

RESPONSE OF **OUTFRONT DECAUX STREET FURNITURE, LLC**

Request for Proposal
Sidewalk and Transit Amenities Program (STAP)

StreetsLA
Department of Public Works

February 19, 2021

LOS ANGELES



Introduction

Transit is the daily link to economic opportunity — by choosing to provide services to every rider, LA is communicating that every bus rider matters and no single neighborhood is more important than another. The LA community is vibrant and diverse, however, during its decades of growth, many Angelenos have been forgotten as our City moved away from a dependence on public mobility. That is no longer true – City initiatives are measuring structural disparities and barriers to opportunity and are focused on rectifying the lapses through a *Decade of Action*. OUTFRONT/Decaux would be proud to play a part in this extraordinary social and infrastructure program rethinking the LA streetscape and creating a new vision of Los Angeles, a vision that will address both the needs of our environment and the needs of our underserved communities.



We are long-time City partners but, more importantly, we are long-time members of the community and we thank *StreetsLA* and the rest of the City team for placing the promotion of equity as a driver for change in LA. The program we present today in response to the City of Los Angeles Request for Proposals for Sidewalk and Transit Amenities Program (the "RFP") is designed to provide value to the broadest population of transit riders possible.

StreetsLA has made an extraordinary commitment to providing Angelenos with a streetscape that responds to the needs of the communities who use those streets – that requires a skilled concessionaire who can make that streetscape a reality. The partners of OUTFRONT/Decaux have been at the forefront of providing public services funded by the sale of advertising on those services to urbanites for more than half a century. Importantly, this company with its decades of experience, is fully capable of installing any element, any amenity desired by the City, and we have a track record of doing so expeditiously and completely!

“[We will] provide services with equity and quality across our communities, with the focus on providing environmental justice for the communities that have been disadvantaged for many years to help us better serve constituents that have often been overlooked.

Adel Hagekhalil
The Planning Report
September 2019

OUTFRONT/Decaux partners provided bus riders with a 'world's first' concept in 1964 – a simple covered space to shelter from the elements funded by an advertising panel and through the years evolved and innovated that concept. Today we provide "smart" bus shelters with WiFi, charging stations, interactive digital screens, wayfinding, green canopies, air filtration systems, emergency support components and solar panels, to name just a few amenities. Most importantly, Angelenos can rely on the fact that OUTFRONT/Decaux partners have always provided the services they have promised communities, in the timeframe they promised. Very few companies bidding today can say that.

OUTFRONT/Decaux is determined to create a world-class STAP, which will be framed to address inequity and designed to provide real value to Angelenos – in services and revenue which can be used to fund additional transit amenities. And we can “hit the ground running” – we have a fully dedicated LA-based team already in place covering all facets of STAP program requirements, assuring a seamless transition and we will grow from there.

Our proposal will provide the one central issue needed by the majority of bus riders – shade, through

- Bus shelters
- and,
- a brand-new design to be installed for the first time in the world in Los Angeles..... **The Sunshade for Outdoor Spaces**, which creates shade in a cost-effective manner can be installed in locations that have technical installation challenges.

Mindful of local community standards, our proposal is based on operating fewer advertising signs than the inventory installed in the current program. It is premised on revenue being generated at only 811 advertising locations, which is limited to approximately one-third of the total 3,111 street furniture locations.

No concession can meet the ambitious outcome described in this program without the active participation of the City and our proposal is premised on the framework described by the City in the RFP. It relies on a timely rollout and the resulting digital revenues. It is reliant on permits being forthcoming and installations occurring in manner that allows the program to be mounted within the first year as well as including the sale of advertising categories existing today. This requires political will and the support necessary to secure all technical requirements, including permits, and overcoming any public resistance to digital advertising. Should, for example, regulatory approvals be delayed, advertising guidelines change, sidewalk conditions be other than their existing status, power connections require new conduit, or a change of another material issue, the details of our proposal would need to be revisited as such changes would alter the fundamental assumptions underlying our proposal.

The RFP has called for a broad vision – the scale of infrastructure is both extensive and ambitious, combined with comprehensive technical requirements. The proposals requested by the City create many opportunities for change and many opportunities for choice; however, there remains much uncertainty surrounding the actualization of the

Introduction

program – from issues of pricing dependent on the City’s choice of family of furniture to the impact of permitting delays, to the challenges of electrical connections, to the goal of maximizing revenue yet also maintaining an occupancy level of 80%. All of these hurdles, we underscore, can be overcome with a positive working relationship curated between the partners; nonetheless to place “pen to paper” and create a business model, the only possible course has been to make certain framing assumptions. In the event that OUTFRONT/Decaux is selected as the awardee under the RFP, we would welcome an open and transparent dialogue with the City regarding any issues that may not be in accord with our assumptions and the framework described by the City. We would expect this to be a discussion which would be ongoing as certain details (the particulars of initial elements, for example) would not be known at the onset of any award.

We have noted certain details regarding how we have structured our proposal under Section 8 “Proprietary Information”. Two key framing issues we would note are

- The 10-year term will begin when the installation of all 770 digital structures has occurred; and
- The Performance Criteria noted on pages 42-43 of the RFP must be established and detailed in a quantitative manner in order to be measurable and, thus, a blueprint for both evaluation of the concessionaire and achievement of the goals.

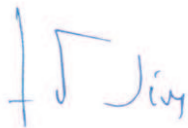
The City has undertaken a comprehensive and lengthy endeavor to determine what was best for the bus riders and the streetscape. This has involved the engagement of many City agencies and both the legislative branch and the executive branch, assessing and debating the strengths and weaknesses of continuing the current program, the issuance of two procurement processes: the Request for Information in early 2020 and subsequently, this RFP. The next phase is execution. **Many companies will proffer ‘big ideas’ that look wonderful on paper but, in the harsh ‘light of day’, leave communities without the promised services. StreetsLA and Angelenos can rely on the fact that OUTFRONT/Decaux partners have always provided what they have promised.**

OUTFRONT/Decaux has big ideas too – in fact, many of the ideas proposed by our competitors were first considered in our own design shops – but we also want to provide the essential comforts that will result in daily well-being – a comfortable, safe and shaded location for a transit rider to wait for the bus, amenities which move the scales in the right direction for our community. We welcome the opportunity to engage with the City in connection of these and any other ideas for the public way. We have submitted a proposal that meets the requirements set out by the City as explained in the RFP, but we have also provided much detail on the many other concepts that we can bring to Angelenos in partnership with the City over the term of a new concession.

Thank you for giving us the opportunity to participate in this important project for our community.

OUTFRONT Decaux Street Furniture, LLC

J. Francois Nion
Co-Managing Director



Richard Ament
Co-Managing Director



ORGANIZATIONAL NOTES REGARDING THE PROPOSAL:

OUTFRONT/Decaux would be happy to supplement the information provided or expand on any topic in this proposal, including in cases where we have noted our understanding of what the City desires information about (i.e. cases where the RFP text was less detailed).

OUTFRONT/Decaux, we note, is a joint venture of two experienced out-of-home companies – OUTFRONT Media, Inc. and a wholly-owned member of the JCDecaux SA, JCDecaux North America, Inc. At times, certain attachments have requested information that we have provided about the venturers in an attempt to accurately and transparently provide the information we understood the RFP to be requesting.

OUTFRONT/Decaux has understood that the 125 page limit refers to the narrative of the Technical Proposal, and any attachments that are required to be submitted with the narrative of the Technical Proposal (e.g. Financial Statements of the joint venture partners which, as publicly traded companies, are required to be extensive) are not included in the 125 page limit.

Certain forms and ordinances refer to information required in connection with the City of Los Angeles and in referencing such information, the RFP may refer to the “Los Angeles Market. In such cases, we have understood the reference to the “Los Angeles Market” to mean the City of Los Angeles market.

We have included one full set of financials for fiscal years 2017 through 2019 for each of the venture partners under separate cover, printed and bound. However, in the interest of maintaining a limited eco-footprint and conforming to the sustainability missions of both the OUTFRONT/Decaux and the City, we have only printed this voluminous document one time. We have included it in a folder in each of the 10 USB drives with our proposal and it is also available if you copy the following link into your web browser, should you choose to view them in that manner:

[https://marketing-websites.s3.amazonaws.com/legal/LA+RFP+++Financials+\(February+12+2021\).pdf](https://marketing-websites.s3.amazonaws.com/legal/LA+RFP+++Financials+(February+12+2021).pdf)

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*NOTE:
The Equal Benefits/First Source Hiring Ordinances Compliance Forms were filed with the City directly through the online submission process*

PROPOSAL CONTENTS



COMPANY INFORMATION

1

“Infusing equity in the infrastructure build out of the region can go a long way towards ensuring that all residents in Los Angeles benefit from the region’s growing resources.”

Measuring Matters: Ensuring Equitable Implementation of LA County Measures M&A USC Dornsife: Program for Environmental and Regional Equity, January 2018



1

Company Information

OUTFRONT DECAUX STREET FURNITURE, LLC

Formed as a limited liability company to design, install and operate the City of Los Angeles' street furniture program, OUTFRONT Decaux Street Furniture, LLC is a joint venture between OUTFRONT Media, Inc., the largest out-of-home company in the United States and JCDecaux North America, Inc., a member of the JCDecaux Group, the largest out-of-home and street furniture company in the world.

Dedicated to serving the evolving needs of its partners and its communities, no other business organization has more experience, or has had more success creating and operating innovative streetscape programs which provide shelter, comfort and services to municipalities. Together, these companies have installed and operated the street furniture program in Los Angeles for almost 20 years, providing community-focused services. With our offices located in the City, our team is comprised of local community members, many of whom are bus riders and life-long Angelenos.



**THE COMMUNITY
BUS SHELTER ART
ENHANCEMENT PROGRAM**

**WORKING WITH StreetsLA,
HAND-WASHING & HYDRATION
STATIONS WERE INSTALLED TO
MEET COMMUNITY PANDEMIC
RELATED NEEDS**



**LA COMMUNITY-FOCUSED
SOCIAL INNOVATION "PIT
STOP" ATTENDANTS**

1 Company Organization

THE JOINT VENTURE PARTNERS: JCDECAUX

JCDecaux street furniture is installed in more than 2,100 cities (with populations of over 10,000) across 70 countries. The company operates in over 80 countries across all six continents with urban life. JCDecaux focuses on three outdoor advertising segments – street furniture, billboard and transport – with more than 1,100,00 display panels for advertising and public messaging. However, street furniture is the product which is closest to the company’s heart, having invented the very concept in 1964 which it continued to evolve and innovate to its multi-service, multi-function concept today.

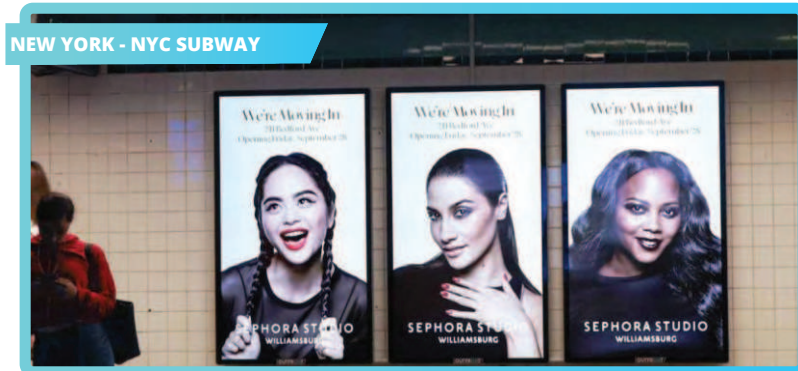
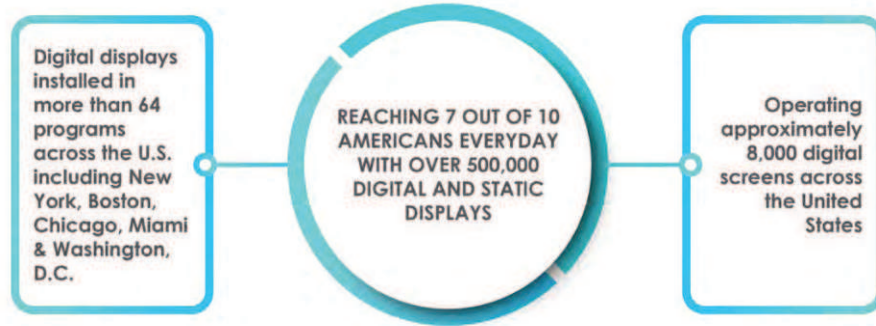


JCDecaux North America was incorporated in [1994] and is wholly owned by JCDecaux SA, a company traded on the Euronext N.V. With more than 25 years of experience creating and operating advertising concessions in the U.S., JCDecaux North America is the partner with primary responsibility for installing and maintaining the services provided by the company. It operates advertising concessions in 17 U.S. cities through a broad range of programs – from airports to malls to billboards to street furniture – with digital and static displays and the expertise of the JCDecaux Group may always be drawn upon.



THE JOINT VENTURE PARTNERS: OUTFRONT MEDIA

OUTFRONT Media is organized as a real estate investment trust (REIT) and has been listed since 2014 on the New York Stock Exchange. As the partner with responsibility for revenue production, its experience is unmatched in the U.S. OUTFRONT is the U.S. corporate leader in out-of-home advertising, operating advertising concessions in 140 U.S. markets – through transit, street furniture and billboard programs – and maintaining a national sales organization with more than 500 sales and marketing executives nation-wide.



We have included one full set of financials for fiscal years 2017 through 2019 for each of the venture partners under separate cover, printed and bound. However, in the interest of maintaining a limited eco-footprint and conforming to the sustainability missions of both the OUTFRONT/Decaux and the City, we have only printed this voluminous document one time. We have included it in a folder on the USB drive that contains our proposal and it is also available if you copy the following link into your web browser, should you choose to view them in that manner:

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**QUALIFICATIONS, CASE
STUDIES & REFERENCES**

2



2

Qualifications, Case Studies & References

OUTFRONT/Decaux is the market leader in municipal transit and mobility programs financed through outdoor advertising and is a long-time partner of Los Angeles. Focused on enhancing first/last mile transit connections and providing communities with the services they desire, the partners of OUTFRONT/Decaux utilize the most innovative elements and up-to-date technology in their programs. Consistent with this proposal for Angelenos, we design programs utilizing “kits of parts” to offer municipalities flexibility and relevance to their values and needs.



IN 2015, THIS WAS THE FIRST SMART TRANSIT SHELTER IN THE US

Operating streetscape and transit advertising programs across North America – in such complex urban areas as New York, Boston, Chicago, Dallas, Houston, San Francisco, Atlanta, Miami and Vancouver B.C. – and on behalf of a wide array of municipal airport authorities and transit agencies – including LAX and Los Angeles County Metropolitan Transportation Authority, branded commonly as “Metro”, New York’s Metropolitan Transportation Authority and the Washington Metropolitan Area Transit Authority – OUTFRONT/Decaux’s vast experience working with our partners makes us intimately familiar with many of the issues that cities and local governments are addressing through technology, mobility solutions and local revenue generation. Moreover, with an unequalled presence throughout the Greater Los Angeles area, where we operate 15 unique street furniture concessions in such cities as Pasadena, Glendale and West Hollywood in addition to our program in the City of Los Angeles, OUTFRONT/Decaux understands the issues facing those living and working in the City.

OUTFRONT/Decaux offers its partners programs that incorporate the most cutting edge technology, increasing connectivity to all stakeholders and real time information for users. The partners operate programs which include interactive information screens, smart bus shelters with enhanced technology (such as real time information about transit arrival/departure, wayfinding and local events etc.), WiFi, USB charging ports and beacon technology. Moreover, we use data to manage our Operations and provide customized information to our clients and partners and employ programmatic buying platforms to increase real-time advertising purchasing access.

2 Qualifications, Case Studies & References

INTRODUCTION: CASE STUDIES

On the following pages we have described six case studies which provide a range of concessions/franchises that the partners have been awarded within the last five years and have the scale that this request for proposals describes. In all of the case studies, the awardee is responsible for sales, marketing, finance, operations and project management functions of that concession/franchise. In each case described below, in the concessions that do not involve mobile inventory (i.e. not including the Metro bus concession), the concessionaire/franchisee was responsible for identifying the high-revenue locations and originating a program that would increase revenue for the authority. In all of the case studies noted, the concessionaire has met the goals desired by its partner.

Case Study 1: Coordinated Street Furniture Franchise, New York City (concession term: 20 years beginning 2006)

Client: City of New York, acting through its Department of Transportation
Name: Michelle Craven
Title: Assistant Commissioner, Cityscape & Franchises
Department of Transportation, City of New York
Email: mcraven@dot.nyc.gov
Telephone: 212.839.4478

Product Description:

JCDecaux operates the street furniture franchise across the five boroughs of New York with over 3,100 bus shelters, 370 newsstands and 5 automatic public toilets. This program was awarded to Cemusa NY, LLC, which JCDecaux purchased in 2015 and proceeded to upgrade with digital conversions in bus shelters and newsstands. This digital upgrade was accomplished between October 2016 and February 2017 with up to 30 bus shelters converted per week. Currently, there are approximately 280 digital panels installed in bus shelters in Manhattan, Brooklyn and Queens and 55 digital panels installed on newsstands in Manhattan. (These numbers are subject to change from time to time as bus routes change and the City of New York directs new newsstands to be installed or dismantled). A second phase upgrade occurred in September 2018 when JCDecaux installed 98" double-sided digital screens developed specifically for this program in 15 shelters on Fifth Avenue.

JCDecaux provides value to the City of New York through installation of infrastructure (which are required throughout the term of the concession), in-kind advertising placement in New York inventory as well as locations throughout the JCDecaux network world-wide, on-going maintenance throughout the system as well as guaranteed payments. The installation of the entire bus shelter network required under the franchise has been completed.



DIGITAL NEWSSTAND - COLUMBUS CIRCLE



DIGITAL BUS SHELTER - 79TH ST & 2ND AVE



BUS SHELTER ART EXHIBITION "ART ON THE GRID" - COBBLE HILL/BROOKLYN



AUTOMATIC PUBLIC TOILET - MADISON SQUARE PARK

Case Study 2: Los Angeles County Metropolitan Transportation Authority: Bus Advertising Concession (concession term: 10 years beginning 2018)

Client: Los Angeles County Metropolitan Transportation Authority (LACMTA)
Name: Glenn Becerra
Title: Deputy Executive Officer, Communications
Email: BecerraG@metro.net
Telephone: 213.922.5661

Product Description:

OUTFRONT was awarded the contract to operate the bus advertising concession for the Los Angeles County Metropolitan Transit Authority (Metro) in March 2018. OUTFRONT manages all aspects of this franchise encompassing 1,870 revenue service buses operating within the County of Los Angeles.

OUTFRONT is responsible for all aspects of the sales and operations associated with Metro's bus advertising opportunity, including all related activities such as posting and removal of the creative. This ten-year agreement provides for minimum annual guarantees, beginning in the first year of the agreement over the term of the concession. This project is focused on a revenue outcome to enhance the funding of Metro.



2 Qualifications, Case Studies & References

Case Study 3: New York Metropolitan Transportation Authority: Subway, Commuter Rail & Buses Advertising Concessions (concession term: 10 years with a 5 year extension, beginning 2017)

Client: Metropolitan Transportation Authority (MTA)
Name: Janno Lieber
Title: Chief Development Officer
Email: janno.lieber@mtahq.org
Telephone: 212.878.7098

Product Description:

Awarded the subway, bus and commuter rail advertising concession in November 2017, OUTFRONT is responsible for operating the media concession of New York's subway, bus and commuter rail system. This program includes the conversion of virtually all of the subway and commuter rail station media and a substantial portion of the MTA's subway and commuter rail rolling stock media from static posters to digital displays. This conversion includes the design, engineering, and installation of the new digital media within the New York City subway system and within the Long Island Rail Road and Metro-North Railroad. The project calls for the installation of as many as 50,000 new digital displays within the first five years of the agreement. It is anticipated that the capital investment required to complete this very aggressive project will exceed \$800 million.

Any project of this magnitude requires an enormous level of preparation and teamwork. Working with AECOM for engineering and construction management, OUTFRONT first had to achieve approvals from MTA engineering for the design of the displays, approach to installation, engineering of conduit runs and other structural components for a project within a system that is more than 100 years old. As of the date of this proposal, OUTFRONT has completed the installation of 5,971 in-station digital displays at 263 New York City Subway Stations and 797 digital displays at 33 commuter rail stations. In addition, "first article inspection" installations on both subway and commuter rail rolling stock have begun.

A primary goal of this project is the creation of a digital network throughout the transit system, enhancing communication services. Of the nearly 6,000 displays installed in NY City Subway Stations, roughly half are 100% dedicated to the delivery of transit system customer messaging and the MTA messaging is required on 20% of the display time on all of the other advertising displays.

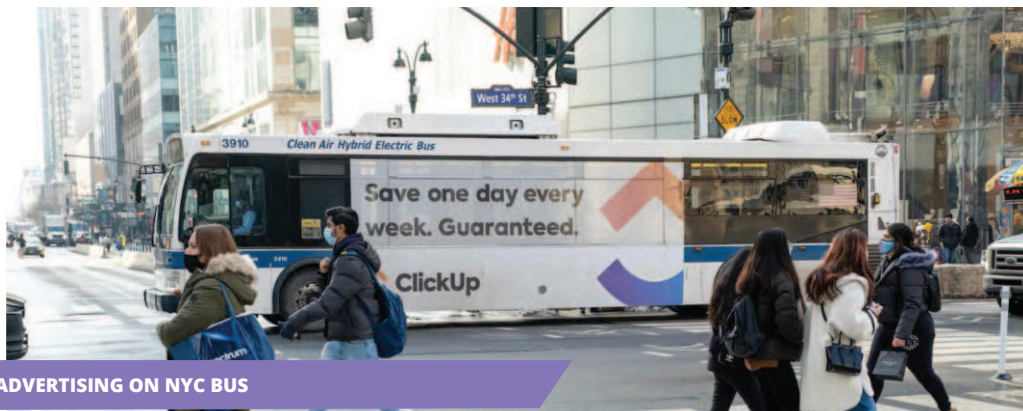
Working in an environment like the NYC subway system required OUTFRONT to overcome a number of design challenges, including environmental concerns and wide variances in temperature as well as technical issues such as power consumption and challenges related to mounting hardware and installation of conduit runs.



NETWORK DIGITAL SCREENS - NYC SUBWAY



DIGITAL URBAN PANEL - ENTRANCE AT 34TH ST



ADVERTISING ON NYC BUS

Case Study 4: Subway, Commuter Rail and Bus Advertising Concessions (concession term: 5 years with two 5 year extensions, beginning 2016)

Client: Massachusetts Bay Transit Authority (MBTA)
Name: Elizabeth Winters Ronaldson
Title: Deputy Director Advertising, MBTA
Email: ewronaldson@mbta.com
Telephone: 617.222.4233

Product Description:

The Massachusetts Bay Transit Authority awarded the concession for subway, commuter rail and bus advertising to OUTFRONT in 2016. This agreement calls for OUTFRONT to manage all aspects of the "T's" advertising franchise including ad sales and operations and requires that OUTFRONT share 70% of all revenues it generates with the Authority. In addition, the agreement anticipates that OUTFRONT will work with the "T" to install approximately 700 new digital displays within "T" stations in the City of Boston.

OUTFRONT worked with MBTA to secure approvals for the design of the displays, the approach to their installation, engineering of conduit runs and other structural components. The issues were substantial as this network is being installed in the oldest subway system in the US, well over 100 years old. As of the time of this proposal, OUTFRONT has invested over \$20 million in capital and completed the installation of 649 in-station digital displays at key "T" stations in Boston

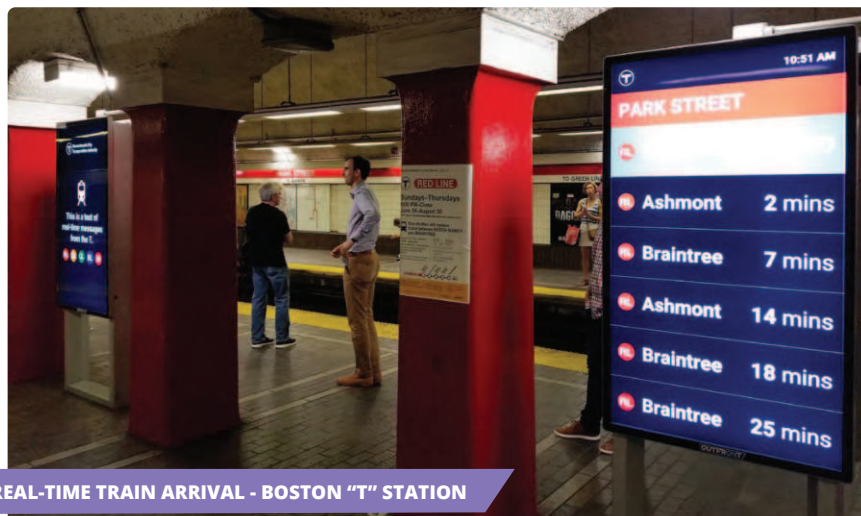
This program is structured to provide the MBTA with a public messaging system, providing 20% of the display time to the MBTA for train arrival information as well as system status updates (and emergency messaging, if any). Similar to the challenges addressed in Case Study 3: New York Metropolitan Transportation Authority: Subway, Commuter Rail and Buses Advertising Concessions, this subterranean installation required that OUTFRONT address environmental concerns regarding moisture, break and steel dust as well as wide variances of temperature. The installation issues in the system were also a challenge from power consumption and conduit runs to mounting hardware. In Boston, these issues are exacerbated by the fact that most of 600+ displays are installed in a "Cross-Track" manner, requiring additional safety considerations and cooperation by MBTA.



DIGITAL URBAN PANEL - GREEN LINE "T" STATION



ADVERTISING ON BOSTON BUS



REAL-TIME TRAIN ARRIVAL - BOSTON "T" STATION

2 Qualifications, Case Studies & References

Case Study 5: Advertising Concession for Transport for London, United Kingdom (concession term: 5 years with a 5 year extension, beginning 2015)

Client: Transport for London (TfL)
Name: Chris Reader
Title: Head of Commercial Media
Email: ChrisReader@tfl.gov.uk
Telephone: +44 (0)7515 332 851

Product Description:

JCDecaux was awarded the exclusive advertising concession of the world's largest bus shelter advertising concession, comprising over 4,850 bus shelter locations (static and digital) throughout London, by Transport for London in 2015. This program includes the installation of 650 digital screens. Under the concession terms, JCDecaux is responsible for the procurement, installation, cleaning and maintenance of the digital advertising panels, along with the commercial posting of 4,200 static advertising bus shelters. JCDecaux has completed the first phase of installations of 500 digital screens, which began just four months after the award of the concession and was completed within a nine-month period.

Central London is a challenging environment for an installation program of this scale and JCDecaux's Projects Team worked strategically, in partnership with TfL and its subcontractors, to maximize efficiencies and minimize disruption to passengers. The goal of this program was to increase services for passengers through the transformation of the TfL inventory, embarking upon the deployment of the largest digital screens at scale anywhere in the world, and concurrently ensure maximum revenue was achieved for TfL. This has included identifying and introducing new advertising opportunities in key locations and significant investments in sales platforms and data management. In addition to the upgraded passenger experience, JCDecaux has significantly increased advertising revenue for TfL year on year.

JCDecaux's mobilization has included the build-out of the *London Digital Network* footprint of over 600 x 84" fully connected and dynamic HD screens. Iconic locations include the complete digital transformation of Oxford Street, with 50 new digital screens synchronized at line of sight across premium bus shelters all the way along the world-famous shopping street, including outside John Lewis, Selfridges, House of Fraser and Debenhams.



SYNCHRONISED DIGITAL SCREENS - OXFORD STREET

JCDecaux expertly managed the rollout of the digital estate working closely with TfL's stakeholders to ensure the project was delivered to agreed KPI's and TfL's standards...TfL fully support JCDecaux's digital growth strategy and we continue to be impressed with JCDecaux's innovation, professionalism, partnership and operational excellence. JCDecaux are a trusted partner.

*John Pizzamiglio,
Lead for Advertising Strategy, TfL*



DIGITAL SCREEN - CITY OF LONDON



DIGITAL SCREEN - WESTMINSTER



DIGITAL SCREEN - HARRODS

**Case Study 6: Street Furniture Program, City of Vancouver
(concession term: 20 years beginning 2002)**

Client: City of Vancouver, Engineering Department
Name: Margaret Wittgens
Title: Deputy General Manager
Email: Margaret.Wittgens@vancouver.ca
Telephone: (604) 673-8227

Product Description:

This program, operated by OUTFRONT/Decaux, is a broad streetscape program with a diverse range of amenities including 900 Bus shelters, one-third of which are non-advertising units, 985 benches, 1,440 litter/recycling receptacles, 210 Map stand/Wayfinding totem/Urban panels, 89 Modular phone booth/Info kiosks, 17 Automated Public Washrooms, 175 Bike racks and 130 Bike lockers. The roll-out schedule was attenuated over the earlier portion of the term and the different elements were installed over different time periods. Beginning in 2019, OUTFRONT/Decaux upgraded the program with the introduction of 20 digital screens, 10 on bus shelters and 10 installed on the Mapstand/Urban Panels.

With the varied range of amenities, it is clear that this program is structured to provide in-kind value to Vancouver. It includes a revenue share and a guaranteed fee to the City of Vancouver as well. The City is also entitled to display public messaging on 10% of the advertising faces.

OUTFRONT/Decaux has been fully responsible for the management of the program from its initial design phase through engineering, procurement, site selection and installation of the fixtures. It also provides ongoing maintenance and has worked with the city over the term to modify the program as Vancouver's needs have changed. A model program, the municipal agreements of Toronto and Montreal have reproduced this agreement for their own programs.



WAYFINDING AT HORNBY STREET DOCK



AUTOMATIC PUBLIC TOILET - ROBSON ST



DIGITAL CITY INFORMATION PANEL - VANCOUVER ART GALLERY PLAZA



BUS SHELTER - VANCOUVER



3

UNDERSTANDING OF STAP

“Begin by judging everything...in terms of equity. Does the project or policy provide economic opportunity, environmental justice, mobility options, good design to communities historically denied these benefits?”

*Christopher Hawthorne,
LA's Chief Design Officer,
IDEAS Campus - UCLA Architecture and Urban
Design*



3

Understanding of STAP

PUBLIC TRANSIT...THE LINK TO ECONOMIC STABILITY

Public transit is the connector between home and the greater municipal community. The environment where the transit rider, in our case – the bus rider – begins their trip implicitly conveys the priorities of a locality and a government authority.... Study after study, interview after interview – transit riders and their advocates have noted how important the streetscape experience and a dignified bus stop is for each individual.

Mobility - or one's ability to get around - shapes the opportunities we can reach, and the way we interact in and with our communities.

Understanding How Women Travel, LA Metro Report, (August 2019)

Moreover, in addition to improving street aesthetics and providing new services, particularly to those who have been historically underserved, we believe that this investment in STAP will also likely increase ridership as it will provide much needed shade.

The City's present program offers a wide array of services and revenue potential, a true representation of years of ongoing collaboration. At the same time, OUTFRONT/Decaux welcomes and understands the City's new goals and equitable priorities. We are excited about the City's vision for its future streets designed with equity in mind and, as characterized by Christopher Hawthorne, the City's Chief Design Officer "in a comprehensive way."

Integrating people and places within that commitment will define the new aesthetic, support equity, economic development, address health and safety as well as meet the City's commitment to sustainability.

THE GATEWAY TO TRANSIT...



BUS STOP DESIGN CHOICES:
 Infrastructure that provides shade, comfort, security, service, connection and, even community meeting points
OR
 The physical manifestation of empty space, communicating that transit riders are not an urban priority

Great bus stops result from collaboration; careful design and placement; and continuous funding, maintenance, and improvement.

From Sorry to Superb: Everything You Need to Know about Great Bus Stops, Transit Center (October 2018)

3 Understanding of STAP

The existing street furniture program resulted in more than 1,870 bus shelters serving more than 1,000,000 transit riders each week, 200 public amenity kiosks 15 automatic public toilets and vending kiosks. From the start, it has been a community-centered program responding to the needs of City Council and its constituents on a site-by-site basis, from the installation of public toilets at key Metro stations and in Skid Row, to the installation of transit shelters in all 15 council districts and under-served neighborhoods of Los Angeles. Most recently, we have promoted the toilet attendant program "Pit Stop" as part of an innovative social enterprise led by the City as well as handwashing and hydration stations and deployment of hand sanitizers at bus shelters with a high volume of users in response to the COVID-19 pandemic.

Innovative social enterprise led by the City has resulted in **OUTFRONT/Decaux** advancing...



LOS ANGELES PUBLIC TOILET WITH LA's SOCIAL INNOVATION "PIT STOP" ATTENDANTS



HANDWASHING & HYDRATION STATION CREATED & INSTALLED DURING COVID-19

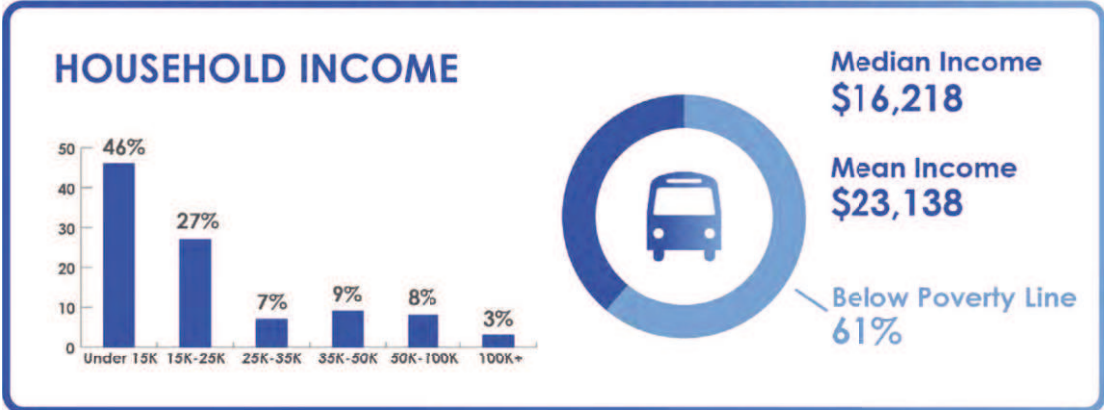


All the stakeholders recognize, however, that improvements can be made. Most particularly, the permitting process in the current concession was a challenge. With a transit riders focus in mind, we believe the new program will be more robust, achieving an equitable balancing of interests – providing even more services to address the transit needs of Los Angeles now and in the future.

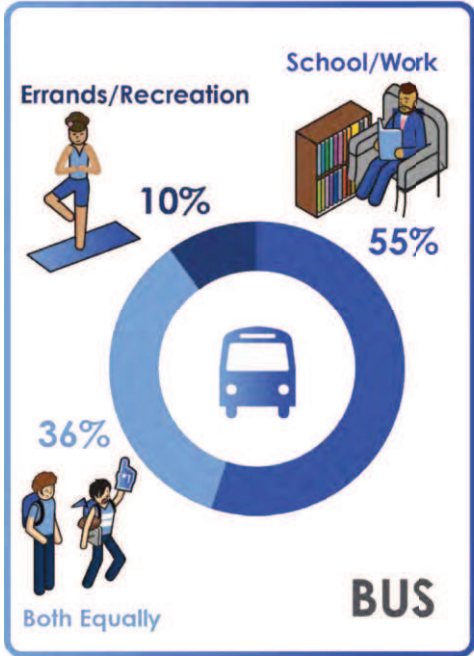


"Source: LA Metro 2017"

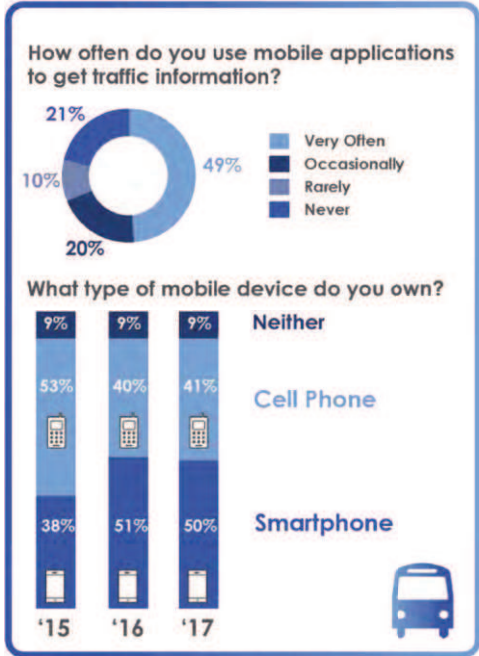
LOS ANGELES BUS RIDERS DEMOGRAPHIC DATA



WHY DO YOU RIDE METRO?



SMARTPHONE USAGE



"On-Board Survey, Results+Trend Report, (Los Angeles County, Fall 2017)"

The engagement of StreetsLA with the community about the STAP is a key step, leading to a real connection with riders, increasing morale and addressing the feeling of disenfranchisement that many have in underserved communities. Transit users are being given the opportunity to be heard and the engagement with this critical stakeholder, whose vision is necessary for any discussion related to "functionality" within value-chain, will result in a best-in-class program.

Our program is structured in a flexible manner with a vision that allows for the possibility of new amenities and new technology to be installed over the term of the concession. We understand the STAP program should be "people-centric". The question that clearly frames the new program and one which OUTFRONT/Decaux has discussed in an ongoing dialogue with the City, and most recently, evidenced by our work together during the pandemic:

HOW CAN NEW INFRASTRUCTURE MAKE OUR NEIGHBORHOODS MORE HUMAN, MORE LIVABLE?

Successful design begins with a dialogue with community stakeholders - For our program, for our bus riders

Our current health crisis has served to underscore even more clearly, the inequity facing our most vulnerable members of society – many of whom are the same people who kept our city going as ‘essential workers’, using our public transit system to go to work. The priorities of our transit users need to guide the decision-making and the implementation of services. We know first-hand that the Mayor’s vision noted in LA’s Green Plan (2019) to include, and promote, the leadership of community members as partners is critical to the success of this program.



“ Having to take 6 buses a day, 4 days a week, you begin to not only compile stories but think of ways of how to change/improve public transit. - Andrea ”

#commutersofLA

Centering the voices of local constituents – the neighborhoods and the transit riders – through on-going engagement with program managers will ensure that users are actually experiencing the benefits of a sustainable program and that this program is a success.



“ Uso el autobús para todo, de Lunes a Viernes para el trabajo y llevar a mi hija a la escuela, y los fines de semana, pues...para los mandados. -Josefa & her daughter ”

Translation: "I use the bus for everything, from Monday to Friday for work and to take my daughter to school, and the weekends, well...to do my errands."

The key to a most successful program is the value that the City and its constituents will receive through the improved service - which will, in turn, lead to greater satisfaction with transit in Los Angeles and increased ridership.



“ We need more seating with shade, especially on those hot summer days and when you miss the bus and have to wait 20+ minutes in the sun. - Cleo ”

WHAT IS THE DEFINITION OF VALUE?

Simple elements creating a sense of place are key to advancing a feeling of dignity and of being seen. Riders want their time and space to be valued. They want to know when the bus will arrive and to have a place to wait for that bus protected from the sunshine in the daytime and the dark at night. The STAP program proposed today by OUTFRONT/Decaux is designed to extend those fundamental services that all transit riders desire – shade, comfort, shelter, information and safety – as well as to augment those essential amenities. The

OUTFRONT/Decaux program will be successful because we propose bus shelters that respect the individual – we have designed our program in response to the comments made by bus riders and their transit allies over the years here in LA. Our team includes a community program manager charged with public engagement and transit riders with daily lived transit experience. We have engaged with local communities, transit riders at their bus stops, transit activists, transit agencies and Council Offices for years. Our program will be successful because it incorporates what our stakeholders have told us.

PRIORITIZING SERVICES OVER REVENUE GENERATION



The program OUTFRONT/Decaux is proposing today will help build a more resilient LA while providing sustainable infrastructure which incorporates cooling features required under the *LA Green Plan Milestones & Initiatives* for 2021-2025. Experience tells us that surface temperatures in areas without shade can be more than 20° hotter than those immediately adjacent but covered with shade.



We also know that heat islands disproportionately impact low-income families and communities of color as well as the elderly and persons with disabilities and our program provides the opportunity for LA to offer shade at every bus stop in the system.

“Imagine an elderly Angeleno who relies on public transit to get around her neighborhood.....[i]magine her standing in the blistering sun in the middle of July waiting for the bus, with hot, dark asphalt. She deserves to be every bit as comfortable as her counterpart in another ZIP code in town.”

Mayor Eric Garcetti
Let's Talk Some Shade, Investing in Place,
October 21, 2020



While ridership as a whole is decreasing, women are an increasing population comprising more than half of the users of LA's public transit system. Metro's commitment to understanding the special issues affecting this stakeholder group, culminated in a broad, intersectional report, *Understanding How Women Travel*, issued on August 30, 2019. This report was the first step in Metro's creation of a *Gender Action Plan* to improve the travel experience of women using their network. OUTFRONT/Decaux recognizes this important study and would ensure equitable outcomes for this important and hard-to-reach constituency. The findings note travel behavior trends and concerns which are singular to women. The issues voiced, such as comfort, reliability, access and safety are concerns for all riders – however, the manner in which they affect this group of transit user is specific to their gender. Importantly, the issues voiced are key elements identified and addressed in this proposal.





Transit riders have emphasized the important role bus stops serve in public safety and morale. Something as unassuming as providing comfortable seating in a shaded or well-lit place in which to wait for the bus, will communicate to the millions of riders in LA that they matter, and they are seen and heard.



We welcome planning new programs to engage with our community!

Outfront / JCDecaux @OutfrontDecaux · Jan 24, 2020
Meet Louis Shapiro:
"I live in Pico Union, I'm head of public transit for my neighborhood council. I commute via Metro daily. I'd like to see more greenery integrated into public spaces such as bus stops. We need more trees & plants! Bus shelters provide shade but so do trees."
#commutersofla



#CommutersofLA



#CommutersofLA



#CommutersofLA

3 Understanding of STAP



Outfront / JCDecaux
@OutfrontDecaux

Meet Nuria:
"I take the bus frequently since I can't drive due to medical reasons & certain medications. Right now I am on my way to visit my daughter, she's sick, so I want to go make her a soup & take care of her, she lives in El Monte."
[#CommutersofLA](#)

Outfront / JCDecaux
@OutfrontDecaux

Meet Rosa:
"I depend on the bus regularly, I have no other mode of transpo. I use it for everything from grocery store trips, my appointments, or anywhere else. I like these shelters+benches at bus stops because I am able to sit down & rest whenever I need to."
[#CommutersofLA](#)



The Community Bus Shelter Art Enhancement Program...Improving the transit rider experience and providing a platform for community engagement.



CELEBRATING LOS ANGELES ARTISTIC DIVERSITY



Community - Pacoima Beautiful



DSTL Arts
@DSTLArts

Mental health is supremely valuable during these times, & because of that we're proud to partner with @OutfrontDecaux, @CurrenDPriceJr & @BSSLosAngeles to install #comic-inspired #art in our #community! Join in celebration with us on Nov. 12th! Register -

DSTL arts present

Cómics que Curan: A Mental Health Celebration
celebrating comics and art in our community

THURSDAY NOV. 12TH
5:30PM - 7:00PM
FREE, ALL-AGES
OPEN TO THE PUBLIC

Cómics que Curan - a Mental Health Comic Anthology Celebration
eventbrite.com

Community - South Central LA, DSTL Arts Cómics que Curan





Community - Destination Pico

LOS ANGELES NEIGHBORHOODS

- Pacoima
- Westlake
- Lincoln Heights
- Koreatown
- South Los Angeles
- Mid-City
- Mar Vista
- Boyle Heights
- Echo Park
- DTLA
- Little Ethiopia
- South Central LA

PARTICIPANTS

- Angelenos
- Their Communities
- Council Offices
- City Departments - Bureau of Street Services
- Department of Cultural Affairs
- Board of Public Works
- Bureau of Street Lighting
- The Mayor's Office
- Metro
- The Mayor's Great Streets Program



Community - DTSLA Boyle Heights



Community - CSU



Community - Art Division



Community - Little Ethiopia

SOCIAL MEDIA

Los Angeles is one of the most diverse cities in the world - not only physically but culturally and staying connected and up-to-date have become a significant part of our daily lives. Social media use is nearly universal. It is no longer an option but rather, it is an essential way to reach your customers, gain valuable insights, and grow your brand in a relatable way.

