

**City of  
Los Angeles**

**Response  
of Intersection**

**Technical  
Proposal**

Sidewalk and  
Transit Amenities  
Program

**7:23PM**  
August

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A1

Section 8

Appendix

### A Note About the Design of this Proposal

It's clear that the expansion of shade as an amenity for Angelenos is a critical part of StreetsLA's vision for STAP. Intersection took this to heart in crafting the look and feel of our response to you.

The binders holding our proposals are gradients with colors sampled from iconic LA skies and contain time stamps on the covers in the lower left corner indicating the moment the skies were captured — much like the time indicators from our exhaustive shade studies (see page 19).

We hope you enjoy this small detail conveying our dedication to your goals and vision.



Prologue

# Cover Letter



 Intersection

February 19, 2021

**BY HAND**

Board of Public Works  
Attention: Lance Oishi, Bureau of Street Services  
200 North Spring Street, Room 355  
Los Angeles, CA 90012

**RE: Request for Proposals, City of Los Angeles, Sidewalk and Transit Amenities Program (STAP)(the "RFP")  
Response of Intersection Media, LLC ("Intersection")**

Dear Mr. Oishi:

The enclosed materials represent Intersection's response (the "Proposal") to the RFP captioned above. As requested in the RFP, we have included 10 copies of both the Technical Proposal and the Price Proposal, as well as electronic copies of each on the enclosed USB drive.

**Intersection is a different kind of partner.** We are the **only out-of-home company focused exclusively on municipal and transit media**, founded to use innovation and technology to improve the places in which we live and work.

Over the past several years, we have made significant investments as a digitally native product company at the forefront of technological innovation in the out-of-home industry. **No other company has developed the same level of technology and expertise – and deployed it in cities across the United States.**

That's why we are the best partner to achieve StreetsLA's goal of implementing a street furniture program that can expand the use of transit and deliver a world-class public amenity while increasing revenues to sustain the program and provide a return on the City's capital investment in the program.

Intersection's unique capabilities include:

- **Deep Local Los Angeles Experience.** Our existing Intersection Los Angeles (or "LA") team of 18 staff members includes Angelenos who are passionate about improving the public realm, have experience working with local public partners like LA Metro, and are well connected with the both the local and national out-of-home advertising players based in Los Angeles. With the addition of our Los Angeles-based partners at Grimshaw, **we have designed a program for Angelenos, by Angelenos.**
- **Street-Level Digital Experience At Scale.** With 17+ years of experience as a partner to 14 major-market cities and transit authorities nationwide, we know how to successfully operate a digital and static media network, successfully transition new contracts, and convert static to digital to dramatically grow revenue. In New York City, we deployed over 3,600 digital screens on city sidewalks for our LinkNYC street kiosk program. We grew revenue of the formerly static payphone advertising program by 53% within the first 4 years of the agreement and delivered the world's largest municipal Wi-Fi network with an overwhelmingly positive public reception. In fact, perception surveys have shown 81% of New Yorkers believe LinkNYC is a great addition to their community. **The STAP plan lays out ambitious digital deployment goals and our experience makes us the optimal partner to deliver the scale and speed necessary to make this program successful.**
- **World-Class Street Furniture Design.** In selecting Grimshaw as our design partner, **we have chosen an internationally renowned architecture and design firm who has an established reputation for innovative excellence** and experience designing successful street furniture elements in major cities like New York and Madrid. The Los Angeles-based Grimshaw team we have partnered with also has a deep understanding of the diverse cultures around the City, which you will see reflected in the six design concepts. Our intelligent

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# Cover Letter

## 2 of 3

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and innovative shelter design concepts are grounded in sustainable design and are inspired by the history of Los Angeles. Combined with Intersection's technology, our street furniture designs will help to springboard the City into the future.

- **Customer Experience.** User experience and technology have been at the heart of our business from day one. With thousands of digital assets in major cities and transit systems nationwide, we know how to design, deploy, and operate a digital network that provides transformational user experience and grows the bottom line for the City. We deeply believe that customers should not have to wait to see vital transit information and **we are the only company to offer persistent and dedicated screen real estate for customer information**, making our digital assets a welcome addition to any environment.
- **Purpose-Built CMS.** Intersection is the only company with a content management system (CMS) that was designed specifically for municipal and transit partners to connect directly with the public. Called IxNConnect, the platform will provide StreetsLA with an integrated digital network for revenue generation and customer communications across all screens in the network. With IxNConnect, **StreetsLA will have a single tool they can sign into to get real-time information about the system and deliver public messaging to the right place at the right time.**
- **Interactive Expertise And Products.** With our LinkNYC kiosk deployment, we invented the category of interactive street kiosks. Since then we have continued to innovate on the Interactive Street Kiosk user experience and are pleased to offer StreetsLA our next generation street kiosk that provides fast and free public Wi-Fi, interactive wayfinding, a directory for local points of interest, and information on local events and happenings. For STAP, we are also offering a number of other user-first amenities that are designed to improve the transit and pedestrian experience alike. Our proposal offers real-time transit and public information on our digital screens, eLockers for convenient package pick up, strategically located Micro Mobility Charging Stations to support last-mile transit needs, and a vending kiosk design that can become an important way to support local start-up businesses.
- **Dedication To Human Scale Media.** Our sales team has the most experience selling human-scale media of any out-of-home company. Unlike our competitors, we are not distracted by selling billboards or other large-format out-of-home products around the country. Since Intersection is solely focused on municipal and transit advertising, we are widely recognized for our track record of creating innovative products that drive incremental revenue for our clients. **No one else in the industry can offer the unique set of advertising products that we can.** With the products we are proposing for STAP, there will be no other comparable asset that will offer a similar platform for advertisers to connect to consumers in LA.

Our Proposal includes:

- **Innovative Suite Of Street Furniture Designs.** Our proposal includes a suite of street furniture elements that are designed to enhance the transit rider and pedestrian experience. We are proposing six concept designs that each have a cohesive family of elements that can adapt to the varying physical environments and ensure that we're facilitating shared use of sidewalk space, while creatively adapting the design on a per-site basis to ensure we are maximizing the shade amenity. Our shelter designs range from High Ridership, Standard, Narrow, and we have even developed a new Micro Shelter offering to ensure we can deploy in the widest range of sidewalk conditions. The additional elements such as Digital Urban Panels, Vending Kiosks, and trash receptacles, have all been designed to seamlessly integrate with the six concepts.
- **Transformative Digital User Experience.** Our proposal includes the deployment of over 975 digital screens throughout Los Angeles. This will enable us to have an unprecedented digital network to deliver valuable real-time information to transit riders, visitors, and residents alike. In addition, we have a unique mobile product that will allow users to access geo-targeted real time data on their phones at every StreetsLA location. Through our other digital deployments, we have become the leader in developing content and software for public spaces that provide useful everyday information as well as surprise and delight those who interact with our screens. One of the benefits of such an expansive digital network is having the ability to adapt over time. We can quickly adjust content, messaging, and offer new services — all through software. In this way, our digital offering helps us to future-proof the amenities of STAP to allow for flexibility and customization that has never been possible in the program to date.
- **Environmental Sustainability.** Intersection is committed to reducing our carbon footprint. For STAP,

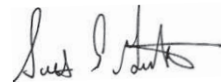
sustainability will be an element woven throughout the program – from materials and sustainable practices used to fabricate the program elements, to clean energy methods for powering the program elements, to sustainable cleaning and static posting materials.

- **Accessible Design.** We design all of our experiences for the public realm with a human-first approach that aims to ensure all users can access our amenities. For the STAP program, this means ensuring all ADA requirements are met for both the physical shelter designs and all of our digital and interactive experiences.
- **Financial Sustainability.** With the deployment of new street furniture elements outlined in our proposal, we believe that we can grow STAP revenue to \$50M per year within the first 5 years. Not only will this generate enough revenue to fund the operations of the program, but also generate a financial return for the City on the capital investment needed to build out the program. Our experience with similarly scaled deployments gives us confidence that our financial proposal is reasonable, thorough, and establishes a financially sustainable program.
- **Sales Strategy.** With leadership from a proven Local team, supported by our National team in offices across the country, **our Proposal is backed by the best sales team in the business.** Our plan is to invest in our existing Los Angeles office, adding nine additional sales and support staff, which will ensure we are able to make more proposals and close more deals. With the new digital products offered with this deployment and unique measurement capabilities, we will reach new audiences and new buyers.
- **A Deployment And Operations Plan Built From Experience.** Intersection stands ready with an experienced local and national deployment and operations team who will bring all of our experience from other markets to deploy new units quickly and be ready to support the existing Coordinated Street Furniture Program (“CSFP”) elements on day one. This team is currently responsible for **24/7/365 management** of over 7,000 digital displays in the field across the country, and manages our digital and static fleets to a standard that is second to none.
- **A Tested Transition Plan.** Upon receipt of a notice to proceed, our Program Management Team and Head of West Coast Operations and Infrastructure, Daniel Engelman, will lead the transition informed by a well-tested transition process. We have a plan developed specifically for StreetsLA, outlined as part of this Proposal. If successful in your process, we will be ready to go on January 1, 2022.

