargePoint offers Assure warranty services which include proactive monitoring, fast response times, parts and labor warranty, expert advice, and robust reporting	-Tiered service for non-members and members -IT and maintenance support on call
Current Resource Requirements	-Large lots for chargers -Partnerships with businesses -Technological investment -Grid access	-Partnership with government (public spaces) -Smaller units

Exhibit 10:

Make / Model / Output (kw) or Network	Port: Single (S) or Dual (D)	Mount: Ground (G) or Wall (W)	MSRP	Unit Price (\$) (1) 1-49	Unit Price (\$) (1) 50-99	Unit Price (\$) (1) 100-249	Unit Price (\$) (1) 250-499	Unit Price (\$) (1) 500+
BTC POWER LEVEL 3 - DCFC								
DCFC 50kw Dual Charger, 208V/480V	D	Ground	\$ 30,550.00	5% off MSRP	7.5% off MSRP	10% off MSRP	15% off MSRP	20% off MSRP
Warranty Options for 50kw unit	Unit comes with 2 year warranty	3 year-8% of price, 4 year 15% of price						
High Power Modular DC Charger: Level4 150KW, Power Engine Cabinet-L4-150-480	Dual CHAdeMO+CCS1	Ground	\$ 42,900.00	5% off MSRP	7.5% off MSRP	10% off MSRP	15% off MSRP	20% off MSRP
Level 4 Dispenser-L4D-350 (each)	Dual CHAdeMO+CCS1	Ground	\$ 35,700.00	5% off MSRP	7.5% off MSRP	10% off MSRP	15% off MSRP	20% off MSRP
Warranty Options for 150kw unit:								
2 year warranty (full)			\$ 7,500.00	5% off MSRP	7.5% off MSRP	10% off MSRP	15% off MSRP	20% off MSRP
3 year warranty (full)			\$ 12,000.00	5% off MSRP	7.5% off MSRP	10% off MSRP	15% off MSRP	20% off MSRP
4 year Warranty (full)			\$ 16,000.00	5% off MSRP	7.5% off MSRP	10% off MSRP	15% off MSRP	20% off MSRP
Network Charges per dual port per annum	N/A		\$ 615.00					
Prices include Shipping								
(1) Purchase Assumption: All units to ship within 1 year (2) Purchase Assumption: All units to ship within 2 years								

Appendix:

<https://cars.usnews.com/cars-trucks/features/ev-charging-stations>

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