The goal behind OUTFRONT/JCDecaux's social media was to create and develop a voice across multiple platforms to highlight the bus shelter program and reach the communities that benefit from the program - stakeholders from Los Angeles and other municipalities as well as our commercial clients. We engage and connect by using *Instagram*, *Twitter*, and *Facebook* for messaging -- visual- and text-based - building transparency with audiences from every area of Los Angeles. At the same time, we are building brand equity across these multiple platforms and serving as a resource for everyone.

Our voice is casual, sparse and relatable. We seek to celebrate each neighborhood through its locales and its people, maintaining a voice that has a collective and unifying effect. Our stakeholders see Los Angeles locales highlighted and feel a sense of community - a sense of home.



#commutersofLA

A series of portraits of everyday transit users in their daily use of bus transit

OUTFRONT/Decaux conducted brief interviews and conversations with people to find out more about them and how the transit system and the sense of community affect their everyday lives. Anecdotes, jokes, stories are all ripe for content. Text reported was very simple, a quote from them accompanied by the hashtag #commutersofLA and a photo of the commuter (with their signed consent form). The diversity of Los Angeles led the story, weaving together a common narrative.

The goal was for community, stakeholders and other users to begin to pick up on the hashtag and use it to share their stories. There was an emphasis on transit impact/equity in the dialogue and the locations featured.





#BusShelterSpotting

"That's my bus stop – and its beautiful"

This campaign was largely visual, and functioned on the same tenets of diversity and equity as #commutersofla. The focus was on eye-popping images, celebrating individual bus shelters and neighborhoods they are located in. The text was very simple, casual and inviting, highlighting times of the day, holidays or major cultural events.



#maintenancediaries

Call To Action!

This campaign is largely visual but serves to highlight the everyday services/ behind the scenes operations system/ labor performed to ensure the state of good repair and ongoing maintenance. The text is very simple, causal but is also a call to action for transit riders encouraging engagement and feedback.



ADDITIONAL SOCIAL MEDIA CAMPAIGN IDEAS

PUBLIC SERVICES

- Highlight **equitable distribution** of bus shelter assets around LA neighborhoods, all 15 council offices.
- Highlight public services provided such as **ongoing maintenance**, repairs and installs. #placekeeping
- Highlight simple structure services- seating, shade, light, shelter, sense of place/care for a bus stop.
- a **platform for city messages** #OOH

MOBILITY-TRANSPORTATION

- Highlight how providing bus shelter amenities make for **safer bus stops** and make for **more livable communities** and better streets #investintransit #placemaking
- Highlight how this existing program aligns with **current transportation planning and mobility objectives** on the City's agenda #CompleteStreets
- **Highlight the NEED for such amenities** as buses continue to be the go-to mode of many Angelenos. #makebusesgreatagain
- Highlight shelters as a **place making element**, a place to connect #placemaking #citiesateyelevel #citiesforpeople

FACT SHARING

- Local Legislation/Policies
- Education
- Special Events



PROVIDING TRANSPARENCY & METRICS

Transparency is a first step to understanding what urban planning solutions are required for “Complete Streets”. Through our website, www.outfrontjcdca.com, OUTFRONT/Decaux has been providing Angelenos with metrics regarding the “front porch” of transportation – the bus shelters which serve them first in their every day trips. There, users can find information regarding locations, framed with details about the urban heat islands, safe routes to school, job and population density as well as a host of other particulars.

WEBSITE GOALS

SHARE TRANSIT INFORMATION

- Ridership demographic facts #CommutersofLA
- Interactive maps with data

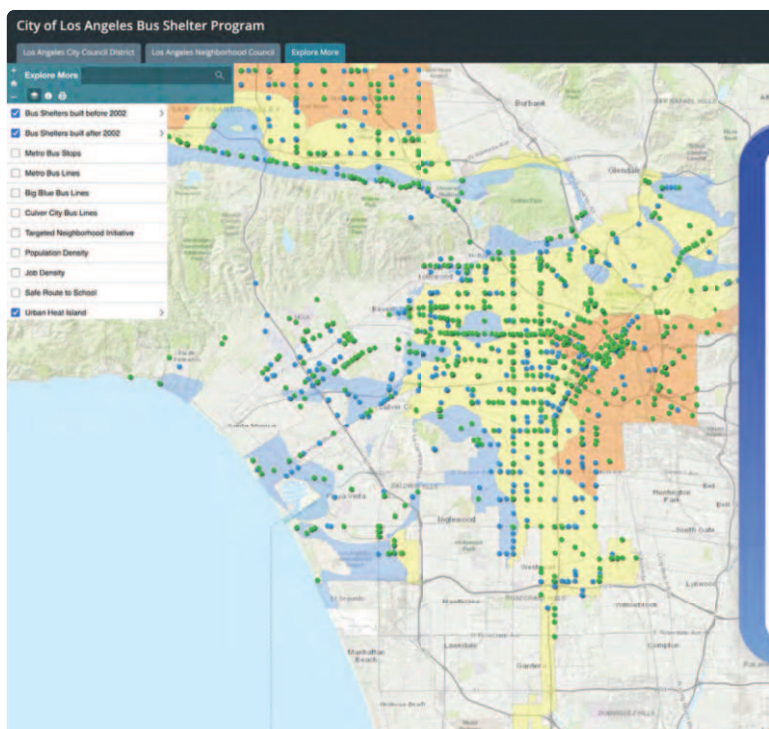
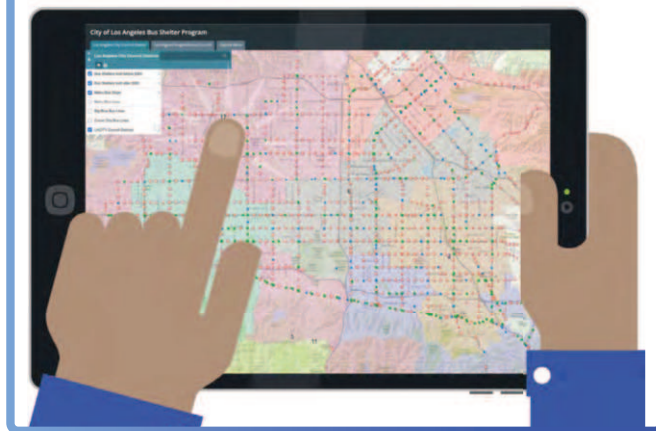
EDUCATION

- Public Services
- Maintenance
- Special Programming
- LA Art Enhancement Program
- PSA Program

BUSINESS

- Public-private partnership with City
- City goals/initiatives
- Program history

Our website was created to connect with use cases at street level--connecting & providing transparency with those who use the service daily.



MAP FEATURES

- GIS-based mapping, layered with different information
- Framing by specific indicators including ridership status, job density, urban heat islands
- Tabs with different geographic boundaries and other information
- Zoom functionality for region or neighborhood
- Data sets included are from LA County Metro & LA Open Data portal & OUTFRONT/Decaux

BUS SHELTERS WITH HEAT ISLAND INFORMATION



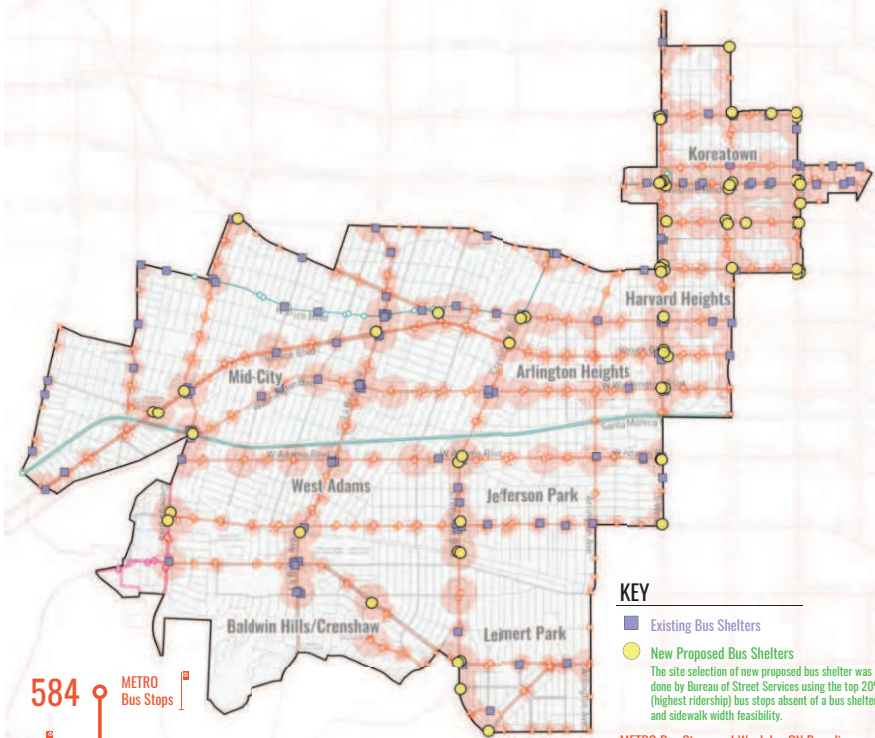
FIRST OF ITS KIND TRANSIT ANALYSIS...ORGANIZED BY

- By Council District
- Neighborhood Council
- Bus Shelter Availability
- Transit Ridership

BUS SHELTERS ACROSS LOS ANGELES CITY COUNCIL DISTRICT 10

NOW APPROACHING

A PREVIEW OF 2020, 2021, 2022
Bus Shelters Across Los Angeles CD10



KEY

- Existing Bus Shelters
- New Proposed Bus Shelters
The site selection of new proposed bus shelter was done by Bureau of Street Services using the top 20% (highest ridership) bus stops absent of a bus shelter, and sidewalk width feasibility.

METRO Bus Stops and Weekday ON Boardings

- 1 - 10
- 10 - 100
- 100 - 1,000
- More than 1,000

584 METRO Bus Stops

79,704 Weekday Boardings / Riders

142 Existing Bus Shelters Today

30,240 Weekday Boardings / Riders (38% of all weekday boardings)

63 New Proposed Bus Shelters

29,785 Additional Weekday Boardings / Riders

205 Total Bus Shelters

60,025 Weekday Riders Covered with Existing and New Bus Shelters (75% of all weekday boardings)

Sources: Potential locations identified by LACITY Public Works | LACMTA Boardings April 2019 LACMTA GIS Bus Stop | OpenStreetMap / Mapbox | LACITY Geohub Portal. Includes only MTA Bus Stops, all other transit authorities are not included (i.e. DASH, Big Blue Bus, Culver City Bus and others). Data on Bus Stops, Routes, Boardings Counts, Shelter Locations are subject to change. Revised September 2019



STAP DESIGN CONCEPTS

4



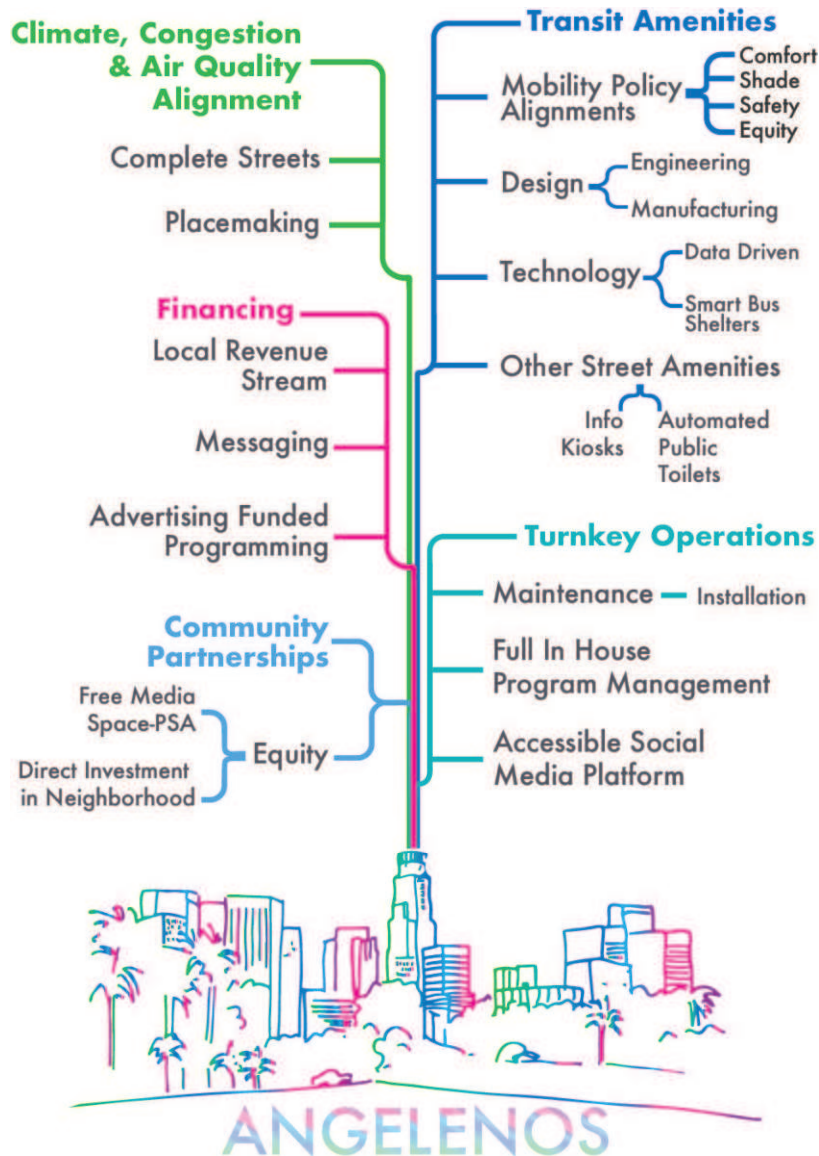
4

STAP Design Concepts

THE OUTFRONT/DECAUX PROPOSAL

For OUTFRONT/Decaux streetscape improvement begins with a focus on strengthening resilience and expanding services that can be offered in a manner that reduces inequity in a fully sustainable manner. Our design families each include a “kit of parts” permitting the City to select elements that best provide solutions with flexibility to evolve over time.

Regardless of the design chosen by the City, the fixtures would be comprised of almost all recyclable materials and would include sustainable technology, such as solar panels and LED lighting.



OVERVIEW OF THE DESIGNS

A transit rider journey starts and ends at the bus stop. For Angelenos one thing remains constant—SHADE is top priority when waiting for the bus and safety and comfort are not far behind. Our program is a three-pronged approach/solution to address the City’s challenges in prioritizing the provision of maximum shade, comfort and safety to Angelenos everywhere.

To understand how people use their bus stops daily, we have undertaken detailed observations, learned through the collection of stories, data and discussions with bus riders at community meetings, their bus stops and elsewhere. We

4 STAP Design Concepts

are actively involved with transit users and mobility activists, attending seminars, webinars and meetings as well as staying up-to-date meeting with leaders in the space and reviewing transit reports, publications and analysis. Most importantly, our team is comprised of daily bus riders and native Angelenos who understand the system first-hand. We selected LA design firms who understood the urban space, the vibrant diverse communities, and firms with teams that represented the fabric of LA, its demographic.

We selected 3 firms.

Before we 'designed in the conference room', we 'hit the ground', taking our conversation to the streets, conducting onsite analysis to observe and study bus stops, transit riders and the entire ecosystem with our team of designers. We led interviews with real and long-time riders and listened, to understand what they see and feel is needed at current bus stops (with/without bus shelters). We had many brainstorming sessions, exchanging ideas, knowledge, experiences here in LA and from around the world. It was important for us to have a team that was concerned to bring 'real life' solutions to LA not a 'paper design' approach.

Our findings indicated that various features influenced the sun-protective effects of shade, including:

- the materials, size, shape, and position of the shade structure;
- the characteristics of the surrounding area; and
- weather conditions.

For example, the roof panel is very effective around noon time during summer months, but when the sun is at an angle (all year round) its effectiveness diminishes. Roof panels closer to the ground will provide better coverage and keep the shade under and in close proximity around the bus shelter, depending of the time of day while higher roof placement "pushes" the shade further away. Vertical panels (elements) are extremely important at providing shade several hours each day when placed at the right location. As general traffic/transit directions are not a single direction but go northbound, southbound, eastbound and eastbound, to maximize shade, the bus shelter configuration for each direction should be flexible. We have included an analysis of how the sun hits the sidewalk and where the shade moves throughout the day and factored that into our designs.

Our selection of materials also considered the impact of the sunshine on a person waiting for the bus in the blazing sun. Using glass panels (roof and vertical panels) is contemporary and very attractive, however its effectiveness for transit riders is limited in a sunny place like Los Angeles. Perforated mesh panels which provide esthetic options have been used in many contemporary buildings in LA over decades and are a sensible material to use, given our climate. You can play with its design pattern, the color, it helps to block direct sun, does not trap or augment heat (like glass) and its maintenance and longevity make it a sustainable decorative material solution.

Integrating shade planning into this community-driven design, planning, and street structure led us to invent a first-in-time concept – a narrow, vertical rotating panel to maximize shade at certain bus stops – **The Sunshade for Outdoor Spaces**. We have included 50 units in our proposal and, should the City desire additional units, any number can be produced (and competitively priced with volume). While working on this design, we kept in mind actual data and bus stop site contexts, such as:

2021 LA BUS SHELTER INVENTORY

	NUMBER	PERCENTAGE
Eastbound	540	29%
Northbound	416	22%
Southbound	413	22%
Westbound	498	27%
TOTAL	1,867	100%

LA SIDEWALK WIDTH

We've surveyed 3,587 LA sidewalks at actual Bus Stops				
	Size	NUMBER	PERCENTAGE	
Sidewalk Narrower Than	9'5"	501	14%	
Sidewalk Width Between	9'6" 11'4"	1,247	35%	
Sidewalk Width Between	11'5" 22'11"	1,775	49%	
Sidewalk Wider Than	23	64	2%	
TOTAL		3,587	100%	

The process for design has been engaging and exacting and on the following pages OUTFRONT/Decaux is excited to provide our six families of designs for consideration by the City and the Los Angeles community. For each design, we have provided a "Classic Model" and different associated design features. The designs will be fully engineered to meet all code and regulatory requirements and may require some minor refinement. During the normal industrial process of creation from paper design to the manufacturing of street furniture and then installation of a fully built streetscape, some minor revisions may occur. Throughout the process, OUTFRONT/Decaux would expect to work with the City in close partnership to meet all expectations.



THE DESIGNS OF SELBERT & PERKINS

Los Angeles is a city of vibrant diversity. Diversity of cultures, languages, neighborhoods, colors, foods, stories, and art. People from every country in the world live in Los Angeles, creating a colorful multilayered city for all visitors and Angelenos to experience. These diverse neighborhoods are connected by the transit infrastructure of LA.

Our goal is to enhance the transit experience for all bus riders. The proposed bus shelter and street furniture system designs will provide critically needed SHADE, SEATING, and LIGHTING for all bus riders in Los Angeles, while celebrating the cultures, legacy, colors, stories, symbols, energy, beauty, diversity and unity of Los Angeles. We had six considerations which framed how we designed our concepts – *The Avenue*, *Las Palmas*, and *Angels Wing*.

Provide Shade Equity for All

Maximizing shade is the first step to providing a positive and equitable experience for all bus riders. Our core goal is to provide a modular system of bus shelters and street furniture that provides shaded seating and amenities for all bus users throughout LA.

Connection for Our Community

"Every place has a story. Every story has a place"™

The new bus shelters and related furniture amenities will celebrate the City of LA and its many diverse communities and cultural districts. Art from local artists, patterns, colors, signs, symbols, and storytelling elements will be integrated into the shelters to create authentic community placemaking experiences. Each community can celebrate its identity and stories, and have a comfortable space that provides shade, seating, lighting, and amenities.

Color

LA is a city of beautiful colors and light. The shelter and furniture system embraces the rainbow of colors that represents Los Angeles's cultural diversity and natural beauty. Vibrant colors are integrated into the system to insure that the each neighborhood can honor its unique character, creating a beautiful and dignified space for all bus riders.

Amenities Designed by Riders

The unified furniture system provides flexible and modular amenities to improve the experience for all bus users, including shaded seating, security lighting, USB charging capability, emergency phone, security lighting, directories, unified street furniture accessories, and advertising.

Integration of Technology for Now and in the Future

The system will accommodate current and future technologies, including real time transit information displays, integrated solar powered low voltage lighting, WiFi networks, touchless hand sanitizing and wayfinding.

Sustainability

Sustainable processes and LEED certified materials and technologies will insure a timeless and flexible system that is simple to build, install, and maintain. LEED certified materials and coatings will ensure structural longevity, vandal resistance, and a system that enhances the environment.

Modularity

The shelter system is designed with a simple and flexible modular kit of parts. This scalable system will provide shade and seating at any location and any site condition throughout the city. The flexible and scalable kit of parts can accommodate additional transit amenities and technologies to further enhance the rider experience.



Valley – Intersection of Burbank Blvd & Van Nuys Blvd (southbound)



Mid-City – Intersection of Venice Blvd & S Western Ave (northbound)

THE AVENUE

Celebrating the vibrant colors, stories, energy and cultural diversity of Los Angeles

Classic geometries and modular elements are merged with diverse colors, local art, and authentic stories of each community.

The flexible and modular kit of parts provides shade, seating, security lighting, amenities, community identity elements, bus stop identity, advertising, and information technologies to enhance the bus rider experience at any location.

4 STAP Design Concepts

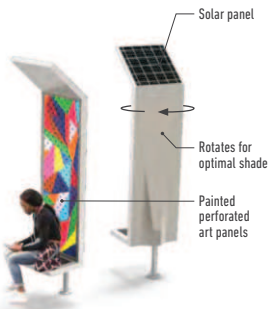


The Avenue classic model without advertisement

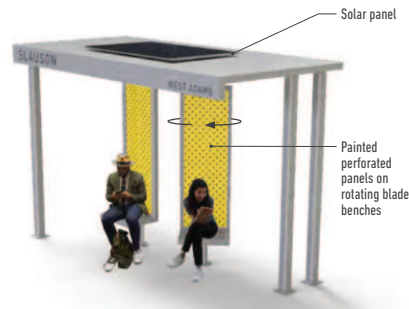


The Avenue classic model with advertisement

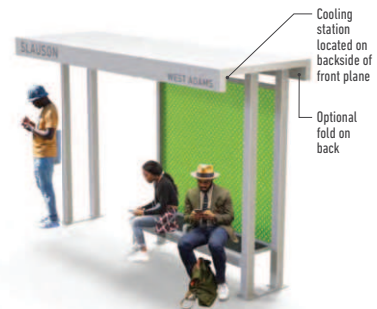
THE AVENUE KIT-OF-PARTS



BLADE BENCH



SHELTER WITH BLADE BENCHES



NARROW SHELTER



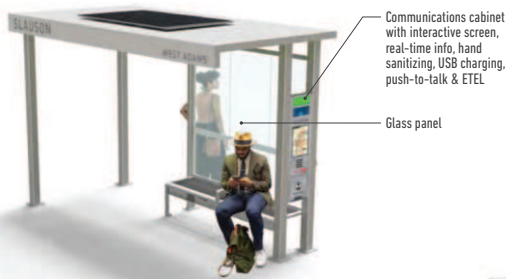
SHELTER WITH DOUBLE BENCHES & SIDE SHADE PANEL



SHELTER WITH DOUBLE BENCHES & SIDE SHADE PANEL



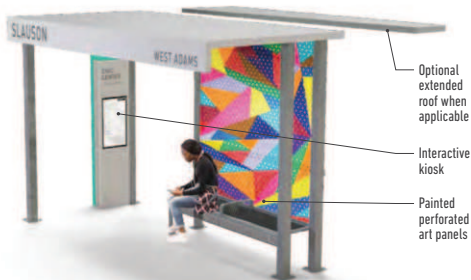
SHELTER WITH FRONT SHADE PANEL



SHELTER WITH COMMUNICATIONS CABINET



DOUBLE SHELTER WITH ELEVATED URBAN PANEL

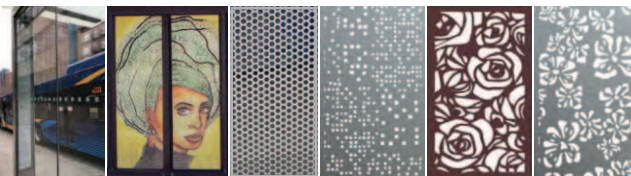


SHELTER WITH EXTENDED ROOF

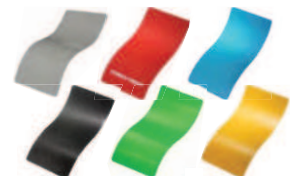
SHADE EQUITY, COMMUNITY, CULTURE & COLOR



Flexible panels maximize shade to provide shade equity for all users



Glass panels, perforated patterns from catalog or custom designed patterns celebrate the culture, local art, patterns and stories of each LA community



Light and dark grey Vibrant colors express the diverse cultures & spirit of LA

4 STAP Design Concepts



URBAN PANEL



INTERACTIVE KIOSK



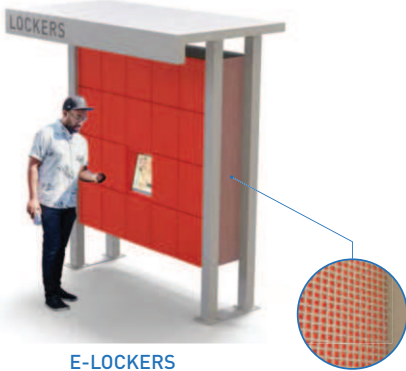
VENDING KIOSK



2- & 4- SEAT BENCHES



TRASH/RECYCLING BIN



E-LOCKERS



MULTI-POLE USE WITH 5G



SINGLE LEAN BAR



TREE & STREET LIGHT LEAN BAR



TRANSIT INFORMATION TOTEM



BIKE RACK



EV CHARGER



TRAFFIC BOLLARDS

MATERIALS, TECHNOLOGY & SUSTAINABILITY



Steel structural tubes

Aluminum or ACM roof

Fiberglass roof

Real time transit display

Push-to-talk ETEL

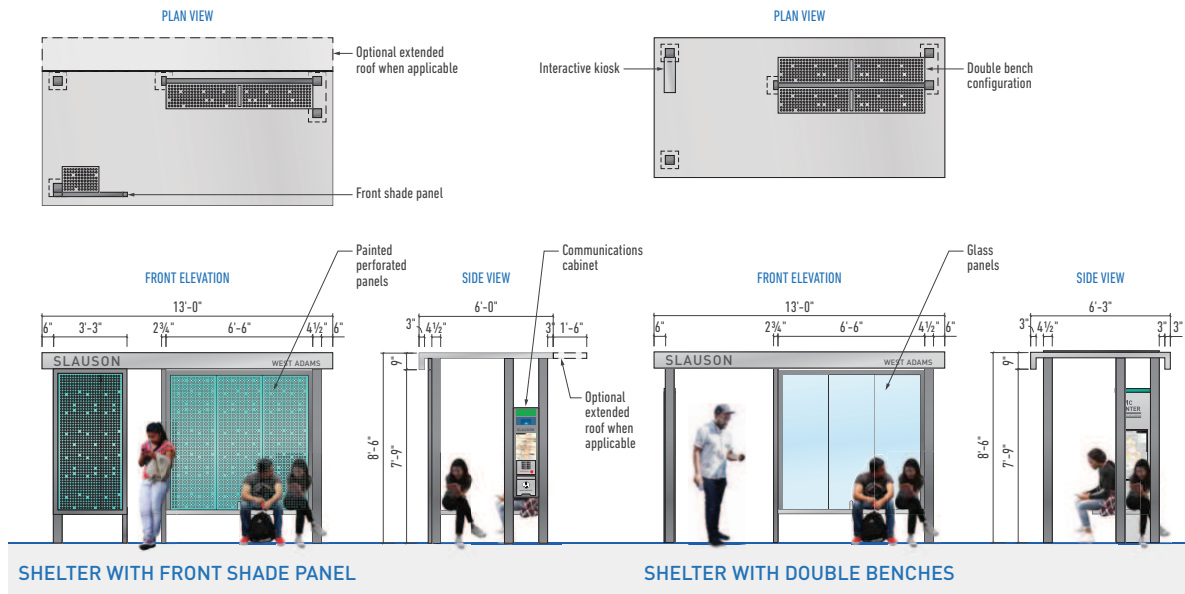
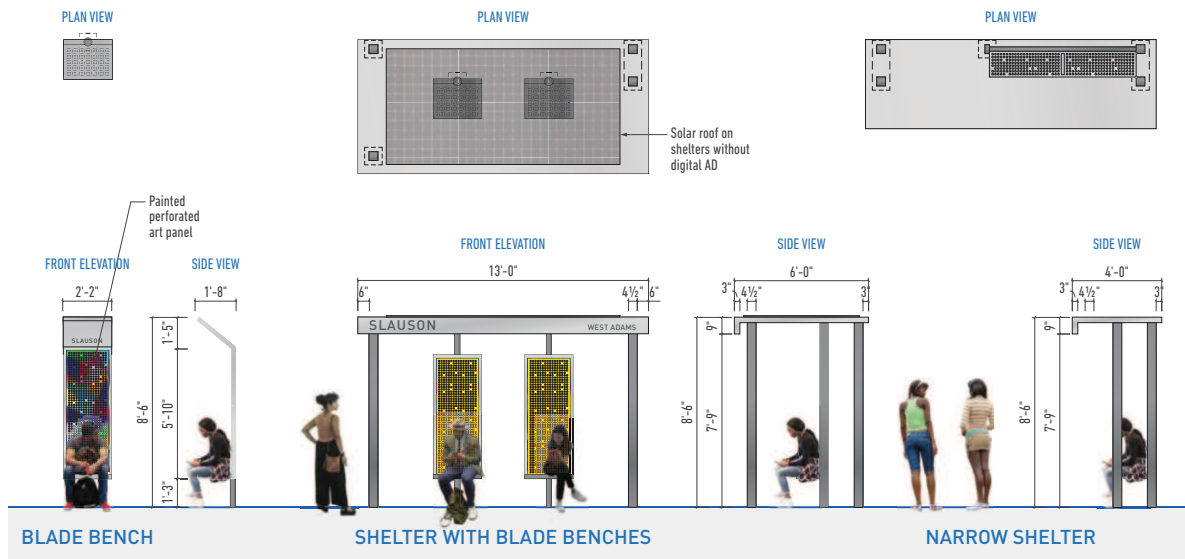
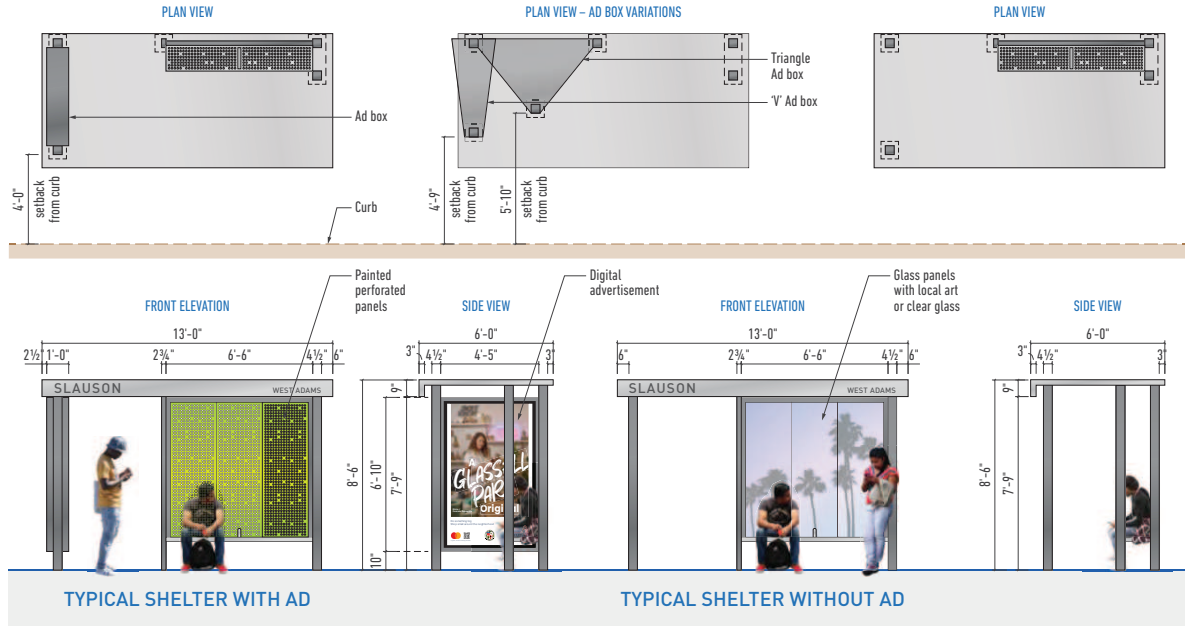
Touchless hand sanitizer

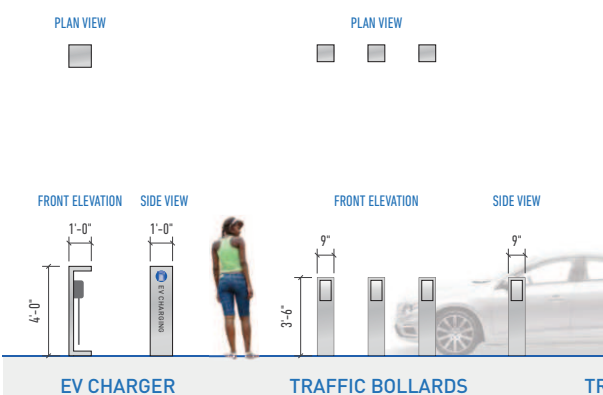
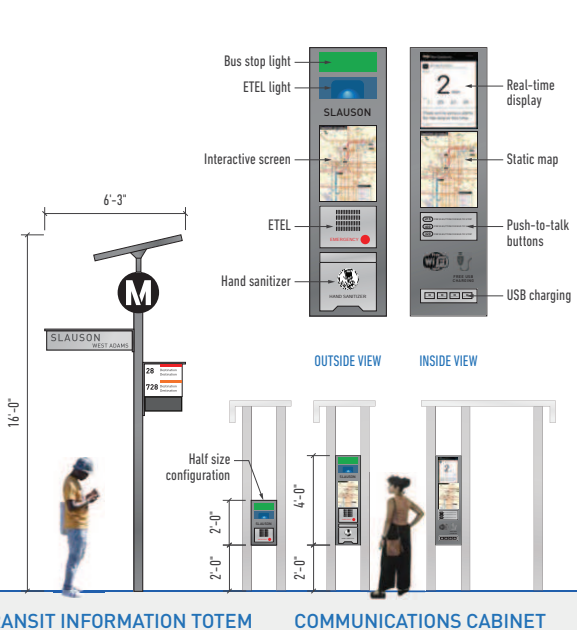
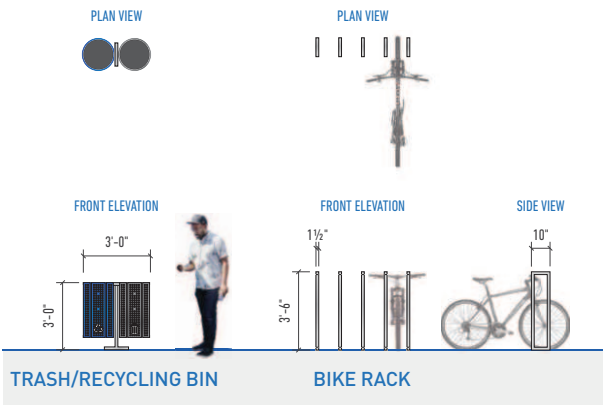
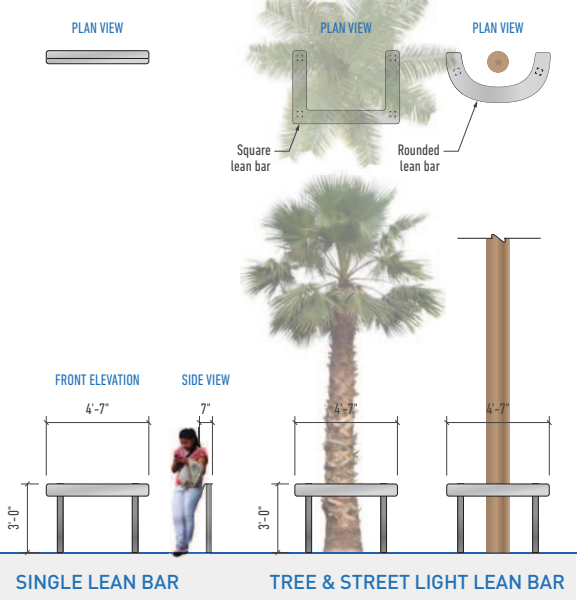
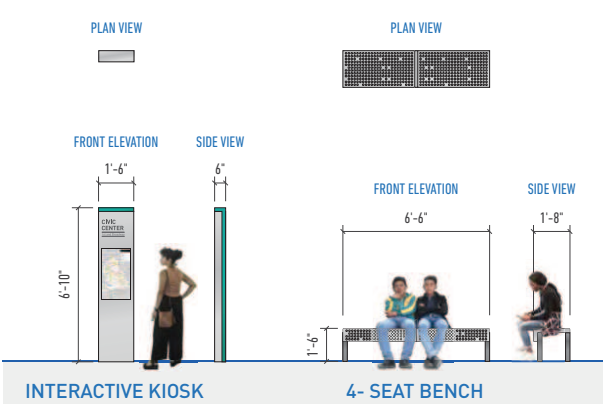
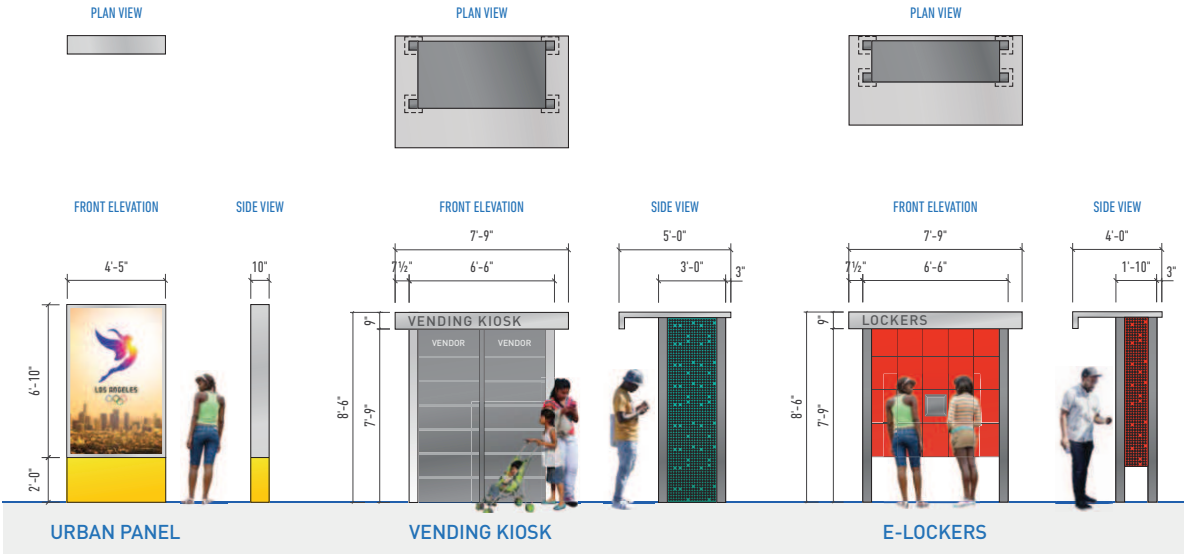
USB charging and free WiFi

5G device

Overhead LED lighting

THE AVENUE KIT-OF-PARTS







Westlake – Intersection of W 6th St & S Alvarado St (eastbound)



South Park – Intersection of W Adams Blvd & S Figueroa St (westbound)

LAS PALMAS

Rooted in the cultures of Los Angeles

Honoring the diverse cultures of LA, Las Palmas merges contemporary and classic styles, with a brilliant palette of colors, patterns, stories, and art to provide meaningful community identity and amenities for all bus riders.

The modular kits of parts is flexible, simple to fabricate, install, and maintain, and provides equitable shade, seating, and security lighting at any location. Additional amenities and accessories will enhance the bus rider experience throughout the city.