The time is right to bring in a new partner for StreetsLA to help transform the Los Angeles public realm with a best-in-class street furniture program that will improve and expand public amenities and dramatically increase revenue. Intersection is that partner, and our Proposal is our vision to get there.

We trust you will find our vision compelling, and we are eager to discuss our Proposal in greater detail. Please do not hesitate to reach out to us with any questions or for further information.

Sincerely,



Scott Goldsmith  
President, Cities & Transit

C 917 680-8420  
E scott.goldsmith@intersection.com

**PLEASE NOTE:** Information on specific pages of this proposal identified by an asterisk (\*) contains trade secrets or information for which disclosure would result in substantial injury to Intersection's competitive position.

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Prologue

# Executive Summary





## Executive Summary

—  
“Intersection [is] a very important part of this customer experience that we have. I’ve been thrilled to see some of the new kiosks that have come up, some of the things that we pushed to have, and that they actually delivered...”<sup>1</sup>  
Eric Garcetti,  
Mayor of Los Angeles

### 1

#### A Partner in Innovation, Ready To Serve StreetsLA.

Intersection has proudly served as the customer experience and advertising partner for major municipalities and transit authorities across the United States since 2004. Over the past several years, we have undergone a significant transformation as a company, moving from a focus on traditional media to being a digitally native product company at the forefront of technological innovation in the out-of-home and smart-city industries.

We are excited about the opportunity to be the innovation partner of StreetsLA to ensure we are delivering a street furniture program that can adapt to the changing technology landscape and the needs of all LA communities. We do not see this as a program where we deploy our elements in a ‘set it and forget it’ manner. We have designed these elements and the program to ensure the necessary flexibility to maximize both the public user experience and the revenue potential over the 10, 15 or 20 years of this partnership — and we plan to be there to support StreetsLA on this journey every step of the way.

---

**See**  
Section 1: Company / Organization Information

### 2

#### We are uniquely qualified to lead this program, with unparalleled experience with delivering street-level digital at scale.

Intersection has deployed over 4,000 digital screens as part of our street furniture programs across the US and we currently manage over 7,000 total digital screens. We know the complexities that come with deployments like this and the project team we are proposing to work with StreetsLA will bring every ounce of that experience to STAP.

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**See**  
Section 2: Qualifications, Case Studies, References; Section 6.1: Project Team and Organization Chart

## Prologue

### Executive Summary

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**Footnotes**  
1 Speaking about  
Intersection’s LA  
Metro deployment

3

We have designed a suite of STAP program elements that ensure Los Angeles is at the forefront of the smart-city revolution.

Our street furniture elements are designed to deliver the innovation, sustainability, and community identity that StreetsLA is looking for. Led by our partners at Grimshaw, we believe these structural designs will truly reflect the City’s position as a global creative capital. Our designs deliver all of the exceptional amenities outlined in our design strategy while doing so with intelligent design that optimizes for sustainability, fabrication, deployment, and operations efficiencies. We couldn’t be more excited to share our designs with you and work collaboratively to refine and deploy them in the LA streetscape.

See Section 4.1: Design Strategy; Section 4.2: Design Concepts

4

We are committed to building an environmentally sustainable program that delivers on the City’s Green New Deal goals.

Our Proposal includes several initiatives that will deliver on the City’s sustainability goals. First, we will incorporate sustainable materials and fabrication practices into the manufacturing of the street furniture elements as described in our Design Strategy Section. Second, we plan to achieve full carbon neutrality for all program elements from a power consumption and operations standpoint. We will achieve this through a combination of solar panels, green energy power suppliers, and shifting to all electric vehicles to service the units by 2025 — or if not possible, by purchasing carbon offsets. Third, our operations teams will use sustainable cleaning and printing materials. Beyond striving for a carbon neutral program, we believe the program can materially increase the use of public transportation, reducing reliance on fossil fuel vehicles. We will improve the mass transit customer experience, through more comfortable waiting areas, better communications of arrivals and system status, and easier multimodal connections. All of these elements together create a program grounded in responsible sustainability practices.

See Section 4.1: Design Strategy; Section 6.2: Day-to-Day Operations

5

We are passionate about improving public life in cities, and are proposing several innovative approaches to use digital content to surprise and delight Angelenos and visitors alike.

Los Angeles is the entertainment and media capital of the world, and its extraordinary commitment to great content must be reflected in the STAP program. We propose a comprehensive content plan for all of STAP’s assets, bringing real time transit information, local business promotions, community bulletins, emergency messaging, news, weather, sports, the arts, and entertainment to the streets of LA. Rooted in our deep commitment to great user experience, our plan will use the best of media, technology, and urban insights to deliver exciting and useful programming to Angelenos and visitors. With an unmatched in-house product, engineering, and design team we are committed to using human-centered technology design and content development to improve daily life in public space. This also extends to our purpose-built CMS, IxNConnect, which will include an interface that allows our City partners to both monitor the program and deliver real-time public messaging when and where it’s needed. We feel confident saying that our media and technology offering for STAP is second to none.

See Section 4.3: Vision for the STAP User Experience; Section 6.3: IxNConnect - Intersection’s CMS

6

We will deploy the first 770 replacements and 664 relocations with a thorough deployment plan grounded in experience.

As highlighted in our Proposal, Intersection has deep expertise in deploying street furniture, especially digital elements, in some of the largest cities in the country and at significant scale. The deployment plan we have presented is both aggressive and responsible. We will use proven approaches to manage the deployment — honed through similar efforts in New York, Philadelphia, Chicago, and Los Angeles. We know that both the City and Intersection will be similarly motivated to deploy as fast as possible and we look forward to partnering together to achieve the ambitious goals outlined in this program and take advantage of any reasonable opportunities to expedite deployment.

See Section 5.3: Deployment Strategy

7

**We will seamlessly transition this contract.**

Intersection will benefit from the deep local expertise we already have in Los Angeles. We plan to significantly expand our local office upon award. We also have substantial experience transitioning contracts. During the 2020 pandemic, while our competitors were reducing their footprints in street furniture and transit contracts, we successfully onboarded several new major market contracts in Portland, Austin, Boston and NY/NJ. We know that there will be some unique challenges with this contract related to the need for a fast deployment in order to retain and grow advertising revenue, but we are confident in the plan we have presented based on our deep experience in Los Angeles and in growing revenue for the contracts we have taken over. We have designed an operations plan that will be ready to assume operations for the CSFP on day one and will expand to seamlessly support the digital deployment we are proposing. We have a dedicated program management organization and a tested action plan outlined in our Proposal to ensure that we will be fully ready to assume operations well ahead of January 1, 2022.

---

**See**  
Section 5.0: Transition Plan

8

**We will stand behind our operational commitments and ensure our assets are always looking their best.**

We take pride in offering street furniture amenities that are useful and valued by transit riders, local residents and visitors who benefit from them. For this reason, we know the importance of ensuring our products are clean, operational, accessible, and aesthetically pleasing to the public — and our well trained teams will do just that. Intersection's digital displays will be equipped with real-time remote monitoring capabilities to provide unified remote management of the entire network. With best-in-class asset management tools and a dedicated and experienced local team, we will be responsive and transparent partners, promptly addressing any operational issues that should arise.

---

**See**  
Section 6.2: Day-to-Day Operations

9

**We are a trusted and proven partner, with an industry-leading sales team and an excellent track record of growing revenue for our public partners across the country.**

As the only out-of-home company in the U.S. focused exclusively on transit and municipal media, Intersection's sales and marketing team of over 100 employees is the ideal partner to maximize revenue on these assets — we will not be distracted by selling billboards or other large-format products in Los Angeles and around the country. The combination of deep expertise in street-level media plus national scale with account executives in all of the country's major media markets, will drive significant value for the City.