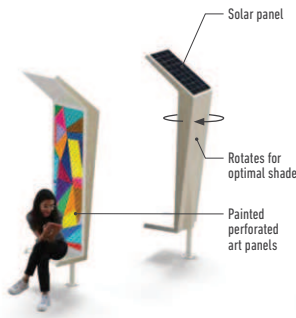


Las Palmas classic model without advertisement

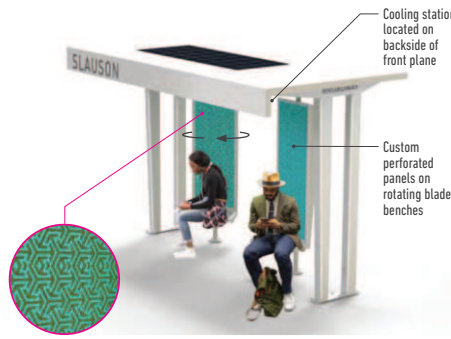


Las Palmas classic model with advertisement

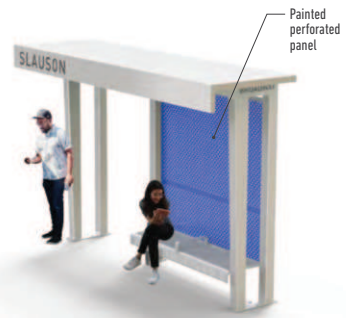
LAS PALMAS KIT - OF - PARTS



BLADE BENCH



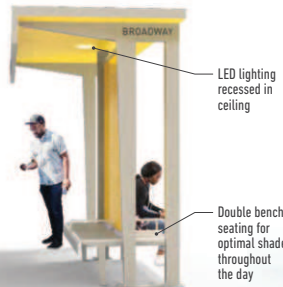
SHELTER WITH BLADE BENCHES



NARROW SHELTER



SHELTER WITH DOUBLE BENCHES



LED lighting recessed in ceiling

Double bench seating for optimal shade throughout the day

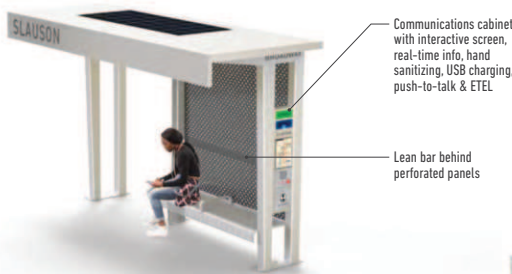


SHELTER WITH SIDE SHADE PANEL

Real-time bus arrival

Glass panel with art or clear glass

Painted posts



SHELTER WITH COMMUNICATIONS BOX

Communications cabinet with interactive screen, real-time info, hand sanitizing, USB charging, push-to-talk & ETEL

Lean bar behind perforated panels



DOUBLE SHELTER WITH ELEVATED URBAN PANEL

Elevated urban panel

Solar panel

Glass panels



SHELTER WITH EXTENDED ROOF

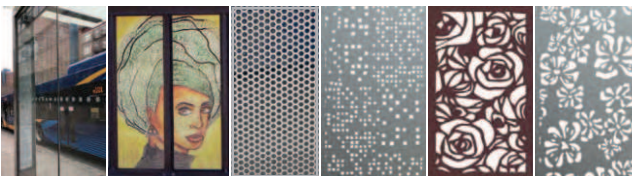
Optional extended roof when applicable

Painted perforated panels

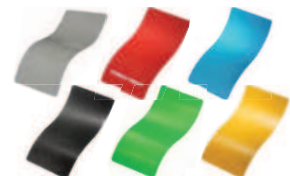
SHADE EQUITY, COMMUNITY, CULTURE & COLOR



Flexible panels maximize shade to provide shade equity for all users
40*



Glass panels, perforated patterns from catalog or custom designed patterns celebrate the culture, local art, patterns and stories of each LA community



Light and dark grey Vibrant colors express the diverse cultures & spirit of LA



URBAN PANEL



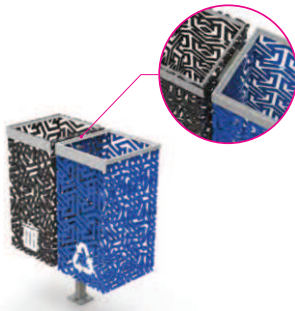
INTERACTIVE KIOSK



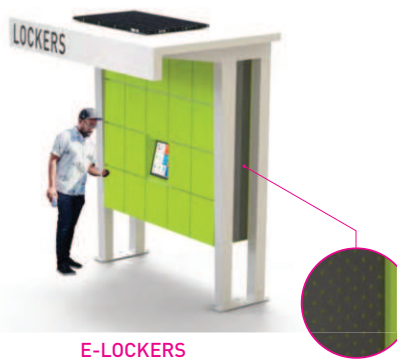
VENDING KIOSK



2- & 4- SEAT BENCHES



TRASH/RECYCLING BIN



E-LOCKERS



MULTI-POLE USE WITH 5G



SINGLE LEAN BAR



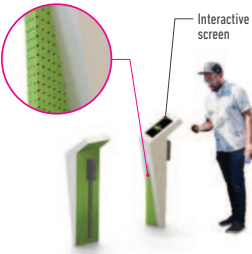
TREE & STREET LIGHT LEAN BAR



TRANSIT INFORMATION TOTEM



BIKE RACK



EV CHARGER



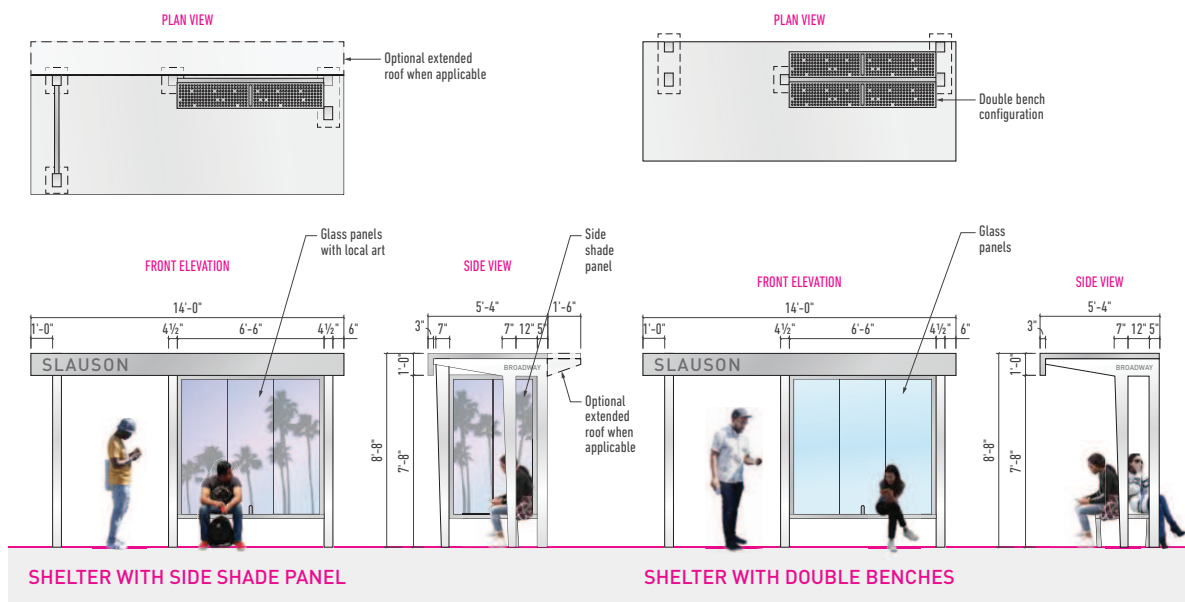
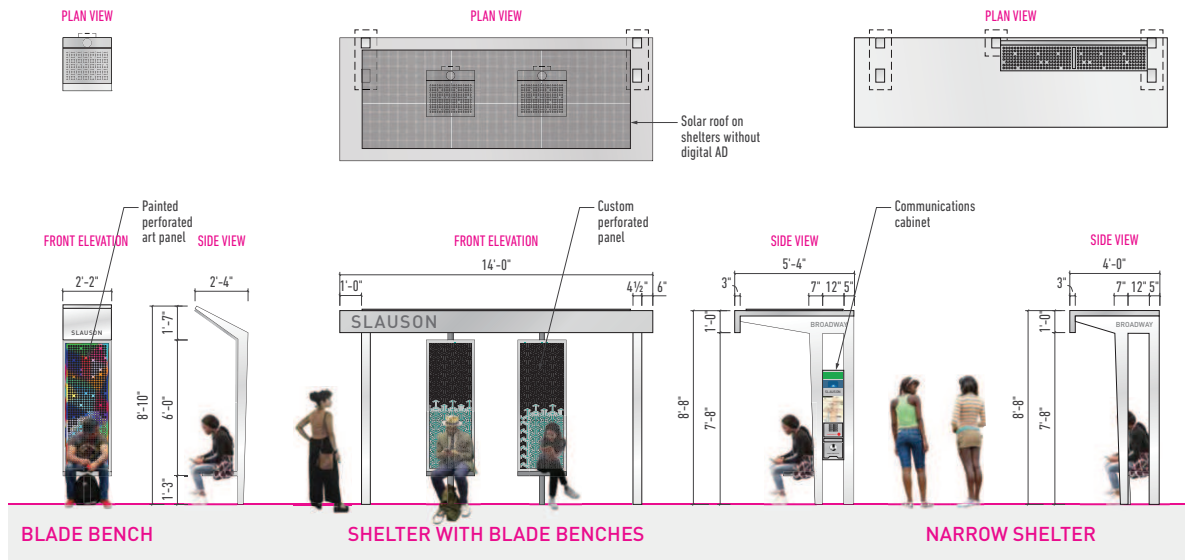
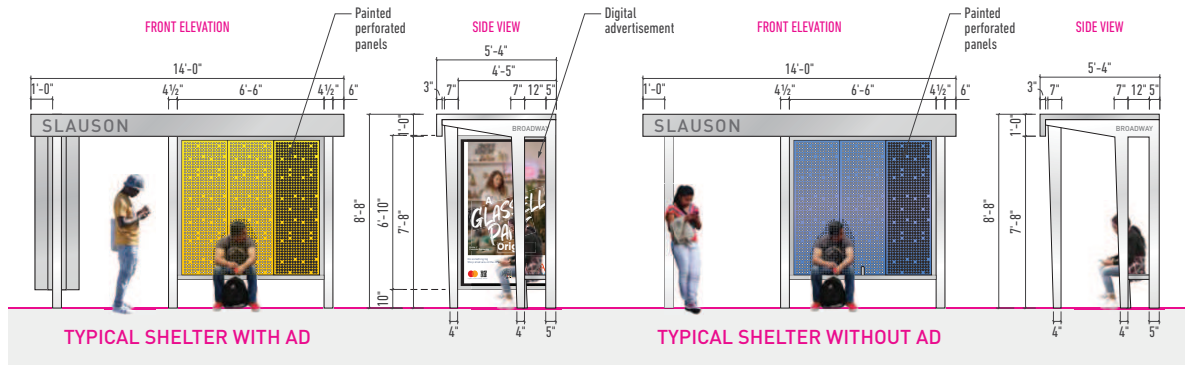
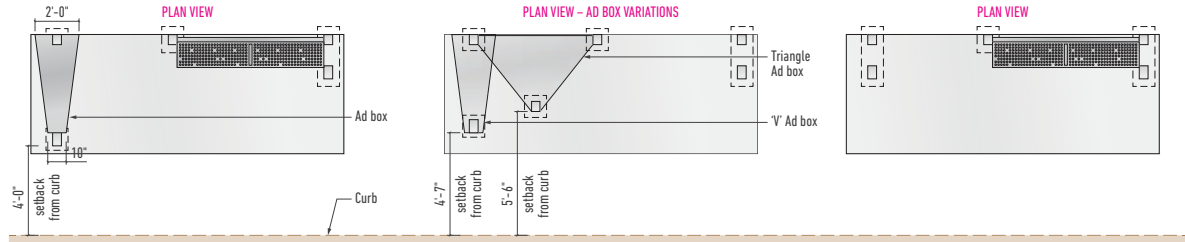
TRAFFIC BOLLARDS

MATERIALS, TECHNOLOGY & SUSTAINABILITY



Steel structural tubes | Aluminum or ACM roof | Fiberglass roof | Real time transit display | Push-to-talk ETEL | Touchless hand sanitizer | USB charging and free WiFi | 5G device | Overhead LED lighting

LAS PALMAS KIT - OF - PARTS



URBAN PANEL

PLAN VIEW: 4'-5" wide, 6'-10" high, 2'-0" base.

FRONT ELEVATION: 4'-5" wide, 6'-10" high, 2'-0" base.

SIDE VIEW: 10" high.

VENDING KIOSK

PLAN VIEW: 7'-6" wide, 6'-6" high, 6" depth.

FRONT ELEVATION: 7'-6" wide, 6'-6" high, 6" depth.

SIDE VIEW: 5'-0" wide, 3'-0" high, 7'-12 5/8" depth.

E-LOCKERS

PLAN VIEW: 7'-6" wide, 4'-0" high, 6" depth.

FRONT ELEVATION: 7'-6" wide, 4'-0" high, 6" depth.

SIDE VIEW: 4'-0" wide, 1'-9" high, 7'-12 5/8" depth.

INTERACTIVE KIOSK

PLAN VIEW: 1'-8" wide, 6'-10" high, 6" base.

FRONT ELEVATION: 1'-8" wide, 6'-10" high, 6" base.

SIDE VIEW: 10" high, 6" base.

4- SEAT BENCH

PLAN VIEW: 6'-6" wide, 1'-9" high, 1'-6" depth.

FRONT ELEVATION: 6'-6" wide, 1'-9" high, 1'-6" depth.

SIDE VIEW: 1'-9" high, 1'-6" depth.

SINGLE LEAN BAR

PLAN VIEW: 4'-7" wide, 3'-0" high.

FRONT ELEVATION: 4'-7" wide, 3'-0" high.

SIDE VIEW: 7" high, 4'-7" wide.

TREE & STREET LIGHT LEAN BAR

PLAN VIEW: 4'-7" wide, 3'-0" high.

FRONT ELEVATION: 4'-7" wide, 3'-0" high.

SIDE VIEW: 7" high, 4'-7" wide.

TRASH/RECYCLING BIN

PLAN VIEW: 3'-0" wide, 3'-0" high.

FRONT ELEVATION: 3'-0" wide, 3'-0" high.

BIKE RACK

PLAN VIEW: 3'-6" wide, 1 1/2" high, 11" depth.

FRONT ELEVATION: 3'-6" wide, 1 1/2" high, 11" depth.

SIDE VIEW: 11" high, 11" depth.

TRANSIT INFORMATION TOTEM

16'-0" high, 6'-3" wide.

- Bus stop light
- ETEL light
- SLAUSON
- Interactive screen
- ETEL
- Hand sanitizer

COMMUNICATIONS CABINET

OUTSIDE VIEW: 4'-0" high, 2'-0" wide.

INSIDE VIEW: 4'-0" high, 2'-0" wide.

- Real-time arrival display
- Static map
- Push-to-talk buttons
- USB charging

EV CHARGER

PLAN VIEW: 4'-0" wide, 1'-0" high.

FRONT ELEVATION: 4'-0" wide, 1'-0" high.

SIDE VIEW: 1'-3" high.

INSIDE VIEW: 1'-0" high.

TRAFFIC BOLLARDS

PLAN VIEW: 4 1/2" wide, 3'-0" high.

FRONT ELEVATION: 4 1/2" wide, 3'-0" high.

SIDE VIEW: 4 1/2" wide, 3'-0" high.

BACK VIEW: 4 1/2" wide, 3'-0" high.



Downtown LA – Intersection of S Hill St & W 4th St (eastbound)



San Pedro – Intersection of W Gaffey St & W 7th St (northbound)

ANGELS WING

Inspired by the classic symbols, design, spirit, and history of LA

Reflecting mid-century modern style and symbols, Angels Wing reinforces the LA story and reinforces the colors, history, stories and image of its diverse cultures and neighborhoods.

The flexible, modular, and expansive kit of parts provides shade protection, seating, lighting, and amenities at every location. Local art, color, stories, are integrated to reinforce local community and cultural identity, and to provide a positive bus rider experience.

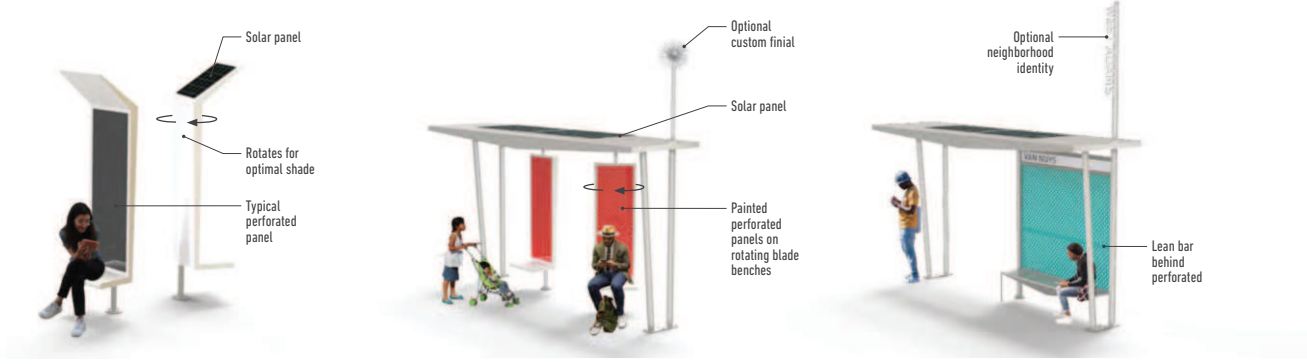


Angels Wing classic model without advertisement



Angels Wing classic model with advertisement

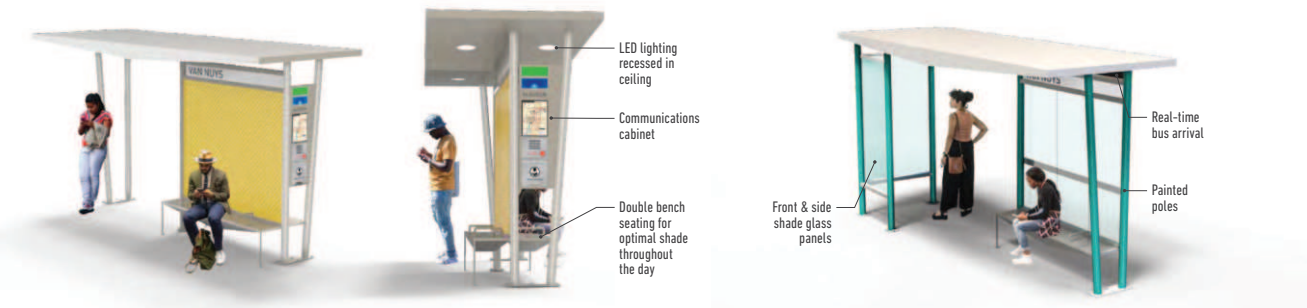
ANGELS WING KIT - OF - PARTS



BLADE BENCH

SHELTER WITH BLADE BENCHES

NARROW SHELTER



SHELTER WITH DOUBLE BENCHES & COMMUNICATIONS CABINET

SHELTER WITH FRONT & SIDE PANELS



SHELTER WITH AD & COMMUNICATIONS CABINET

DOUBLE SHELTER WITH ELEVATED URBAN PANEL

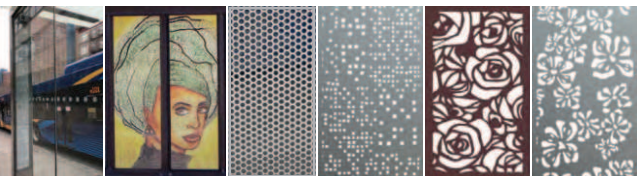


SHELTER WITH EXTENDED ROOF

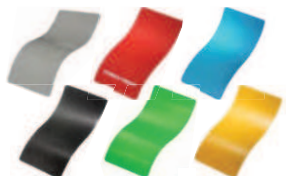
SHADE EQUITY, COMMUNITY, CULTURE & COLOR



Flexible panels maximize shade to provide shade equity for all users



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Light and dark grey Vibrant colors express the diverse cultures & spirit of LA



URBAN PANEL



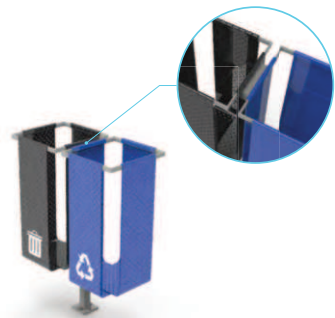
INTERACTIVE KIOSK



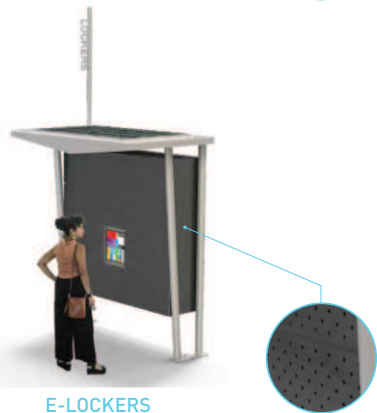
VENDING KIOSK



2- & 4- SEAT BENCHES



TRASH/RECYCLING BIN



E-LOCKERS



MULTI-POLE USE WITH 5G



SINGLE LEAN BAR



TREE & STREET LIGHT LEAN BAR



TRANSIT INFORMATION TOTEM



BIKE RACK



EV CHARGER



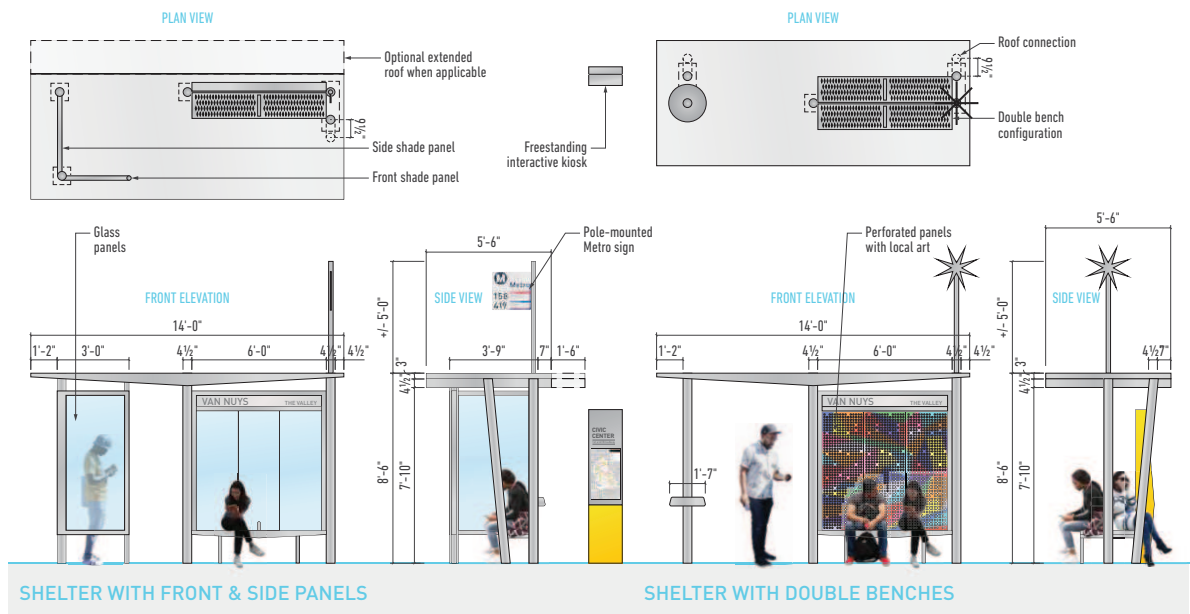
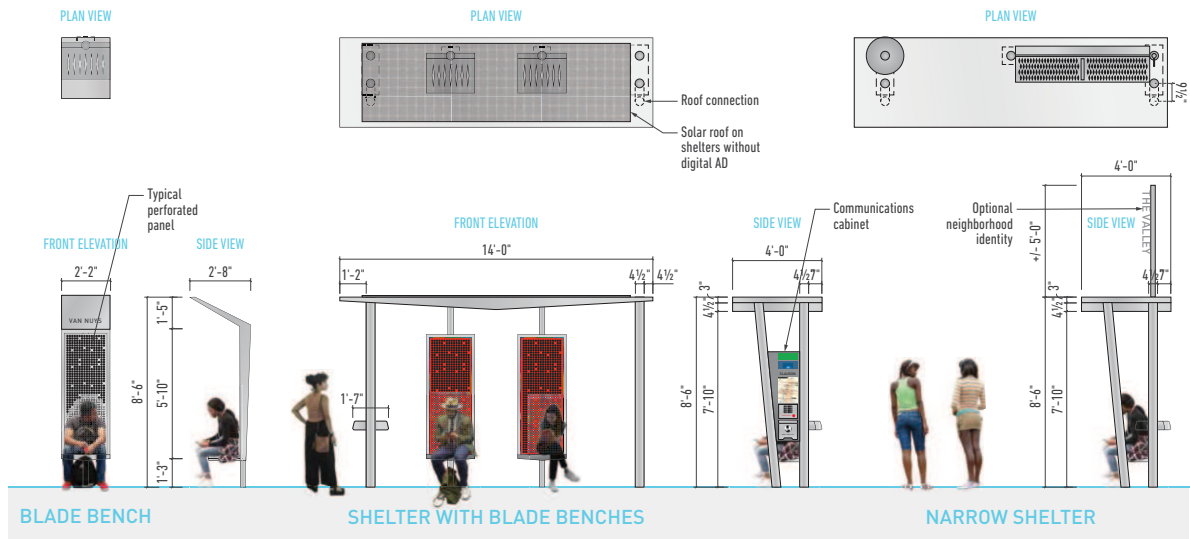
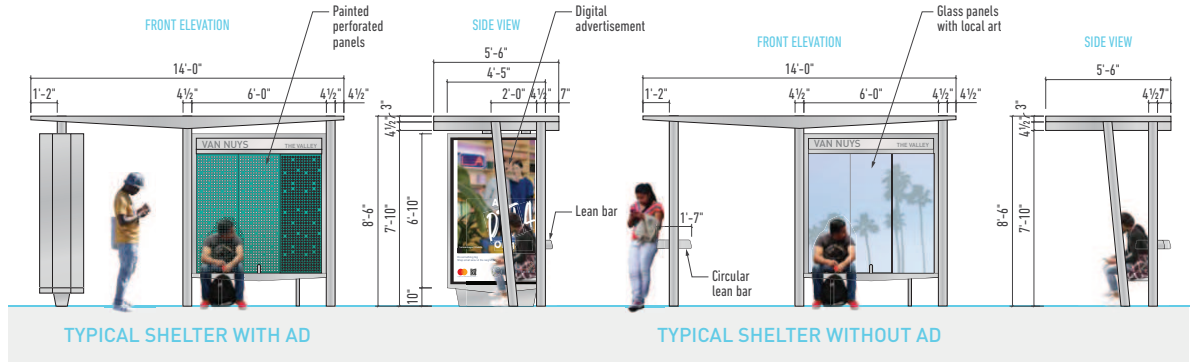
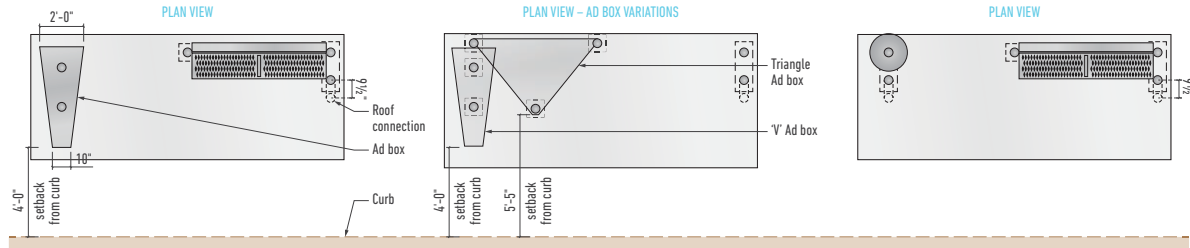
TRAFFIC BOLLARDS

MATERIALS, TECHNOLOGY & SUSTAINABILITY



Steel structural tubes Aluminum or ACM roof Fiberglass roof Real time transit display Push-to-talk ETEL Touchless hand sanitizer USB charging and free WiFi 5G device Overhead LED lighting

ANGELS WING KIT - OF - PARTS



4 STAP Design Concepts

URBAN PANEL

PLAN VIEW: 4'-5" wide, 2'-0" high.

FRONT ELEVATION: 6'-10" high, 4'-5" wide.

SIDE VIEW: 10" wide.

VENDING KIOSK

PLAN VIEW: 7'-9" wide, 6'-6" deep, with roof connection.

FRONT ELEVATION: 8'-6" high, 7'-10" wide, 7 1/2" deep, 4 1/2" high top section.

SIDE VIEW: 4'-6" high, 3'-0" wide, 2" thick.

E-LOCKERS

PLAN VIEW: 4'-0" wide, 1'-10" high, with roof connection.

FRONT ELEVATION: 8'-6" high, 7'-10" wide, 7 1/2" deep, 4 1/2" high top section.

SIDE VIEW: 4'-0" high, 1'-10" wide, 2" thick.

INTERACTIVE KIOSK

PLAN VIEW: 1'-6" wide, 6'-10" high.

FRONT ELEVATION: 6'-10" high, 1'-6" wide.

SIDE VIEW: 10" wide, 6" high.

4- SEAT BENCH

PLAN VIEW: 6'-6" wide, 1'-8" high.

FRONT ELEVATION: 6'-6" wide, 1'-6" high.

SIDE VIEW: 1'-8" high.

SINGLE LEAN BAR

PLAN VIEW: 4'-7" wide, 3'-0" high.

FRONT ELEVATION: 4'-7" wide, 3'-0" high.

SIDE VIEW: 7" high, 4'-7" wide.

TREE & STREET LIGHT LEAN BAR

PLAN VIEW: Square lean bar, Rounded lean bar.

FRONT ELEVATION: 4'-7" wide, 3'-0" high.

SIDE VIEW: 4'-7" wide, 3'-0" high.

TRASH/RECYCLING BIN

PLAN VIEW: 3'-0" wide, 3'-0" high.

FRONT ELEVATION: 3'-0" wide, 3'-0" high.

BIKE RACK

PLAN VIEW: 1 1/2" wide, 2'-0" high, 1'-4" wide.

FRONT ELEVATION: 1 1/2" wide, 2'-0" high.

SIDE VIEW: 1'-4" wide.

TRANSIT INFORMATION TOTEM

6'-3" wide, 16'-0" high.

Labels: VAN NUYS, THE VALLEY, 728, 728.

COMMUNICATIONS CABINET

Labels: Bus stop light, ETEL light, SLAUSON, Interactive screen, ETEL, Hand sanitizer, Real-time display, Static map, Push-to-talk buttons, USB charging.

OUTSIDE VIEW: 4'-0" high, 2'-0" wide.

INSIDE VIEW: 4'-0" high, 2'-0" wide.

Half size configuration: 2'-0" high, 4'-0" wide.

EV CHARGER

PLAN VIEW: 1'-4" wide, 1'-0" high, LCD display & payment.

FRONT ELEVATION: 4'-6" high, 1'-4" wide.

SIDE VIEW: 1'-0" high.

INSIDE VIEW: 1'-4" wide.

TRAFFIC BOLLARDS

PLAN VIEW: 3'-6" wide, 9" high, 6" high.

FRONT ELEVATION: 3'-6" wide, 9" high.

SIDE VIEW: 6" high.

BACK VIEW: 6" high.

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Perkins&Will

STUDIO-MLA

THE PERKINS & WILLS AND STUDIO-MLA COLLECTIVE

The three designs – *The Flat*, *The Wave*, and *The Lantern* were designed with care, and with a process that left no bench unturned. A collective team of nearly twenty people endeavored to create three schemes with distinct purpose.

Shade

Shelters should provide equity of shade throughout our diverse communities throughout the day. Each design has gone through extensive analyses to fine-tune the outcome: shade at least 97% of the time, year-round.

Safety, Shelter, and Comfort

Design has the ability to impact our senses. *The Flat*, *The Wave*, and *The Lantern* are carefully designed to provide a heightened sense of safety and comfort. Lighting and shade-panel design are just two areas of focus that give riders the safest and best experience.

Flexibility

Los Angeles is diverse. Our public realm is diverse. Our designs aim to accommodate every community, with longevity in mind. Modular systems and material choices emphasize this priority.

Cultural Diversity

We believe all riders deserve equal shade. This is the premise that drives our shelter design. We care as much about the shelter in one neighborhood as a shelter in another. Over the broad scale the City aims to implement, we believe shelters can act as community hubs. They can enrich communities while providing equity of shade.

We believe each of these shelters has a prominent place in our beloved City.



Flat 2028

99% Shade Coverage

Shade has guided the design of the Flat 2028.

It's goals?

Provide as much shade as possible, for the most amount of time.

Provide equitable shade across Los Angeles.

The Flat 2028 sets the standard of reliability and neighborhood compatibility. It is a comprehensive update to the original Los Angeles "Flat" bus shelter design. The "Flat" boasted an iconic floating roof plane that has come to define the Los Angeles bus shelter since 1982. The new Flat 2028 is timeless by design, and flexible without peer. It is designed for now, tomorrow, and beyond.

The Flat 2028 is a system of components designed for flexibility. It is designed for integration, and compatibility. On a social scale, it is designed with equity in mind, to provide shade throughout our diverse city. On a product scale, it is designed to be adaptive. The system is modular by nature, which allows it to adapt to a variety of opportunities and scenarios.

As with its stalwart predecessor, the design of the Flat 2028 is nuanced. That said, every aspect of the original Flat has been redesigned in the Flat 2028 model. From the benches to the advertising panels, the materials to fabrication.

It can adapt to Northbound, Southbound, Eastbound, and Westbound orientations. Shade is dramatically increased by using side and back panels in accordance with our solar aspect studies relative to sun angles.

Shelter is provided with reliability, but also subtlety. The ceiling design gives the riders pause to see, and experience, a thoughtfully designed canopy shelter.

Key features of the Flat 2028 foster a sense safety and comfort. Namely, the "Shade Panel". Shade panels consist of two-layers of perforated metal (or tempered glass) which is carefully designed. The two layers create a dynamic moiré pattern, which brings interest to shade, as well as a sense of safety, and comfort. For variety, the insides of the two-layer panel can be painted.

The Flat 2028 has a universal quality about it. It can be anywhere, and everywhere. It can be seen, and it can blend in. It is part of a larger collaboration of urban elements that make up our cities. And in that, the Flat 2028 can usher in the future of this important place of shelter in Los Angeles.

Shade Schedule

Based on The Original "FLAT" City of LA Bus Shelter

For Angeleno riders waiting for their bus, shade is the top priority.

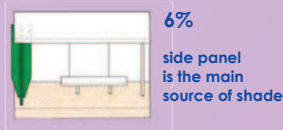
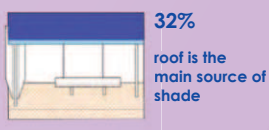
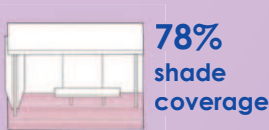
We began our design exploration by first undertaking a detailed investigation of how LA's current bus shelters perform. The hourly analysis below is a "shade schedule". It shows how often the current "Flat" shelters provide shade to the waiting area underneath and in front of the shelter. We ran this analysis between the hours of 9am and 6pm daily for each street orientation (North, West, East, and West). The analysis also indicates which part of the bus shelter casts the most shade.

The key takeaway from the analysis is that a typical bus shelter provides shade about 72% of the time on average. Also noteworthy is that the vertical panel at the back of the shelter casts a greater amount of shade (41%) than the roof (32%).

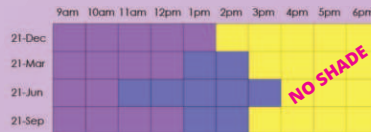
Perhaps the most significant finding for future design consideration is that the ability of the shelter to produce shade depends greatly on its orientation. Eastbound riders have a shady place to wait year-round with LA's current bus shelters. Northbound riders are in the sun every afternoon starting between 2-4pm depending on the season. Southbound riders lack shade in the morning from about 9-11am. Westbound riders are not shaded by the shelter at all during winter months when the sun is at a low angle and coming from the street side.

To provide the comfort of shade year-round at all orientations the shelters must be designed for flexibility. Vertical panels will need to be mounted strategically where needed. Each of our proposed shelter designs feature optimized configurations for each orientation providing shade at least 97% of the time throughout the year.

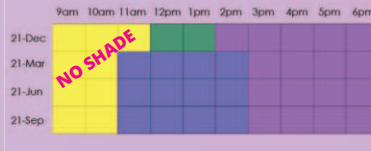
This shade schedule shows the performance of The Original FLAT City of LA Bus Shelter. As you can see, it provides shade 78% of the time throughout the year.



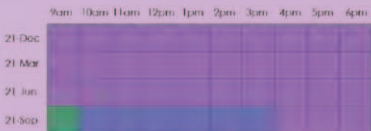
Northbound



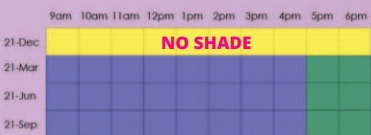
Southbound



Eastbound



Westbound



Shade Schedule

Our newly designed "Flat 2028"

The "shade schedule" below compares the shade provided by the original "Flat" and the newly designed "Flat 2028". This hourly analysis gives a snapshot of the ability for each orientation and modular components to cast shade on the waiting area inside and in front of the shelter.

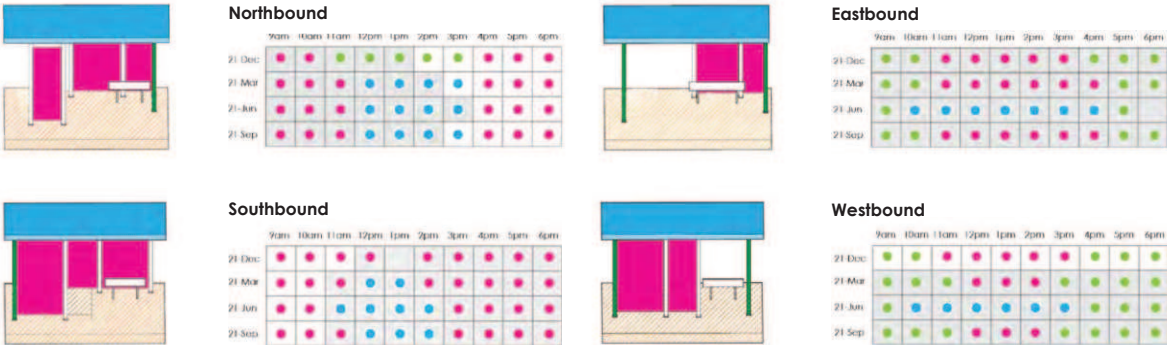
Based on our analysis and design process, the newly designed "Flat 2028" accomplishes 99% shading year-round.

Legend:

- side panel casts shade
- back panel casts shade
- roof panel casts shade
- empty space indicates shelter is in the sun

A dot indicates that shade is present at the indicated time. The color of the dot shows which panel is providing the shade.

The background color refers to the shade analysis for Lo's current bus shelters. A grey fill means that the shelter currently in use provides shade at this time.



Sherman Way / Balboa Blvd Westbound, Lake Balboa, CD 6
Single standard shelter with ad panel, litter/recycling bin, real-time arrival display, additional seating

Flat 2028

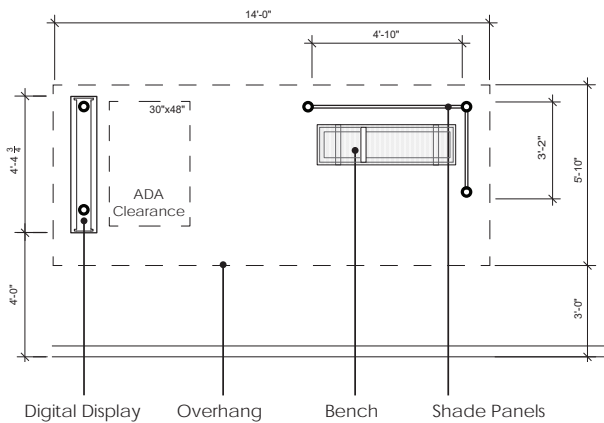
Classic Model



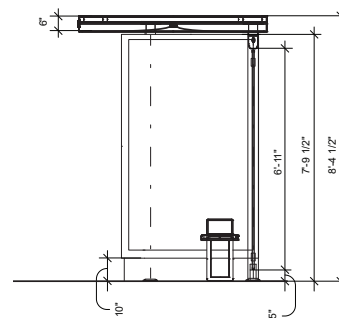
Flat 2028 without Ad



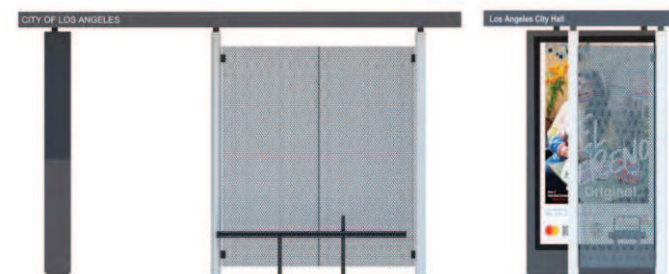
Flat 2028 with Ad



Flat 2028 Plan
Scale: 1/4" = 1'-0"



Flat 2028 Section
Scale: 1/4" = 1'-0"



Flat 2028 Front Elevation
Scale: 1/4" = 1'-0"



Flat 2028 Side Elevation
Scale: 1/4" = 1'-0"

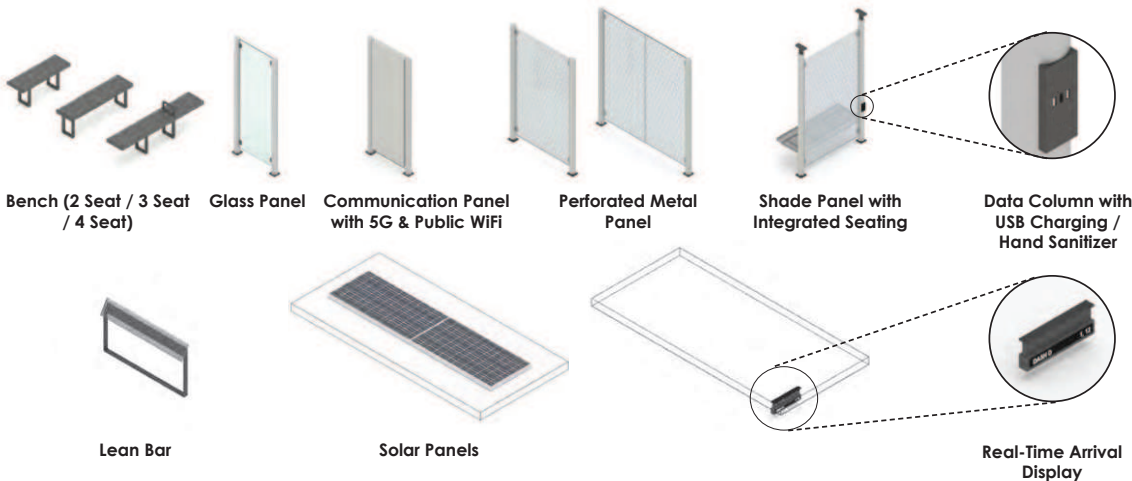
The "Flat 2028" has a highly flexible roof structure with shade panel options in multiple locations on the ceiling:

traditional back and side panels and, an added front panel.

The added front panels optimize shade at challenging westbound and northbound locations. Individual shade panels can be placed according to local conditions to optimize for shade, safety, and comfort throughout the day.

The "Flat 2028" comes in a variety of sizes to accommodate narrow sidewalk locations, low and high ridership locations, and additional revenue potential.

Kit of Parts

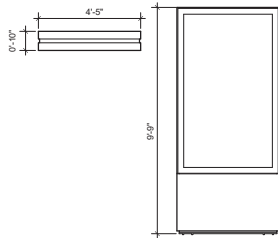


Variability



Flat 2028

Program Elements



Flat 2028 Urban Panel Plan & Elevation
Scale: 3/16" = 1'-0"



Litter / Recycling
Each 2'-5" L x 1'-6" Ø
(25 gal.)

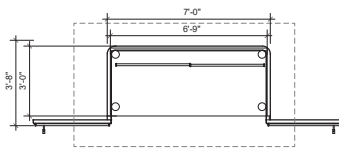


Hydration Station
1'-0" W x 11" D x 3'-0" H

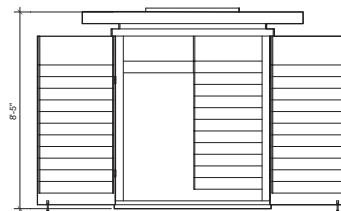
Bicycle Racks
3'-0" W x 2'-6" H x 3" Ø



Elevated Urban Panel
8'-0" W x 1'-0" D x 23'-10" H



Flat 2028 Vending Kiosk Plan & Elevation
Scale: 3/16" = 1'-0"



Urban Panel
4'-5" W x 10" D x 9'-9" H



Vending Kiosk Front and Back Views
6'-8" W x 3'-1" D x 8'-5" H

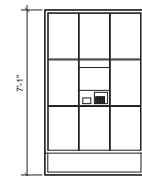
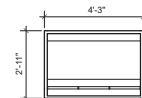


Digital Display
4'-5" W x 10" D x 8'-2" H

Interactive Information Kiosk
2'-0" W x 4" D x 5'-9" H



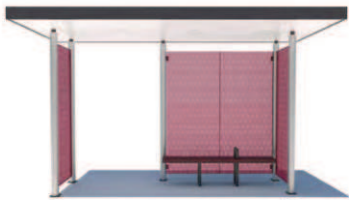
eLockers
4'-3" W x 2'-6" D x 7'-1" H



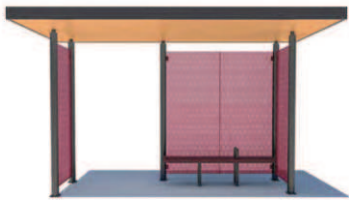
Flat 2028 eLockers Plan & Elevation
Scale: 3/16" = 1'-0"

- *Also Available
- "Blade" Rotating Bench with Integral Vertical Shade
 - EV/Charging Stations
 - Bollards
 - Hand Washing Station
 - Public Toilets
 - Pillars
 - Cooling Station
 - Corrals for Scooters/Bicycles
 - Bus Stop Sign
 - Traffic Barriers

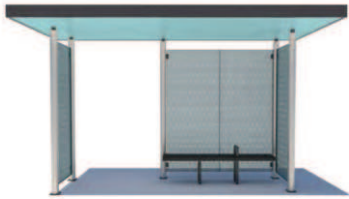
4 STAP Design Concepts



Color applied to shade panels



Multiple colors applied to shade panels and underside of roof



Color applied to shade panels and underside of roof



The iconic "floating roof" design is made possible by round columns and a refined roof attachment detail.