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**See**  
Section 7.0: Sales Plan

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**We will deliver a financial package that is grounded in an economically sustainable program and delivers a return on the City's capital investment.**

Supported by an ambitious digital deployment plan, innovative sales strategies, and industry-leading technology, we will significantly increase revenues on the street furniture program. As you will see in our Price Proposal, we have delivered a reasonable and thorough financial plan that delivers exceptional value to the City.

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**See**  
Price Proposal

**Prologue**

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Executive  
Summary

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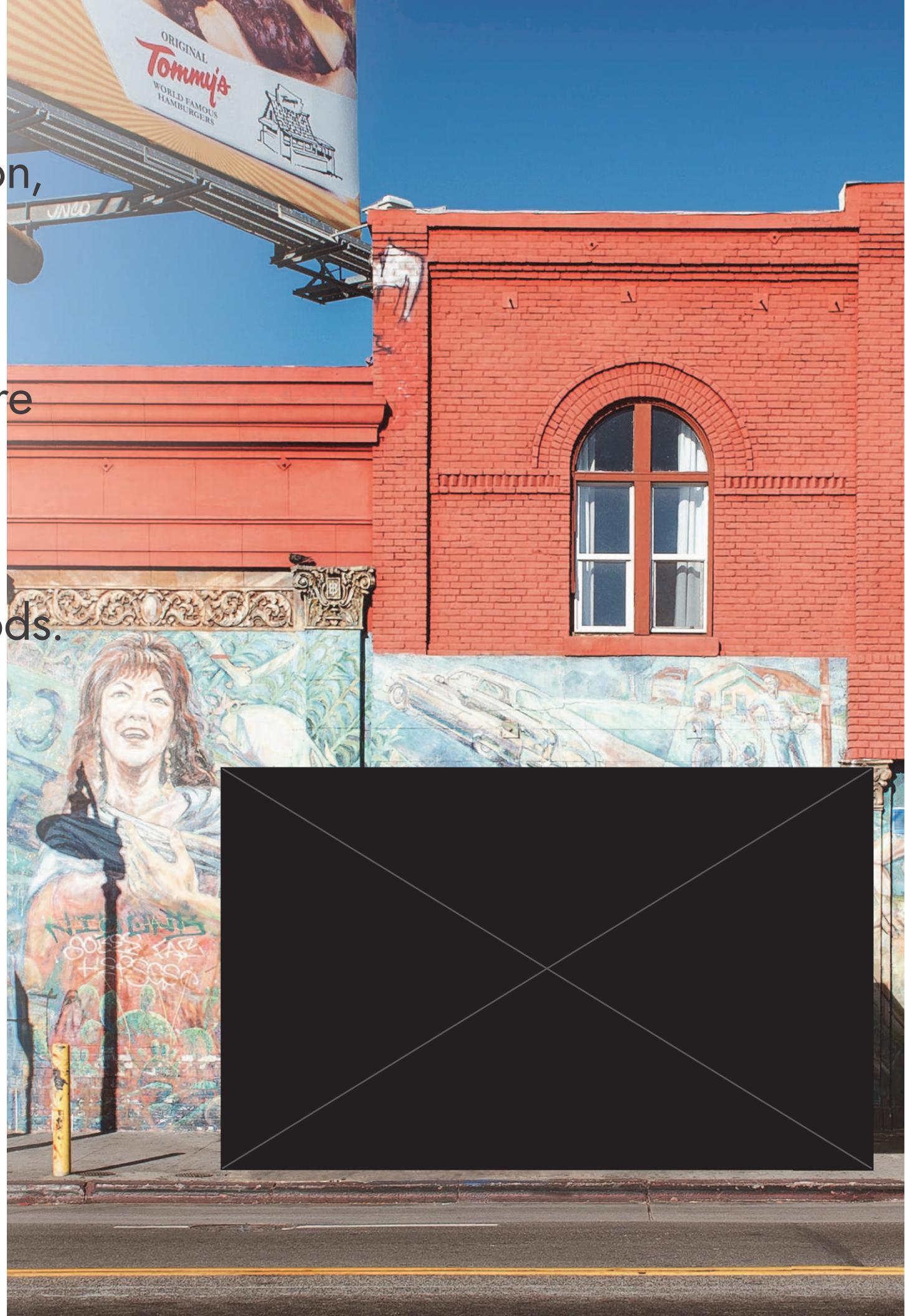
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Right  
Our Frame One  
concept customized  
to become a part of  
the famous *El Corrido*  
de Boyle Heights  
mural painted by the  
artist collective East  
Los Streetscapers  
in 1983.



—  
At Intersection,  
we share  
StreetsLA's  
vision to use  
street furniture  
to influence  
travel choice  
and improve  
neighborhoods.

We are committed to nonstop innovation on behalf of the City of Los Angeles, to delivering an expanded set of amenities across the City, and to driving an enhanced customer experience that continuously evolves at the pace of technology. Intersection understands transit and user experience in public spaces. We are innovative and creative, have the proven ability to run an infrastructure project of this scale, and have the dedication to, and knowledge of, the market to succeed. We are the right partner to take StreetsLA into the future, and we look forward to discussing our Proposal in detail with your team.



Section 1

Company/  
Organization  
Information





## About Intersection

Intersection improves city life by bringing content, advertising, and interactive experiences to public space.



Whether offering public services like free Wi-Fi and calling, providing people with useful information to get where they're going, or simply brightening their day with native content that can be interactive and location-specific, our services and products help people engage with their communities and the cities around them.

Our wide-ranging expertise includes technology and design solutions; advertising innovation, production, and sales; and operations, maintenance, and support. We pair our human-centered methodology with cutting edge technology, from virtual and augmented reality to machine learning, conversational commerce, and more.

### Organization Structure

On September 15, 2015, a newly created company, named Intersection Holdings, LLC (ultimate parent of Intersection) purchased Titan Outdoor, LLC, the largest municipal advertising company in North America, and Control Group, Inc., a technology company known for its leading edge interfaces in airports, mass transit, and retail. Both Titan and Control Group were founded in 2001. Intersection Holdings (incorporated June 15, 2015 in Delaware) is the

### 1.0 Company/ Organization Information

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Left  
Customers using an  
Intersection digital  
interactive kiosk to  
navigate their way  
around Hudson Yards  
in New York City.

Our wide-ranging expertise includes technology and design solutions; advertising innovation, production, and sales; and operations, maintenance, and support.

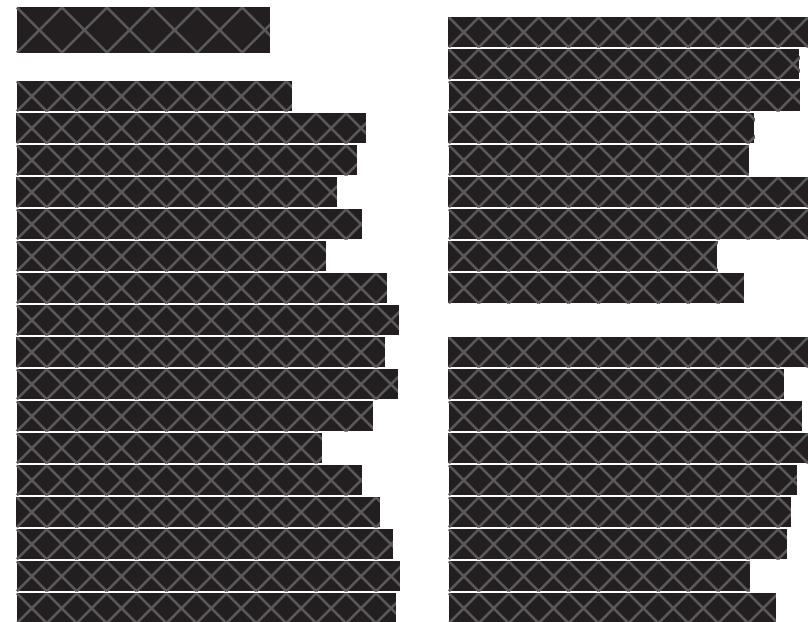


result of a consortium of large private investors. As part of the transaction and a corporate rebranding, Titan is now called Intersection.

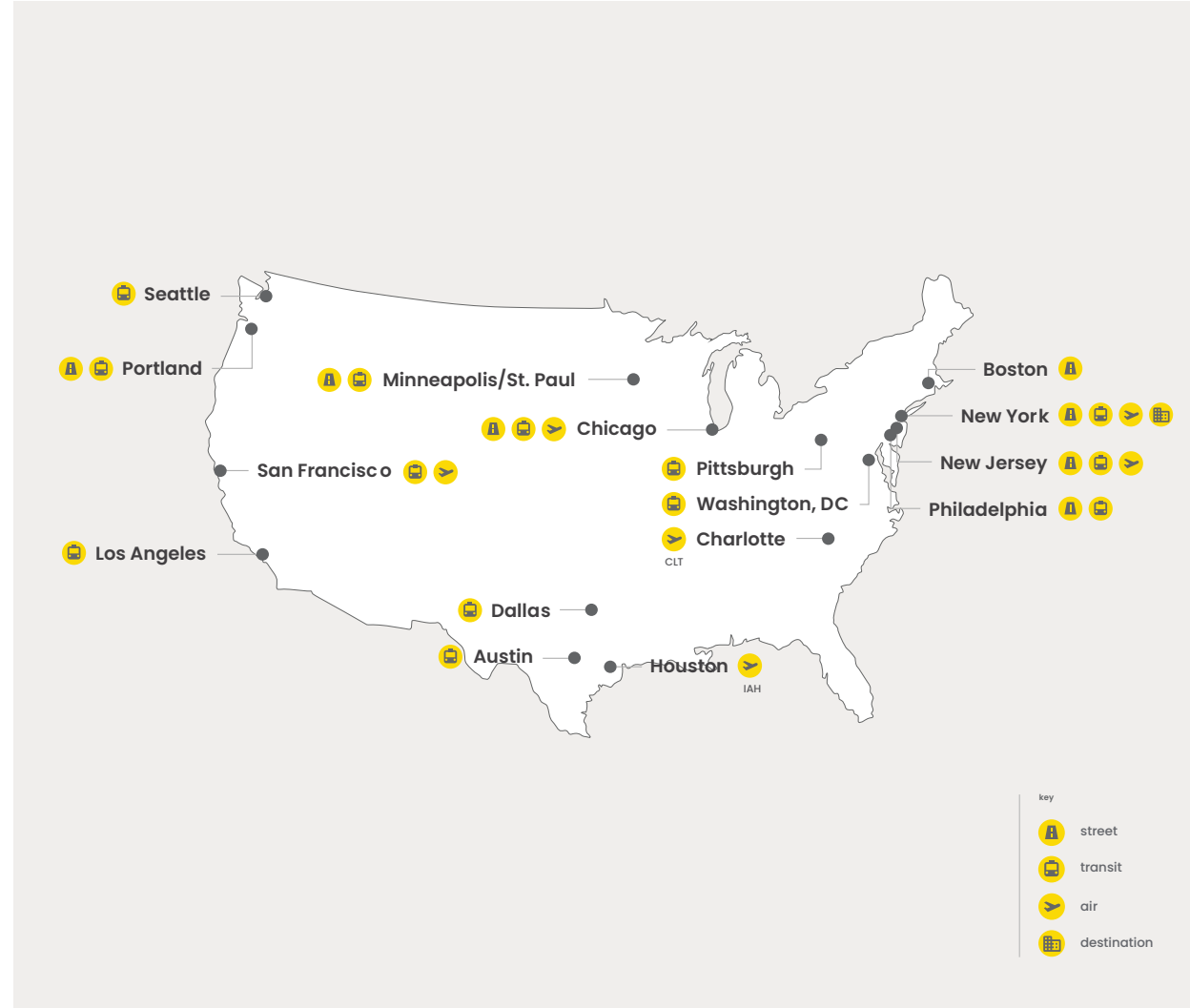
### Geographic Presence

Intersection has an extensive national footprint and approximately 430 employees in the largest markets in the country. We have deep experience working in cities, transit, airports and destinations. Our wide-ranging expertise includes technology and design solutions; advertising innovation, production, and sales; and operations, maintenance, and support.

Our West Coast regional presence continues to grow with our offices in Los Angeles, Seattle, San Francisco, and a recently opened office in Portland. Locally, we opened our Los Angeles office in 2018 and are proud to serve as LA Metro's advertising partner for its rail system. We are also finalizing another media and technology partnership with a large, mixed-use real estate development currently being built in the heart of Downtown Los Angeles.







**1.0  
Company/  
Organization  
Information**

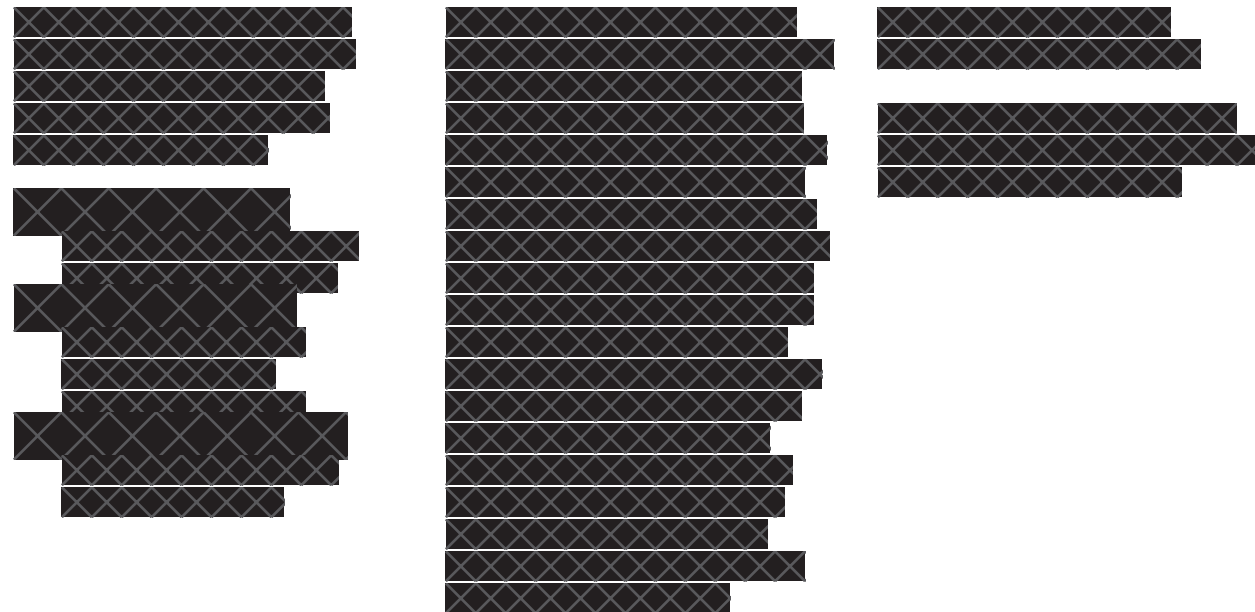
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**Far Left**  
Intersection's  
headquarters in New  
York City.

**Above**  
Intersection's  
national footprint.



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Right  
A downtown  
sunset captured  
from the hills.



## Section 2

# Qualifications, Case Studies & References





## Our Experience

—

We are leaders in helping cities, transit authorities and public space operators convert their advertising assets from static to digital, while enhancing the customer experience.

**Intersection manages over 6,000** street furniture assets for cities and transit authorities across the country. We have deployed a variety of digital and static products in the most complex urban environments, including busy city streets, transit systems and other public spaces. Overall, we manage over 7,000 digital screens and over 530,000 static assets across all of our markets. Our existing street furniture products include digital and static bus shelters, interactive kiosks and urban panels. Our advertising sales organization has excelled at maximizing the revenue from these assets, delivering incredible value to our partners.

See below for a breakdown of where we manage our existing street furniture products, followed by case studies and references for relevant projects on the following pages.