A smooth fiberglass roof underside provides new color contrast and turns a simple shelter into an outdoor room. Color options allow for customization.

Recessed LED spots give more uniform lighting with reduced energy use.

New shade mesh and glass panel options add color accents and a uniquely designed detail to the side panels.



Mariachi Plaza Westbound, Boyle Heights, CD 14
Single standard shelter, interactive information kiosk, additional shade panels



Wave

97% Shade Coverage

"The Wave" shelter takes an optimistic and spirited approach to the design of a simple and critical element of public infrastructure.

Inspired by the core ideas of the Google style and streamlined modern design movements, the design combines simple geometric forms with bold colors and textures to create a playful and distinguishable shelter. Drawing precedent on the principle that efficient fabrication can lead to a desirable and accessible product, "The Wave" was conceived so that it could be efficiently manufactured, and is easily adaptable to all of LA's neighborhoods and sidewalk conditions.

The kit of parts of "The Wave" shelter explores the combination of curving forms and long horizontal lines, symbolizing the idea of prosperity and an exciting future embedded in the spirit of Los Angeles.

This shelter aims to bring shade and joy to the daily commute; A place for the community to enjoy the experience while waiting. A place of function by providing comfort and safety, while also a place of beauty inspiring riders daily.

As LA pushes towards its goals of resiliency and transitions its focus from a car-driven experience to public transit, bus shelters will play a more significant role in increasing ridership. Desirability and civic pride are embedded in the design of the Wave.

Social Infrastructure

In an era of increasing reliance on virtual and digital experiences, the bus shelter is one of the remaining elements of the urban fabric which lends towards positive social engagement. People meet. they say hello. They build relationships over time. They build community and improve social infrastructure of our cities. All because of a bus shelter on a sidewalk.

Transit shelters can promote Community Art. They can also foster community play - another way for one human to interact with another. They can be a resource - a small garden or a little Free Library system.

We are thinking about shelters and their ability to connect and build communities.



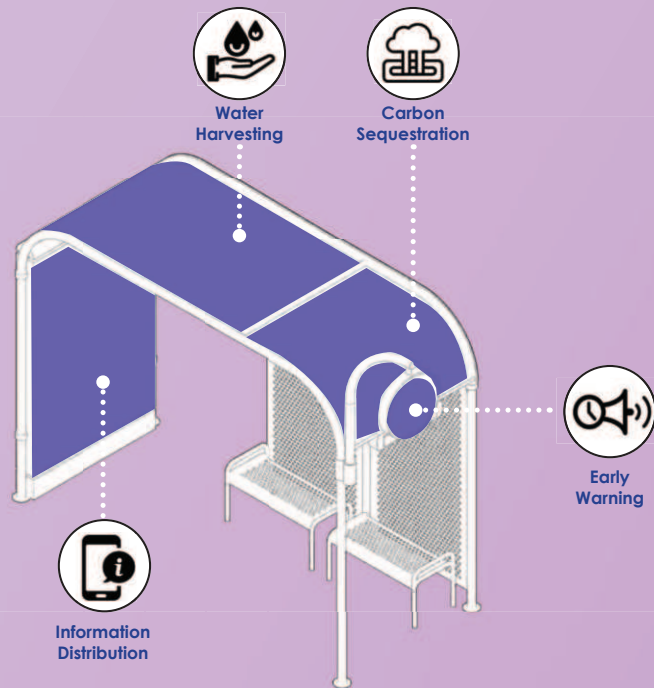
Multi-purpose Infrastructure

Transit shelters individually have relatively small footprints in their urban context. But when looking at them in aggregate, they have the potential to serve as distributed systems of equitable infrastructure for the city.

Transit shelters can harvest water in the future, and can be an integral part of carbon sequestration. They can be true early warning detectors and informers.

Transit shelters can also be conduits of information. They can speak about civic needs. They can promote the culture of Los Angeles in an equitable way. They can be points along our journey in education.

The role of transit shelters is a promising one. They can be connectors of people, at a civic scale. They can promote positive shared experiences. Shelters are a critical part of the urban infrastructure of Los Angeles.



Shade Schedule

The Wave

The "shade schedule" below compares the shade provided by the original "Flat" and the newly designed "Wave". This hourly analysis gives a snapshot of the ability for each orientation and modular components to cast shade on the waiting area inside and in front of the shelter.

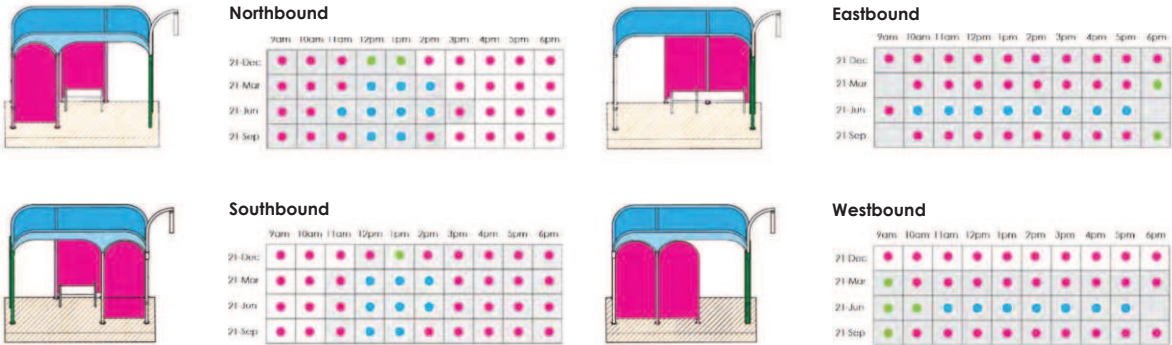
Based on our analysis and design process, the newly designed "Wave" accomplishes 97% shading year-round.

Legend:

- side panel casts shade
- back panel casts shade
- roof panel casts shade
- empty space indicates shelter is in the sun

A dot indicates that shade is present at the indicated time. The color of the dot shows which panel is providing the shade.

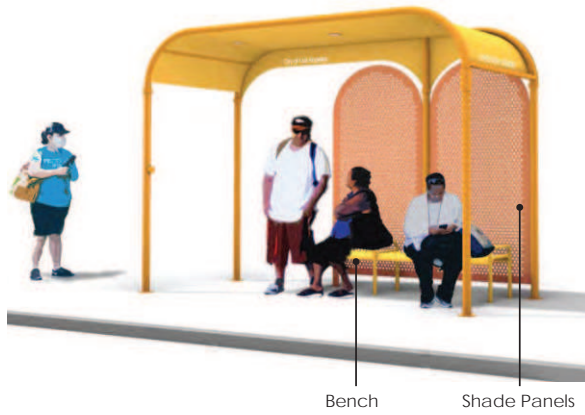
The background color refers to the shade analysis for La's current bus shelters. A grey fill means that the shelter currently in use provides shade at this time.



Exposition Ave / Vermont Blvd Eastbound, Exposition Park, CD 9
 Single standard shelter with ad panel, real-time arrival display, sign attachment, litter/recycling bins, bicycle racks

Wave

Classic Model



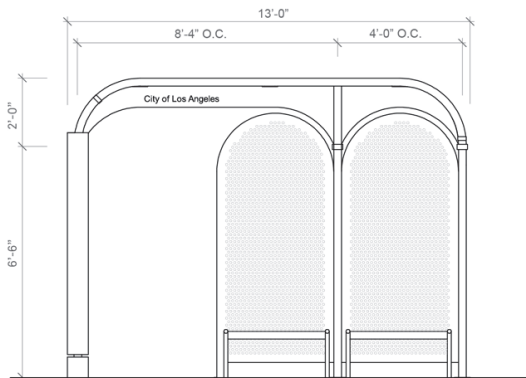
Bench Shade Panels

Wave without Ad

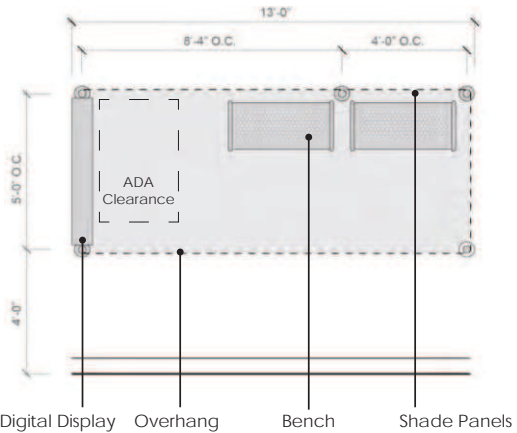


Digital Display Bench

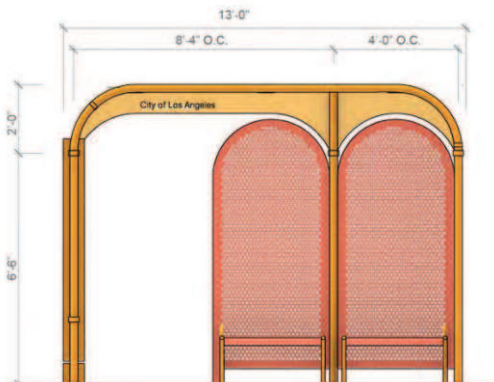
Wave with Ad



Wave Section
Scale: 1/4" = 1'-0"



Digital Display Overhang Bench Shade Panels
Wave Plan
Scale: 1/4" = 1'-0"



Wave Front Elevation
Scale: 1/4" = 1'-0"

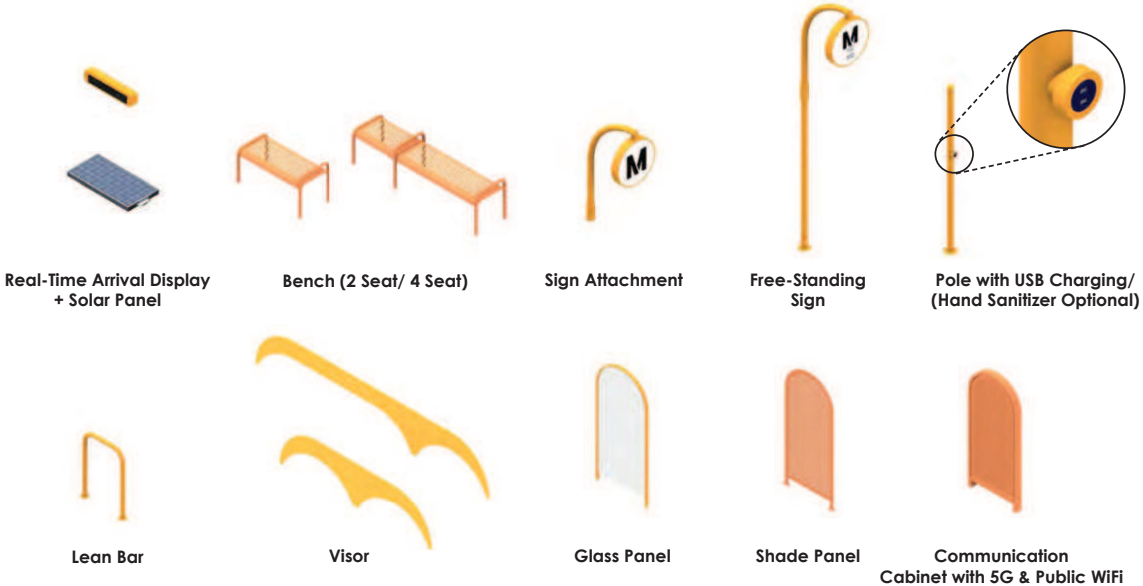


Wave Side Elevation
Scale: 1/4" = 1'-0"

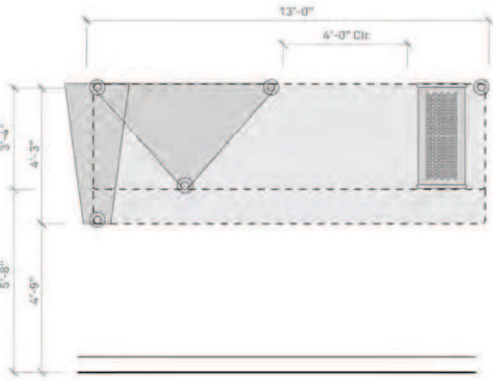
The Wave shelter is designed to provide maximum flexibility deal with LA's varying sidewalk widths and spatial configurations, Thus ensuring accessibility to shelters for all neighborhoods.

The Double design uses two basic modules to create a mini transit hub at high traffic stops, whereas the Narrow and Mini are compact versions of the shelter for locations where space is restricted.

Kit of Parts



Variability



Wave Narrow Shelter
Scale: 1/4" = 1'-0"



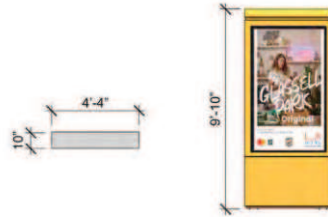
Wave Double Shelter with Elevated Urban Panel
26'-0"W x 5'-0"D x 9'-6"H



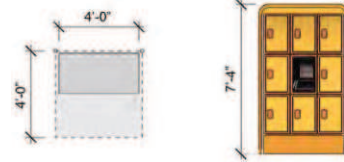
Wave Mini Shelter with Freestanding Post Sign
7'-6"W x 5'-0"D x 8'-6"H

Wave

Program Elements



Wave Urban Panel Plan & Elevation
Scale: 3/16" = 1'-0"



Wave eLockers Plan & Elevation
Scale: 3/16" = 1'-0"

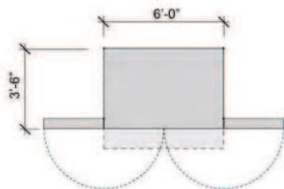


Blade
2'-0"W x 1'-6"D x 8'-0"H

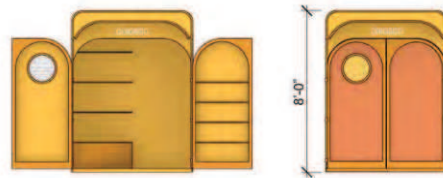
Litter / Recycling
Each 2'-2"L x 1'-10"Ø
(25 gal.)

Urban Panel
4'-4"W x 10"D x 9'-10"H

eLockers
4'-0"W x 4'-0"D x 7'-4"H



Wave Vending Kiosk Plan & Elevations
Scale: 3/16" = 1'-0"



Wave Vending Kiosk



Information Kiosk
1'-10"W x 6"D x 7'-6"H



Vending Kiosk
6'-0"W x 3'-6" (1'-6" Overhang)D x 8'-0"H

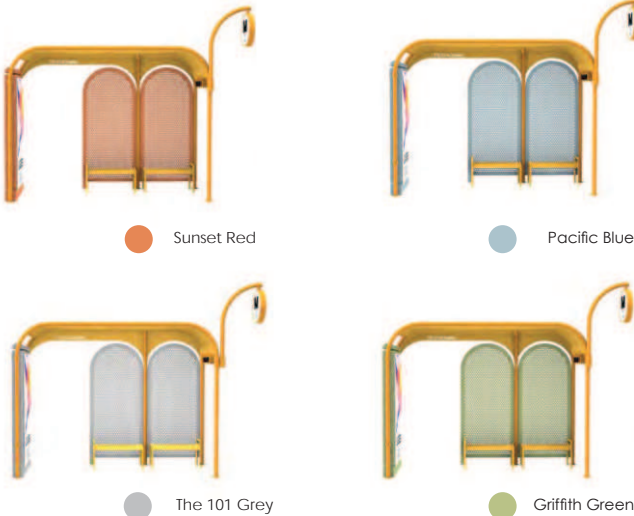


Bike Racks
2'-0"W x 3'-0"H x 3"Ø
*Also Available
- Hand Washing Station
- Hydration Station

Materials

Designing a shelter is to design a recognizable place in the city. Our design process yielded a shelter which can be easily identifiable in whichever context it exists within.

"The Wave's" shape factor and color palette are designed to stand out from the cityscape.



San Fernando Road/Van Nuys Blvd Westbound, Pacoima, CD 7
Narrow shelter with real-time arrival display, litter/recycling bins, interactive information kiosk, sign attachment



Lantern

98% Shade Coverage

There are three fundamental elements which make up The Lantern:

The glowing lantern as a unifying element through the city.

A sophisticated and thoughtful use of materials, with prosperity in mind.

Compatibility with other public realm elements provides cohesion.

The design of the fiberglass roof shelter is aimed at it being an urban lantern. During the day natural light dapples off of its shape, and at night light illuminates and inspires. The Lantern becomes a critical feature in the makeup of Los Angeles, acting as a connector of people. It unifies, provides equity of shade and design elegance.

Fiberglass is the material of choice for the shelter canopy. It's lightweight, with extraordinary strength. It's corrosion free, and highly resistant. It's easy to work with, with minimal maintenance. Fiberglass is known for its very low embodied energy.

The Lantern is designed for the future. We are witness to an industry which is evolving. And to that, the future of flax fiber instead of glass fiber. Natural fibers are lighter, incur less energy to produce, and have enhanced biodegradability. The Lantern could be at the epicenter of sustainability for Los Angeles. Products en masse which lead toward a more sustainable, resilient, and forward-thinking public realm.

The Lantern is aimed at urban compatibility. It is a lean design which provides maximum shade with minimal structure. It's expressive

ceiling and rounded corners are akin to Project Room's winning design for the L.A. Lights the Way streetlight competition. The Lantern is built to fit in, while also accomplishing a safe, comfortable, and thoughtful experience.

Materials

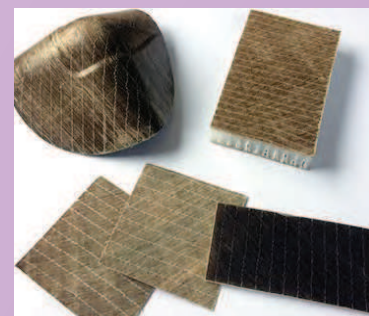
The shelter canopy in both the "Flat 2028" and "The Lantern" utilizes fiberglass.

A lightweight and extraordinarily strong material, it is corrosion free, and highly resistant to the elements. It is easy to work with and repair as well as requiring minimal maintenance. Fiberglass is a versatile material known for its very low embodied energy and durability.

In the future, the ceilings could be made of a natural-fiber fiberglass substitute, "fibre de lin", which incorporates plant-based fibers and binding agents into a product that has enhanced biodegradability. An evolving composite material industry

led by firms such as Ekoa will soon be ready to produce natural-composite fiber materials on a larger scale than currently available. We can envision this material being an approved material for the City in the future.

Transit shelters can be the embodiment of sustainable and resiliency goals Los Angeles already espouses.



Shade Schedule

The Lantern

The "shade schedule" below compares the shade provided by the original "Flat" and the newly designed "Lantern". This hourly analysis gives a snapshot of the ability for each orientation and modular components to cast shade on the waiting area inside and in front of the shelter.

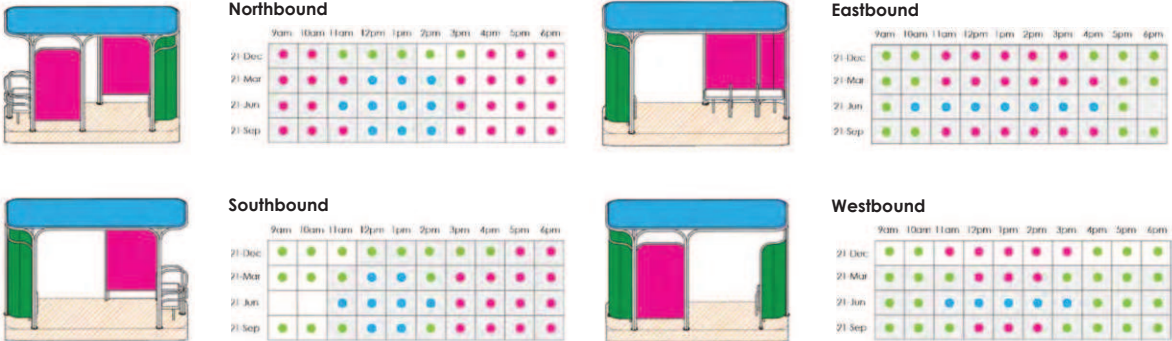
Based on our analysis and design process, the newly designed "Lantern" accomplishes 98% shading year-round.

Legend:

- side panel casts shade
- back panel casts shade
- roof panel casts shade
- empty space indicates shelter is in the sun

A dot indicates that shade is present at the indicated time. The color of the dot shows which panel is providing the shade.

The background color refers to the shade analysis for Lo's current bus shelters. A grey fill means that the shelter currently in use provides shade at this time.



Olive St / 5th St Northbound, Downtown, CD 14
 Single standard shelter with ad panel, interactive information kiosk, leaning bars, litter/recycling bins, vending kiosk

Lantern

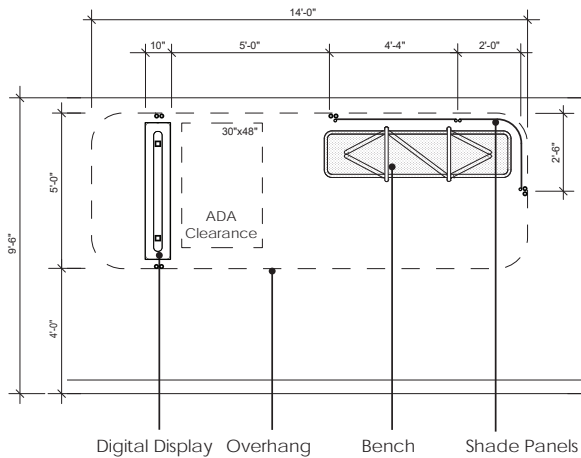
Classic Model



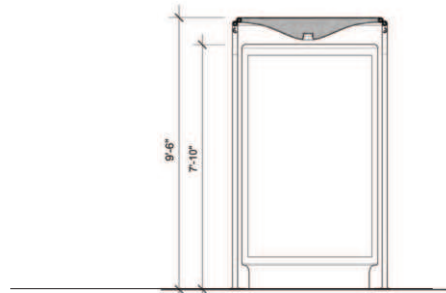
Lantern without Ad



Lantern with Ad



Lantern Plan
Scale: 1/4" = 1'-0"



Lantern Section
Scale: 1/4" = 1'-0"



Lantern Front Elevation
Scale: 1/4" = 1'-0"

Lantern Side Elevation
Scale: 1/4" = 1'-0"

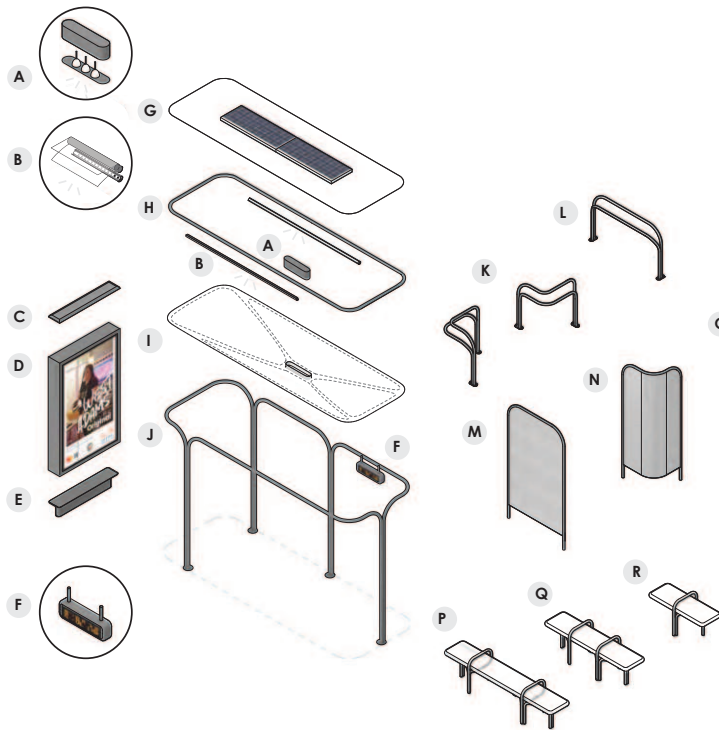
The Lantern has a roof structure with highly flexible perimeter column locations. Modular shade panels fit along the perimeter in traditional back and side orientations and now include an added front orientation.

The Lantern can be customized to include more seating and leaning furniture and up to four shade panels that come in two sizes.

The shade panels are made from a medium gauge perforated galvanized steel with a vertically oriented round slot pattern. The structural elements comprising the shelter are galvanized powder coated steel.

A number of adjustments can be made to accommodate narrow sidewalk conditions.

Kit of Parts



- A. High-efficiency recessed light fixture
 - B. Optional "Lantern" lighting. Linear indirect LED strip lighting
 - C. Cap for standard digital display
 - D. Digital display
 - E. Base for standard digital display
 - F. Real-time arrival display
 - G. Fiberglass roof with optional PV panels
 - H. Roof ring beam
 - I. Fiberglass ceiling panel material alternate: natural fiber composite panel
 - J. 60mm paired column structure
 - K. Built-in lean bar, one or two pairs of bars
 - L. Stand-alone lean bar
 - M. Shade panel 1, flat
 - N. Shade panel 2
 - O. Communications panel (5G & Public WiFi)
 - P. Bench for four
 - Q. Bench for three
 - R. Bench for two
- *Also Available
 - USB Charging
 - Hand Sanitizer

Alternate Configurations / Colors



Northbound
 Teal



Eastbound
 Steel Grey

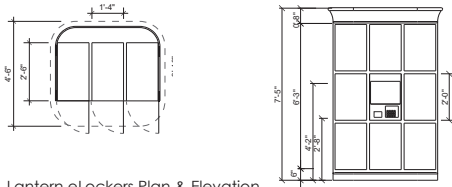


Southbound
 Ochre



Westbound
 Coral

Lantern Program Elements



Lantern eLockers Plan & Elevation
Scale: 3/16" = 1'-0"

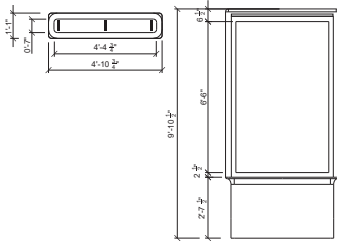


Litter / Recycling
Each 2'-8"L x 1'-7"Ø
(25 gal.)

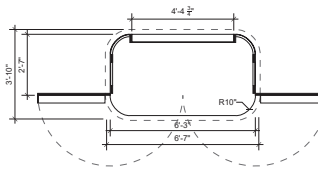
Interactive Information Kiosk
1'-11"W x 4"D x 6'-7"H

Bus Stop Pole
6"W x 6"D x 10'-3"H

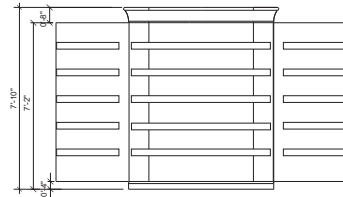
eLockers
4'-11"W x 2'-6"D x 7'-5"H



Lantern Urban Panel Plan & Elevation
Scale: 3/16" = 1'-0"



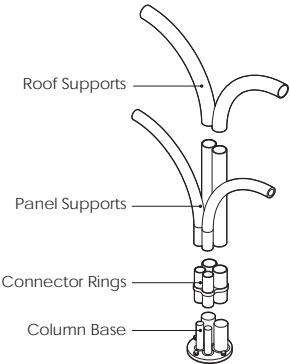
Lantern Vending Kiosk Plan & Elevation
Scale: 3/16" = 1'-0"



Urban Panel
4'-11"W x 1'-1"D x 9'-10"H

Vending Kiosk Front and Back Views
6'-3"W x 3'-10"D x 7'-10"H

- *Also Available
- "Blade" Rotating Bench with Integral Vertical Shade
 - Hand Washing Station
 - Cooling Station
 - EV/Charging Stations
 - Public Toilets
 - Corrals for Scooters/Bicycles
 - Traffic Barriers
 - Bollards
 - Pillars



Pairs of columns are tied together with steel connector rings. Up to three additional columns supporting shade panels or lean bars, are bundled together to form one cluster that sits on a base plate.



Crenshaw/MLK Westbound Leimert Park, CD 10
Single standard shelter, real-time arrival display, litter/recycling bins

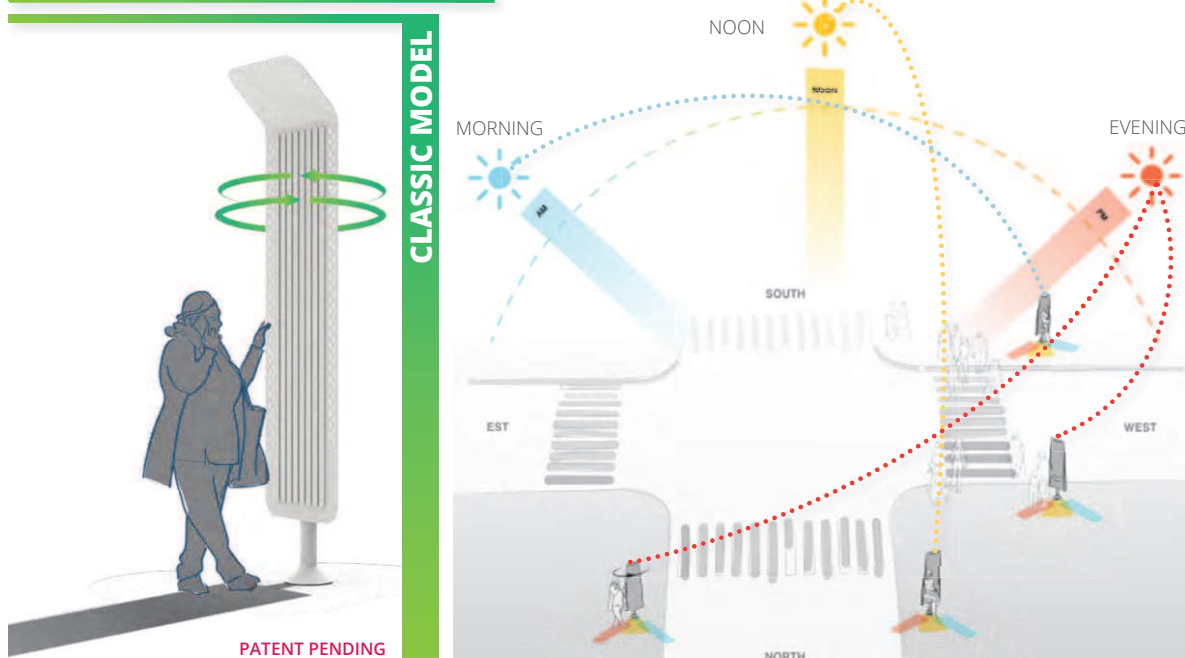
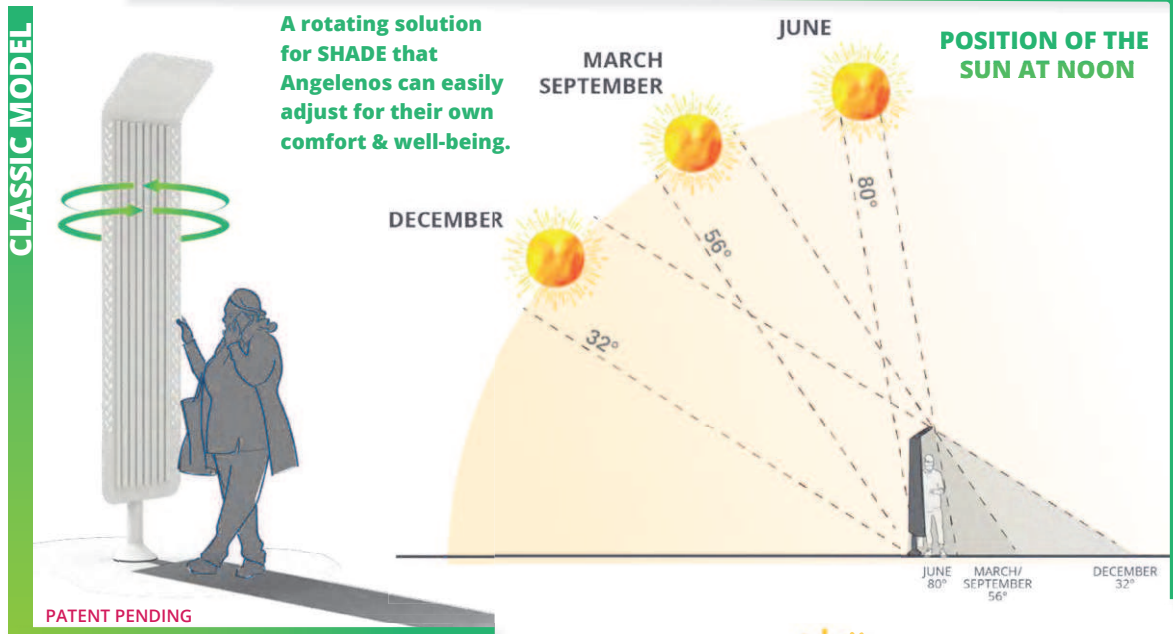
THE SUNSHADE FOR OUTDOOR PUBLIC SPACE

OUR SOLUTION FOR EQUITY+SHADE AT EVERY BUS STOP IN LOS ANGELES

We embarked on an extended study observing and engaging with bus riders throughout Los Angeles. Through this initiative we discovered that bus stops without bus shelters have very little shade aside from the small amount that is derived from narrow vertical elements like street light poles. Transit riders waiting in the heat and sun need shade that is readily available, not just at noontime during the hot summer months.

OUTFRONT/Decaux has a smart solution that is innovative, cost efficient and flexible.

Designed to protect transit riders and **provide maximum shade**, we created a vertical element that simply rotates and follows the movement of the sun providing constant shade all throughout the day. That means, accessible shade regardless of where the sun is in the sky, protecting transit riders and cooling down sidewalks.



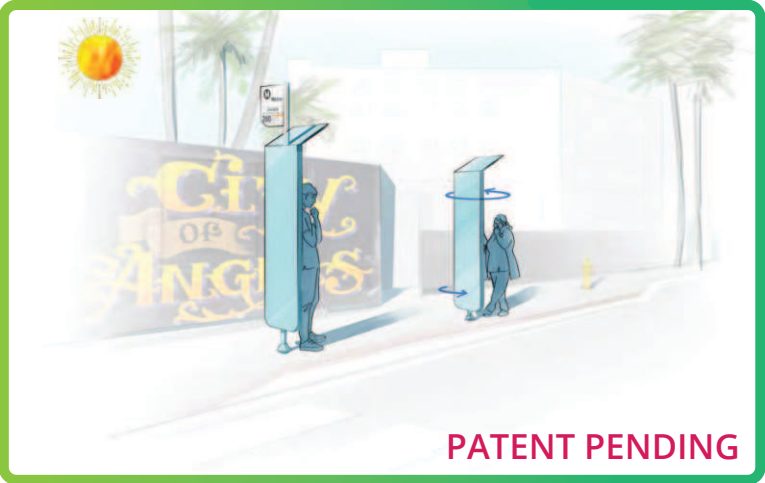
***Proprietary and Confidential Not to be Disclosed or Distributed.** This page includes information that shall not be disclosed and shall not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate this proposal. The information constitutes trade secrets or other proprietary information which, if disclosed to the public, would cause substantial injury and should therefore be exempt from disclosure pursuant to 5 U.S.C. Section 552 (b) (4) and all state law counterparts thereof.

This innovative street element can easily be installed at 4,000 locations in addition to 3,000 bus shelters and provide guaranteed shade for 100% of Angelenos, equitably.

#GOTSHADE

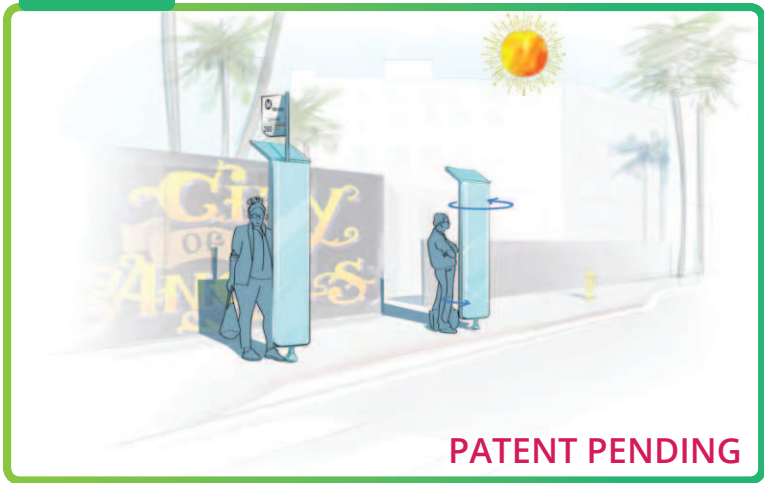


MORNING



PATENT PENDING

NOON



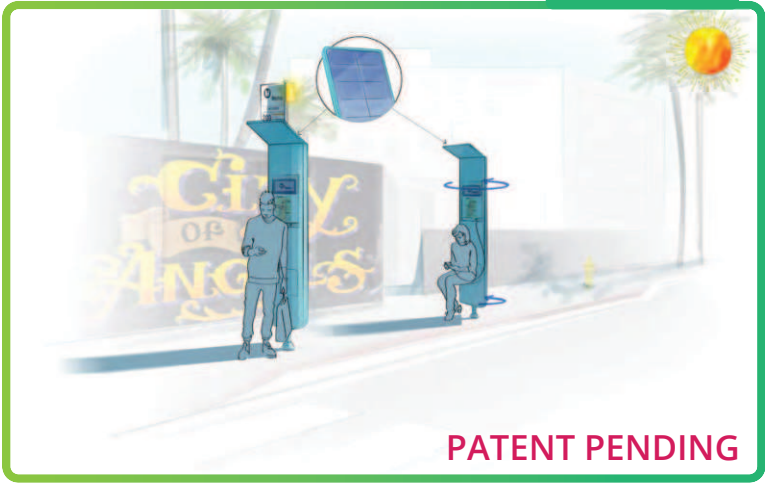
PATENT PENDING

#GOTSHADE



EVENING

#GOTSHADE



PATENT PENDING

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SUSTAINABILITY

Sustainability is at the forefront of OUTFRONT/Decaux programs. The partners have long focused on environmental concerns, including reducing their carbon emissions, utilizing recyclable products and seeking solutions that would reduce the impacts program had on the environment. Our technological innovations have been geared toward a variety of sustainable solutions from beginning the large-scale bike share mobility movement to recycling rainwater. JCDecaux invented a new generation of bus shelters, *Filtreo*, which uses nature to improve air quality and provide cooling. Many out-of-home companies are committed to sustainable practices and that is important – but OUTFRONT/Decaux affiliates go beyond that... to invent infrastructure that actually focuses on improving our environment while concurrently providing services to bus riders.



OTHER AMENITIES

Our program can incorporate a variety of elements expanding services for Angelenos. OUTFRONT/Decaux operates street furniture programs throughout North America and the partners of OUTFRONT/Decaux have a portfolio of thousands of street furniture programs across the US and in more than 70 countries. Candidly, there is no company with more experience or ability to provide any street furniture amenity that the City may desire than this joint venture. In the programs operated within the purview of these companies, there is no streetscape element that we have not provided to an authority and we would welcome working with the City of Los Angeles to structure a program that provides the services and amenities that Angelenos desire and deserve.

SMART CITY SOLUTIONS

LA's vision to become a fully digital and connected city is well on its way. Under the leadership of the City's Information Technology Agency, LA is using data and installing Internet of Things (IoT) to improve the lives of residents, businesses, and visitors and the STAP program can be a key platform to install additional technology at the service of Angelenos, without imposing on privacy. From sensors to neutral hosting to platform touchpoints which support applications such as autonomous vehicles, OUTFRONT/Decaux infrastructure can support smart city solutions in many ways.

WAYFINDING & CITY INFO

DIRECTIONAL SIGN

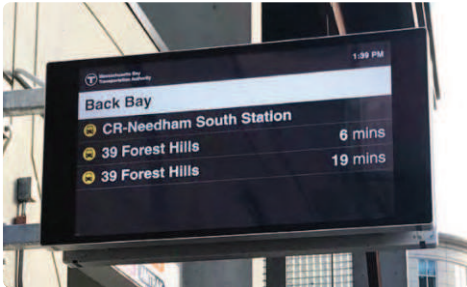


Providing the bus rider information at the point of transit including details about bus routes, wayfinding and area events is an important amenity for transit riders.



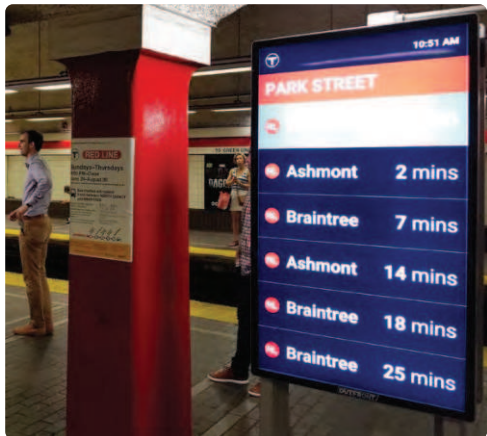
INTERACTIVE INFORMATION





REAL TIME BUS ARRIVAL

Transit information can be provided in many ways.



CHARGING STATIONS

Transit riders are always on the go and can enjoy a boost of power while waiting for their transport.



CONNECTIVITY

We all know that connectivity is essential for cities and particularly for cities focused on developing their "smart city" applications such as Los Angeles. We recognize that connectivity is critical to the innovation of streetscapes and the provision of new services to urbanites. OUTFRONT/Decaux partners have installed small cell networks in programs around the world and we would welcome partnering with the City to advance 5G or other technology in LA. Our bus shelters can be neutral hosting infrastructure and are designed with vacant internal space to permit the installation of small cells enabling improved coverage and performance.



CONNECTIVITY TECHNOLOGY IMBEDDED IN INFRASTRUCTURE



CUTTING-EDGE TECHNOLOGY OPTIONS

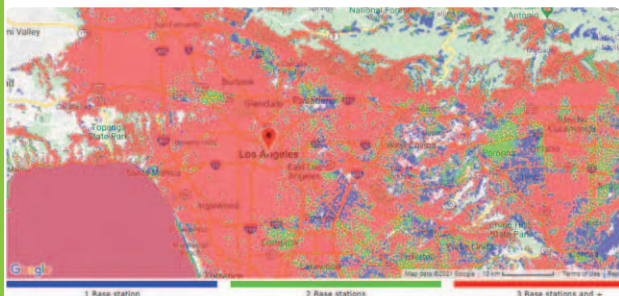
The partners of OUTFRONT/Decaux can support many *Internet of Things (IoT)* use cases, including smart parking, air quality sensors for city of LA through a private CBRS (Citizen Broadband Radio Services) data networks. This shared infrastructure network can be extended further to Mobile Virtual Network Operations, extending network coverage to meet FCC compliance. This partnership includes *Intel* and *TechMahindra*, a global leader in managing large scale network operations. The *Microsoft Urban Innovations* team is another partner of ours for IoT programs in street furniture.

An April 2020 survey of families who reside in Watts, South LA and Boyle Heights noted that 16% did not have internet access.

Partnership for LA Schools

SENSORS

OUTFRONT/Decaux partners are two OOH companies who are leading the way in the deployment of sensors in the service of data collection for their partners. Los Angeles is already implementing smart city technology reaching out across borders to engage, share and learn from other cities through the Smart Cities Consortium and Mayor Garcetti's discussions with other local elected.



STAP INVENTORY CAN BE INTEGRATED ACROSS THE LA MARKET ON OUTFRONT PARTNER'S SENSOR NETWORK OR THE CITY COULD INTEGRATE SENSORS DIFFERENTLY (MAP ABOVE)

LA already uses sensors to detect traffic congestion, pollution and water wastage as well as earthquake and storms. In partnership with the City's Information Technology Agency, the STAP platform can embed sensors informing about public transit issues and environmental experience such as air quality – key information that can inform the City when making policy decisions on transportation or even healthcare and can be another tool for LA in reaching ambitious goals set out in the Green New Deal.

As the City is aware, environmental consequences of transportation and urban planning decisions are borne by a greater proportion by low-income communities. Air quality sensors installed at street level in bus shelters, for example, can help the City determine where pollution is worst, which gases are in each neighborhood's emissions, and what are the times of the day when these issues are most elevated. We can also install technology to measure heat volumes throughout the day. Sensors can also make quantitative information available so that the City would know what portion of the population is being exposed to heat islands and street level emissions and when. And there are just some examples of the way sensors may be included in this platform to assist LA in addressing environmental inequity in its City, alleviating these impacts and working to provide community-driven health justice.



SENSOR TECHNOLOGY WHICH WILL BE ENCASED IN INFRASTRUCTURE

SOLAR PANELS

OUTFRONT/Decaux plans to install solar panels in more than 1,500 bus shelters



OUTFRONT/DECAUX PARTNERS HAVE USED SOLAR ENERGY IN PROGRAMS AROUND THE GLOBE



PANELS INSTALLED ON SHELTER WITH PHOTOVOLTAIC CELLS TO CREATE SOLAR-POWER ENERGY



EMERGENCY SUPPORT PANELS

Urban panels, also known as City Information Panels, which can provide WiFi, USB charging points and details about the city or area such as wayfinding or events or retail in the area, can also be equipped to aid in emergency situations with direct links to emergency services such as 911 buttons or even defibrillators. Our partners have installed such panels in Japan, Austria and the UK.



LANDSCAPING

To accompany the green goals of Los Angeles, designs specific to certain neighborhoods can be included in the installation of the program which will expand the footprint of the urban forest. Certain bus shelter locations that are currently heat islands can be made into parklets with landscaping – trees, grass and shrubbery –, contributing to cooling and public health and planting the “right tree in the right place”.



GREEN ROOFS, ALSO CALLED “LIVING ROOFS”, CAN BE INTEGRATED INTO THE INVENTORY TO RELY UPON THE NATURAL FUNCTIONS OF PLANTS TO FILTER WATER & TREAT AIR



LOS ANGELES

“increasing tree canopy in areas of the greatest need by at least 50% by 2028 to grow a more equitable urban forest...”

*LA’s Green New Deal:
Sustainable City Plan*



“One of the first cities to make social equity the cornerstone of its tree strategy.”

*Ian Leahy
American Forests*



AN URBAN GARDEN MAY ALSO BE AN ELEMENT THAT THE CITY COULD CONSIDER



PLACEMAKING

The installation of certain elements can be designed to encourage new community spaces – even on a temporary basis, to encourage use during a season and an extended event period.



'PARKLET' CAN BE DESIGNED WITH CONNECTIVITY, A PUBLIC COMFORT STATION & ALSO A VENDING KIOSK

The OUTFRONT/Decaux program integrates the consumer experience with technology to drive meaningful outcomes.



HAND SANITIZER

Working quickly with its government partners in various jurisdictions, hand sanitizer units were deployed in and around bus shelters.



BIKE SHARE SYSTEMS

Providing reliable and well-maintained bike share systems integrated into the streetscape can successfully expand sustainable public transit options and provide cost-effective commuting for users.



CLOCKS

Digital clocks providing time, weather and city messaging are an innovative way to provide gracefully-designed services integrated into the streetscape and community.



DRONES

Bus shelters roofs can be designed as landing pods for air-based delivery services.



**PROGRAM TRANSITION
PLAN**

5



5

Program Transition Plan

OUTFRONT/DECAUX STREET FURNITURE, LLC

The high-quality elements installed by OUTFRONT/Decaux at the start of the concession, combined with the assiduous daily care we have provided by consistent maintenance and attention, has resulted in a street furniture product that is still in good condition today.



SEAMLESS TRANSITION WITH OUTFRONT/Decaux

FROM DAY ONE:
Same Management & Same Team Working With Same Communities, Same Angelenos

DIALOGUE

LISTEN + LEARN + WORK WITH STAKEHOLDERS

As noted throughout this proposal, the approach of OUTFRONT/Decaux and the City with regard to community engagement and dialogue are aligned – OUTFRONT/Decaux believes that a foundation for building a successful program starts with communication. Of course, we would have recommendations for elements that have been welcomed in other communities, such as the Public Art Program developed in NY and Chicago street furniture or other placemaking – but in every case, streetscape design must flow from the community and meet the needs of the community.

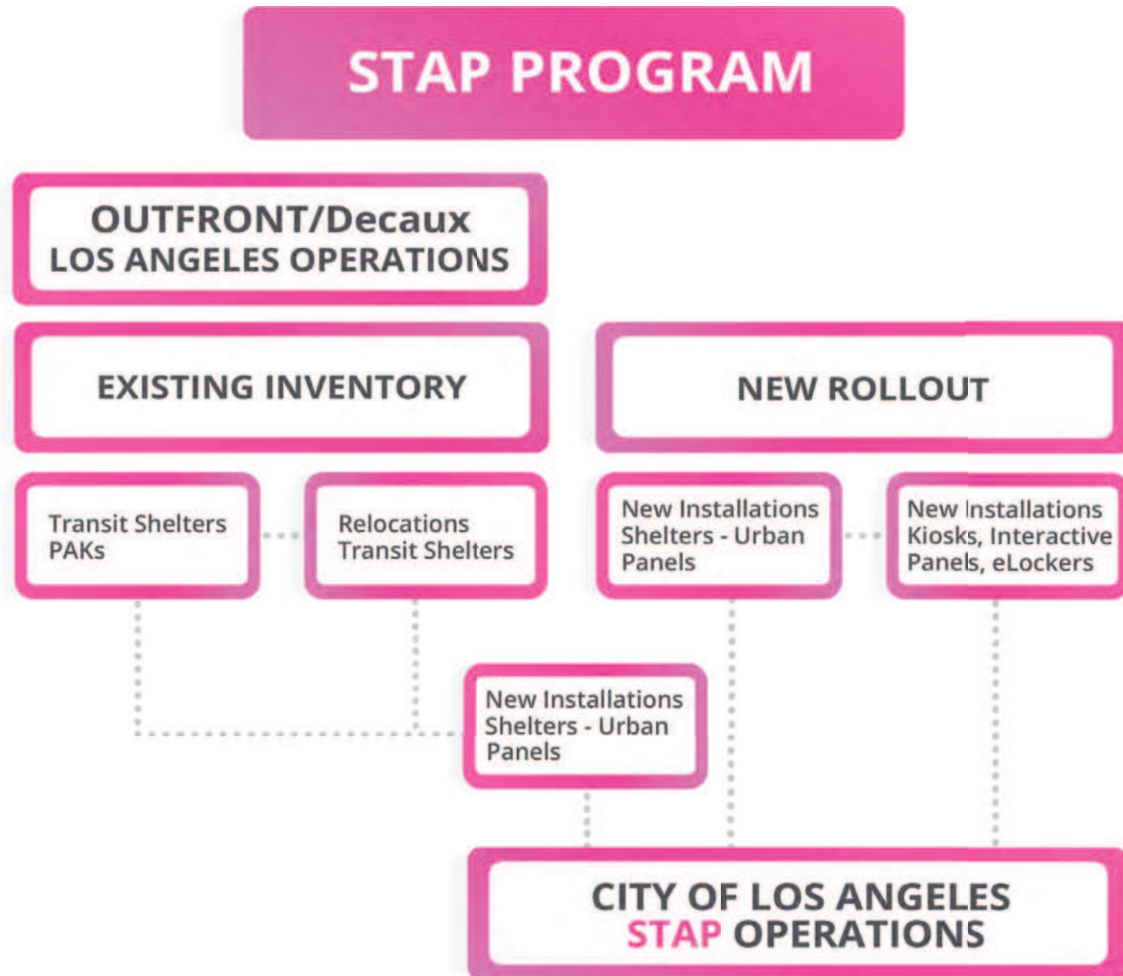
COMMUNITY PREFERENCES

Streets of a community must reflect the priorities of the community.



“ I would like to see more areas for seating while waiting and also a dedicated bus lane. I think it's a really good thing to use buses and public transit because we reduce traffic while saving money.

Luis, Yutep member, CD7





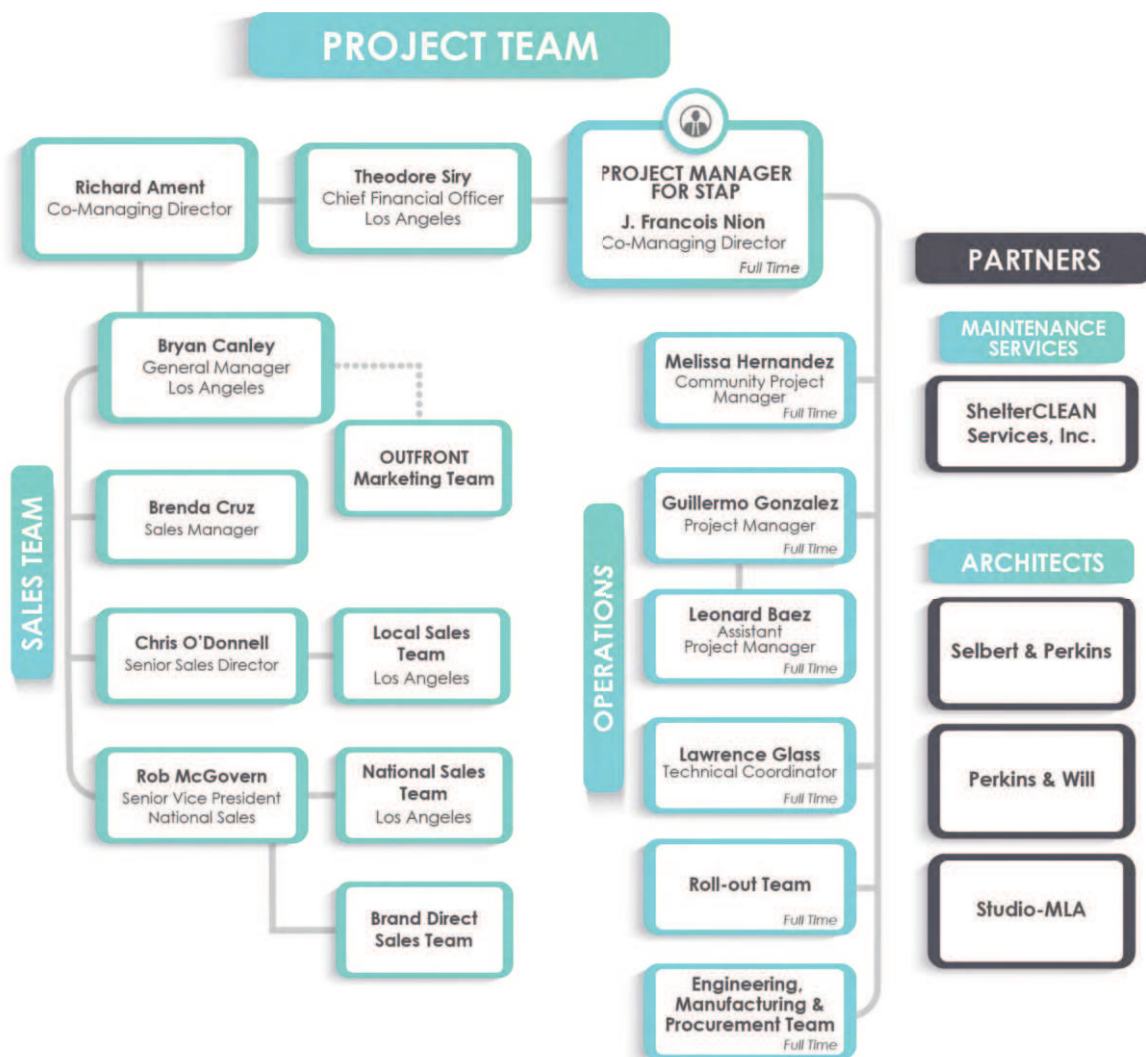
BUSINESS PLAN

“Our Green New Deal is not just an environmental vision. It is designed to prioritize communities that bear the brunt of climate change first.”

*Mayor Eric Garcetti
L.A.'s Green New Deal: Sustainable City
pLAN – Environment, Economy, Equity (2019)*

MANAGEMENT OF THE PROGRAM

OUTFRONT/Decaux has all of its key members already in place as well as most of the entire team – it is trained, has real life experience on the job and understands how this municipal advertising program works.



OUTFRONT/Decaux systems are state-of-the-art for the industry with sales (and the related billing, reporting, collections etc.) under the daily supervision of Bryan Canley, while the installation, maintenance and operational activities are under the daily supervision of Francois Nion. (Please see Section 7 "Sales Plan" below for a discussion of the sales management and plan and an organizational chart and short resumes of our sales team. Below we have included short resumes of our project management team.)

OUR MANAGERS



J. Francois Nion

Project Manager

Co-Managing Director & Board Member

OUTFRONT/Decaux

Program Responsibility:

Oversees the daily management of all aspects of the program

Experience:

Francois Nion has been with OUTFRONT/Decaux since the inception of the joint venture in 2001. He has been in the creative street furniture industry for over 30 years, beginning in sales and moving to business development, operations and program management. He is responsible for contract negotiations, implementation, operations and management for the 16 municipal franchises of OUTFRONT/Decaux. Francois will continue to lead in this role for the new STAP program.

Francois has long been involved in the local community and has been elected to his Los Angeles Neighborhood Council. His particular focus and expertise is on the evolution of services from physical to digital world and innovative street level amenities that serve communities in their own neighborhoods.



Richard Ament

Co-Managing Director & Board Member

OUTFRONT/Decaux

Program Responsibility:

Oversees the daily management of all aspects of the program

Experience:

Rich has led several large-scale digital advertising installations in transit spaces, including the installation of approximately 7000 digital screens in NYC, 700 in Boston and several hundred in the Washington, D.C. Metro system. He is a member of both the Board and Marketing Committee of the American Public Transportation Association.

Rich was educated at the New York Institute of Technology and Queens College.



Theodore Siry

Chief Financial Officer & Board Member

OUTFRONT/Decaux

Program Responsibility:

Financial Oversight

Experience:

Ted Siry has 36 years of financial experience in media which includes 18 years in the out-of-home industry. In his current role as Chief Financial Officer, he oversees financial aspects of OUTFRONT's development projects which include acquisitions, new lease commitments, proposals responding to requests from authorities and digital investment in the out-of-home billboard and transit businesses.

He has a an undergraduate degree from Siena College and a master's in business administration from Fordham University.

OUR OPERATIONS MANAGERS



Guillermo Gonzalez

Street Furniture - Project Manager
OUTFRONT/Decaux

Program Responsibility:
Maintenance and operations services

Experience:

Guillermo has been with OUTFRONT/Decaux for over 19 years. He has personally surveyed over 3000 sites to determine potential street furniture locations in the City of Los Angeles and engaged with hundreds of community groups. He serves as a liaison with the different Council offices and works daily with the City administration and its staff as well as *ShelterCLEAN, Inc.*, the OUTFRONT/Decaux maintenance subcontractor, to ensure that service levels are met at every location for every commuting schedule.



Leonard Baez

Street Furniture - Assistant Project Manager
OUTFRONT/Decaux

Program Responsibility:
Maintenance and operations services

Experience:

Leonard joined the OUTFRONT/Decaux team in 2017. Leo works alongside Guillermo and Lawrence surveying sites, conducting inspections and overseeing the installation process for all bus shelters throughout Los Angeles as well as helping to oversee the Automated Public Toilet program. Leo works daily with the StreetsLA City team as well as *ShelterCLEAN, Inc.* and other OUTFRONT/Decaux subcontractors to ensure that service levels of the program are met everyday.



Lawrence Glass

Technical Coordinator
OUTFRONT/Decaux

Program Responsibility:
Maintenance and operations services for APTs

Experience:

Lawrence has been with OUTFRONT/Decaux since 2004. With over 35 years of experience in the electro-mechanical repair industry, he is responsible for all operations and maintenance repairs of all Automatic Public Toilets in the Los Angeles area. He manages the workforce and develops all maintenance, training and quality assurance programs.



*Shelter Clean
Service, Inc.*

Program Responsibility:
Operations

Experience:
Established in 1989 to provide transit-industry maintenance and technical services, including repairs, installation and posting of content. *ShelterCLEAN, Inc.* provides a “turn-key” solutions to out-of- home advertising concessions with transit properties and mall facilities across Greater Los Angeles and in seventy (70) different shopping malls, plazas, and retail centers in Southern California and Las Vegas, Nevada.



Selbert & Perkins

Program Responsibility:
Design of Street Furniture

Experience:
Selbert Perkins Design has over three decades of experience developing successful public furniture systems for streetscapes, mixed-use, retail, entertainment, and hospitality developments around the world. SPD is a diverse team of professional designers, artists, and landscape architects with a wealth of placemaking project experience, management skills, design and technology innovation. Selbert Perkins designs can be found throughout the City of Los Angeles, including at LAX in the Tom Bradley International Terminal and in the wayfinding systems of Downtown Los Angeles, Santa Monica, Long Beach and West Hollywood.

Perkins&Will STUDIO-MLA

Perkins & Will

Program Responsibility:
Design of Street Furniture

Experience:
Founded in 1935 with a modern approach to architecture, Perkins & Will is a global design firm whose work can be found all over the world. With Living Design as its guiding principle, the firm’s focus is to create designs that integrate inclusion, resilience, sustainability, regeneration and well-being. The firm first gained national attention in 1940 for their pioneering approach to understanding the use of a space by stakeholders when designing the Crow Island School, one of the first buildings in North America architected in the International Style. Their recent work in Los Angeles can be seen at the UCLA Training Center and the award-winning Green Dot’s Network Operations Center and the outdoor art and culture experience gallery “Destination Crenshaw”.

Studio-MLA

Program Responsibility:
Design of Street Furniture

Experience:
Studio-MLA is a California- based design studio that integrates landscape architecture and design to recalibrate the natural and built environments creating places for human connection and community. From the master planning of cities to the design of intimate plazas and gardens, the studio is recognized for creativity, pragmatism, and responsibility across a range of scales and geographies.

OUTFRONT/DECAUX APPROACH TO THE NEW PROGRAM

The City of Los Angeles is a special place – a key driver of the modern California economy and microcosm of the United States, with its cultural, social, geographic, economic and historic diversity. It is a juxtaposition which includes some communities filled with natural beauty and other communities which are heat desserts.

Building a future for Los Angeles where everyone has the opportunity to earn a decent wage, afford housing that meets the needs of their families, take public transportation, and live in safety and security.

*Office of the Mayor
Announcing 25th Executive Order,
February 10, 2020*

Important stakeholders recognize the transformation that is necessary to engage in solving issues of inequity. Mayor Garcetti’s *Decade of Action* will result in policies that will challenge Angelenos to create a future where equity is at the forefront and the STAP program that OUTFRONT/Decaux is proposing is designed around addressing a critical aspect affecting at least 75% of transit riders in every Council District much of the year – the lack of shade. Our program combining bus shelters and the *SUNSHADE For Outdoor Public Space*, an efficient, ergonomic shelter, can provide shade to all of the transit users. 3,000 bus shelters will provide cover to approximately ~75% of the transit riders per Council District but Metro has about 7,000+ bus stops in the

City. The critical need we can address is the one that affects transit riders every day – the need to be shaded from a relentless sunshine. This proposal includes much detail about the other elements OUTFRONT/Decaux can provide to Angelenos under this program and we can say proudly that we have proven experience installing and operating every element that we describe in this proposal.

There are a myriad of options presented by this coordinated street furniture program, and we would welcome the opportunity to help bring a more equitable pedestrian experience to Angelenos. It is simply a question of how the City desires to measure value in the program.

OUR SHELTERS CAN PROVIDE

- Bus Arrival Information
- Wayfinding
- Display Panels With Weather, Breaking News
- Emergency Information
- Charging Stations
- Air Quality Information
- Temperature Information
- Hand Sanitizers



OUR BUS SHELTERS WILL PROVIDE

- Shade
- Seating
- Lighting
- Waste Bins
- Recycling Bins

CONSIDERATIONS

- Streetscape and Landscaping
- Existing building configurations and conditions
- Transit access and pedestrian flows
- Demographic Needs
- Proximity to other amenities and services
- Revenue opportunities
- Coordination with other streetscape initiatives and aspirations
- Reduction of visual “clutter”
- Compatibility with important markers
- Awareness of the planned or future changes in the area

LA is recognizing that it has overlooked communities that are the bulwark of the City. The program we are presenting today is intended to help address those gaps.

Learn from serialist/minimalist techniques to produce scale not at one site but in the aggregate; distributed systems of more equitable design

*Christopher Hawthorne,
LA's Chief Design Officer,
IDEAS Campus - UCLA Architecture and Urban Design*

To hazard stating the obvious, each element desired by the City has a financial cost and to provide the most expansive value to Angelenos, the City should determine an extended term for the STAP concession. This will enable a wide footprint of new services and real value for the transit riders and pedestrians using the streetscape.

It is important for the City to structure a program that will be able to create future solutions and not be limited to a static vision grounded in today. In line with Mayor Garcetti’s goals to create a safe, livable and sustainable world-class city, OUTFRONT/Decaux has envisioned a sidewalk and transit amenity program that embraces tomorrow with open arms and welcomes any challenges as a chance to reimagine, innovate and transform. Too many programs are structured to provide solutions that are relevant today but not flexible to expand their offerings as technology and amenities develop. Success will be measured throughout the term and that requires a program structured to adapt and incorporate new solutions responding to future needs of Angelenos, and thus providing continuous and fresh value throughout the entire term. In essence, a future proof program. To do that, the concession needs time and flexibility – time to install the program and engage the stakeholders and flexibility to evolve. The menu of elements that we can provide will permit new services and the designs we present today provide room for new services tomorrow.



**The OUTFRONT/Decaux Team
REAL EXPERIENCE**

- A team of professionals who understand the goals of the city and bus riders
- Real experience at designing bus shelters that provide comfort and shelter
- Real experience at installing streetscape infrastructure without impacting the daily use by commuters at locations
- Real experience at “white glove” maintenance at bus shelters
- Real experience at driving advertising sales revenue up
- Real life experience using Public Transit

BUSINESS INCLUSION INITIATIVE

OUTFRONT/Decaux is committed to robust ongoing business inclusion practices. It has complied with the requirements noted in the RFP, however, the North American Industry Classification System (NAICS) codes assigned, although relevant to advertising and design, did not include construction, operations or other technical categories. We commit to continuing this initiative in expanded NAICS categories to provide a broader range of options and thus, work to widen the possibilities for participation in this program of City-certified minority-owned enterprises, disabled veteran-owned enterprises, women-owned enterprises, small business-owned enterprises and other business enterprises. We welcome the opportunity to continue to engage with certified enterprises with the right experience, competence and competitive models to achieve this goal and report back to the City.

OPERATIONS PLAN OF THE COMPANY

OUTFRONT/Decaux will continue its commitment to maintenance in the same constant and reliable manner that it has undertaken for years and which has kept the street furniture in Los Angeles in excellent condition after almost two decades on the streets. All street furniture units are maintained in first-class, like-new condition throughout the life of the contract, including refurbishing, reconditioning, and, if necessary, replacing worn Street Furniture.

While always providing the highest level of ongoing posting and maintenance for transit riders, OUTFRONT/Decaux is also always focused on undertaking those activities in a manner that is least disruptive to the public way and sensitive to traffic concerns – both pedestrian and vehicular. OUTFRONT/Decaux schedules its work teams to operate during non-peak traffic times and any cleaning that requires larger trucks or complicated repairs are scheduled for times that are in compliance with the operations hours indicated in the encroachment permit.



OUTFRONT/Decaux's in-house team and its maintenance partner, *ShelterCLEAN, Inc.*, have developed effective processes and a strong working relationship, one which goes beyond any contractual requirements. One which has stood the test of time and will continue to maintain the shelters at the highest level. As a proven partner, we do not expect to change our subcontracting team member. *ShelterCLEAN, Inc.* has extensive expertise and knowledge of the bus shelter maintenance business in LA and has consistently met our challenging standards. In fact, our communication will be even more immediate as the *ShelterCLEAN, Inc.* field communication suite is a robust web-based street furniture management application, deployed just two months ago with the most up-to-date technology. *ShelterCLEAN, Inc.*'s role will continue to include the installation and relocation of street furniture, maintenance and repairs, management of posting and ongoing field inspections. The line of communication between *ShelterCLEAN, Inc.* and OUTFRONT/Decaux has been seamless and it will now be instantaneous and automatically documented. This system will also be totally accessible to the City with real time information.



MAINTENANCE PROGRAM FOR THE INVENTORY

OVERVIEW

Cleaning and maintenance of the program infrastructure occurs on a weekly basis and more frequently in locations that require it.

At each location, our technicians follow a specific checklist to ensure they address all issues for each unit and each technician keeps a daily log regarding their maintenance visit at each site, recording in our asset management system the items attended to or which require any additional attention (either by such technician in their next visit to that location or by our team of specialists).

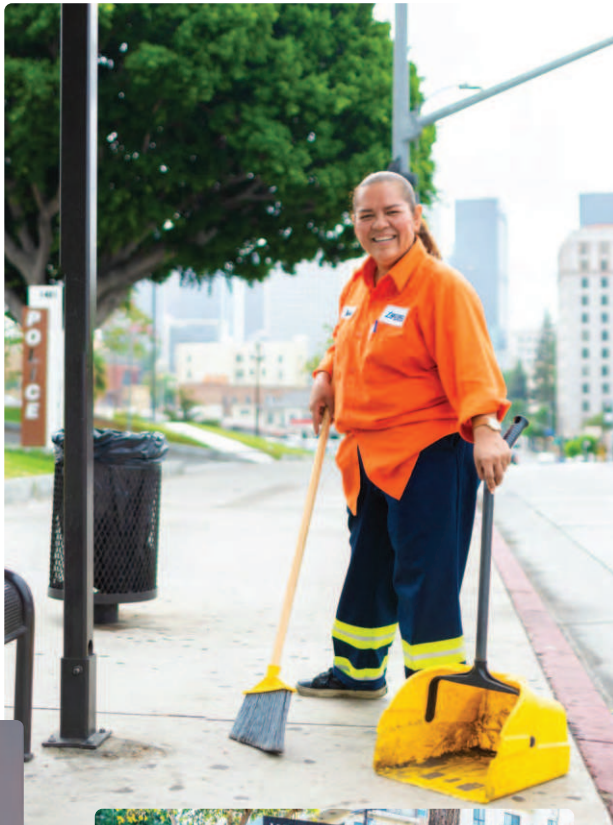
THE MAINTENANCE & OPERATIONS TEAM ON THE GROUND DURING EACH SHIFT:

- Operations Manager
- Field Supervisors - Maintain Quality Control & Training
- Maintenance Technicians - Daily Cleaning Teams & Special MT Tasks
- Posting Teams
- Digital Teams

Our approach to regular maintenance means that superficial and minor structural issues are reviewed and noted in an ongoing manner and, if possible, addressed during the regular weekly schedule. If further attention is required, the local technician will report the issue and it will be attended to as soon as possible. Every visit (routine or otherwise) to a shelter will be entered into the database permitting ongoing tracking of all issues. Visual issues are typically addressed on the spot, such as sticker removal or graffiti.

THE MAINTENANCE SHIFTS

- 7 day per week services
- Shifts include weekends
- Emergency crews available day/night



SPECIAL TECH TEAMS

- Digital Teams
- Glass Tech
- Painting Team
- Broken Fixtures, Protruding Anchors & Bolts
- Heavy Lifting Issues
- Power-washing Team

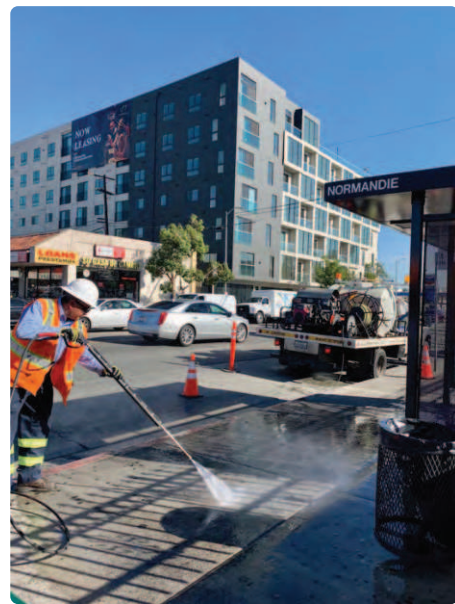
Damaged structures or glass will be reported and addressed and no site will be left unsecured or in an unsafe manner. Shelters will be delineated with cones or caution tape until the shelter is repaired or, if it cannot be repaired on-site, removed to the warehouse and repaired and then reinstalled on the street. In any event, all damaged components are repaired or replaced within 24 hours of the moment we are notified.

Regularly scheduled inspections are conducted for structural integrity (footing, seams, welds, loose bolts, bent/broken frame, leaning structure), light bulbs or LED outage, etched/broken glass or Lexan. Our units will be pressure washed on a regular cycle (usually a thirteen-week cycle), on days that are not assigned to the regular route technician. This crew will, in addition to our regular maintenance technician, record their visit to each location and record any problems corrected as well as those that need follow up later in the asset management system. This information is immediately available to anyone with access to this asset management platform.



POWER-WASHING TEAM

- Specialized skilled crew
- Experienced in the use of wash water runoff prevention, sidewalk cleaning and water disposal requirements
- Water collection system onboard



The following sets out an illustrative regular and "deep cleaning" maintenance schedule (in accordance with the details noted in Section 10.1):

OUTFRONT/DECAUX'S PROPOSED STAP MAINTENANCE SCHEDULE

MAINTENANCE CATEGORY	MAINTENANCE DETAILS	OCCURRENCE
Preventative Strategy	Unit inspections for structural integrity & operating condition, replacement of worn parts as needed	1 Time Per Week
Ongoing Standard	Cleaning Removal of graffiti, tags, stickers and etchings	1 Time Per Week
Preventative & ongoing/standard for highly trafficked areas	See Above	3 Times Per Week
Detailing	Power Washing	1 Times Per Quarter (or every 13 weeks)
Painting	Repainting of furniture components	2 Times Per Year (if needed)
Emergency	Replacement of broken glass or damaged components	Within 24 hours of discovery or notification



ILLUMINATION PROCEDURES

Monthly illumination checks are performed to ensure the continuous operation of lighting for nighttime use of the new spaces and security issues, as well as commercial advertising ones. Illumination is checked by the night shift leader when lighting is optimized so outages and/or dim lamps can be easily seen and reported for replacement. Inspections are recorded and the inspection reports are returned for analysis. Inoperable lights will be assigned for repair or replacement to designated repair technicians trained in component replacement and operation. We engage in periodic testing of the electrical systems (GFCI, stray voltage, polarity, etc.) while grounding tests are performed annually.

Posting is also undertaken by the maintenance team assigned regularly to the route. Teams receive their posting and take-down instructions at the start of their shift and engage in their duties. Any poster which is scheduled for take-down will be removed and another placed in its stead. As the City desires that all old content be removed, that request would simply be scheduled in by the charting team – whether digital or static. Static would be removed by the maintenance team on the ground and digital would be taken off the schedule for display by the digital advertising operations team.

ASSET MANAGEMENT SYSTEM

As noted elsewhere, OUTFRONT/Decaux will provide the City with a customized network entry point to have access to the asset management system information. The system we intend to use is a proprietary customized cloud-based mobile application that is a machine learning-powered business intelligence service. It tracks maintenance, inspection and posting activity for each advertising fixture undertaken at each fixture in real-time. Through the application dashboard, the Operations Management team can review a history of maintenance on each fixture as well as report an issue directly to maintenance staff in the field.

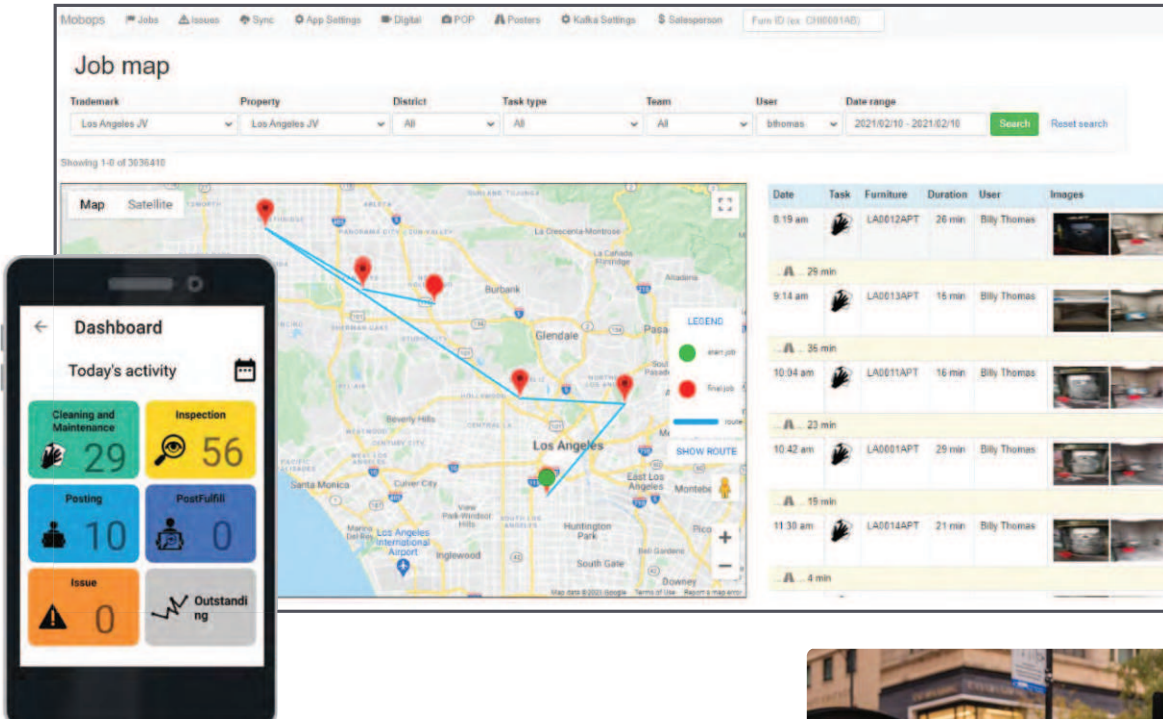
Accurate records and database will be made accessible to the City for online review in real-time through a web-based portal where all street furniture can be mapped at any time, providing all information in connection with installation, maintenance, repair and response times, maintenance/repair logs (description of the repair work, inspection, reports of damages, with response time and corrective action taken). The system will communicate operations needs through "tickets" from the public, OUTFRONT/Decaux management and the City and route those "tickets" to the appropriate teams – either special work teams, repair teams or the regular cleaning team which should be notified. Management and the City will be able to analyze the work undertaken in connection with the "tickets" and confirm response times.

6 Business Plan

This system is a “soup to nuts” solution that will support OUTFRONT/Decaux throughout the permitting and installation process as well as for the ongoing maintenance needs for the program. This is a system that OUTFRONT/Decaux will rely upon to review and analyze trends in the service field, assess and analyze the work that has been done and needs to be done as well as to review workloads and routes, and establish the most efficient and least environmentally impactful work assignments.

This solution includes a mobile application that tracks maintenance, inspection and posting activity for each advertising fixture.

The image below is an illustration of City locations highlighted within the dashboard.

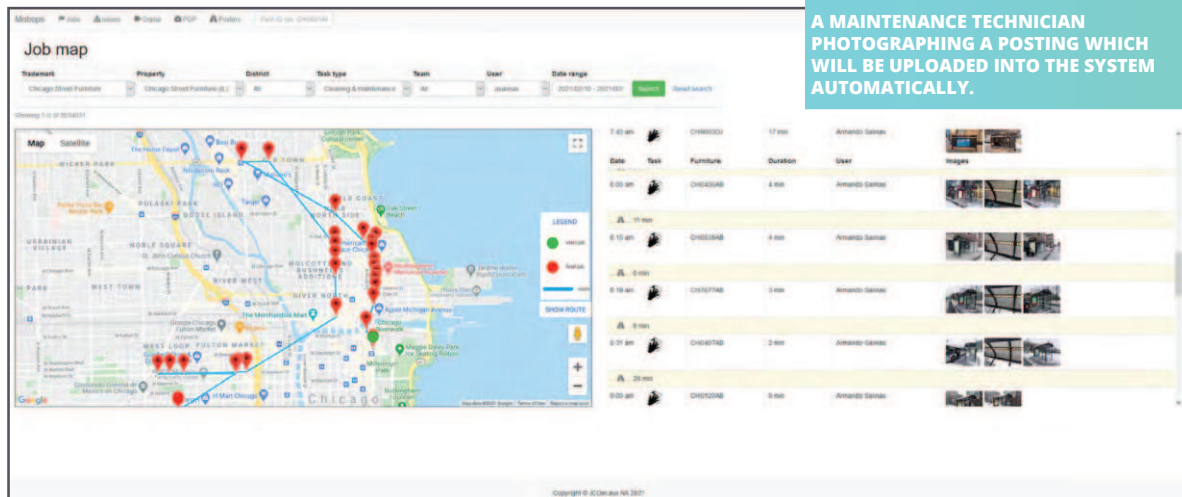


THE IMAGE ABOVE DEPICTS THE MOBILE APPLICATION DASHBOARD ON EACH MAINTENANCE TECHNICIAN'S TELEPHONE

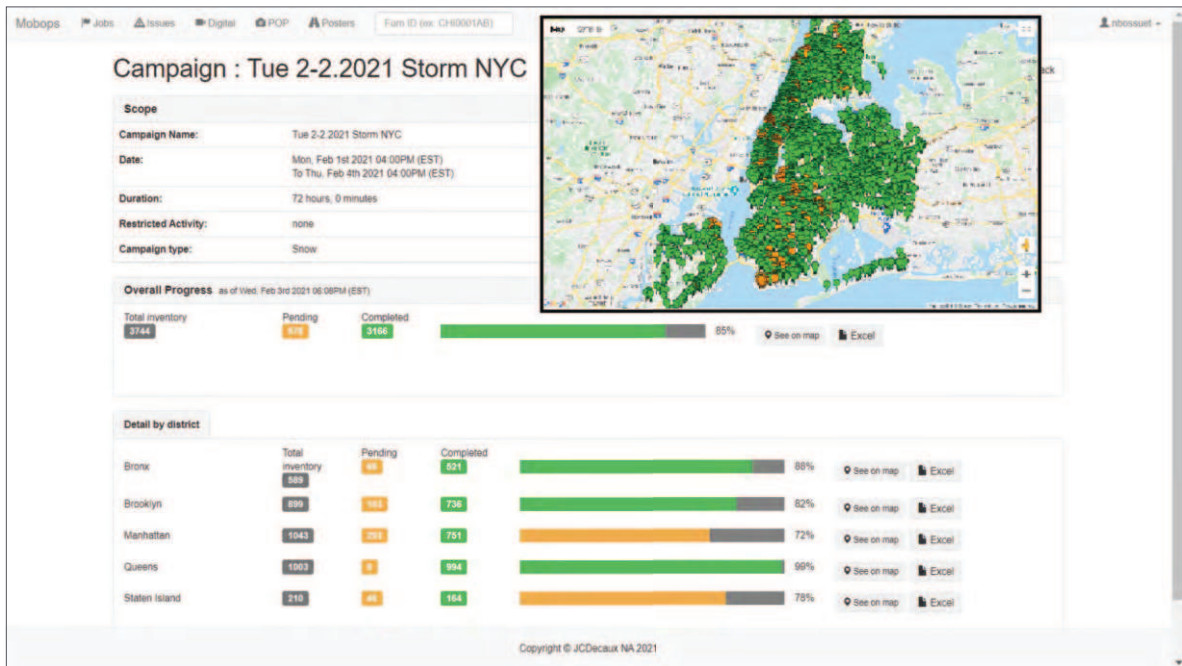
The image below depicts the system interface showing an actual Chicago job map with activities undertaken by one of our technicians (working with an affiliate of OUTFRONT/Decaux which utilizes this same system) on her route as well as the items addressed by that technician. We are always upgrading and improving this software, so the dashboard might evolve further.



A MAINTENANCE TECHNICIAN PHOTOGRAPHING A POSTING WHICH WILL BE UPLOADED INTO THE SYSTEM AUTOMATICALLY.



The image below depicts the system interface showing an actual New York job map that would be accessed by management of an affiliate of OUTFRONT/Decaux as well as the government partner addressing snow clearance on February 2, 2021. This image happens to be addressing snow clearance; however, it would function similarly for any other maintenance activity.



A PROVEN SOLUTION

- Complete Information
- Easy To Use
- Easy To Understand
- Real Time Information Available
- Historic Information Available For Each Site
- Deployed For Years In Cities & Airports Across The United States



DIGITAL & NETWORK MONITORING & MAINTENANCE

Security is a fundamental aspect of our digital management solution. Our core principles include content integrity, confidentiality, availability, and traceability. None of our connected equipment is front-facing the internet. Our entire network is protected behind several security layers composed of firewall and proxy equipment. We take a proactive approach to our network and engage in continuous cyber-monitoring.

OUTFRONT/DECAUX'S NETWORK OPERATIONS CENTER (NOC)

- Web-based network management tool
- Real-time visibility of network and each display status/ configuration
- 24/7 Monitoring
- Monitors network against operational parameters set by technicians
- Alerts viewed, prioritized and resolved remotely or technicians dispatched
- System alerts for out-of-ordinary operating conditions
- Updates firmware and software remotely
- Can modify system operational parameters remotely

OUTFRONT/Decaux constantly monitors and reviews activity throughout the network, including performing daily checks of key hardware components as well as monitoring for data leaks and unusual activity. Our 24/7 remote monitoring application allowing our Network Operations Center (NOC) to detect in real-time any non-responsive digital hardware and enables us to quickly remediate any issue so that the public experiences no disruption to their service.

DIGITAL HARDWARE MANAGEMENT

OUTFRONT/Decaux's monitoring capability which, as discussed above, is conducted in a redundant manner 24/7, and is centralized through a web portal known as 'Control Panel'. Control Panel aggregates and presents system information to the central NOC and our technical teams on a continuous basis, communicating through key indicator data and screen shots, to confirm status of usability and to proactively notify OUTFRONT/

NOC DISPLAY DATA FOR HARDWARE & SOFTWARE, INCLUDING:

- Operating Temperature
- Fan Speeds
- Luminosity
- Bandwidth Consumption
- Illegitimate or Connectivity Status
- Failed Connection Attempts
- System Run Times
- Power Consumption
- Player & CPU Status
- Disk & Memory Load
- Proxy & Security Issues
- Software Status
- Content Displaying

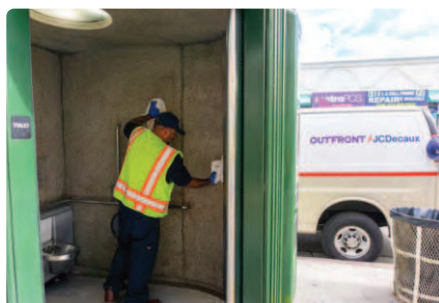
Decaux if there is a malfunction in the system or its components.