### Existing Street Furniture Contracts

Client	Static Bus Shelters	Digital Bus Shelters	Street Kiosks	Urban Panels	Total
City of New York <sup>1</sup>	N/A	N/A	3,969 <sup>2</sup>	N/A	3,969
TriMet, Portland	688 <sup>3</sup>	N/A	N/A	N/A	688
City of Philadelphia	370	59	17	N/A	444
MBTA, Boston	394	N/A	N/A	N/A	394
Metro Transit, Minneapolis	254	N/A	N/A	N/A	254
CTA, Chicago	N/A	N/A	12	195	207
SEPTA, Philadelphia	N/A	N/A	N/A	52 <sup>4</sup>	52
<b>Total</b>	<b>1,706</b>	<b>59</b>	<b>3,998</b>	<b>247</b>	<b>6,010</b>

## 2.0 Qualifications, Case Studies & References

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### Footnotes

<sup>1</sup> Contract is with CityBridge, a joint venture in which Intersection operates the payphones/kiosks and sells advertising.

<sup>2</sup> Payphones and street kiosks.

<sup>3</sup> Shelters and bus benches.

<sup>4</sup> Includes two (2) urban panels in partnership with the Newsstand Association of Philadelphia (NAP).

## City of Philadelphia Street Furniture Bus Shelter and Street Kiosks



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Intersection commenced operation of the Philadelphia Street Furniture contract on January 1, 2011. With over 300 Bus Shelters within the City, Intersection seamlessly transitioned the entire Philadelphia Bus Shelter contract in a matter of weeks. After taking over the contract from the previous contractor, Intersection significantly increased sales and improved operational issues and introduced numerous new products to the Philadelphia market. In 2015, Intersection was awarded a new 20-year Street Furniture Contract which included the deployment of 600 new shelters and other street furniture assets, including LinkPHL digital street kiosks. We worked closely with the City of Philadelphia to design a Bus Shelter that is unique

to Philadelphia, is resilient to the northeastern urban conditions, and can be fabricated in three different sizes to accommodate the varying ridership and siting conditions. We also have experience deploying solar panels on these shelters to economically and sustainably provide powered amenities to locations where access to wired power is not readily available. Through collaboration with the City of Philadelphia, we have successfully made this program a success from both a revenue and customer experience standpoint and are currently working with the City on ways to further enhance customer experience.

Our field operations team is responsible for all deployment, cleaning, maintenance, and repair work, and advertising posting for all street furniture in Philadelphia. Our performance on operations reflects the pride we take in maintaining clean, and useful products for transit riders and the citizens of Philadelphia.

### Facts & Reference

<b>Term</b>	2011 - 2014; 2015 - Ongoing
-------------	--------------------------------

<b>2019 Revenue</b>	\$10.37MM
---------------------	-----------

<b>Contact</b>	Trish Ellis-Dinatale, Transit Program Manager
----------------	---

<b>Telephone</b>	[REDACTED]
------------------	------------

<b>Email</b>	[REDACTED]
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# Minneapolis Metro Systemwide Advertising Concession

2.0  
Qualifications,  
Case Studies  
& References



On January 1, 2007, Intersection began operating the Transit Advertising franchise for the Twin Cities' Metro Transit. Metro Transit operates 830 buses and a Light Rail System. Intersection has exclusive rights to sell Minneapolis/St. Paul outdoor advertising on Metro Transit, including high-visibility bus shelters, light rail ads, bus advertising, station dominations and more.

In Minneapolis, in addition to selling the advertising, Intersection is responsible for installing and maintaining the advertising panels and posting the advertisements on the 254 bus shelters. While we have not been responsible for the design of the shelters in this program, we are working on a new program to expand

the number of advertising shelters across the City and to include the option for digital screens and our interactive street kiosks.

Metro Transit is the largest operator of bus services in the seven-county region, surrounding Minneapolis/St. Paul with 910 buses on 127 routes, Hiawatha Line light rail, and the Northstar Line commuter rail. Intersection's media reaches 96% of the Twin Cities' residents each week, with 400 million total impressions. Based on our performance, Metro Transit awarded Intersection a new five-year contract in 2015 with two (2) additional option years which have both been exercised.

## Facts & Reference

<b>Term</b>	2007 - Ongoing
<b>2019 Revenue</b>	\$7.11MM
<b>Contact</b>	Bruce Howard, Dir. Marketing and Transit Info.
<b>Telephone</b>	[REDACTED]
<b>Email</b>	[REDACTED]

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## LinkNYC Digital Interactive Street Kiosks



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In addition to our experience managing hundreds of bus shelters, we also operate thousands of street facing interactive kiosks. Starting with our ground-breaking LinkNYC smart kiosk deployment across all five boroughs of New York City, Intersection literally invented the category of smart digital interactive kiosks in cities.

Through the consortium, CityBridge, Intersection led city agencies, and strategic partners to create and implement LinkNYC (pictured above), New York's ambitious program to replace its aging payphone infrastructure with the world's largest and fastest free municipal Wi-Fi network. LinkNYC provides free gigabit-speed Wi-Fi,

phone calls, device charging, and a tablet to access digital services — all paid for by advertising and at no cost to New Yorkers.

We worked with designers and structural engineers to design a kiosk form factor that minimized the footprint on the busy sidewalks of New York City, while maintaining an aesthetic that blends in with the streetscape and ultimately would become a ubiquitous addition to the everyday journey of New Yorkers.

Since its initial launch in early 2016, LinkNYC has expanded rapidly — we currently have over 1,800 Links live across the city with more added every day. Additionally, we have brought Link to several more cities

including the City of Philadelphia, mentioned in a previous case study, with 17 units currently deployed, and up to 100 total planned downtown.

### Facts & Reference

**Term** 2015 - Ongoing

**2019 Revenue** \$69MM

**Contact** Nick Colvin, SVP,  
COO CityBridge

**Telephone** [REDACTED]

**Email** [REDACTED]



—  
 Intersection has  
 been partnering  
 with Transit  
 Authorities to  
 operate transit  
 advertising for  
 over 17 years.

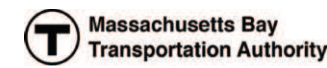
### Transit Partnerships

Our clients include some of the largest transit authorities, airports and cities in North America including, but not limited to, LA Metro, CTA, SEPTA, NJ Transit, SEPTA, Amtrak, DART, and SFMTA. In recent years, nearly all of our partners choose to renew with Intersection through a competitive RFP process or exercise optional extensions of our contracts, reflecting the confidence and level of service we provide as part of our business. Within the last year alone, we have also been awarded new transit advertising contracts with Capital Metro in Austin, TriMet in Portland, MBTA in the Greater Boston Area, and PATH in the Greater New York Area.

As mentioned before, a number of our transit authority contracts include street furniture elements, including bus shelters, digital kiosks and urban panels.

On the following pages, you will find additional details about some of our partnerships with transit authorities around the country.

### Our Partners



## LA Metro Rail System Static and Digital Advertising



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In January 2018, LA Metro awarded Intersection a ten-year exclusive contract to sell and display advertising on the LA Metro rail system. The partnership, previously administered by Outfront Media, calls for Intersection to bring its suite of digital and static media products to LA Metro's rail stations. Since contract commencement in 2018, Intersection has worked collaboratively with LA Metro to improve the rider experience and drive incremental revenue through enhanced advertising capabilities. The contract commenced on March 1, 2018 and Phase One of the digital deployment went live when the North Section of the Blue line reopened in June of 2019 with 40 new Transit Kiosks at the reopened stations.

Phase Two opened in November of 2019 and by the opening date we had deployed over 100 total digital displays, including 96 Interactive Transit Kiosks displays, 2 digital displays and 2 video walls.

Intersection is in the process of implementing a wide range of upgrades for LA Metro, including replacing existing static signage with new state-of-the-art digital units capable of delivering real-time transit updates, local information, and other dynamic content, powered by Intersection's IxNConnect digital communications platform. The new technology upgrades have allowed LA Metro to better communicate with its customers and helped riders navigate the system.

Metro CEO, Phillip A. Washington (pictured above left), had this to say about our work so far: "We are moving toward customized information delivered in real time to riders in the way they want and expect. This is just the latest example of our continuing efforts to create a world-class transportation system in Los Angeles County."

### Facts & Reference

<b>Term</b>	2018 - Ongoing
<b>2019 Revenue</b>	\$5.9MM
<b>Contact</b>	Glen Becerra, Executive Officer, Marketing
<b>Telephone</b>	[REDACTED]
<b>Email</b>	[REDACTED]



# Chicago Transit Authority System-Wide Static and Digital Advertising

2.0  
Qualifications,  
Case Studies  
& References



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Since January 2007, Intersection has served as the exclusive contractor for static and digital advertising on Chicago Transit Authority properties. On January 1, 2010, we entered into a new five-year contract, with a five-year option term that was exercised in 2014. Most recently, we were awarded a new five-year contract beginning January 2020, which includes a significant expansion of the digital advertising network, including the deployment of new digital displays at each and every station.