The system has specific key indicators that highlight the status of functionality and can inform/alert us about the health of our displays. Such indicators, which are standardized throughout models of displays, include brightness and temperature, bandwidth consumption, illegitimate or failed connection attempts, player and CPU status, disk and memory load, proxy and security issues and details about the software running on the hardware. We collect screenshots of the video signal sent by the player to the screen and use webcam feeds, when it is feasible and appropriate, given the nature of a display, its location or its intended functionality.

Utilizing machine learning strategies, we are able to analyze all of the indicator and information collected and organized to detect patterns and trends. This strategy applies these analytics in a predictive fashion to improve preventative maintenance as well as capital planning to best install the types of components where and when they are most productive.

SAFETY & TRAINING

Outfront/Decaux and its partners provide training when on-boarding team members as well as on an ongoing basis on a wide-range of topics relevant to engaging in and operating an advertising concession on streetscape infrastructure, from safety issues to regulatory matters to instruction regarding customer service.



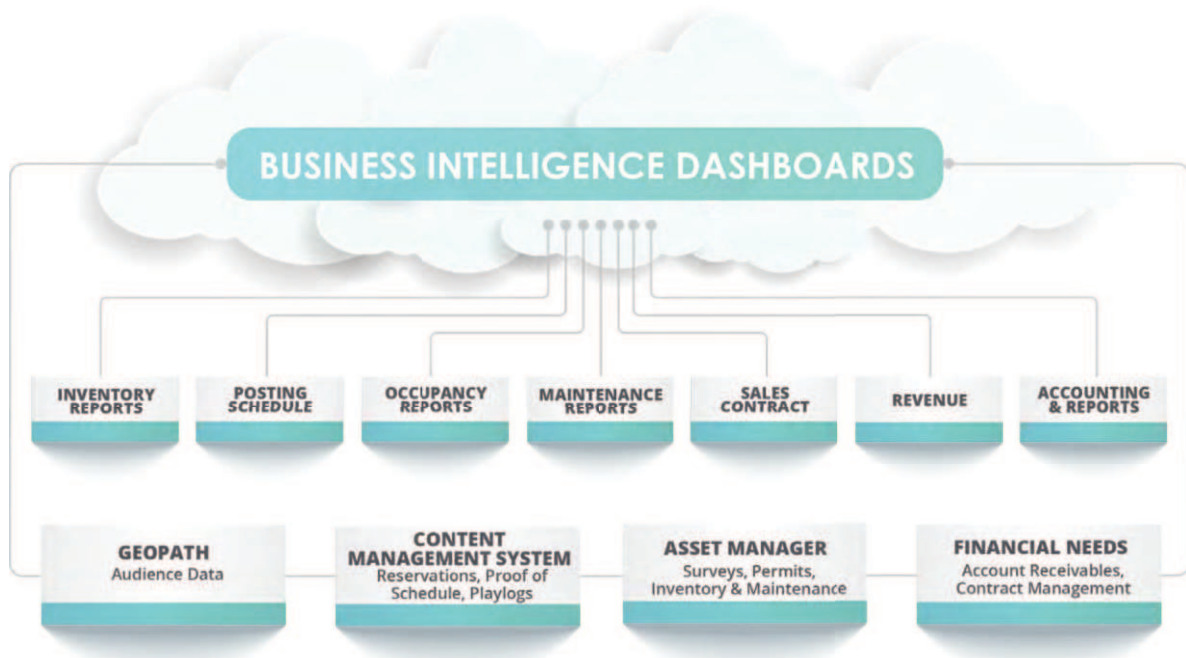
TRAINING TOPICS INCLUDE, BUT ARE NOT LIMITED TO:

- Customer Service
- Vehicle Operation (including cars, trucks, forklifts, cranes, & GPS use)
- Use of PPE
- Anti-harassment Matters & Other Regulatory Issues
- Driving Requirements
- Safety Issues
- Equipment & Chemical Use

CONTENT MANAGEMENT SYSTEMS - ADVERTISING OPERATIONS

The platform for selling out-of-home advertising is a complicated one – the asset management system and the content management systems are two sides of the same coin but, to fit the sides together, there are many modules that must be included. To place content onto a display, the content sales request must be entered into a booking system, turned to contract, which must be notified to a financial system so that revenue may be invoiced and collected, then put into a charting system so that the posting may be scheduled to go up and come down and the proof of performance and other reporting requirements systems may be arranged. The system is also linked to data with regard to impressions (“eyeballs”) seeing the content so that valuation may be made and sustained. Asset management requirements are also detailed and extensive and must link into maintenance information and duties.

Below is an overview illustrating the information/data requirements for a street furniture advertising program:

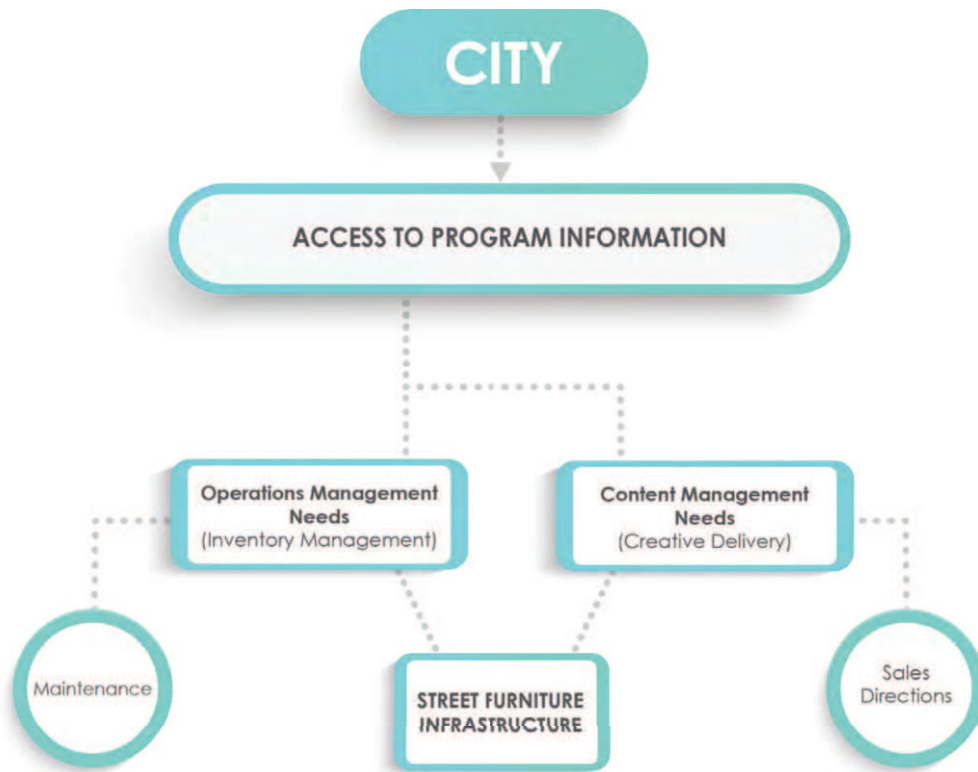


Each of the partners of OUTFRONT/Decaux have developed and continue to evolve Inventory Management Systems (IMS) to achieve the highest possible yield. An IMS allows the company to see available space for any given period at a glance thereby providing sales management with the tools necessary to determine rates based on the current and projected levels of demand. Such tools have proven invaluable to OUTFRONT/Decaux’s continuing efforts to sustain growth.

In addition, IMS is an integral part of the organization’s internal controls effort. As publicly traded companies, both joint venture partners focus on the level of accountability their senior executives have relative to their company’s reporting requirements. As a result, the OUTFRONT/JCDecaux joint venture has developed stringent internal controls intended to ensure compliance. We have created a number of automated checks and balances that help us to effectively and transparently manage many aspects of the business. This same system feeds the billing and revenue reporting systems helping to ensure the integrity of the reports we issue both to advertisers and to our transit municipal clients.

These systems are proprietary, however, and although OUTFRONT/Decaux can provide total transparency to the City to meet the requirements desired in the RFP, these are not off-the-shelf solutions that may easily be developed and provided to the City. OUTFRONT/Decaux will provide the City with remote access to both the Content Management System of the program and the Asset Management System of the program through a single access dashboard, with a customized API for the City, however, the systems will remain those of the concessionaire.

CITY ACCESS TO PROGRAM INFORMATION



If the City would desire OUTFRONT/Decaux to design and develop a customized proprietary platform that includes the asset management function synced up with the content management function, OUTFRONT/Decaux will be able to include that service. However, that element must be addressed as a supplemental one to the central program we are proposing – the resources and time necessary to create that are extensive.

In any event, once the program has begun, OUTFRONT/Decaux systems will be able to provide the City with the information and access platform that it desires.

CONTENT MANAGEMENT SYSTEM

OUTFRONT/Decaux will utilize the fullstack Broadsign platform, a secure network with a variety of tools that permit ease of use, to distribute digital content and will integrate with our programmatic platform. This state-of-the-art platform enjoys at least two major updates every year.

Designed with the strictest security standards and procedures

Broadsign tools have a user role and privilege system in place. Access to the system is restricted to password protected user accounts which are created by a network administrator with assigned specific user functions and privileges so that access is limited to what is necessary for each role – from content managers to programmatic users to those establishing content exclusions or inventory limitations.

Content may be programmed in a variety of display possibilities on any portion of the network - limited by geography, timeframes - configured to reach any demographic or portion of the day or night



Broadsign is the only SOC 2 certified digital signage platform in the world and, since 2017, it has passed ISAE3402 audits successfully as well as completed the Service Organization Control (SOC) II. These audits set standards for security, availability, process integrity, confidentiality, and privacy for SaaS and cloud-based companies.

Data is safe and secure

For the City's control of content - We can create network templates and the City can create messaging in the system or the City can feed content through our API tool which will be customized to "speak" to City systems

Broadsign supports the ability to use enterprise authentication for the content management system (CMS) solution, using Active Directory, or other LDAP, SSO systems. This is accomplished through the setup and use of Auth0, which is integrated into the Broadsign CMS.

Includes a programmatic platform that permits floor pricing to address bidding concerns as well as analyzing audience data for impressions calculations

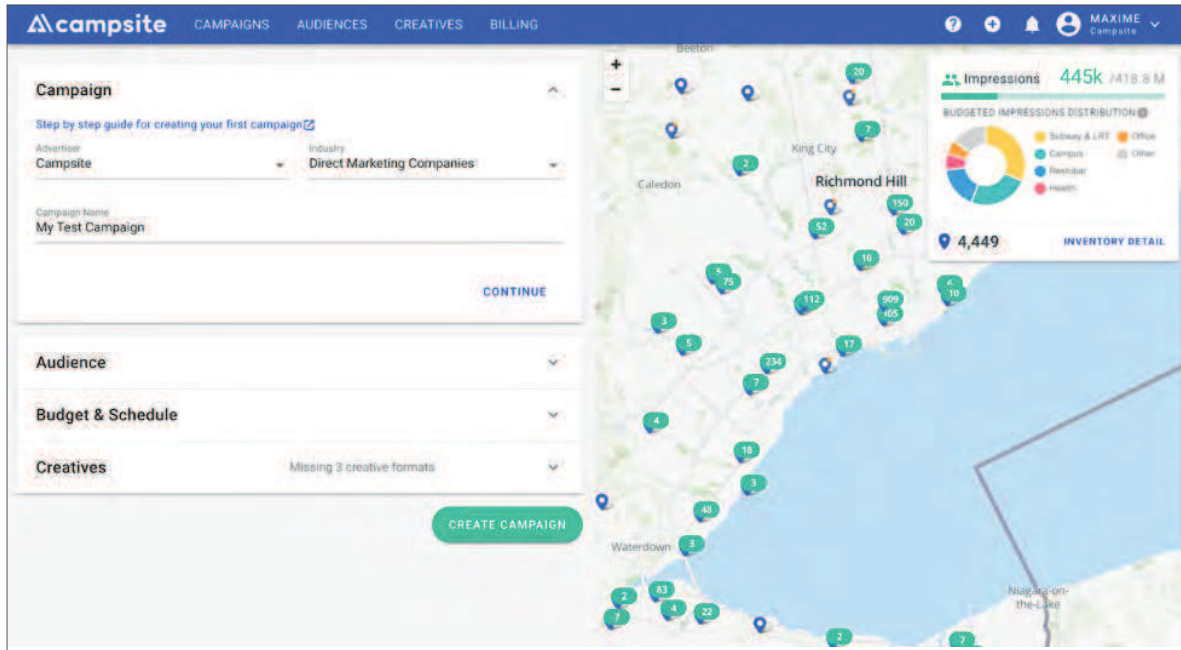
The Broadsign Platform offers multiple options to build, organize, manage and publish content depending upon the specific use case - through folders housed in the system or with content that is living outside of the CMS

Content and tag-based review through an interface that allows a preview of the uploaded creative, the intended loop all with a reporting function that confirms content cycles.

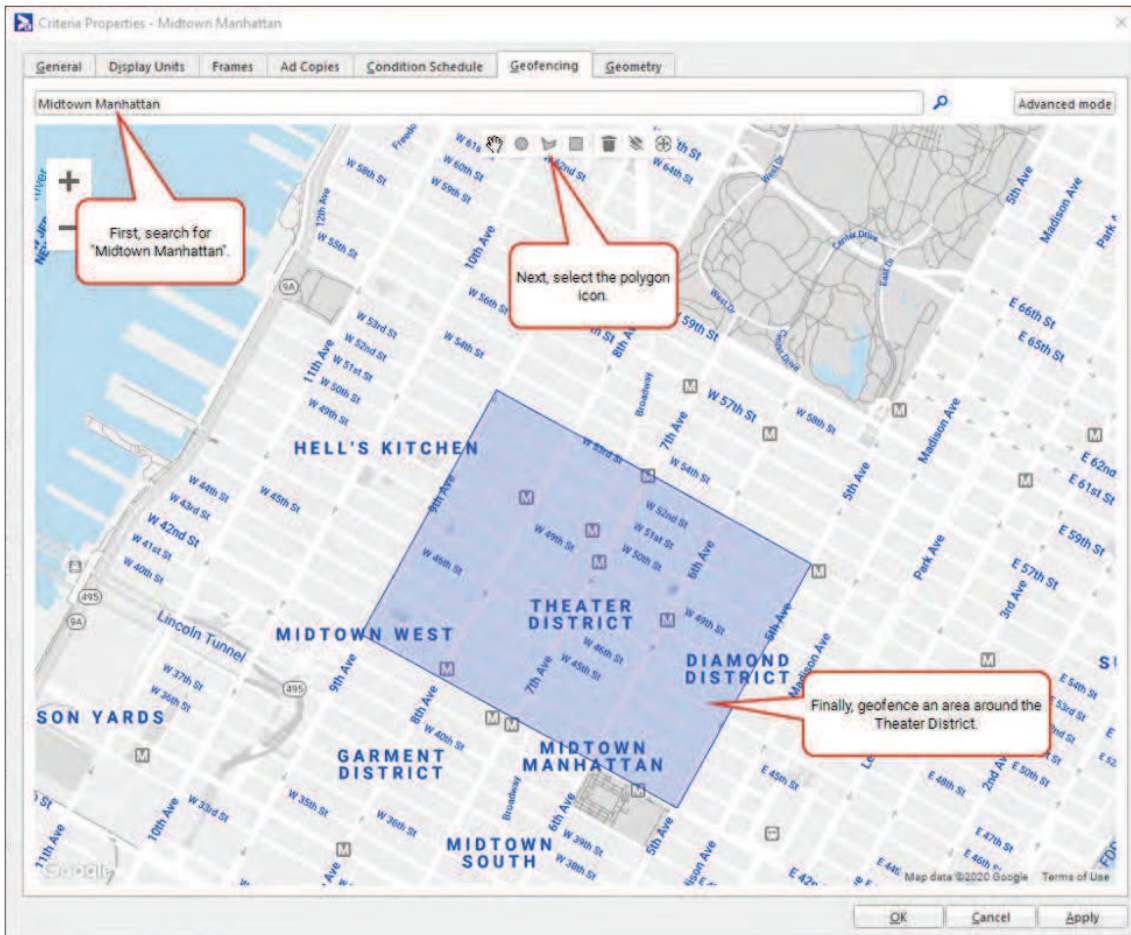
SERVER INFRASTRUCTURES HAVE BUILT-IN SECURITY

- All of Broadsign's production infrastructure is cloud-based
- Any endpoint can be barred from the infrastructure either through blacklisting or removal of authorization provided by certificate and/or credentials
- Broadsign uses an industry-accepted malware protection solution for endpoints, with centralized notification
- Broadsign has a 24/7 Security Operations Centre running an industry-accepted SIEM, with matching incident responses capability
- The physical network is protected by one or more firewall/cybersecurity devices

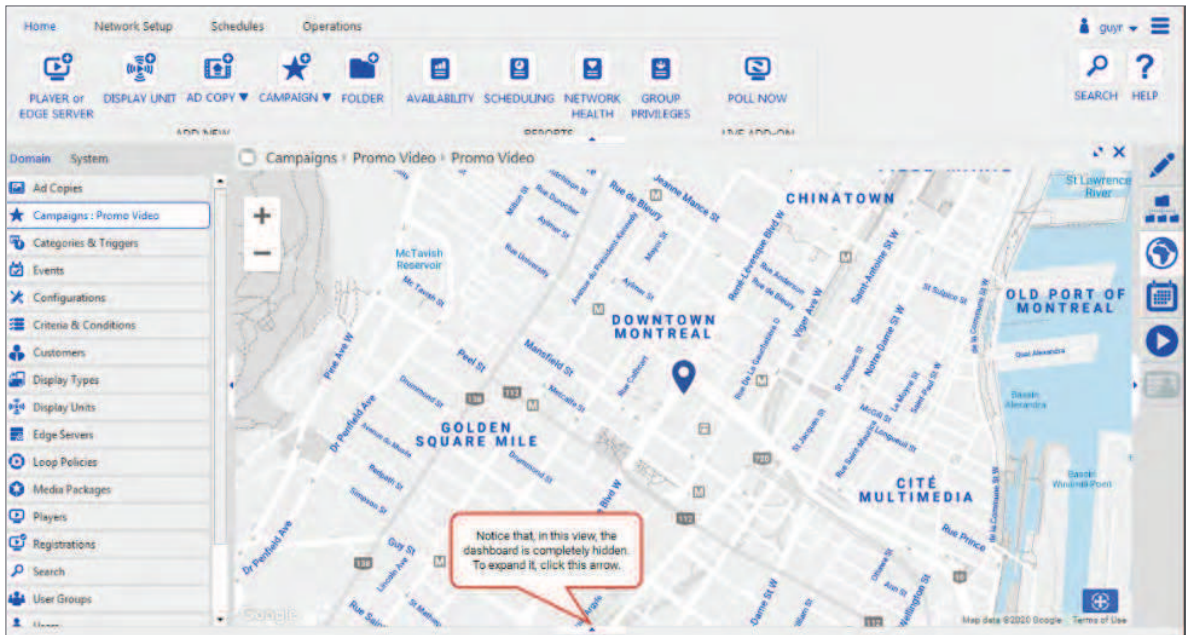
Below is an example of a campaign buying opportunity:



Below is a view of how to limit a specific geography in the interface:



The CMS is equipped with a configurable widgetted dashboard and set of reports which can allow asset information such as occupancy and asset state deployed out in the field



The system offers a wide range of reports reviewing uploading, performance, details of campaigns, device status, system status and access and "proof of play" logs are available to permit custom-tailored reporting

Remote monitoring of specific device configuration is available and incident action API protocols can be used to confirm the status of devices and any issues or status updates will be communicated by the CMS platform



SALES BUYING PLATFORM

Combining data and technology, our program will include sales of the digital inventory purchased through programmatic platforms. For example, one platform we will rely upon is VIOOH, a sales platform originally created by an affiliate of OUTFRONT/Decaux and now an independent entity offering clients a range of digital out-of-home inventory. (See Section 7 "Sales Plan – Programmatic Sales" for a discussion of programmatic).

FUTURE TECHNOLOGIES

OUTFRONT/Decaux anticipates that new technologies will emerge during the term of this program and the City may wish to revise the technology platform provided by the program to incorporate such technologies. We would upgrade to the then-current technology when hardware reaches the end of its useful life. If any future technology is cost-prohibitive but desirable, we would expect to discuss with the City how to reach an amicable and equitable cost-related solution.

PROCEDURES TO COMPLY WITH CITY’S ADVERTISING POLICY

OUTFRONT/Decaux has maintained content standards that comply with the City’s advertising policy for almost twenty years. Our sales team is well aware of the standards to apply to any creative that is proposed by an advertiser, as members of this community as well as the team that has sold this market since the bus shelter program was installed in 2002. Further, both partners of this joint venture are concessionaires for other municipalities and government authorities, many of which have similar standards in their programs – including the intention to maintain the inventory in a proprietary manner and to prohibit social, religious or political advertising or advertising that is not promoting commerce or a good/service.

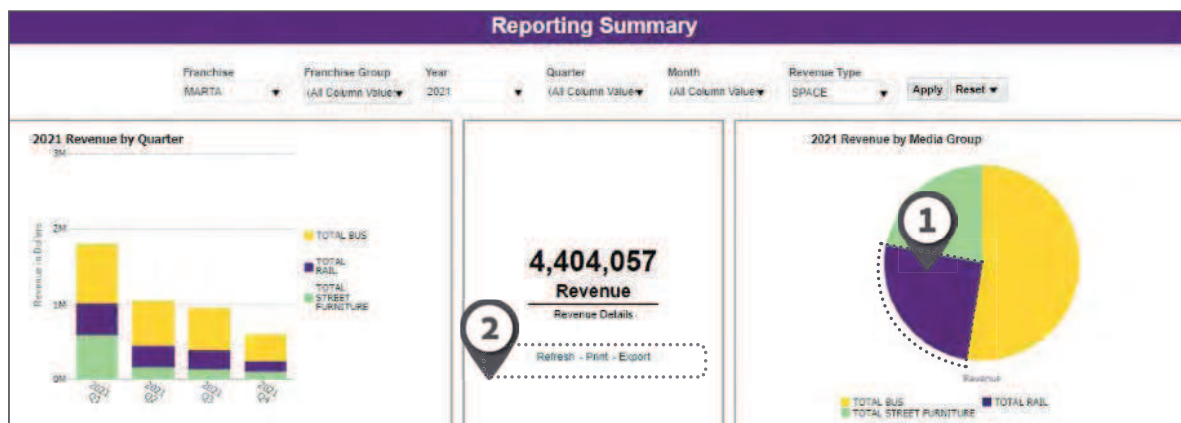
Each member of our sales staff is trained when they join the team as to the advertising policy of the program. An advertising contract can be rejected if the creative presented is deemed inappropriate for the market. We have a content review committee that will review any content that a sales team member deems questionable and we will work with advertisers to revise any content that is objectionable. In any case that the revisions are not complete, we will reject content that does not meet our policy standards. Moreover, in the event that any community member communicates to us that they are uncomfortable with any creative that is posted in their neighborhood, we will remove that content.

OUTFRONT/Decaux has tagged in its system certain locations that are within a close distance to a school, a place of worship or a park, and will not post alcohol advertising in those locations.

PROGRAM REPORTING

Reporting would be accessed digitally through Oracle’s Business Intelligence Cloud Service Platform (BICS) and through monthly reporting packages. Such reporting would include all of the information available through BICS but in a more formal way and would be customized in a manner desired by the City.

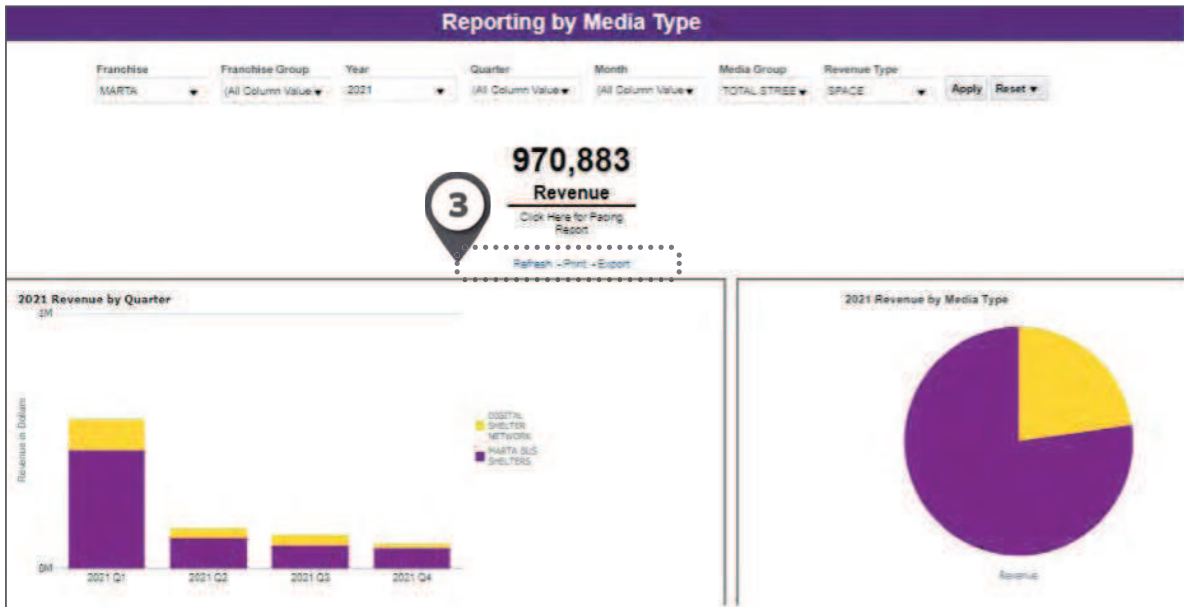
REPORTING SUMMARY DASHBOARD



Landing page for the Franchise Dashboard.

1 Clicking on slice for "Total Street Furniture" takes the user to a visual with additional detail regarding revenue.

2 Clicking on "Revenue" would take the user to the total revenue details for this program.



3 Click from above on the "Total Street Furniture" slice of the pie chart.

Contract Number: (All Column Value) | Franchise: MARTA | Year: 2021 | Advertiser: (All Column Value) | Media Group: (All Column Value)

Franchise Group: (All Column Value) | Quarter: (All Column Value) | Agency: (All Column Value) | Media Type: (All Column Value)

Month: (All Column Value) | Business Category: (All Column Value) | Revenue Type: SPACE | Apply | Reset

(All Column Values) : Pacing Report by Advertiser

Contract Number	Contract Start Date	Contract End Date	Media Group	Media Type	Business Category	2021												Total	
						JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		
						663,929	606,871	504,746	363,389	345,498	335,844	329,915	319,001	301,746	241,839	202,246	156,933	4,404,057	
3210226	12/07/2020	01/03/2021	RAIL	RAIL - ROLLING STOCK	Miscellaneous	153												153	
				RAIL - STATIC	Miscellaneous	535												535	
5189621	11/30/2020	11/20/2021	RAIL	RAIL - ROLLING STOCK	Schools	4,595	4,150	4,599	4,440	4,599	4,440	4,599	4,599	4,440	4,599	4,100		40,267	
				RAIL - STATIC	Schools	4,978	4,018	4,222	4,433	4,324	4,210	4,570	4,188	4,349	4,978	3,980		47,129	
3215260	01/04/2021	02/28/2021	BUS	OUTSIDE BUS	Financial	800	800											1,600	
3208962	12/14/2020	01/10/2021	STREET FURNITURE	MARTA BUS SHELTERS	Professional Service	286												286	
3226136	01/11/2021	02/07/2021	STREET FURNITURE	MARTA BUS SHELTERS	Professional Service	800	200											1,000	
			BUS	OUTSIDE BUS	Financial	8,000	8,038	8,000	8,612	8,000	8,612	8,000	8,612	8,000	8,612	8,000	8,612	5,494	101,338
5198752	12/21/2020	12/19/2021	STREET FURNITURE	DIGITAL SHELTER NETWORK	Financial	8,539	8,000	8,539	8,387	8,539	8,387	8,539	8,539	8,387	8,539	8,387	8,539	8,387	63,636
				MARTA BUS SHELTERS	Financial	4,654	1,377	4,654	4,678	4,654	4,678	4,654	4,678	4,654	4,678	4,654	4,678	934	17,900

4

Click from the Franchise Dashboard landing page on Total Revenue delivers user to this page with a monthly view of revenue by Advertisers and Contracts.

4 Clicking on the contract can take the user to a third-party site that scans in the physical contract.

TOTAL STREET FURNITURE : Pacing Report by Advertiser

Contract Number	Contract Start Date	Contract End Date	Media Group	Media Type	Business Category	2021												Total
						JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
321320	01/04/2021	02/29/2021	STREET FURNITURE	MARTA BUS SHELTERS	Financial	245,732	291,311	139,699	61,764	51,526	44,348	42,503	44,834	45,169	41,099	35,574	19,383	970,883
3209862	12/14/2020	01/10/2021	STREET FURNITURE	MARTA BUS SHELTERS	Professional Service	898												898
3228138	01/11/2021	02/07/2021	STREET FURNITURE	MARTA BUS SHELTERS	Professional Service	800	200											1,000
3198752	12/21/2020	12/15/2021	STREET FURNITURE	DIGITAL SHELTER NETWORK	Financial	6,538	6,000	6,538	6,087	6,538	6,087	6,538	6,538	6,087	6,538	6,087	6,538	63,006
3211658	12/14/2020	01/03/2021	STREET FURNITURE	MARTA BUS SHELTERS	Schools	1,825	1,377	1,525	1,475	1,525	1,475	1,525	1,525	1,475	1,525	1,475	494	17,260
3213433	12/14/2020	01/10/2021	STREET FURNITURE	MARTA BUS SHELTERS	Food Products	33,143												33,143
3212271	12/07/2020	01/31/2021	STREET FURNITURE	MARTA BUS SHELTERS	Health Care	3,921												3,921
2630436	10/29/2019	10/25/2021	STREET FURNITURE	MARTA BUS SHELTERS	Real Estate	1,052	950	1,052	1,018	1,052	1,018	1,052	1,052	1,018	845			10,411
3203351	02/01/2021	03/28/2021	STREET FURNITURE	MARTA BUS SHELTERS	Insurance		3,300	3,300										6,600
3209429	12/29/2020	12/29/2021	STREET FURNITURE	MARTA BUS SHELTERS	Out Agencies	2,714	2,505	2,714	2,545	2,714	2,545	2,714	2,714	2,545	2,714	2,545	1,557	26,714

Click from the Total Street Furniture subpage on its Revenue delivers user to this page with a monthly view of revenue by Advertisers and Contracts for Street Furniture only.

5 Clicking on the contract can take the user to a third-party site that scans in the physical contract. This is optional by franchise agreement.

DocuSign Envelope ID: A822BAF2-8901-4838-9B5C-34D24D184EDC

CMS INPUT VERIFICATION FORM FOR AGENCY AND 3RD PARTY CONTRACTS

CONTRACT NO.: 3094526

Agency Bill-To# 1082870
 Calise Partners, Inc.
 1601 Bryan St
 Suite 4500
 Dallas, TX 75201
 214-269-2091
 Attn: Jane Marie London

BUYING AGENCY: Calise Partners, Inc
 ADVERTISER: Homevestors
 BRAND:
 CAMPAIGN: Boston Bus Tails - December

CONTRACT DATE: 02/19/20
 ACCOUNT EXECUTIVE: Leslee Hunter (K62)

Market	Media/Location(s)	Size	GRP/IMP 18+	Units	Start/End Date	No. of Periods	*	Period Cost Agency %
Boston, MA Exterior Bus	Tailight Bus Displays Service AE: M. Serra (P41)	17.5"11 X 50"W	ACTIVATE	30	12/07/20-01/03/21	1.00	OT	\$3,153.90 .000%

Special Instructions: PO-06479

Net Agreement Total: 53,153.90

6 Click from the contract number and a view of an example contract appears from our third-party system.



7

SALES PLAN



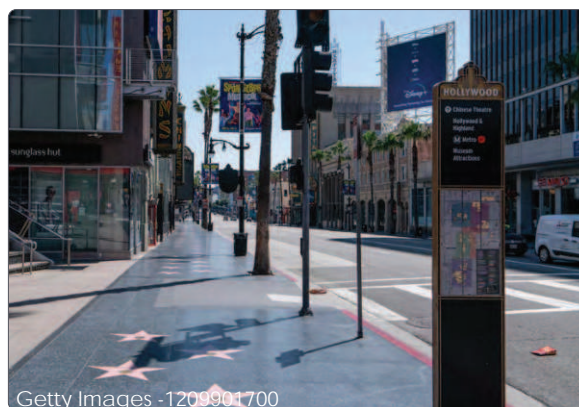


INTRODUCTION

The partnership of JCDecaux and OUTFRONT is a marriage of the world’s leading providers of out-of-home media. No other organization can provide our breadth of experience and expertise and no other company garners our level of respect amongst the industry, clients and media buyers. OUTFRONT/Decaux uses a wide variety of traditional and nontraditional methods and approaches in support of its sales effort and increasing revenue. Out-of-Home (“OOH”) media is primarily purchased via two primary channels: national and regional brands represented by large agencies and media buying services while local brands are typically represented by smaller local agencies or purchased directly by the advertiser. The OUTFRONT/Decaux sales team is organized to address both channels, allowing it to capture and optimize every possible OOH media buy. Given the leading position in the Out-of-Home media space held by the sales team of OUTFRONT/Decaux, we are involved in virtually every Out-of-Home media buy made anywhere around the country. This access assures that the City of Los Angeles’ Sidewalk and Transit Amenity Program will be promoted as an important part of any national, regional or local Out-of-Home media program. **OUTFRONT/Decaux’s access to all available sales channels will maximize revenues at STAP. No other proposer can provide such access.**

THE SALES MARKET & COVID-19

All urban streetscape advertising programs are addressing different transit and social vulnerabilities and have different characteristics which inform their financial structures. What remains consistent, however, is that a successful revenue-generating street furniture program is dependent on providing the advertising partner the siting freedom to install an appropriate portion of structures with advertising panels in high demand locations. Equally important is not oversaturating the market with too many competing advertising opportunities. Further, potential revenue is also affected by availability of advertising categories. In this program, certain high revenue generating categories are not available for sale. For example, in 2019, political campaign advertising was a market of approximately \$455 million. Other categories which generate significant advertising revenue, and which are not available for this program, include social messaging, tobacco products and most particularly, alcohol and alcohol beverage companies.



There is a limit to the dollars any area in any DMA can generate, in any case, that is a critical reason why the need to maintain price integrity is more important than ever. As we know from basic competition theory and real life experience, the greater number of opportunities presented in a market, the greater the pressure on prices, which will be driven down – the related consequence is that revenue decreases.

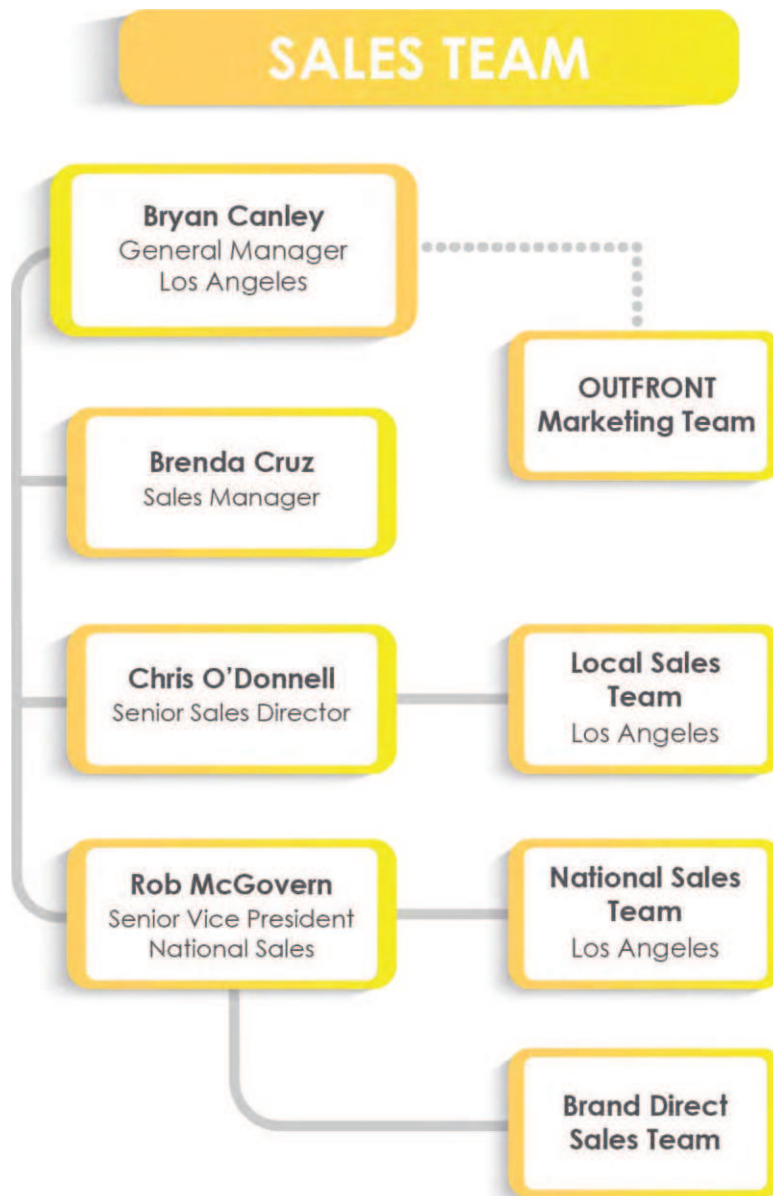
The impact of COVID-19 and the global health crisis in 2020 will have commercial repercussions across industries for years to come. History has shown us that advertising is not an industry which rebounds quickly; in 2008 the industry experienced an overall loss that took nearly eight years (2015-2016) to recover from (which is a similar trend experienced by the City budget). This will be particularly true for the street furniture category of the out-of-home advertising market (OOH), which has been impacted more profoundly than other category.

The total advertising market has shrunk, and the OOH decreased in absolute terms, however, the street furniture category has decreased as a percentage of that OOH industry. In 2019, the OOH market was an \$8.6 billion market and, by the end of the third quarter of 2020, the spend by advertisers in this market had reduced to \$4.6 billion or in a “year on year” comparison, the industry reduced from \$6.5 billion to \$4.6 billion. With the many limitations imposed on the lives of urban dwellers to limit the spread of coronavirus imposed by government authorities, including in the City of Los Angeles, the street furniture category which, by definition, relies on the “eyeballs” existing on the streets, was gravely impacted. This category, which captured 5.9% of the advertising placement in 2019, only captured 4.3% of the market in 2020 – a reduction from \$382.1 million to \$198 million (a decrease of approximately 48%).



SALES & MARKETING MANAGEMENT OF THE PROGRAM

The OUTFRONT/Decaux Sales Team is already in place – it is trained, has real life experience doing the job and understands how this municipal advertising program works.



SALES TEAM - NATIONAL SALES

The partnership’s 50 professional Account Executives dedicated to National Sales are charged with securing the largest share of OOH dollars from active budgets at the top advertising agencies and media buying specialists. This team of Account Executives represent the best, the brightest and most respected in the industry. These professionals are primarily based in our offices in Los Angeles, Miami, Chicago and New York where the vast majority of national media buys are made.

Our sales team is organized with a strong support structure which frees up our Account Executives to do what they do best – sell. Each Account Executive has an assigned Planner who helps facilitate the responses to media buy requests. They also share a group of Coordinators responsible for clerical and back-office support. The sales team participates in agency presentations, media days, one-on-one sales pitches, and most importantly, market rides. Our New York, Miami, and Chicago based Account Executives and others from our offices across the nation, including San Francisco, Atlanta, Boston and Washington DC, frequently bring their top national clients to Los Angeles in order to help provide them with a better understanding of how the City of Los Angeles’ STAP media fits in the market and in their planning.

SALES TEAM - LOCAL SALES

On a national level, OUTFRONT/Decaux maintains a 500-member local sales organization. These dedicated individuals cultivate accounts not associated with the major ad agencies or buying services. With the current migration of ad dollars to mobile, each of these local salespeople have become mobile media experts and can layer a mobile component onto virtually every proposal. Understanding the reality that good creative works better, the entire team is supported by the partnership's creative studios which consists of a network of 80 in-house creatives nationwide who use industry best practices to help create ads for our advertiser clients.

OUTFRONT/Decaux has a very strong presence in the Los Angeles market where we maintain full-service offices in the City on Olive and Workman Streets and a dedicated sales office in Culver City. We operate literally thousands of digital and static Out-of-Home media displays in the greater Los Angeles area where we possess many of the market's most recognizable displays. We, are clearly, very proud of our deep roots in our community where our local assets generate in excess of \$260 million no other Out-of-Home media organization has such a significant commitment to Los Angeles.

SALES TEAM - BRAND DIRECT SALES

In addition to the traditional sales practices described above, OUTFRONT/Decaux has taken aggressive steps to increase the profile of OOH media and drive more revenue as a result. One example of this approach is the partnership's Client and Agency Partnership Solutions group, also known as our "CAPs" team, formed in 2016 to increase demand and create opportunities for our media long before the budgeted media funds are earmarked for Out-of-Home. The CAPs team consists of a group of 12 full-time senior level marketing experts charged with creating meaningful proposals and advocating for Out-of-Home at the top brand and advertising agency levels. The CAPs team articulates how OOH fits into each brand's marketing mix, and provides direction and ideas to influence brand media buying decisions. Deployed across seven cities, the team calls on executives and marketing directors, and is often brought in to consult on a respective brand's marketing objectives.

SALES TEAM - MARKETING TEAM

OUTFRONT/Decaux recognizes the importance of robust marketing support in service of the sales effort, and our plan for maximizing the reach and revenue associated with Streets LA's STAP new digital inventory includes all aspects and capabilities of our robust internal marketing organization. Under the direction of Jodi Senese, Chief Marketing Officer, and Jason Kuperman, Chief Product Manager Officer, the OUTFRONT/Decaux marketing team is responsible for all aspects of the development of our sales collateral and marketing materials including media kits and proposals, the onboarding of our media inventory to our websites, planning of immersive market education events for our national sales teams, and managing the representation of our partners' assets on social media and through public relations outreach.

The success of our sales team is wholly dependent on the expert support of our marketing team.



OUR MANAGERS



Bryan Canley
**General Manager,
Los Angeles, CA**
OUTFRONT

Program Responsibility:
Oversees all of the sales efforts of the program

Experience:
Bryan Canley began his OUTFRONT career in 2001 as the Displays Division Inventory Control Manager in its San Francisco market.

Bryan has over two decades of outdoor advertising sales experience and has been a manager in the Los Angeles market for over 15 years. He was promoted to General Manager of this market in 2017.

Bryan is a graduate of University of California – Berkeley.



Rob McGovern
**Senior Vice President,
National Sales**
OUTFRONT

Program Responsibility:
Oversees the sales efforts of national sales for the program

Experience:
Rob McGovern leads all aspects of OUTFRONT Media’s National Sales effort, including the development of revenue growth strategies, productivity and effectiveness of the national sales organization as well as key agency and client relationships. Rob also oversees the Brand Partnership team tasked with developing client and agency teams to develop bespoke marketing and advertising solutions. The team focuses on why out-of-home is relevant to a brand’s marketing mix and how we can meet and optimize brand KPIs. He brings over 26 years of media and marketing experience to the program, having managed the digital and linear advertising sales efforts for Discovery Networks and Warner Media. Rob is a graduate of University of Utah.



Chris O'Donnell
**Senior Sales Director,
Los Angeles, CA**
OUTFRONT

Program Responsibility:
Oversees the sales efforts of local sales people for the program

Experience:
Chris O’Donnell has broad sales experience and over 10 years of Los Angeles market focus. During his career he has increased local sales revenue in multiple US urban markets, including Houston and St. Louis, as well as LA.