As the second-largest public transit system in the United States, the CTA operates twenty-four hours a day and serves about 1.6 million passengers each weekday, offering bus, subway, and rapid transit

routes throughout the city and adjacent suburban neighborhoods.

In 2010, Intersection began the largest municipal digital buildout in the United States, rolling out 270 digital screens throughout the city. In 2013, we provided a train arrival tracker for each individual line. By the end of 2018, our digital footprint in Chicago included more than 400 screens across CTA stations and station entrances, including Interactive Transit kiosks, in downtown Chicago.

In March of 2018, we officially launched IxNConnect, our industry-leading digital CMS, in partnership with CTA. The system allows CTA to provide real-time transit information

to riders at all times, with ads and other agency messaging rotating in next to a persistent zone dedicated to transit information. Frequent full-screen takeovers for transit information mean riders get the information they need most, when they need it. Since the official rollout of IxNConnect, CTA and Intersection have received positive press coverage in several media outlets, as well as dozens of social media mentions directly from customers. CTA is now utilizing the IxNConnect platform to manage, monitor, and push content to all digital assets. Building on the success in Chicago, we have launched IxNConnect with NJ Transit, SEPTA, and LA Metro.

## Facts & Reference

<b>Term</b>	2007 - 2010; 2010 - 2020; 2020 - Ongoing
<b>2019 Revenue</b>	\$49MM
<b>Contact</b>	Stina Fish, Business Development Manager
<b>Telephone</b>	[REDACTED]
<b>Email</b>	[REDACTED]



## Southeastern Pennsylvania Transportation Authority System-Wide Static and Digital Advertising



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Intersection has served as SEPTA's advertising contractor since 2005. In July of 2017, the SEPTA board unanimously approved an additional four year extension of the most recent agreement which will now run through April 2023. The extension includes the deployment of 297 additional digital displays, bringing our digital network to more than 1,100 displays. In addition, SEPTA recently began utilizing IxNConnect to manage, monitor, and push content to its digital assets.

Intersection sells and markets advertising on SEPTA's fleet of 1,364 buses, 349 rail cars, 343 subway cars, 141 trolleys, and 374 paratransit buses as well as throughout their transit stations.

Intersection's digital network displays are found within SEPTA stations, 50 Digital Urban Panels at station entrances, interactive transit kiosks, and Silverliner in-train screens. Intersection is responsible for deployment, cleaning, maintenance, and posting for all advertising assets across the system.

In recent years, Intersection broke new ground in the OOH industry by creating and selling the first-ever station renaming deal in North America with AT&T Station in 2010, and followed up with NRG Station last year, as well as a nine year Innovation Sponsorship with Verizon at Suburban Station worth \$24M over the full term.

We also recently closed a new 5-year \$4M naming rights deal with Jefferson Health Center to rename the Market East Station.

### Facts & Reference

Term	2005 - Ongoing
2019 Revenue	\$27MM
Contact	Dennis Hiller, Chief Revenue Officer
Telephone	[REDACTED]
Email	[REDACTED]

Section 3

# Understanding of STAP



## Understanding of STAP

—  
Intersection's core mission to improve daily life in public spaces could not be better aligned with StreetsLA's STAP vision to use street furniture to influence travel choice and improve neighborhoods.

**We have proven** that by designing human-first street furniture elements paired with exceptional digital user experiences, we can bring tremendous value to pedestrians and local communities, while at the same time driving increased revenues through enhanced digital messaging opportunities for our advertisers. This is Intersection's sweet spot. On the following pages we have expanded on the five core goals we see as critical for the success of the program and why we are perfectly positioned to deliver on them.



### 3.0 Understanding of STAP

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**Left**  
The warm hues of a late afternoon/early evening sun bouncing off the repeating structures of an LA Metro rail stop contrasts nicely against the blue sky in the background.



### 3.0 Understanding of STAP

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#### Shelter, Shade, Safety, and Comfort... and So Much More

The primary purpose of any street furniture program should be to provide a valuable set of amenities that improve the experience of pedestrians and navigation of public space. In the case of STAP, the primary goal is to improve and expand the amount of shelter, shade, safety and comfort for transit shelters. Our innovative concept designs deliver on that essential goal, with shelters that optimize shade, by location, throughout the year, but they also seek to dramatically improve the overall user experience and ultimately increase transit ridership. We do this by providing real-time contextual information that eases pain points during transit journeys, while also surprising and delighting pedestrians with useful information that improves their daily experience and connects them to their community.

We also recognize the importance of expanding the number of shelters across the program and ensuring that the overall program elements are distributed equitably. The STAP Shelter Revitalization program will be a key way to expand the amenity offering quickly by leveraging the existing assets to expand shade and shelter amenities in tandem with the initial digital deployment. You will also see in our deployment and planning strategy that we believe we can reach the target of providing shelter for 75% of riders in each council district within the first five years of the program. In fact, while our plan includes a full deployment of the targeted 3,000 new shelters, our analysis shows that we can reach the ridership targets with a total of approximately 2,700 shelters, leaving 300 shelters to be placed at the City's discretion to achieve other goals.

#### Establishing a World- Class Public Realm in LA through Innovation

The City of Los Angeles is already a global tourist destination and an economic and cultural center in the United States. During the term of this contract, there will be an even brighter spotlight on the City due to world class events such as the World Cup and the Olympics being held in Los Angeles. This is a unique opportunity to show off a world-class public realm that establishes the City as a leader in designing experiences that welcome visitors and establish Angelenos' pride in their community. We agree that an innovative street furniture program can help to establish that world-class identity for the City. We have approached this challenge by creatively solving for the need to expand the provision of shade and shelter through smart design, providing accessible and interactive technology solutions to ease daily life in new ways, and ensuring that we've built a program with environmental sustainability and future-proofing elements that firmly plant StreetsLA as a leader of smart city design. As you will see in our Program Elements section, we have designed a product offering and overall user experience package that has never been deployed before in a single program. We are thrilled to have the chance to partner with StreetsLA on this exciting new frontier.

#### Building a Program Grounded in Economic Sustainability

The STAP program cannot deliver on the ambitious goals outlined above if the program isn't grounded in a financially sustainable operation. For this reason, the first 1-3 years of the program will be critical to its long term success. Because the beginning of the contract will start without the ability to generate any revenue until a significant capital deployment has been achieved, it will be crucially important to move quickly to generate the revenue to support the operations of the program and generate a return on the City's capital investment. The key drivers to success in a fast deployment will be 1) a streamlined planning, design approvals and permitting process for deployment that optimizes for maximum citizen benefit and revenue potential, 2) an experienced team performing the surveys, pre-construction, and installations, and 3) intelligent designs that account for economies of scale and repetition.

Once we have established a streamlined deployment plan, the next critical element will be re-capturing the existing out-of-home market share and growing it. This will take an experienced advertising team who knows how to sell street-level digital and static assets and market them competitively against a billboard dominant marketplace. This is Intersection's specialty in out-of-home, so we know we can deliver the necessary growth and do so in part by capitalizing on the large-scale upcoming events in Los Angeles including the 2023 College Football Championships, 2026 World Cup and 2028 Olympic and Paralympic Games.

It's worth noting that any risks associated with financial sustainability of the program can be

significantly mitigated by resolving the challenges related to the prohibition of advertising on the CSFP elements. Being able to generate advertising revenue during the deployment of the new digital assets will ease the short term financial burden on the program and ensure that the program retains its current advertising base while growing and attracting new advertisers. You will see that even without the ability to sell on the existing elements, we have presented a proposal that delivers significant value and financial return for the City. However, there is only upside for the program if the existing elements can be leveraged for revenue generation. As a partner, we endeavor to be transparent with any of the tradeoffs we face. To that end, we would be happy to explore potential solutions to this challenge with the City, should we be afforded the opportunity.

Finally, establishing smart and efficient operations for maintaining the program on a day-to-day basis will be critical. From establishing efficient cleaning and maintenance routes, to creatively reducing utility costs, Intersection has experience managing programs like this at scale and we will bring all of those lessons to StreetsLA to ensure the long term success of STAP.



### A Commitment to Sustainability that is Woven Throughout the Program

We are aware of the ambitious sustainability goals laid out in the City's 2015 pLAN and 2019 Green New Deal. We believe that creating a sustainable city-wide public street furniture program will be an important component of reaching these City goals. We have presented a plan that 1) incorporates sustainability in the materials and fabrication practices for the elements being deployed, 2) seeks to operate a carbon neutral program through expansive use of solar energy, electric vehicles, green energy retailers, and carbon offsets, 3) utilizes sustainable materials for operations, cleaning, and static posting wherever possible, and 4) promotes the use of multimodal public transportation to reduce dependence on fossil fuel emitting vehicles. These sustainability targets align with our internal sustainability goals and we will remain committed to renewable energy and materials throughout the duration of the program.

### Making STAP a Beloved Part of the Community

We expect our STAP street furniture elements to become a ubiquitous addition to the streetscape of Los Angeles and ultimately, become a source of pride for all Angelenos. We know that street furniture elements are not always considered a beloved part of the community in many cities. In some cases, there is a natural community resistance to change and to the introduction of new technology. However, we believe community reception is one of the key measures of success for STAP. That is why we believe in the importance of soliciting community feedback and designing elements that have the ability to be responsive to community reaction. From a design standpoint, this means designing structures that can be modular and accommodate the varying needs of different communities. From a technology standpoint, this means being able to adjust screen brightness or digital content and user experiences to meet community needs.

We also want to make sure that Angelenos feel a sense of identity in the local street furniture elements and in this way, we have designed customizable areas within the physical designs to incorporate local artistic expression and elements of cultural identity. Additionally, the digital screens in the STAP program can go a long way to bringing value to local communities through showcasing local businesses, highlighting the work of local artists, promoting local cultural and community events - all of which are features offered in our proposal.

An important part of ensuring community acceptance and pride is by appropriately facilitating shared use of sidewalk space. We know

the sidewalk conditions vary widely across the city. For this reason, we have designed multiple sizes and variations to ensure that we are providing a desirable and accessible experience for those using the shelter and for pedestrians and local residents and businesses nearby. We also have designed the elements to serve as a focal point for shared mobility through the establishment of mobility hubs leveraging multiple amenities as they transition through multimodal journeys. Whether it's the Micro Mobility Charging Stations, the eLockers, the real-time arrival information, or the simple provision of seating and shade, we expect our STAP street furniture elements to be seen as a welcome addition that positively impacts the lives of Angelenos.

Finally, through our experience with similarly ambitious street furniture programs like LinkNYC, we understand that part of becoming an integrated part of the community is to actually interact with the general public who uses our products on a daily basis. This allows us to take feedback from Angelenos and incorporate that feedback into our design, deployment and user features. That is why, as part of our proposal, we are not only greatly expanding our local employee footprint, but also specifically hiring a dedicated Community Affairs Manager who will be solely dedicated to engaging with the public and providing feedback to the greater Intersection team.

### 3.0 Understanding of STAP

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**Right**

A classic, chill LA  
sunset with, of  
course, palm trees.



Section 4

# Program Elements





## 4.1 Design Strategy

We share StreetsLA's vision of a smarter, more connected public realm for the people of LA.



### A Design-Centered Approach to Transform Daily Life on the Streets of LA

Intersection is a leader in improving daily life in public spaces. We do this by creating valuable, human-centered experiences that connect the digital and physical world. That premise is at the heart of all of the innovative smart city products we have deployed across the country.

Intersection's speciality is our ability to design compelling user experiences at the intersection of the digital and physical world. In partnering with the exceptionally talented and innovative designers at Grimshaw Designs' LA office, we have developed a proposal of street furniture elements that do exactly that. Taking a human-centered approach, our guiding principles for the overall STAP design include:

- **Enhance the Transit Experience.** As described in earlier sections, we know that improving the transit experience will increase public transportation ridership, reduce congestion and pollution on LA roadways, and improve the overall quality of life for local Angelenos and visitors.
- **Highlight Place and Culture.** We aim for our street furniture elements to become a beloved part of the communities we serve. This means they should reflect the cultural identity of the respective communities where they are installed and provide valuable services such as promoting local business, highlighting cultural events, and sharing valuable public information.
- **Maximize Revenue Generation.** In order to build a financially sustainable program that can be

appropriately maintained and grow to support the changing needs over the life of the program, we need to optimize the advertising potential of the key revenue generating elements.

- **Plan for a Changing Future.** Over the course of a 10-20 year contract, a modern street furniture program needs to be able to adapt to accommodate changes in technology and usage. Both the physical and digital aspects of our concepts have been designed to accommodate a changing technology landscape.

In the following sections we will outline 1) our design strategy for the street furniture elements of STAP, 2) the design narrative, renderings and details for each of the six design concepts, and 3) our vision for the StreetsLA user experience.

## 4.0 Program Elements

### 4.1 Design Strategy

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Above  
An Angeleno  
patiently waiting  
for the bus in front  
of The Broad.



4.0  
Program  
Elements

4.1  
Design Strategy

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Right  
Our UX team  
interviewing  
passersby for some  
field research for our  
LinkNYC product.

Design Strategy for STAP  
Elements — Grounded  
in Human Experience

We start every project and product with a discovery process to examine and understand the behaviors, perspectives, and needs of all potential users. This dedication to solving user problems continues throughout our product development cycle, including concepting, prototyping, development, and iterations to ensure our product design meets true needs and evolves to continue to meet changing needs.

When designing new products and user experiences, we work with our partners to analyze existing research or conduct new user studies through quantitative surveys and qualitative field research. Our teams have conducted hundreds of hours of field research observing and interviewing users, staff, and stakeholders to identify the most pressing challenges as we design new solutions.

For StreetsLA, we poured through research of existing transit rider surveys, studied the challenges associated with shade equity across the City, consulted with our local staff and partners, and participated in the community discussions about the program. All of this research informed the approach you will see in this proposal. However, as mentioned above, we will continue this process throughout the product life cycle. We expect to continue dialogue with community groups and perform field research (shown right) — when we can safely perform public user research again — as we refine and implement our designs.



## STAP Element Design Themes

For StreetsLA, we set out to design a suite of products and amenities that we feel would best meet the needs of the City of LA, as outlined in the bid. With a primary focus on shade, shelter, safety, and comfort we wanted to create a family of shelters and other elements that fit the varying conditions of the LA streetscape and the needs of the transit riders throughout the City. In doing so, we focused on the following six core themes. These design themes are reflected in all six design concepts in our proposal.

## Adaptability

A primary driver of the design process was to ensure all six concept designs consider the variety of physical conditions and unique community culture across Los Angeles. All of the concepts are site responsive and can be deployed in a number of configurations in order to meet the diverse street conditions. At the same time, the six concepts strive to retain visual cohesion and operational uniformity. At the significant scale of this deployment, operational efficiency is key to a successful deployment and long term operations. As you will see with our six concept

designs in the next section, despite the distinct differences between each of the design concepts, there is an ultimate sense of cohesion across all of the designs that will create a memorable and iconic mark on the streetscape of Los Angeles.

## Canvas for Community Identity

As these structures become a prominent part of the LA streetscape, we recognize the importance of connecting with our communities, maintaining a sense of local identity, and becoming a valuable

neighborhood asset. To that end, each design concept incorporates space for unique narratives (shown below), symbolizing an investment in our infrastructure to serve as more than just a stop, but a tool for community impact. We expect to fill this customized space with contributions from local community groups or artists. StreetsLA can choose a set of elements within one concept and still have the ability to customize certain components dedicated to storytelling, inspiration, and acquisition. Alternatively, StreetsLA may choose more than one concept to be deployed in different communities.