Chris is a graduate of California Polytechnical State University – San Luis Obispo.



Brenda Cruz
Sales Manager
OUTFRONT

Program Responsibility:
National Sales

Experience:
Brenda Cruz is an experienced sales professional with over 12 years of success focused on the Los Angeles market. Brenda has broad experience in creating and implementing multi-platform and integrated marketing strategies and advertising campaigns in many types of out-of-home inventory. Brenda graduated from University of California, Santa Cruz and has a Master’s in Integrated Marketing and Communications from Golden Gate University.

NATIONAL MARKETING TEAM RESOURCES

Jason Kuperman

Chief Product Experience Officer
OUTFRONT

Program Responsibility:

Responsible for Innovative Product Creation

Experience:

Jason Kuperman is a global brand and digital marketing executive with over 18 years of experience in the advertising industry, including general management, corporate development, operations and strategy. He has been a senior executive with OUTFRONT Media for almost four years, prior to that he had worked in creative agencies in Los Angeles and Asia.

Jason graduated from Vassar College and has a Master's of Architecture from University of Colorado.

Jodi Senese

Executive Vice President, Chief Marketing Officer
OUTFRONT

Program Responsibility:

Responsible for all Marketing Initiatives

Experience:

Jodi Senese began her career at New York Subways Advertising Company in 1981. As OUTFRONT's CMO, she oversees all aspects of the company's marketing, research, and creative services and is integral in developing new business strategies for the company.

Jodi serves on the executive committee of Geopath and served as Chairwoman of the OAAA Marketing Committee from 2009 through 2013.

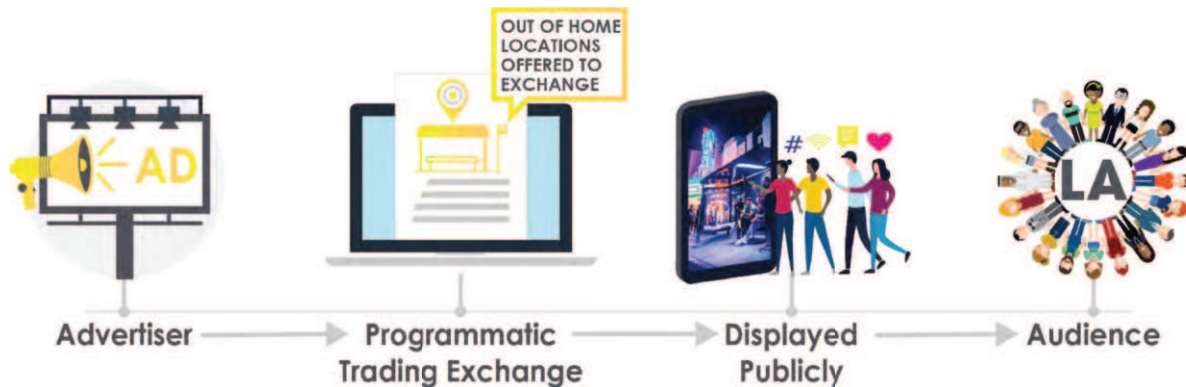
The partnership's 50 professional Account Executives dedicated to National Sales are charged with securing the largest share of OOH dollars from active budgets at the top advertising agencies and media buying specialists. This team of Account Executives represent the best, the brightest and most respected in the industry. These professionals are primarily based in our offices in Los Angeles, Miami, Chicago and New York, where the vast majority of national media buys are made.

The sales team needs a program that permits them to compete in the fast-paced advertising market. They need to be flexible and agile; it is critical for a sales team to be able to manage their market offering to the best of their ability and not be constrained by regulatory limitations. Many times, the sales contract is confirmed and signed in a short timetable and the team cannot submit paperwork prior to the moment the creative is posted. That is particularly true with digital content, a strength of which is the immediacy of the sector— with digital, clients want flexibility and responsiveness. In many instances, advertisers provide little lead time between booking and posting. Thus, it is important to frame a street furniture program that permits the concessionaire the freedom and flexibility to nimbly respond to market conditions and advertiser requests, which are sometimes, idiosyncratic. This is particularly true in a challenging market such as the one OOH faces now and, in the near future once vaccines are readily available and the health risk has retreated. A productive partnership capturing the maximum OOH revenue possible must permit the concessionaire flexibility to compete in the market with their selling tools at their ready – pricing and site selection. We will need to agree a process with the City that provides a comfort to the City but also does not constrain the sales team from securing the revenue.

Our program is structured to provide our clients with advertising options, responding to all budget needs and capturing every dollar. The use of digital technology is material to increasing revenue, however, static advertising is also an important product that is still desired by advertisers. In fact, there are certain advertisers, including for example, Apple and luxury brands such as Tiffany's and Rolex, that value static locations over digital because in static locations they can have 100% of the voice, rather than share that display frame with other messaging. Consistent with LA's Green New Deal's sustainability goals, though StreetsLA has identified 770 high-revenue locations, we believe that that not all of the locations identified are required to maximize revenue for the program and meet the goals of the City for the STAP. Additionally, with the ongoing commitment that the StreetsLA, the City and OUTFRONT/Decaux have to sustainability, the value of each digital connection should also be assessed within a context of its impact on its ongoing environmental footprint. All of these topics are simply details we are ready to discuss with the City to provide Angelenos with the most revenue possible, to enable even more services to be installed.

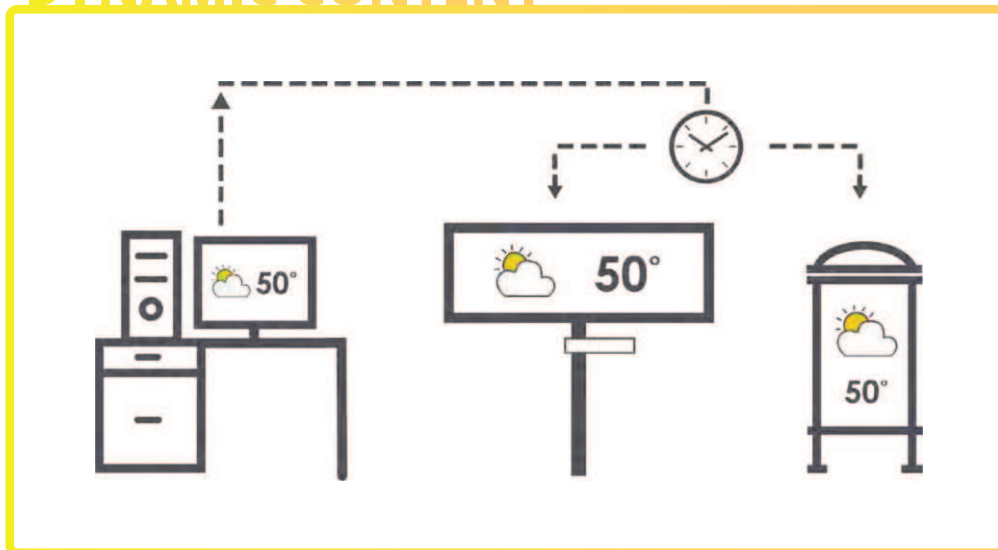
PROGRAMMATIC SALES

Combining data and technology, programmatic platforms are helping to drive the digital transformation of out-of-home, making it easier to access digital inventory and complete sales contracts. Programmatic automates the planning, trading and serving of content to digital screens on a real-time bidding platform. A media buyer will confirm the audience it wants to reach during a particular time period and the price it is willing to pay in a particular market or markets, and the platform will search the offered inventory, identify the inventory meeting those characteristics and finalize the purchase.



Programmatic is still a small portion of the out-of-home market and is currently accessed when there is an excess of advertising dollars for a campaign to spend; it is, however, growing as a portion of the market, and we would expect it will play an increasing role as inventory is digitized across the industry. OUTFRONT/Decaux will make LA’s inventory available on programmatic platforms including VIOOH, a platform originated by an affiliate company to efficiently build measurable and qualified campaigns based on data. Programmatic is an important tool for the industry and, although the seller can set a “floor” for pricing, it can also be an avenue that produces a “race to the bottom” in pricing. It is important to maintain rate integrity in all sales transactions and, as such, we would propose that we work together to structure a programmatic strategy that does not cannibalize the program or negatively impact rates.

DYNAMIC CONTENT



Discussion of occupancy rates for maximizing sales

By defining occupancy as a criterion for determining the success of the sales effort, the City will lose track of value. The focus on occupancy rates creates false program value because the focus for any concessionaire and the City should be to maximize revenue. Any outdoor advertising program focusing on a minimum occupancy rate will sacrifice rate integrity to achieve the occupancy goal. Moreover, the question of occupancy as a value is greatly impacted by the supply of available displays. If the constant is to achieve 80% occupancy of the inventory – then market prices will be driven down to meet that requirement.

And this issue impacts differently on the different out-of-home products – static vs. digital panels. In a static poster environment where there is a strictly limited number of available displays, the goal of achieving average occupancy of 80% may be a desirable measure of the sales organization's proficiency. And even in that case, while the sales effort can and does drive demand, ultimately it is the market that determines the media's value. And Los Angeles is a mature out-of-home market with different competing opportunities.

Further, when addressing this issue in connection with digital media, which is a very different market, occupancy is no longer a measure of space utilization. With digital, occupancy is measured through the use of time and measuring occupancy in that environment is not helpful in determining the efficacy of the sales effort.

In any market, if the sales force is required to meet a set occupancy number and demand is not in the market, the sales force will reduce price to attract more demand. It will create a "race to the bottom" on pricing and rate integrity would be impacted. And that is especially true in a programmatic environment where the media's value, as determined by the marketplace, is built on its ability to deliver targeted impressions against a measurable audience. In that case, the occupancy rate criteria will put further pressure on pricing and degrade the revenue position quickly in an automated manner.

Further – the question of defining occupancy also comes into play in the the digital scenario where time is the measurement of a buy and not space utilization.

The only way to maintain such an occupancy rate – would be to degrade price, which is not in the interest of any concessionaire or the City. Instead, the City should permit its partner to create a proper program where the two partners' interests are aligned and met rather than imposing set criteria that are not in the interests of either party.

Discussion of strategy for diversification of advertiser categories

The goal of achieving a diverse portfolio of advertiser categories is one all advertising markets, including out-of-home media, share. Getting there has proven to be challenging due, in part, to the nature of the business prior to the introduction of digital. In a static media environment, it was difficult for advertisers to address changes in the marketplace, or competitive environment in a timely and effective manner. Digital will help us address this problem. Limitations, such as providing the required disclaimers for various pharmaceutical products, continue to stifle our efforts in that category and obviously, the commercial requirements of the advertising policy guiding the program, also impacts the advertisements. There are categories such as social messaging, religion and politics, particularly in an election year, which are not available and that is also relevant. OUTFRONT/Decaux has done a good job bringing more diversity to our category mix. In fact, online commerce is increasing its share of display time with advertisers such as Amazon, Grubhub, Uber eats and Postmates has also increased their buys in the program.

The organization's CAPS team (see "Sales Team: Brand Direct Sales" above for a discussion of the CAPS team), our direct sales effort at the brand level, is designed specifically to promote out-of-home media to brands and categories that are not traditionally users of out-of-home media. This continued effort by our CAPS team will help us to diversify our advertising categories further.

Nonetheless, the very nature of the Los Angeles market impacts the advertising portfolio making entertainment the leading category, with significant representation among wireless providers, financial services and healthcare. The materiality of those categories is unlikely to change significantly.

Discussion of occupancy rates for maximizing sales

Our sales approach is segmented in teams to reach all advertisers – national, regional and local (as described above, see “Sales Team: National Sales”, “Sales Team: Local Sales” and “Sales Team: Brand Direct Sales” above). The national team’s efforts target large national advertisers, agencies and buying services and the local sales team focuses on regional and local advertisers. Our national effort includes a large contingent of dedicated and experienced individuals assigned to those national agencies and buyers in the country’s major markets including Los Angeles, New York, Chicago, Miami and San Francisco. In light of the organization’s wide array of media available nationwide, OUTFRONT/Decaux is generally aware of every national out-of-home media buy. This fact provides the team with the opportunity to aggressively promote the inclusion of the City of Los Angeles STAP to every media buy. Locally and regionally, our large professional sales organization, supported by our sophisticated marketing and creative group, calls on all potential brands, advertisers and agencies buying media within the market. The interests of all members of the sales organization are aligned with revenue production (as are the interests of OUTFRONT/Decaux) as they are compensated on a commission basis and all are highly motivated to maximize revenues.

Details about strategy for competitive & comparable rates

The value of the STAP media is ultimately determined by the marketplace, as we have discussed throughout this proposal and more particularly in this Section 7 “Sales”. The media in Los Angeles has very different values based on location, size and scale, “eyeballs” and visibility, demographics, physical structure, maintenance of the structure, among other issues. Simply put, it is difficult to compare a 24 square foot advertisement reaching thousands of individuals to a bulletin measuring 1200 square feet that reaches hundreds of thousands of people each day. Moreover, as advertisers buy targeted audiences that they have pre-determined, certain locations have higher values than others. A blanket statement that space rates for STAP media are comparable and competitive to other media in the Los Angeles DMA is simple not productive and cannot be accurately detailed. In fact, that is exactly why the assessment of this proposal is so important – the City should evaluate all prospective partners and choose the one that it best believes can secure the City’s goals. As revenue is a goal of the City, the City must be able to rely on its partner to sell the media in a manner that maximizes those sales; nonetheless, it must also allow that partners to do that job.

Details for increasing sales to multicultural advertisers

Our sales teams are focused on all sales opportunities and the increased footprint of this program will expand the advertising reach, which should encourage a broader advertising focus. During the pandemic, OUTFRONT/Decaux launched a program to provide advertising placement to small businesses and minority-owned business at no or low cost – with its #GrowStronger business stimulus program and its Black Businesses Matter program. These types of programs will encourage a broad local business advertising platform.

Details of strategy for small local merchants

OUTFRONT/Decaux has focused on local sales teams and small business advertising programs, such as its #GrowStronger business stimulus program and its Black Businesses Matter program, which target local small advertisers. Moreover, as programmatic selling becomes more established, we will be introducing on-line selling access points that will further encourage small, neighborhood businesses to access media opportunities and contract for space/time on STAP media.

Details for strategy for experiential and other innovative advertising

There is no question that today’s advertisers want “out-of-the-box” interactive ideas that give them the edge over other content. Experiential advertising has proven to be a useful tool in expanding the value of street furniture media in certain neighborhoods and along certain boulevards. OUTFRONT/Decaux has provided this for years to advertisers – two recent examples include Lego Masters and Stumptown build-outs, which provided very eye-catching displays.

Campaigns we have deployed in the United States include interactive touchscreens and interaction technology, virtual reality, floor projections, product dispensers in our fixtures, conceptual structural build-outs, polling points and exhibit spaces to involve the audience to express their preferences on products or otherwise engage with the product and other experiential elements.

The key to these experiences, however, is the desire of the advertiser to engage with the public through these concepts. That is a market demand question – not an issue of our ability to help those concepts come to life.

We would welcome working with LA to develop applications of this type of product for the City itself.

LEGO MASTERS
10 SHELTERS
1.7M+ A18 WEEKLY IMPRESSIONS
VIDEO - <https://youtu.be/QOieWjEydiw>



STUMPTOWN
345+ STREET FURNITURE DISPLAYS
31M+ A18 WEEKLY IMPRESSIONS
VIDEO - <https://youtu.be/ZgBkmltEYtI>



Details for rate structure strategy

Basic rate cards are built on the assumption of maximum rate values to be realized, but rate structures are a product of demand. The out-of-home media business obeys the basic structures of macroeconomics and is a fine example of the laws of supply and demand – pricing is reactive to both. Prices will fluctuate in accordance with the growth or decline of demand and rates will decline when supply increases. Rate cards take into account the number of impressions delivered, the demographic composition of those impressions and location as well as the competitive environment of the business.

The approach to STAP and the introduction of new digital displays will undoubtedly have an impact on rates. The assumptions made by OUTFRONT/Decaux in building its financial models are informed by our experience with rate and occupancy of comparable media in comparable markets where we manage similar programs and by our experience selling street furniture media in the Los Angeles DMA.

Details for public service rate strategy

Rates charged for true public service advertisers, typically entities that qualify under Internal Revenue Service Section 501(c)(3), have generally been provided reasonable discounts comparable to those rates charged to advertisers with contract terms of 12 months or longer. From time to time, OUTFRONT/Decaux has provided community programs display space at no charge for art exhibitions. *(See Section 3 for a discussion on OUTFRONT/Decaux's involvement in LA's art community.)*

Details of Barter, over-posting & bonusing policies

We are firm believers that "cash is king" and will typically avoid barter. In the event that there is an opportunity for barter it must be of equal value to the cash value of the media being provided and is reported as cash. Over-posting and bonusing are simply variations on the negotiation of price. There are occasions when it is appropriate to allow for "Space Available" bonus intended to help close a deal with a new advertiser or during periods of lower demand.

Details of strategy for premium charges/discounts

As we discussed above when detailing how we create our rate structure and our discussion regarding market rate comparisons, the value of this media is determined by demand. Premiums are likely to be assessed for advertisers seeking to purchase selective locations or, in the case of a digital purchase, specific day parts, and discounts may be provided to encourage a client to extend their buy or to sustain a long-term relationship. Nonetheless, it is our job to maximize demand and thereby maximize revenues and any selling strategies that are employed by the OUTFRONT/Decaux sales team are intended to do just that.

Details of contracts that develop and sustain long-term relationships with advertisers

Contract negotiations are, in essence, a negotiation of rates but our long-term relationships with our clients are not simply built on negotiated rate structures. The level of trust our clients have in our performance is key - do they trust our ability to post their ads in a timely manner, do they trust that the proof of performance we provide is accurate, do they believe that they are receiving the value they paid for? These are the measures by which we develop long-term relationships with our clients.

As true programmatic selling becomes viable and wide-spread, the market relationships will evolve. In a programmatic marketplace we will establish minimum rates based on the delivery of impressions and advertisers will essentially compete for space/time on the basis of price. Demand will be accurately reflected in the rate structures we achieve.

Details of internal controls and procedures for verifying and validating actual billings against rate card rates

As publicly traded companies, we have reporting obligations that require stringent internal controls over all aspects of our business. These same controls are built into our internal analysis of the sales process and results.

Details describing how data is collected in any digital or technological assets proposed and details on how such data will be protected in accordance with established laws

We are currently evolving audience measurement techniques designed to provide metrics related to the number of impressions delivered by our media against defined demographic parameters. Using a system known as *SmartScout*, we have geo-fenced specific media locations and applied third party data provided to us by cellular companies and others to ascertain this data. At this point, we are only using this data for the purpose of establishing rate structures and providing our clients with specifics relative to impressions delivered against defined demographics. During the pandemic, this data has helped us to prove to our advertisers that the levels of impressions delivered by our media remained relatively strong in the face of the perception that traffic had declined significantly as a result of various stay at home orders. We have not, at this point sold any of the data collected.

Data Transformation in Out-of-Home

With the substantial use of smart devices, a transformation has permitted the convergence of the physical advertising experience with the digital one. The use of data allows advertisers to speak to the market in a manner that is directed to those who would most be interested in that communication, yielding greater performance and increased campaign effectiveness. Out-of-home is now a contextualized experience, allowing brands to engage with and reach their intended target audiences. OUTFRONT/JCDecaux is pioneering strategies to deploy data for the purpose of facilitating "mass personalization" capabilities, on top of a privacy compliant framework.

The use of data would enable OUTFRONT/Decaux to achieve the following objectives for brands seeking to validate their OOH investments:

- Visualize mobile signal density of an audience, location, or custom geo-fenced area to determine an advertiser's ideal target markets;
- Develop comprehensive audience profiles;
- Analyze passenger foot traffic patterns and daytime/nighttime population data to determine peaks or lulls within communities;
- Improve campaign efficacy by engaging audiences with personalized messages and promotions based on attitudes, lifestyles, and purchase behaviors;
- Create a custom geo-fencing engaging interested potential audiences with personalized offers;
- Measure campaign effectiveness by connecting the dots between the digital asset and digital marketing campaigns.

USE CASES

- Time & Temperature
- Weather Triggers
- Real-time Score Updates & Countdowns
- Dayparting
- Location Triggers
- Traffic Triggers

FOR CREATIVES
Data to create dynamic content:

- Offer highly relevant messaging
- Contextualized to audience, time and place
- Enhancing messaging and making it more engaging to the viewer

The advent of data has enabled the measurement of campaign effectiveness and OUTFRONT/Decaux uses a variety of tools in consultation with its advertising clients to assess the outcomes of campaign.

- Foot Traffic uplifts - Did the advertisement drive people to the product?
- Brand Metrics - Did potential consumers recall, associate, react to the advertisement?
- Social Media Impact - Did users "like", share, comment on the advertising?
- Increased Sales - Did sales increase?

Data Privacy Framework

OUTFRONT/Decaux is committed to complying with all applicable laws and regulations and industry best practices that address the collection, handling and storing of personally identifiable information (PII) data and we will comply with the requirements of the City. We do not collect any PII and the information we do collect is anonymous demographic information. We are aware of privacy concerns and are working as both a private company and an industry to address these issues. In all cases, we conduct our data collection in compliance with any and all industry standards and applicable laws.

As discussed elsewhere, OUTFRONT/Decaux could affix sensors (or other technologies) on its assets which would enable OUTFRONT/Decaux (or its service provider) to capture information that can be measured and analyzed to develop statistics concerning the environment where the asset is located. However, to provide such services, the City will have to permit the use non-PII data for a purpose other than "increasing STAP advertising revenues associated with the specific Program Elements operated under the Agreement" as noted in Section 8.17. We would welcome engaging in a discussion with the City regarding our compliant use of data to provide additional value beyond a monetary focus.

EXAMPLE OF A SAMPLE ADVERTISING CONTRACT

ADVERTISER AGREEMENT										PAGE	OF
OUTFRONT/ JCDecaux		CONTRACT NO.:				DATE:					
		ADVERTISER:				CLIENT SUPPLIES PRODUCTION:					
BILL TO		BRAND:				ACCOUNT EXECUTIVE:					
		CAMPAIGN:									
<p><i>Copy must meet Production specifications and be received 10 working days prior to each advertising period.</i></p> <p>THIS AGREEMENT AND THE COPY TO BE DISPLAYED HEREUNDER IS SUBJECT TO THE APPROVAL OF OUTFRONT/DECAUX'S MARKET GENERAL MANAGER AND THE OWNER OF THE LOCATION AS APPLICABLE</p>											
<p>Subject to the terms of the Production Information Addendum Page and the OUTFRONT/Decaux Terms and Conditions of Advertising Service each attached hereto and made a part hereof, the advertiser and/or agency listed on this page (collectively, "Advertiser") hereby contracts with OUTFRONT/Decaux ("Company") for the display of advertising copy ("Copy") on the advertising display(s) described below, commencing approximately on the commencement date of the Advertising Period listed below and delivered in accordance with and subject to Company's Specifications for Inventory and Packages located at https://www.outfrontmedia.com/resources/posting-standards (the "Inventory Specifications"). Advertiser shall provide the Copy in the form and type specified by Company.</p> <p>See Production Information Addendum page for shipping quantities and addresses for static copy. For further specifications regarding the inventory and packages purchased under this Contract, see the asset descriptions at https://www.outfrontmedia.com/resources/posting-standards.</p>											
Market	Media/Location(s)	Size	GRP/IMP 18+	Units	Advertising Period	No. of Periods	*	Period Cost			
<p>Special Instructions:</p> <p>THIS AGREEMENT IS NON-CANCELABLE BY ADVERTISER EXCEPT AS SET FORTH IN THE TERMS AND CONDITIONS ATTACHED HERETO. THIS CONTRACT CONSISTS OF THIS PAGE, THE INVENTORY SPECIFICATIONS LOCATED AT HTTPS://WWW.OUTFRONTMEDIA.COM/RESOURCES/POSTING-STANDARDS, THE PRODUCTION INFORMATION ADDENDUM PAGE, ANY ADDENDA APPLICABLE TO OTHER PRODUCTS AND SERVICES (SUCH AS MOBILE ADVERTISING OR ATTRIBUTION SERVICES), AND THE OUTFRONT/DECAUX TERMS AND CONDITIONS OF ADVERTISING SERVICE INCORPORATED HEREIN, ALL OF WHICH ADVERTISER HEREBY ACKNOWLEDGES RECEIVING AND APPROVING. ANY MISSING PAGES OF THIS CONTRACT MAY BE OBTAINED OR REQUESTED THROUGH ANY OUTFRONT/DECAUX OFFICE OR REPRESENTATIVE IF LOST OR NOT RECEIVED BY ADVERTISER. FACSIMILE SIGNATURES SHALL HAVE THE SAME FORCE AND EFFECT AS ORIGINAL SIGNATURES. THIS CONTRACT MAY BE EXECUTED IN SEVERAL COUNTERPARTS, EACH OF WHICH SHALL CONSTITUTE ONE AND THE SAME INSTRUMENT. THE AGENCY AND/OR THE SIGNATORY HERETO REPRESENTS AND WARRANTS THAT THEY ARE AUTHORIZED TO EXECUTE THIS CONTRACT ON BEHALF OF AND BIND THE ADVERTISER AND THAT THE ADVERTISER APPROVES SAME.</p> <p>* Period Codes: M=Monthly; W=Weekly; 4W=4 Weeks; D=Daily; OT=One Time TF=Till Forbid</p>											

ADVERTISER AGREEMENT - PRODUCTION INFORMATION ADDENDUM										PAGE	OF
OUTFRONT/ JCDecaux		CONTRACT NO.:				DATE:					
		ADVERTISER:				ACCOUNT EXECUTIVE:					
BILL TO		BRAND:									
		CAMPAIGN:									
<p><i>Copy must meet Production specifications and be received 10 working days prior to each advertising period.</i></p> <p>THIS AGREEMENT AND THE COPY TO BE DISPLAYED HEREUNDER IS SUBJECT TO THE APPROVAL OF OUTFRONT/DECAUX'S MARKET GENERAL MANAGER AND THE OWNER OF THE LOCATION AS APPLICABLE</p>											
Market	Media/Location(s)	Size	Copy Due Date	Shipping Quantity	Shipping Address	Service AE	Ext. Fab Per Sq Ft				

OUTFRONT/DECAUX TERMS AND CONDITIONS OF ADVERTISING SERVICE

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1. **Scope of the Contract.** As used in these terms and conditions, "Company" means OUTFRONT/DECAUX and "Advertiser" means, jointly and severally, the advertiser named on the facing page to which this terms and conditions are attached, together with the advertising agency or other agent(s) or licensee(s) of the advertiser, if any ("Agency"). The "Contract" consists of these terms and conditions, the facing page, the Production Information Addendum, any attached addenda applicable to other products and services (such as mobile advertising or attribution services), if any, and Company's Specifications for Inventory and Packages located at <https://www.outfrontmedia.com/resources/posting-standards> (the "Inventory Specifications"), which are incorporated by reference herein. Agency represents that it has the authority to act and is acting as agent for the advertiser named on the facing page.
2. **Delivery of Copy.** At least ten working days before the estimated start date (unless otherwise agreed in writing by Company or set forth in the Inventory Specifications), Advertiser, at its sole expense, shall furnish and deliver to Company or to service points designated by Company sufficient supply of advertising copy ("Copy"), in the form and type specified by Company, with all necessary posting instructions. If Copy is not timely received in accordance with the Contract, a loss of service may occur and additional costs may be charged by Company, although commercially reasonable efforts will be used to post Copy as promptly as practicable after receipt from Advertiser. If Advertiser requests expedited installation within five working days of Company's receipt of late Copy, a fee of not less than \$650 per location will be payable. If Copy is not received in a timely manner, Company may use the inventory in any manner prior to posting the late received Copy without limiting Advertiser's liability to pay for such inventory.
3. **Copy Approval and Responsibility for Content.** The character, design, text and illustrations on Copy and the material used are subject to approval by Company and by the location owner, transit company/authority or third party controlling the location ("Owner"). Nudity, pornographic, profane or obscene Copy is prohibited. If Copy is rejected, Advertiser shall provide acceptable replacement Copy within ten days of notification of rejection. If Advertiser fails to provide acceptable replacement Copy within such ten-day period, Company shall have the right to use the location(s) involved in any manner, without releasing Advertiser from its obligation to pay for such location(s). If after installation or posting, the Owner of a display disapproves any advertisement or if adverse publicity results from any display, Company shall have the right to remove the advertisement and, at its option, either terminate this Contract or request new acceptable Copy in accordance with this paragraph. Advertiser shall indemnify, defend and save harmless Company and Owner against all claims and liabilities (including reasonable attorneys' fees and costs of advertising material displayed under this Contract, including, but not limited to, any claim for defamation, any claim for infringement of any copyright, trademark, or other intellectual property right, or any claim for violation of any right of privacy, common law right or any other right of any person or entity).
4. **Publicity for Certain Copy.** If the Copy concerns a political, religious or social issue, Advertiser (including Agency) shall not make any press release or other public announcement or media outreach regarding this Contract or the related Copy that refers to Company without Company's express prior written consent (which consent may be granted or denied in Company's sole discretion), except as required under applicable law, in which case Advertiser shall obtain the approval of Company as to the form, nature and extent of the press release, public announcement or media outreach prior to issuing the press release or making the public announcement.
5. **Inspection of Displays.** Advertiser shall inspect each display within three days after installation or posting. Unless Advertiser gives written notice to Company specifying any defect within such three-day period, the display shall be conclusively presumed to have been inspected and approved by Advertiser for all purposes whatsoever, including the content and location of displays.
6. **Maintenance and Damage.** Company will use commercially reasonable efforts to maintain static displays in good condition to the extent of matters reasonably within Company's control. Should Advertiser's static Copy be lost, stolen, damaged, defaced, or deteriorated for any reason whatsoever, including ordinary wear and tear, Advertiser shall furnish replacement Copy, upon Company's request, without liability or expense to Company. If Advertiser fails to provide such replacement Copy, Company may use the location in any manner, without releasing Advertiser from its obligation to pay for such location. Any repainting or reposting requested by Advertiser in addition to that specified herein shall be paid by Advertiser in advance per Company's current quoted prices.
7. **Inability to Post Copy.** If for any reason whatsoever (i) Company is unable to secure any specified location or loses the right to use any location, or (ii) Company posts fewer locations than specified, or (iii) any location becomes obstructed, destroyed or defaced, or (iv) Company fails to display digital Copy in accordance with the minimum display standard for digital displays as set forth in the Inventory Specifications, or (v) Company otherwise fails to meet its obligations hereunder, such failure shall not be deemed a breach or termination of this Contract and shall not render Company liable for any damages or offsets of any kind other than as set forth in this paragraph. As Advertiser's sole remedy and Company's sole obligation for any such failure (except where a more specific remedy is expressly provided for in this Contract), Company shall, at its sole option, either (A) extend the Advertising Period to provide an equivalent amount of advertising service at the contracted location or a replacement location of equal value (per Company's prices and/or classifications), (B) provide a pro-rated credit for advertising services equivalent to the amounts paid for services not rendered, or (C) terminate the Contract in whole or in part and receive payment in full for services rendered through the termination date, with all other remedies at law or equity being expressly waived by Advertiser.
8. **Illumination of Static Displays.** Where illuminated static displays are provided, illumination will be from dusk to midnight unless otherwise specified by Company for a specific display. If illumination is halted or reduced for any reason, including, but not limited to, compliance with law or malfunction of equipment, and such period of halted or reduced illumination continues for more than five days after Company's receipt of notice from Advertiser, as Advertiser's sole remedy for such illumination failure, Advertiser shall receive a credit for the period of reduced or non-illumination at the rate of 15% of the contract price for the impacted period.
9. **Invoicing and Payment.** Invoicing will be rendered monthly in advance dating from the commencement date of the first Advertising Period. Invoices rendered to Advertiser shall be conclusive as to the correctness of the items stated unless Company receives written objection within 15 days of the invoice date. Non-receipt of invoices or lack of invoicing shall not impact Advertiser's liability hereunder. All rates and adjustments are computed on the basis of 30 days to the month, unless a different period is specified on the facing page of this Contract. Invoices shall be due 30 days after the date of invoice and failure to pay within such timeframe shall result in a default hereunder and shall further be deemed a default under any other agreements with Company. Invoices not paid when due shall accrue interest at the rate of 1.5% per month (18% annually), or such lesser rate permitted by law. Additionally, any discounts given shall be forfeited/reversed for invoices not

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- paid within 60 days from the date thereof. Notwithstanding the foregoing, in the event that Company accepts payment by ACH or credit card, Company shall have the right, at Company's option, to either (i) require Advertiser to pay all amounts due or coming due under the Contract on the date of the ACH or credit card payment or (ii) require Advertiser to set up recurring payments whereby Advertiser's ACH or credit card is charged on each invoice date for the full invoice amount.
10. **Credit Approval.** Acceptance of this Contract is subject to credit check and approval by Company. Company, in its sole discretion, may extend or reject credit, or at any time during the term withdraw credit, and Company may thereupon require partial or full payment of the remaining contract amount in advance.
11. **Advertiser Default.** In the event of default or material breach by Advertiser, in addition to other remedies available at law, Company may: (i) cancel this Contract without prior notice and demand payments of all amounts remaining due and owing; (ii) without terminating this Contract, declare the entire balance of payments to be made hereunder immediately due and payable; (iii) remove all of Advertiser's Copy without limiting Advertiser's liability hereunder; and/or (iv) declare Advertiser in default under any other agreement with Company. Waiver by Company of any breach by Advertiser hereunder shall not prejudice the rights of Company with respect to any breach not specifically waived by Company.
12. **Unused Copy.** Company shall not be held responsible for unused posters, displays or other Copy provided by Advertiser and Company may dispose of any such materials in its discretion. Company may promote Company's own business through the use of Advertiser's posters or displays in any manner whatsoever.
13. **General.** This Contract contains the full agreement of the parties, and no prior representation or assurance, verbal or written not contained herein, shall affect or alter the obligations of either party hereto. Company and Advertiser accept this Contract subject to all federal, state and municipal laws and regulations. In the event any advertisement becomes illegal, Company reserves the right to terminate same upon notice to Advertiser. This Contract is not cancellable or assignable by Advertiser, nor may the subject of the advertising be changed without the consent of Company. All parties comprising Advertiser hereunder, including Agency, shall be jointly and severally liable under this Contract. This Contract and all related claims shall be construed according to the laws of the State of New York and New York County, New York shall be the proper and exclusive legal jurisdiction and venue for any resulting legal action. Company is an Equal Opportunity Employer.

End of Terms and Conditions

EXAMPLE OF A SAMPLE BILLING REPORT

PROG-ID:TRST01		1		TRANSIT STATEMENTS				OUTFRONT Media		DATE: 1/11/21	
PAGE NO:		1		FACILITY FROM:L07*** TO:L07***				FROM:12-20 TO:12-20		TIME: 16:15:09	
ACCOUNT NAME	ACCT#	ORDER#	DOC#	-BILLING FROM	PERIOD- TO	START DT	PAY DATE	GROSS BILLINGS	NET BILLINGS	COLLECTED	UNPAID
FACILITY:L07	LOUISVILLE BUS SHELTERS										
SUB-FAC.:001	LOUISVILLE BUS SHELTERS										
MEDIA :08	BUS SHELTER (S)										
AETNA	1136669	66409	3179264	9/28/20	10/25/20	9/28/20					17,680.00
AETNA	1136669	66409	3179264	10/26/20	11/22/20	9/28/20					17,680.00
AETNA	1136669	66409	3179264	11/23/20	12/06/20	9/28/20					8,840.00
AT&T(1)(2)	1065555	87544	3207608B	11/30/20	12/27/20	11/30/20	12/31/20	585.00	585.00	585.00	
AT&T(1)(2)	1065555	87544	3207608B	12/28/20	1/24/21	11/30/20		585.00	585.00		585.00
AVOCA APARTMENT	1140046	86475	3205489	12/01/20	1/17/21	11/23/20	12/01/20	440.00	440.00		
BECKER LAW OFFI	1116422	44917	3121932	9/02/20	10/01/20	7/02/20	12/14/20			1,900.00	
BECKER LAW OFFI	1116422	44917	3121932	10/02/20	11/01/20	7/02/20	12/15/20			1,900.00	
BECKER LAW OFFI	1116422	44917	3121932	11/02/20	12/01/20	7/02/20					1,900.00
BECKER LAW OFFI	1116422	44917	3121932	12/02/20	1/01/21	7/02/20		1,900.00	1,900.00		1,900.00
BEND AND ZEN	1102367	30218	2050640	12/07/15	12/27/15	12/07/15					50.00
CENTER FOR W(4)	1067478	85046	3185469	11/16/20	12/13/20	11/16/20	12/31/20			500.00	
CLARK COUNTY HE	1133529	71489	3177877	12/07/20	1/03/21	9/14/20	12/01/20	1,125.00	1,125.00	1,125.00	
COM OF KY	WN76807	78218	3178667	11/02/20	11/29/20	11/02/20					1,200.00
COM OF KY	WN76807	78218	3178667	11/30/20	12/27/20	11/02/20					1,200.00
GOODWILL IND(6)	1075245	67592	3180334A	11/02/20	11/29/20	10/05/20	12/14/20			651.95	
GOODWILL IND(6)	1075245	67592	3180334A	11/30/20	12/27/20	10/05/20	12/14/20			651.95	
HESSIG & POHL A	1133808	06487E	3073584E	6/29/20	7/26/20	6/29/20		1,800.00	1,800.00		
HESSIG & POHL A	1133808	06487E	3073584E	7/27/20	8/23/20	6/29/20		1,800.00	1,800.00		
HESSIG & POHL A	1133808	06487E	3073584E	8/24/20	9/20/20	6/29/20		1,800.00	1,800.00		
HESSIG & POHL A	1133808	06487E	3073584E	9/21/20	9/27/20	6/29/20		450.00	450.00		
HESSIG & POHL A	1133808	47764	3151469H	11/23/20	12/20/20	9/28/20	12/08/20			400.00	
HESSIG & POHL A	1133808	47764	3151469H	12/21/20	12/27/20	9/28/20		100.00	100.00		100.00
HKS POINT CC	1112590	22684	3076469	12/07/20	1/03/21	3/30/20	12/07/20	350.00	350.00		
HUMANA/FAMILY H	1017628	69182	3132761	10/05/20	11/01/20	10/05/20	12/17/20			350.00	
HUMANA/FAMILY H	1017628	69182	3132761	11/02/20	11/29/20	10/05/20	12/17/20			600.00	
HUMANA/FAMILY H	1017628	69182	3132761	11/30/20	12/13/20	10/05/20	12/17/20			300.00	
HUMANA/FAMILY H	1017628	72498	3165719	10/05/20	11/01/20	10/05/20	12/17/20			2,450.00	
HUMANA/FAMILY H	1017628	72498	3165719	11/02/20	11/29/20	10/05/20	12/17/20			2,450.00	
HUMANA	WN17070	73874	3184899A	11/16/20	12/13/20	11/16/20					2,700.00
KEVIN CROOKS	1069371	92383	3046589I	11/23/20	12/20/20	11/23/20	12/03/20	2,500.00	2,500.00	2,500.00	
KEVIN CROOKS	1069371	92383	3046589I	12/21/20	1/17/21	11/23/20	12/03/20	2,500.00	2,500.00	2,500.00	
KROGER RALPHS	1125141	94230	3215515	12/14/20	1/10/21	12/14/20		941.18	800.00		800.00
KY MEDICAID	WN18304	74587	3182190A	10/19/20	11/15/20	10/19/20					1,320.00
KY MEDICAID	WN18304	74587	3182190A	11/16/20	12/13/20	10/19/20	12/01/20			1,320.00	
LOU. BALLEE	1015780	73248	3030712	11/25/19	12/22/19	11/25/19					250.00
LOU. BALLEE	1117518	50868	2682490B	11/26/18	12/23/18	11/26/18					1,250.00
LOUISVILLE MEGA	1137378	44387	3143674	10/19/20	11/15/20	6/29/20	12/16/20			1,615.00	
LOUISVILLE MEGA	1137378	44387	3143674	11/16/20	12/13/20	6/29/20	12/30/20			1,615.00	
LOUISVILLE MEGA	1137378	44387	3143674	12/14/20	1/10/21	6/29/20		1,615.00	1,615.00		
LVILLE METRO	1113780	88149	3193201A	11/09/20	11/29/20	11/09/20					1,615.00
LVILLE METRO	1113780	88150	3193201B	11/30/20	12/27/20	11/30/20					3,937.50
LVILLE METRO	1113780	88150	3193201B	11/30/20	12/27/20	11/30/20					5,250.00
MCDONALDS	WN58455	12360H	3030320H	11/02/20	11/29/20	11/02/20	12/31/20				5,984.30
MCDONALDS	WN58455	12360H	3030320H	11/30/20	12/27/20	11/02/20	12/31/20				5,984.30
MCDONALDS	WN58455	12360L	3030320L	10/05/20	11/01/20	8/10/20	12/31/20				5,385.94
MCDONALDS	WN58455	98739	3200449	12/28/20	1/24/21	12/28/20		4,842.97	4,842.97		4,842.97
MERCY ACADEMY	1010214	63235	3170956D	10/26/20	11/22/20	10/26/20	12/21/20			800.00	

PROG-ID:TRST01		2		TRANSIT STATEMENTS				OUTFRONT Media		DATE: 1/11/21	
PAGE NO:		2		FACILITY FROM:L07*** TO:L07***				FROM:12-20 TO:12-20		TIME: 16:15:09	
ACCOUNT NAME	ACCT#	ORDER#	DOC#	-BILLING FROM	PERIOD- TO	START DT	PAY DATE	GROSS BILLINGS	NET BILLINGS	COLLECTED	UNPAID
FACILITY:L07	LOUISVILLE BUS SHELTERS										
SUB-FAC.:001	LOUISVILLE BUS SHELTERS										
MEDIA :08	BUS SHELTER (S)										
NORTON HEALT(4)	WN76807	64014	3170463	11/16/20	12/13/20	9/21/20					4,200.00
NORTON HEALT(4)	WN76807	64014	3170463	12/14/20	1/10/21	9/21/20		4,200.00	4,200.00		
NORTON HEALT(4)	WN76807	64016	3170463B	11/23/20	12/20/20	9/28/20					350.00
NORTON HEALT(4)	WN76807	64016	3170463B	12/21/20	12/27/20	9/28/20		87.50	87.50		87.50
NORTON HEALT(4)	WN76807	64017	3170463C	11/09/20	12/06/20	10/12/20					350.00
NORTON HEALT(4)	WN76807	64017	3170463C	12/07/20	12/27/20	10/12/20		262.50	262.50		262.50
NORTON HEALT(4)	WN76807	64018	3170463D	11/16/20	12/13/20	10/19/20					350.00
NORTON HEALT(4)	WN76807	64018	3170463D	12/14/20	12/27/20	10/19/20		175.00	175.00		175.00
NORTON HEALT(4)	WN76807	64019	3170463E	10/26/20	11/22/20	10/26/20					350.00
NORTON HEALT(4)	WN76807	64019	3170463E	11/23/20	12/20/20	10/26/20					350.00
NORTON HEALT(4)	WN76807	64019	3170463E	12/21/20	12/27/20	10/26/20					350.00
NORTON HEALT(4)	WN76807	64019	3170463E	12/21/20	12/27/20	10/26/20					350.00
NORTON HEALT(4)	WN76807	64020	3170463F	11/02/20	11/29/20	11/02/20		87.50	87.50		87.50
NORTON HEALT(4)	WN76807	64020	3170463F	11/30/20	12/27/20	11/02/20					350.00
NORTON HEALT(4)	WN76807	64020	3170463F	11/30/20	12/27/20	11/02/20					350.00
NORTON HEALT(4)	WN76807	78599	3044453	11/23/20	12/20/20	12/23/19					580.00
NORTON HEALT(4)	WN76807	78603	3044453D	12/21/20	12/27/20	12/21/20		145.00	145.00		145.00
NORTON HEALT(4)	WN76807	95450	3205105	12/28/20	1/24/21	12/28/20		2,100.00	2,100.00		2,100.00
NORTON HEALT(4)	WN76807	99223	3215374A	12/28/20	1/24/21	12/28/20		580.00	580.00		580.00
PASSPORT ADV.	1017628	40316	3134839A	10/19/20	11/15/20	6/29/20	12/17/20			5,000.00	
PASSPORT ADV.	1017628	40316	3134839A	11/16/20	12/13/20	6/29/20	12/17/20			5,000.00	
PASSPORT ADV.	1017628	89974	3210370	11/30/20	12/27/20	11/30/20	12/17/20	250.00	250.00		250.00
PASSPORT ADV.	1017628	89974	3210370	12/28/20	1/24/21	11/30/20	12/17/20	250.00	250.00		250.00
PASSPORT ADV.	1017628	89975	3210370A	12/14/20	1/10/21	12/14/20	12/29/20	250.00	250.00		250.00
PASSPORT ADV.	1017628	98217	3220105	12/14/20	1/10/21	12/14/20		5,000.00	5,000.00		5,000.00
PASSPORT ADV(1)	1017628	72644	3178444	10/05/20	11/01/20	10/05/20	12/17/20				5,250.00
PASSPORT ADV(1)	1017628	72644	3178444	11/02/20	11/29/20	10/05/20	12/17/20				5,250.00
PASSPORT ADV(1)	1017628	72644	3178444	11/30/20	12/27/20	10/05/20	12/17/20				5,250.00
PURE RADIO	1139415	95481	3189893	12/28/20	1/24/21	12/28/20	12/31/20	325.00	325.00		325.00
SOUTH CENTRAL B	1089973	25628	3113321	12/28/20	1/24/21	3/23/20	12/17/20	375.00	375.00		375.00
TITOS VODKA	1119935	11808	3050913	8/17/20	9/13/20	8/17/20	12/30/20				1,200.00
TITOS VODKA	1116422	53623	3149512A	11/23/20	12/20/20	8/31/20					800.00
UNITED HEALT(8)	WN34069	76184	3174893	10/26							

7 Sales Plan

PROG-ID:TRST01		TRANSIT STATEMENTS				DATE: 1/11/21					
PAGE NO: 3		OUTFRONT Media				TIME: 16:15:09					
		FACILITY FROM:LO7*** TO:LO7***									
		FROM:12-20 TO:12-20									
ACCOUNT NAME	ACCT#	ORDER#	DOC#	-BILLING FROM	PERIOD- TO	START DT	PAY DATE	GROSS BILLINGS	NET BILLINGS	COLLECTED	UNPAID
FACILITY:LO7		LOUISVILLE BUS SHELTERS									
SUB-FAC.:001		LOUISVILLE BUS SHELTERS									
MEDIA :08		BUS SHELTER (S)									
SUB-FACILITY TOTAL: (LO7-001)								30,021.65	29,880.47	84,665.44	106,167.97
FACILITY TOTAL:								30,021.65	29,880.47	84,665.44	106,167.97
REPORT TOTAL:								30,021.65	29,880.47	84,665.44	106,167.97

**PROPRIETARY
INFORMATION**

8





Proprietary Information

OUTFRONT/Decaux has included proprietary information which are trade secrets or other information for which disclosure would result in substantial injury to our competitive position. The information is included for the purpose of evaluating this proposal and is to be use by the City for such purpose only.

To the fullest extent permitted by the law, such information should not be disclosed by the City to any third parties. Such proprietary information is included on pages 29-79, 120-122 & the Price Proposal of the OUTFRONT/Decaux proposal and is identified by an asterisk (*).

PROPOSAL ASSUMPTIONS

The City has set out an exciting and broad vision at a scale that is both extensive and ambitious. The City’s plan requires proposers to address comprehensive technical requirements, uncertainty related to current market and business conditions resulting from COVID-19 and challenging regulatory and community requirements. Accordingly, there are many details that we have assumed in creating our proposal, which are set out below (several of which are also noted in our Introduction). In the event that these assumptions cannot be met, we would welcome a dialogue with the City so that together we can find solutions that can address City goals and create a productive program for both partners and Angelenos.

GENERAL ASSUMPTIONS

- The 10-year term will begin when all 770 digital structures are installed and connected to power;
- The Performance Criteria noted in the RFP on pages 42 to 43 will be detailed in a quantitative manner in order to be measurable and must address street conditions and onsite social realities;
- The transition period (during which time the designs would be finalized including the choice of additional elements to be agreed between the partners, the street furniture engineered, procurement and manufacturing and installation/construction would occur) will be a reasonable timeframe beginning at the signing of an agreement between the parties;
- The proposal is to provide 3,000 bus shelters, 106 urban panels, 3,000 trash/recycling bins, five interactive kiosks, five vending kiosks, five eLockers and 50 Sunshade for Outdoor Spaces or the capital expenditure of \$113 million, whichever comes first;
- Final site locations will be provided by the City with ample time to survey the locations and prepare and receive proper authorizations and any and all required permits for installation;
- The additional 100 static advertising bus shelters will be installed at the highest revenue performing locations and scheduled at the beginning of the rollout period; and
- A significant financial down-turn or another *force majeure* event, such as the current Covid-19 pandemic, which impacts construction, manufacturing schedule during the rollout period, and the sale of advertising or results in a material portion of the population being removed from normal daily life (either as a requirement or a recommendation), will require appropriate contract modifications.

SALES ASSUMPTIONS

- Any additions to the "Prohibited Products, Services, and Activities" listed in the City of Los Angeles Advertising Policy incorporated into the RFP will require appropriate contract modifications;
- Posters will be illuminated at night on a timer and digital panels will be permitted to be illuminated 24 hours per day, 365 days per year, at market standard level;
- The existing competitive inventory and the exclusions listed in the RFP ("Specified Inventory") will be the only competing advertising and any new concepts approved by the City or any Specified Inventory which materially impacts the generation of sales revenue for this program, will require appropriate contract modifications; and
- City public messaging campaigns will not compete with commercial advertising of the program and will be limited to sponsorships of events by commercial city partners, and any sponsor’s logo will be limited to 10% of the display panel.

8 Proprietary Information

DESIGN ASSUMPTIONS

- The proposal of the various bus shelter designs is referencing the "Classic model" which is the standard model configuration for advertising and non-advertising styles for each collection – any associated *kit of parts* and/or special configuration add-ons will be negotiated depending on type, quantity and delivery dates; and
- The program will permit construction material used today, including, but not limited to, concrete, steel, aluminum, plastic, fiberglass, stainless-steel, cast pieces, glass and painted material.

TECHNICAL AND REGULATORY ASSUMPTIONS

- Permits for all 770 digitals will be provided on the timeline indicated in the RFP, and if not, appropriate contract modifications will be required.
- The type of permits/requirements and community area planning, scenic corridor and coastal commission requirements will be consistent with the current program;
- Digital rollout will be undertaken evenly and geographically distributed in accordance with the list provided originally by the City, with the exception of the 100 additional advertising bus shelters referenced above;
- Electrical connection process will be similar to that utilized in the current program (*i.e.*, to the nearest city streetlights) and will not require separate metering;
- Reuse of existing electrical connections will be permitted, when technically possible;
- Installations, including pouring foundations and installing electrical feeds, will be undertaken with the existing general surrounding sidewalks conditions and will not include reconstructing uneven or broken sidewalks, installing embellishments for sidewalks or meeting specific regulatory requirements if the streetscape is not presently compliant;
- Foundations will be built when needed and street furniture will be designed as a surface mounted to the streetscape;
- The program will be permitted to reuse existing concrete foundations, when technically possible;
- Review by the Los Angeles' Department of Water & Power and the Bureau of Street Lighting will be expedited, and approvals will be received within the timeline described in the RFP;
- If the Los Angeles Department of Water & Power determines that electrical connection should be made directly to a new circuit in their existing electrical cabinet, existing conduit will be permitted for such use (120V/16Amps);
- The process for relocation and removal of equipment and sidewalk rehabilitation will be similar to the process utilized in the current program;
- If the City determines that it will make funds available for capital investment or operating expenses, and such contributions result in additional regulatory requirement/s depending on the chain of distribution of the funds (e.g. local, state and federal), it will require contract modifications;
- Costs include taxes based on the current regulatory regime, including those taxes as imposed on the type and quantity of street furniture in our proposal, any new taxes will require contract modifications; and
- All the existing shelters can be relocated and will be utilized, and no bus shelters directed for relocation will be new.

OPERATING EXPENDITURE ASSUMPTIONS

- Trash collection will be undertaken in the same manner in which it is currently conducted, and recycling will be subject to the manner in which individuals comply with recycling requirements for placing rubbish in the bins;
- Relocations will be capped at 40 pieces of street furniture per year (excluding litter/recycling bins); and

OTHER ASSUMPTIONS

- Community outreach time and costs are not included.
- The 125 page limit of the proposal did not include attachments, statements and certification forms required by the RFP.



9

STATEMENTS & CERTIFICATION FORMS

“President Franklin Delano Roosevelt ... said ... ‘true individual freedom cannot exist without economic security and independence’...”

*Mayor Eric Garcetti,
2020 State of the City Address*



LIST OF STATEMENTS & CERTIFICATION FORMS

- Ownership of Other Advertising Assets Disclosure
- MBE/WBE/SBE/EBE/DVBE/OBE Subcontractor Information Form
- Child Support Declaration Statement
- Municipal Lobbying Certification Form 50
- Non-Collusion Affidavit
- City of Los Angeles Contract History
- Los Angeles Residence Information
- Certificate Regarding Compliance with the American Disabilities Act
- Campaign Contributions & Fundraising Restrictions Form 55
- Iran Contracting Act of 2010 Affidavit
- RFP Checklist

NOTE:

The Equal Benefits/First Source Hiring Ordinances Compliance Forms were filed with the City directly through the online submission process

Ownership of other Advertising Assets Disclosure



DEPARTMENT OF PUBLIC WORKS
BUREAU OF STREET SERVICES

DISCLOSURE of OTHER OUT of HOME ADVERTISING ASSETS

Please provide all inventory of Other Out of Home Advertising Assets in the City of Los Angeles.

Organization name: **OUTFRONT Media, Inc.**

Billboards		Transit		Other:	
Type	Quantity	Type	Quantity	Type	Quantity
Digital		Buses	957		
Bulletins	947	Commuter Rail			
Posters	1242	Rail			
Jr. Posters		Rail Stations			
Spectaculars	4	Other			
Wall Murals	8				
Other					
Street Furniture on Private Property		Place-Based OOH			
Type	Quantity	Type	Quantity		
Benches		Arenas/Stadiums			
Shelters		Shopping Centers	4		
Kiosks	114	Other			
Other					

MBE/WBE/SBE/ EBE/DVBE/OBE Subcontractor Information Form

**RFP SCHEDULE A
MBE/ WBE/ SBE/ EBE/ DVBE/ OBE SUBCONTRACTOR INFORMATION FORM**
(NOTE: COPY THIS PAGE AND ADD ADDITIONAL SHEETS AS NECESSARY, SIGN and DATE ALL SHEETS)

Project Title: Request for Proposals - Sidewalk and Transit Amenities Program	Work Order Number: TBD
Proposer: OUTFRONT Decaux Street Furniture, LLC	Address: 1150 South Olive Street, #450, Los Angeles, CA 90015
Contact Person: J. Francois Nion	Phone/Email: 213-608-0910 francois.nion@jedcaux.com

LIST OF ALL SUBCONTRACTORS (SERVICE PROVIDERS/SUPPLIERS/ETC.)

Name, Address, and Phone/Email of Subcontractor	Description of Work or Supply	MBE/ WBE/ SBE/ EBE/ DVBE/ OBE	Certification Agency/ Certification No.	Dollar Value of Subcontract
ND Construction Co., Inc. 2201 E Winston Rd, Suite M, Anaheim, CA 92806 nick@ndcompanies.com 949-498-1799 ext 701	Installation/construction services	SBE (micro)	California Dept. of General Services Cert ID: 1379240	\$29,211,087
Shelbert Perkins Design 432 Culver Blvd., Playa Del Rey, CA 90293 mperkins@shelbertperkins.com 310.740.0680	Design of Street Furniture	WBE/SBE/LBE	CA Department of Consumer and Business Affairs (DBP 1.0) 087701 001 - as noted	\$320,000
Shelter Clean Services, Inc.** 11065 Penrose St, Sun Valley, CA 91352 amudge@shelterclean.com 818.350.7802	Operations	OBE**	not certified**	\$11,695,739**
Shelter Clean Services, Inc. 11065 Penrose St, Sun Valley, CA 91352 amudge@shelterclean.com 818.350.7802	Operations	OBE	not certified	\$46,780,957
MLA Green Inc., d.b.a. Studio-MLA 251 S. Mission Rd, Los Angeles CA 90026 kush@studio-mla.com 213.807.8817	Design of Street Furniture	OBE	not certified	\$44,000
Perkins&Will 617 W. 7th Street, #1200, Los Angeles, CA 90017 David.sheldon@perkinswill.com 562.852.5728	Design of Street Furniture	OBE	not certified	\$247,000

Percentage of MBE/ WBE/ SBE/ EBE/ DVBE/ OBE Participation

	Total Dollars	Total Percentage Pledged		Total Dollars	Total Percentage Pledged
MBE Participation	\$ 0	0 %	WBE Participation	\$ 320,000	0.4 %
SBE Participation	\$29,531,087	33 %	EBE Participation	\$ 0	0 %
DVBE Participation	\$ 0	0 %	OBE Participation	\$ 58,723,196	66.5 %

Signature of Person Completing this Form 	Printed Name J. Francois Nion	Title Co-Managing Director	Date 2/19/21
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MUST BE SUBMITTED WITH PROPOSAL

Notes: **Proposer commits to allowing other firms, including SBEs, MBEs, WBEs and other certified firms to compete for this portion of its Operations contract at the opportune time, with City approval.

Since design approval is not yet finalized, the Proposer has not selected manufacturing firms at this time but is committed to reaching out to manufacturing firms and related service providers that are certified.

Child Support Declaration Statement

City of Los Angeles

CERTIFICATION OF COMPLIANCE WITH CHILD SUPPORT OBLIGATIONS

The undersigned hereby agrees that OUTFRONT Decaux Street Furniture, LLC will:
Name of Business

- Fully comply with all applicable State and Federal employment reporting requirements for its employees.
- Fully comply with and implement all lawfully served Wage and Earnings Assignment Orders and Notices of Assignment.
- Certify that the principal owner(s) of the Business are in compliance with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally.
- Certify that the Business will maintain such compliance throughout the term of the contract.
- This certification is a material representation of fact upon which reliance was placed when the parties entered into this transaction.
- The undersigned shall require that the language of this Certification be included in all subcontracts and that all subcontractors shall certify and disclose accordingly.

To the best of my knowledge, I declare under penalty of perjury that the foregoing is true and was executed at:

Los Angeles, CA
City/County State

OUTFRONT Decaux Street Furniture, LLC
Name of Business

1150 S. Olive Street, #450, Los Angeles, CA 90015
Address

J. Francois Nion Co-Managing Director
Name of Authorized Officer or Representative Title

J. Francois Nion
Signature of Authorized Officer or Representative

February 19, 2021 213-608-0910
Date Telephone Number

Municipal Lobbying Certification Form 50

FORM 50 Bidder Certification **Los Angeles City ETHICS COMMISSION**

This form must be submitted with your bid or proposal to the City department that is awarding the contract noted below. If you have questions about this form, please contact the Ethics Commission at (213) 978-1960.

Original Filing **Amendment:** Date of Signed Original _____ Date of Last Amendment _____

Reference Number (Bid, Contract, or BAVN) <u>TBD</u>		Awarding Authority (Department awarding the contract) <u>Department of Public Works Bureau of Street Services</u>	
Bidder Name <u>OUTFRONT Decaux Street Furniture, LLC</u>			
Address <u>1150 S. Olive Street, #450, Los Angeles, CA 90015</u>			
Email Address <u>francois.nion@jcdcaux.com</u>		Phone Number <u>213-608-0910</u>	

Certification

I certify the following on my own behalf or on behalf of the entity named above, which I am authorized to represent:

A. I am applying for one of the following types of contracts with the City of Los Angeles:

- A goods or services contract with a value of more than \$25,000 and a term of at least three months;
- A construction contract with any value and duration;
- A financial assistance contract, as defined in Los Angeles Administrative Code § 10.40.1(h), with a value of at least \$100,000 and a term of any duration; or
- A public lease or license, as defined in Los Angeles Administrative Code § 10.40.1(i), with any value and duration.

B. I acknowledge and agree to comply with the disclosure requirements and prohibitions established in the Los Angeles Municipal Lobbying Ordinance if I qualify as a lobbying entity under Los Angeles Municipal Code § 48.02.

I certify under penalty of perjury under the laws of the City of Los Angeles and the state of California that the information in this form is true and complete.

J. Francois Nion _____
Name Signature

Co-Managing Director _____
Title Date

February 19, 2021
Date

Revised September 2019 Los Angeles Municipal Code § 48.09(h), Los Angeles Administrative Code § 10.40.1 Page 1 of 1
ethics.lacity.org

Non-Collusion Affidavit - Page 1

**CITY OF LOS ANGELES
SIGNATURE AND AFFIDAVIT PAGE**

1. COMPLETE CONTRACT
This entire bid and every item(s) thereof, shall become a contract upon its acceptance by the Director of the Bureau of Street Services on behalf of the City of Los Angeles. The complete contract shall consist of the Notice of Award, the Notice for Inviting Bids, the entire Invitation for Bid (including specifications), and all Attachments, Addenda, or any item(s) thereof, this signature and affidavit page, and, when required, insurance and bonds. A Notice of Award or Notice to Proceed will be furnished to the successful bidder identifying the item(s) or service(s) to be furnished under the contract.

2. MATERIALS AND SERVICES TO BE PROVIDED BY THE CONTRACTOR
The bidder agrees, upon acceptance of this offer by the City, to furnish all the material(s) and service(s) herein specified according to the terms and conditions as set forth herein.

3. AMOUNT TO BE PAID
The City agrees to pay the Contractor for the material(s) and/or service(s) in the manner described herein or as negotiated and agreed upon for any contract resulting from this bid.

4. CHOICE OF ALTERNATIVE PROVISIONS; OPTIONS; NOTIFICATIONS
When alternative provisions are requested, or options are offered, the bidder will be notified as to which provision(s), or option(s), is being accepted at the same time that he is notified that he is the successful bidder.

5. DECLARATION OF NON-COLLUSION
That I/we have carefully read and examined the bid and specifications, and have abided by and agree to the conditions herein, and I/we hereby propose to furnish all material(s) or service(s) and do all work required in accordance with all plans and specifications, for unit price(s) or lump sum(s), as per the bid specifications. Furthermore, I/we have read and understand Ordinance No. 173677 of the "Determination of Contractor Responsibility Policy" of the City of Los Angeles and I/we understand my/our obligations under this policy as a bidder and as a subcontractor should this contract be awarded to my/our firm.

I/We declare that this bid is genuine, and neither sham or collusive, nor made in the interest or on behalf of any person not herein named, and that I/we have not, directly or indirectly, induced or solicited any other bidder(s) to put in a false or sham bid, or any other person, firm or corporation to refrain from bidding, and that I/we have not in any manner sought by collusion to secure for myself/ourselves an advantage over any other bidder.

Affiant further deposes and says that, prior to the public opening and reading of bids, the said bidder:
 (a) Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham bid;
 (b) Did not, directly or indirectly, collude, conspire, connive or agree with anyone to submit a false or sham bid, refrain from bidding or withdraw a bid;
 (c) Did not, directly or indirectly, seek by agreement, communication or conference to raise or fix any overhead, profit, bid price or associated cost element;
 (d) Did not, directly or indirectly, submit any bid price or breakdown created in the manner described above.

This bid is expressly made for the benefit of the signatory parties only. It is not the intent of any of the signatory parties to create or discharge any duty, express or implied, to any party other than the signatory parties. Any benefit derived from this bid by a third party is unintended and incidental to the purpose for which this bid is made.

EXECUTED AT: Los Angeles CA ON THE 16th DAY OF February, 2021
 (Bidder completes) City State Month

Firm's Name: OUTFRONT Decaux Street Furniture, LLC Telephone # 213-608-0910

Firm's Address: 1150 South Olive Street, #450 Los Angeles CA 90015
 Street City State Zip

() () ()
 Initials Initials Initials

(a) INDIVIDUAL (Sign here if individual)

Non-Collusion Affidavit - Page 2

Print Name Sign Name Title Date

Address: Street City State Zip

(b) CO-PARTNERSHIP
 Name of Co-partnership firm _____

Address: Street City State Zip

1. Print Name Sign Name Title Date

Address: Street City State Zip

2. Print Name Sign Name Title Date

Address: Street City State Zip

(c) **CORPORATION/LLC NOTE: the bidder is a limited liability company**
 Name of Corporation OUTFRONT Decaux Street Furniture, LLC
 Address: 1150 South Olive Street, #450 Los Angeles CA 90015
 Street City State Zip

[Signature] Co-Managing Director Title of Officer of Corporation /LLC Date 2/16/21
 Signature of Officer of Corporation /LLC Date


[Signature] Co-Managing Director Title of Officer of Corporation /LLC Date 2/16/21
 Signature of Officer of Corporation /LLC Date

Approved signatures methods for Corporations.

a) Two Signatures. One by the Chairman of the Board of Directors, President or any Vice-President and One by the Secretary, Asst. Secretary, Chief Financial Officer or any Asst. Treasurer, or
 b) One signature by Corporate designated individual together with the properly attested resolution of the Board of Directors authorizing the person to sign. (Affix Corporate Seal Here)


CONTRACT CANNOT BE ISSUED UNLESS THIS SIGNATURE PAGE AND AFFIDAVIT ARE PROPERLY COMPLETED

(Bidder to have notarized) County of <u>New York</u> State of <u>New York</u> Subscribed and sworn this <u>16th</u> Day of <u>February</u> , 20 <u>21</u> <u>[Signature]</u> Signature (Notary Seal)	In witness whereof the City of Los Angeles has caused this contract to be executed by the Bureau of Street Services of said City, and said contractor has executed this contract the day and year written below. GREG GOOD President Board of Public Works By: _____ Date: _____	Approved as to form on Date: _____ MICHAEL N. FEUER City Attorney By: _____ Deputy City Attorney Date: _____	City Clerk Contract No. Attest: HOLLY L. WOLCOTT City Clerk By: _____ Deputy City Clerk Date: _____
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Notarization made pursuant to NY Executive Order 202.7

City of Los Angeles Contract History - Page 1




**DEPARTMENT OF PUBLIC WORKS
BUREAU OF STREET SERVICES**

CITY OF LOS ANGELES CONTRACT HISTORY

The City Council passed a resolution on July 21, 1998 requiring that all proposed vendors supply in their proposal or bid, a list of all City of Los Angeles contracts held by the bidder or any affiliated entity during the preceding 10 years. Use the space below to list all such contracts. Include the dates of the contract, the services or goods provided, the amount of the contract, and the contract number. If the bidder or any affiliated entity has held no City of Los Angeles contracts during the preceding 10 years, state so in the space below. Use the back of the page and additional pages as needed.

1. Agreement for Coordinated Street Furniture between the City of Los Angeles and Outfront Decaux Street Furniture, LLC (f/k/a Viacom Decaux LLC), dated December 21, 2001
 - a. Expiration: December 31, 2021
 - b. Services Provided: Street furniture concession sales and management
 - c. Amount of contract: Not applicable. Contract included Minimum Annual Guaranty of \$150M over term with abatements and a revenue share
 - d. Contract number: C-102477

Please see additional pages attached.

OUTFRONT Decaux Street Furniture, LLC Name of Organization	 Signature
J Francois Nion Print Name	Co-Managing Director Title
February 19, 2021 Date	

City of Los Angeles, Bureau of Street Services

City of Los Angeles Contract History - Page 2

2. Los Angeles International Airport Terminal Media Operator Concession Agreement dated February 1, 2014
 - a. Expiration: December 31, 2025
 - b. Services Provided: Airport advertising and sponsorship concession sales, operation and management
 - c. Amount of contract: Not applicable. Contract included Minimum Annual Guaranty in excess of \$300M over term with abatements and a revenue share
 - d. Contract number: LAA-8796
3. Los Angeles International Airport Brand Development and Sponsorship Marketing dated April 26, 2019
 - a. Expiration: April 25, 2022
 - b. Services Provided: Brand development and sponsorship marketing, sales, operation and management
 - c. Amount of contract: Not applicable. Contract included a revenue share
 - d. Contract number: LAA-9061
4. City of Los Angeles Department of Transportation (LADOT) for Transit Vehicle Advertising Services
 - a. 5 year term beginning 4/1/2017 through 3/31/2022
 - b. Services Provided: Management and operation of bus advertising concession.
 - c. Amount of Contract: Not applicable. Greater of a Minimum Annual Guarantee (\$925,000 (4/1/20 – 3/31/21) and \$950,000 (4/1/21 – 3/31/22) (waived due to the impact of COVID)) and 60% of the revenue generated
 - d. Contract Number: C-129151
4. License to Sell and Display Advertising on Metro Bus System with Los Angeles County MTA (Metro)
 - a. Ten Year Term beginning 3/1/2018 through 2/28/2028
 - b. Services Provided: Management and operation of bus advertising concession.
 - c. Amount of Contract: Not applicable. Calls for the Greater of a Minimum Annual Guarantee of \$26.225 million (waived for the 2020 and 2021 contract years due to COVID) and 55% of revenues generated during years 1 through 5 and 70% of revenues generated in years 6 through 10
 - d. Contract Number: PS41099B

Los Angeles
Residence
Information



DEPARTMENT OF PUBLIC WORKS
BUREAU OF STREET SERVICES

Los Angeles Residence Information

The City Council in consideration of the importance of preserving and enhancing the economic base and well-being of the city encourages businesses to locate or remain within the City of Los Angeles. This is important because of the jobs businesses generate and for the business taxes they remit. The City Council, on January 7, 1992, adopted a motion that requires proposers to state their headquarters address as well as the percentage of their workforce residing in the City of Los Angeles.

Organization: OUTFRONT Decaux Street Furniture, LLC

I. Corporate or Main Office Address:
1150 South Olive Street, #450
Los Angeles, CA 90015

II. Total Number of Employees in Organization: 0

Number and Percentage of Employees in Organization who are Los Angeles City Residents:

0 and 0 %

The bidder is a joint venture with no employees. However, JCDecaux has 6 employees (or 2%) who are Los Angeles City Residents and Outfront has 32 employees (or 2%) who are Los Angeles City Residents.

Certificate
Regarding
Compliance with
the American
Disabilities Act



DEPARTMENT OF PUBLIC WORKS
BUREAU OF STREET SERVICES

Certification Regarding Compliance with the Americans with Disabilities Act

The undersigned certifies, to the best of his/her knowledge and belief, that:

1. The CONTRACTOR/Consultant/Borrower/Agency (hereafter CONTRACTOR) is in compliance with and will continue to comply with the Americans with Disabilities Act 42 U.S.C. §§ 12101 *et seq.* and its implementing regulations.
2. The CONTRACTOR will provide for reasonable accommodations to allow qualified individuals with disabilities to have access to and participate in its programs, services and activities in accordance with the provisions of the Americans with Disabilities Act.
3. The CONTRACTOR will not discriminate against persons with disabilities nor against persons due to their relationship or association with a person with a disability.
4. The CONTRACTOR will require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.
5. This certification is a material representation of fact upon which reliance was placed when the parties entered into this transaction.

Contract Number	TBD
OUTFRONT Decaux Street Furniture, LLC	
CONTRACTOR/Consultant/Borrower/Agency	
J. Francois Nion, Co-Managing Director	
Name and Title of Authorized Representative	
Signature	
Date	February 19, 2021

Campaign Contributions & Fundraising Restrictions Form 55

FORM 55

Prohibited Contributors (Bidders)

Los Angeles City
ETHICS COMMISSION

This form must be completed in its entirety and submitted with your bid or proposal to the City department that is awarding the contract. Failure to submit a completed form may affect your bid or proposal. If you have questions about this form, please contact the Ethics Commission at (213) 978-1960.

Original Filing Amendment: Date of Signed Original _____ Date of Last Amendment _____

Reference Number (Bid, Contract, or BAVN): TBD Date Bid Submitted: 2/19/21

Contract Description (Title of the RFP or City contract solicitation and description of the services to be provided):
Sidewalk and Transit Amenities Program

Awarding Authority (Department awarding the contract): Board of Public Works

Bidder Name: OUTERONT Decaux Street Furniture, LLC

Bidder Address: 1150 South Olive Street, #450, Los Angeles, CA 90015

Bidder Email Address: francois.nion@jcdcaux.com Bidder Phone Number: 213-608-0910

Schedule Summary

Please complete all three of the following:

1. SCHEDULE A – Bidder's Principals (check one)	Yes	No
The bidder has one or more PRINCIPALS , as defined in LAMC § 49.7.35(A)(6). At least one principal is required for entities. (If you check "Yes", Schedule A is required.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. SCHEDULE B – Subcontractors and Their Principals (check one)	Yes	No
The bidder has one or more SUBCONTRACTORS on this bid or proposal with subcontracts worth \$100,000 or more. (If you check "Yes", Schedule B is required.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. TOTAL NUMBER OF PAGES SUBMITTED (including this cover page): <u>8</u>		

Certification

I certify the following under penalty of perjury under the laws of the City of Los Angeles and the state of California:
A) I understand, will comply with, and have notified my principals and subcontractors of the requirements and restrictions in Los Angeles City Charter § 470(c)(12) and any related ordinances; B) I understand that I must amend this form within ten business days if any information changes; C) I am the bidder named above or I am authorized to represent the bidder named above, and my name appears below; and D) The information provided in this form is true and complete to the best of my knowledge and belief.

<u>J. Francois Nion</u> Name	 Signature
<u>Co-Managing Director</u> Title	<u>February 19, 2021</u> Date

Revised September 2019 Los Angeles City Charter § 470(c)(12), Los Angeles Municipal Code §§ 49.7.35(B)(3), (4) Page 1 of 3

ethics.lacity.org

Form 55 - Prohibited Contributors Schedule A - Bidders Principals - Page 1

FORM 55

Prohibited Contributors (Bidders)

Los Angeles City
ETHICS COMMISSION

Schedule A - Bidder's Principals

Please identify the names and titles of all the bidder's principals (attach additional sheets if necessary). Principals include a bidder's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the bidder of at least 20 percent and employees of the bidder who are authorized by the bid or proposal to represent the bidder before the City.

Name: <u>J. Francois Nion</u>	Title: <u>Co-Managing Director</u>
Address: <u>1150 South Olive Street, #450, Los Angeles, CA 90015</u>	
Name: <u>Richard Ament</u>	Title: <u>Co-Managing Director</u>
Address: <u>1150 South Olive Street, #450, Los Angeles, CA 90015</u>	
Name: <u>Theodore Siry</u>	Title: <u>Chief Financial Officer & Board Member</u>
Address: <u>1150 South Olive Street, #450, Los Angeles, CA 90015</u>	
Name: <u>See additional pages attached</u>	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	

Check this box if additional Schedule A pages are attached.

Note: We have assumed that this form is requesting information regarding the direct ownership of the bidder. If indirect ownership is required, we will be happy to supplement this information.

Revised September 2019 Los Angeles City Charter § 470(c)(12), Los Angeles Municipal Code §§ 49.7.35(B)(3), (4) Page 2 of 3

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Form 55 - Prohibited Contributors Schedule A - Bidders Principles - Page 2

Principals of OUTFRONT Decaux Street Furniture, LLC continued:

1. JCDecaux North America, Inc. – 50% owner of OUTFRONT Decaux Street Furniture, LLC
 Note: All principals listed below are located at 350 Fifth Avenue, 73rd Floor, New York, NY 10118

Name: Jean-Luc Decaux
 Title: Present and Co- Chief Executive Officer

Name: Alan Sullivan
 Title: Co- Chief Executive Officer

Name: Sandra Boisseau
 Title: Chief Financial Officer

Name: Martha Bailey
 Title: General Counsel and Chief Privacy Officer, Secretary

Name: Nicolas Clochard Bossuet
 Title: Chief Operating Officer

2. OUTFRONT Media Inc. – 50% owner of OUTFRONT Decaux Street Furniture, LLC
 Note: All principals listed below are located at 405 Lexington Avenue, New York, NY 10174

Name: Jeremy Male
 Title: Chairman, President and Chief Executive Officer

Name: Matthew Siegel
 Title: Executive Vice President and Chief Financial Officer

Name: Clive Punter
 Title: Executive Vice President and Chief Revenue Officer

Name: Richard Sauer
 Title: Executive Vice President and General Counsel

Name: Andrew Sriubas
 Title: Executive Vice President and Chief Commercial Officer

Name: Louis J. Capocasale
 Title: Corporate Secretary

Form 55 - Prohibited Contributors Schedule B - Subcontractors & Their Principles

FORM 55

Prohibited Contributors (Bidders)

Los Angeles City ETHICS COMMISSION

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name	ND Construction Co., Inc.
Subcontractor's Address	2201 E Winston Rd, Suite M, Anaheim, CA 92806

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Michael Martin	Title: President/Owner
Address: 2201 E Winston Rd, Suite M, Anaheim, CA 92806	
Name: Linda Martin	Title: Secretary/Owner
Address: 2201 E Winston Rd, Suite M, Anaheim, CA 92806	
Name: Nick Martin	Title: Vice President
Address: 2201 E Winston Rd, Suite M, Anaheim, CA 92806	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	

Check this box if additional Schedule B pages are attached.

Revised September 2019
Los Angeles City Charter § 4100(g)(7); Los Angeles Municipal Code §§ 49.7.35(B)(3), (4)
Page 3 of 3

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Form 55 - Prohibited Contributors Schedule B - Subcontractors & Their Principals

FORM 55

Prohibited Contributors (Bidders)

Los Angeles City ETHICS COMMISSION

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name
Perkins&Will

Subcontractor's Address
617 West 7th Street, Suite 1200, Los Angeles, California 90017

Please check one of the following options:
This subcontractor has one or more principals. **Yes*** **No**

* Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.

Name: Phil Harrison Title: CEO

Address: 1315 Peachtree Street, NE, Atlanta, Georgia 30309

Name: Brodie Stephens Title: Secretary and General Counsel

Address: 2 Bryant Street, Suite 300, San Francisco, California 94015

Name: Dana Waymire Title: CFO

Address: 2 Bryant Street, Suite 300, San Francisco, California 94015

Name: Tyson Curcio Title: COO

Address: 225 Franklin Street, Suite 1100, Boston, Massachusetts 02110

Name: Allison Held Title: Chief Marketing Officer

Address: 1250 Broadway, Suite 200, New York, New York 10001

Name: Richard Marshall Title: Principal, Managing Director

Address: 617 West 7th Street, Suite 1200, Los Angeles, California 90017

Check this box if additional Schedule B pages are attached. Sheet 1 of 4

Revised September 2019
Los Angeles City Charter § 470(c)(12), Los Angeles Municipal Code §§ 49.7.35(b)(3), (4)
Page 2 of 3

Form 55 - Prohibited Contributors Schedule B - Subcontractors & Their Principals

FORM 55

Prohibited Contributors (Bidders)

Los Angeles City ETHICS COMMISSION

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name
Selbert Perkins Design

Subcontractor's Address
432 Culver Blvd., Playa Del Rey, CA 90293

Please check one of the following options:
This subcontractor has one or more principals. **Yes*** **No**

* Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.

Name: Robin Perkins Title: CEO & President

Address: 432 Culver Blvd., Playa Del Rey, CA 90293

Name: _____ Title: _____

Address: _____

Name: _____ Title: _____

Address: _____

Name: _____ Title: _____

Address: _____

Name: _____ Title: _____

Address: _____

Name: _____ Title: _____

Address: _____

Check this box if additional Schedule B pages are attached.

Revised September 2019
Los Angeles City Charter § 470(c)(12), Los Angeles Municipal Code §§ 49.7.35(b)(3), (4)
Page 3 of 3

Form 55 - Prohibited Contributors Schedule B - Subcontractors & Their Principals

FORM 55	Prohibited Contributors (Bidders)	<small>Los Angeles City ETHICS COMMISSION</small>
Schedule B - Subcontractors and Their Principals		
<p>Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.</p>		
<p>Subcontractor's Name ShelterClean Services, Inc.</p> <p>Subcontractor's Address 11065 Penrose St, Sun Valley, CA 91352</p>		
<p>Please check one of the following options: This subcontractor has one or more principals. <input type="checkbox"/> Yes* <input type="checkbox"/> No</p> <p><small>* Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.</small></p>		
<p>Name: <u>Lonnie Fine</u> Title: <u>President</u> Address: <u>10 Fifth Street, 2nd Floor, Valley Stream, NY 11581</u></p>		
<p>Name: <u>Perry Fine</u> Title: <u>Secretary</u> Address: <u>550 W Sunrise Blvd, Fort Lauderdale, FL 33311</u></p>		
<p>Name: <u>Alan Mudge</u> Title: <u>General Manager</u> Address: <u>11065 Penrose St, Sun Valley, CA 91352</u></p>		
<p>Name: _____ Title: _____ Address: _____</p>		
<p>Name: _____ Title: _____ Address: _____</p>		
<p>Name: _____ Title: _____ Address: _____</p>		
<p><input type="checkbox"/> Check this box if additional Schedule B pages are attached.</p>		
Revised September 2019	ethics.lacity.org	Page 3 of 3

Form 55 - Prohibited Contributors Schedule B - Subcontractors & Their Principals

FORM 55	Prohibited Contributors (Bidders)	<small>Los Angeles City ETHICS COMMISSION</small>
Schedule B - Subcontractors and Their Principals		
<p>Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.</p>		
<p>Subcontractor's Name MLA Green Inc., d.b.a. Studio-MLA</p> <p>Subcontractor's Address 251 S. Mission Rd, Los Angeles CA 90026</p>		
<p>Please check one of the following options: This subcontractor has one or more principals. <input checked="" type="checkbox"/> Yes* <input type="checkbox"/> No</p> <p><small>* Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.</small></p>		
<p>Name: <u>Mia Lehrer</u> Title: <u>President</u> Address: <u>251 S. Mission Rd, Los Angeles CA 90026</u></p>		
<p>Name: _____ Title: _____ Address: _____</p>		
<p>Name: _____ Title: _____ Address: _____</p>		
<p>Name: _____ Title: _____ Address: _____</p>		
<p>Name: _____ Title: _____ Address: _____</p>		
<p>Name: _____ Title: _____ Address: _____</p>		
<p><input type="checkbox"/> Check this box if additional Schedule B pages are attached.</p>		
Revised September 2019	ethics.lacity.org	Page 3 of 3

Iran Contracting Act of 2010 Affidavit

IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT
(California Public Contract Code Sections 2200-2208)

The California Legislature adopted the Iran Contracting Act of 2010 to respond to policies of Iran in a uniform fashion (PCC § 2201(q)). The Iran Contracting Act prohibits bidders engaged in investment activities in Iran from bidding on, submitting proposals for, or entering into or renewing contracts with public entities for goods and services of one million dollars (\$1,000,000) or more (PCC § 2203(a)). A bidder who "engages in investment activities in Iran" is defined as either:

1. A bidder providing goods or services of twenty million dollars (\$20,000,000) or more in the energy sector of Iran, including provision of oil or liquefied natural gas tankers, or products used to construct or maintain pipelines used to transport oil or liquefied natural gas, for the energy sector of Iran; or
2. A bidder that is a financial institution (as that term is defined in 50 U.S.C. § 1701) that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, if that person will use the credit to provide goods or services in the energy sector in Iran and is identified on a list created by the California Department of General Services (DGS) pursuant to PCC § 2203(b) as a person engaging in the investment activities in Iran.

The bidder shall certify that at the time of submitting a bid for new contract or renewal of an existing contract, the bidder is **not** identified on the DGS list of ineligible businesses or persons and that the bidder is **not** engaged in investment activities in Iran in violation of the Iran Contracting Act of 2010.

California law establishes penalties for providing false certifications, including civil penalties equal to the greater of \$250,000 or twice the amount of the contract for which the false certification was made; contract termination; and three-year ineligibility to bid on contracts (PCC § 2205).

To comply with the Iran Contracting Act of 2010, the bidder shall provide its vendor or financial institution name, and City Business Tax Registration Certificate (BRTC) if available, in completing **ONE** of the options shown below.

OPTION #1: CERTIFICATION

I, the official named below, certify that I am duly authorized to execute this certification on behalf of the bidder or financial institution identified below, and that the bidder or financial institution identified below is **not** on the current DGS list of persons engaged in investment activities in Iran and is **not** a financial institution extending twenty million dollars (\$20,000,000) or more in credit to another person or vendor, for 45 days or more, if that other person or vendor will use the credit to provide goods or services in the energy sector in Iran and is identified on the current DGS list of persons engaged in investment activities in Iran.

Vendor Name/Financial Institution (printed) OUTFRONT Decaux Street Furniture, LLC		BTRC (or n/a)
By (Authorized Signature) 		
Print Name and Title of Person Signing Francisco Nore, Co-Managing Director		
Date Executed 2/19/21	City Approval (Signature)	(Print Name)

OPTION #2: EXEMPTION

Pursuant to PCC § 2203(e) and (d), a public entity may permit a bidder or financial institution engaged in investment activities in Iran, on a case-by-case basis, to be eligible for, or to bid on, submit a proposal for, or enter into, or renew, a contract for goods and services. If the bidder or financial institution identified below has obtained an exemption from the certification requirement under the Iran Contracting Act of 2010, the bidder or financial institution shall complete and sign below and attach documentation demonstrating the exemption approval.

Vendor Name/Financial Institution (printed)		BTRC (or n/a)
By (Authorized Signature)		
Print Name and Title of Person Signing		
Date Executed	City Approval (Signature)	(Print Name)

RFP Checklist



DEPARTMENT OF PUBLIC WORKS
BUREAU OF STREET SERVICES

Sidewalk and Transit Amenities Program (STAP) RFP Checklist

The Respondent certifies that it has submitted all required Technical and Price Proposal requirements including all required certifications, statements and forms.

Organization name: **OUTFRONT Decaux Street Furniture, LLC**

Form	Location	Submitted
Technical Proposal (RFP Section 17)	RFP Section 17.4	2/19/21
Price Proposal (RFP Section 18)	Attachment 1	2/19/21
Ownership of Other Advertising Assets Disclosure	Attachment 2	2/19/21
MBE/WBE/SBE/EBE/DVBE/OBE Subcontractor Info Form	Attachment 3	2/19/21
Child Support Declaration Statement	Attachment 4	2/19/21
Equal Benefits/First Source Hiring Ordinances Compliance Forms (online submission)	Attachment 5	Filed online using the LABAVN System
Living Wage and Worker Retention Ordinance Exemption (if applicable)	Attachment 6	Exemption does not apply
Municipal Lobbying Certification Form 50	Attachment 7	2/19/21
Non-Collusion Affidavit	Attachment 8	2/19/21
City of Los Angeles Contract History	Attachment 9	2/19/21
Los Angeles Residence Information	Attachment 10	2/19/21
ADA Compliance Certification	Attachment 11	2/19/21
Campaign Contributions & Fundraising Restrictions Form 55	Attachment 12	2/19/21
Iran Contracting Act of 2010 Affidavit	Attachment 13	2/19/21
RFP Checklist	Attachment 14	2/19/21