## 4.0 Program Elements

### 4.1 Design Strategy

## Areas for Community Identity Customization within a Concept



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### Legend

- 1 Digital Advertising Panel
- 2 Side of Advertising Panel
- 3 Top of Advertising Panel
- 4 Canopy Soffit
- 5 Paraphet
- 6 Back Panel
- 7 Bench
- 8 Column
- 9 Information Panel



## 4.0 Program Elements

### 4.1 Design Strategy

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## Shade

The profound inequities within Los Angeles that overlap with geography have only been exacerbated and accelerated with the current pandemic and climate crisis. The City's most vulnerable neighborhoods that rely on public transit are becoming dangerous urban heat islands. We strongly believe that shade is an essential public need, and this program should aim to work in concert with the efforts addressing urban tree cover to deliver ample shade for all people commuting and living in the City of LA. Strategically maximizing shade was one of the central drivers of our design approach. We have conducted significant modeling of shade studies at different times of day and year while developing the shelter concepts — a fraction of which is shown on the opposite page. You will see that the concepts are able to be configured during the deployment to increase the amount of shade offered at an individual site. In developing each of the bus shelter designs, we developed a multitude of canopy profiles, elevations and angles to improve the user's experience. One of the most important attributes of the design is to create shade, within the confines of LA's varying sidewalk constraints, varying degrees of exposure and radiant conditions, and the extreme temperature swings of micro-climates. Our studies aim to understand the most extreme heat conditions, during peak commuter times, for the most vulnerable sites around Los Angeles. Through an adjustment in form and orientation, our resulting design solutions can provide approximately a 10% increase in the provision of shade quantum.

## Accessibility

Accessibility is a core tenet of our design approach. We want to ensure

that we are designing for all types of users — from the physical experience navigating in and around our shelters to the digital experience accessing our amenities and digital information. In our designs, this means we are compliant with all clearance needs and height requirements for the physical shelters and interactive elements. Understanding the varied, and at times cumbersome, conditions of LA sidewalks, all of our shelter designs can accommodate the ADA bus pad loading areas within the shelter extent, as well as an ADA clearance path through the shelter to avoid potential congestion points. In the locations where we provide real-time transit information or interactive experiences through our digital screens, we also ensure there is a modality for users who are blind to access the information. We have found that by designing for accessibility, we improve the experience for all users and we have applied that principle for STAP.

## Sustainability

Sustainability is not only an important component of our design philosophy, it is integral to our design process. Through a strong understanding of client and agency needs, community priorities, and research into international, regional, and local sustainability benchmarking, we developed designs for the STAP Elements that focus on the following performance areas: Materials, Energy, and Carbon, and Innovation. Meeting these design criteria will encourage ridership, reduce emissions, and signal a strong future for urban mass transit in Southern California.

### 1 Sustainable Materials and Manufacturing practices.

This prolific suite of bus shelters and street furniture is a wonderful opportunity to develop a cohesive, identifiable

system of public transportation assets, showcasing elegant and sustainable design that first and foremost focuses on the user experience. With assemblies that are modular, utilizing industry best practices with an emphasis on recycled and responsibly sourced materials, the designs convey a responsibility that aligns with the City's aspirations in meeting sustainability commitments, together with improving the city's public realm for all Angelenos.

The creation of fit-for-purpose architectural components are the cornerstone of Grimshaw's designs and ensures there are no ancillary or wasted components that can come with a more standard offering. Our industrial design components reflect a depth of quality and purpose in public spaces; we have developed and integrated custom systems that both elevate the bus travel experience that will become synonymous with the brand of a city.

Our components' longevity and timeless qualities speak not only to their craft but to a real sense of sustainability imbued in design that endures over usage and time.

We also understand that a good idea does not equal a good product without a sound strategy around procurement, manufacturing, deployment and maintenance. From our extensive experience working with city agencies on public projects, we have a clear understanding of the procurement process. Our extensive catalogue of work has been developed in concert with identifying sustainably sourced materials and strategically collaborating with

key fabricators to drive projects from concept to completion.

### 2 Reducing our Carbon Footprint with Green Energy.

Each of the concepts has been designed to accommodate solar panels to the roof of the shelters, which, based on the results of a solar study on a subset of the existing sites, we believe can be deployed at over 80% of the non-digital elements of STAP. We have experience successfully deploying solar panels in our other bus shelter deployments located in decidedly less sunny parts of the country. Through our other deployments, we have experience managing the solar output, tracking battery usage and replacement and servicing the panels. We believe this deployment has strong potential for the use of solar panels on static shelters across the program to 1) reduce CapEx and operating costs and 2) reduce the reliance of the program on grid power. We have also noticed the provision of solar panels on some of the existing CSFP shelters. We will seek to reuse the existing solar panel assets as we relocate or replace the existing shelters as much as possible to ensure we are responsibly repurposing and recycling existing elements.

The digital street furniture elements in our design concepts that must rely on grid power and for these sites, we will seek to reduce our carbon footprint in other ways. In our LinkNYC deployment, we have been able to establish an agreement with a local green energy company to run our entire network off of fuel cell power. Similar to our approach with solar, this has the benefit of reducing our overall carbon footprint while also reducing our program



Shade Studies

Equinox  
March 21st

Summer Solstice  
June 21st



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## 4.0 Program Elements

### 4.1 Design Strategy

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power costs. If selected as the successful bidder, we will seek out similar green energy retailers or work directly with LADWP to ensure our elements are powered by green energy. If for some reason we are unable to ensure the provision of carbon neutral power for the program elements, we commit to purchasing the equivalent amount of carbon offsets to ensure carbon neutrality when powering our street furniture elements.

Finally, we commit to using a fully electric vehicle fleet to service the STAP program by 2025. If for some reason we are unable to go fully electric by that date, we will again use carbon offsets to ensure carbon neutrality for serving the units.

### Designing for the Future, Intersection is a Partner in Innovation

We also ensured that the concepts were designed with the future in mind. As you will see, we included digital amenities and features that will be transformative for today's users. However, our experience deploying smart city infrastructure has taught us that the elements we think are important for the user experience today may become obsolete over the next 3, 5, or 10 years. Similarly, there are new technologies being developed today that could be valuable additions to the program in the coming years. Our hardware is designed to be robust and we find that it lasts up to 10 years in the urban environment. However, we've designed the technology to be modular so that computers and processors could be swapped out to enable a technology refresh to support technology needs beyond the initial 10 years. That is why our

designs account for the opportunity to adjust the digital experience through software over time as well as hardware expansion opportunities for additional technology in the future. These expansion slots were designed with enough space and technical connection capacity to house a variety of possible options including environmental air quality sensors, NFC payment devices, or data collection sensors.

We also are aware of the potential for these street furniture elements to serve as vessels for the inevitable 5G small cell deployment in the coming years. We have experience designing small cells into street furniture designs in other deployments, so we know that the current telecommunication carrier preference is for the radios to be deployed at significant height (about 20+ feet). We have already considered this type of potential height expansion for our designs and have accommodated the necessary space for routing the necessary telecommunications equipment through our central electronics hub incorporated in the designs.

Intersection has the technical capabilities and in-house expertise to explore the above mentioned smart city opportunities and future pilot opportunities throughout the duration of our partnership. In fact, we have experience in deploying environmental sensor pilots, solar studies, small cell deployments, and more. We even host an annual hackathon where we explore all kinds of new initiatives for our municipal and transit partners — which are often implemented in the field. These kinds of projects are exciting and motivating to our technical teams and we are excited about the prospect of working with a partner in StreetsLA who is willing to go on the innovation journey with us.







#### 4.0 Program Elements

##### 4.1 Design Strategy

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**Left**  
An Intersection  
engineer performing  
tests on our LinkNYC  
hardware — note the  
easily accessible  
components and  
expansion cavities  
reiterating our  
commitment to  
modular, future-  
proof design.



**4.0  
Program  
Elements**

**4.1  
Design Strategy**

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**Core Program Elements**

While balancing amenity with digital advertising revenue generation, we partnered with local Los Angeles designers from Grimshaw to put together a suite of program elements that we believe will differentiate the street furniture offering in Los Angeles and give Angelenos an adaptable urban streetscape for the future. The following pages detail the street furniture elements we are proposing for STAP. For the avoidance of doubt, each of the six design concepts consist of the same family of street furniture products, including the following elements that retain the same attributes across all of the concepts.

As you'll see outlined in the program element descriptions, some of our elements include digital screens. All of these devices are sourced through our existing trusted manufacturers and ruggedized to last in an urban environment. The digital displays all have the ability to control brightness and will be reduced based on time of day to ensure optimal energy savings.

**Standard Shelter**

We expect these shelters to be the most widely deployed element in the program. These shelters will all be the standard transit shelter size of approximately 5' x 17' and will be capable of supporting two double sided advertising panels. These two panels can be any combination of either 75" digital screens or 75" static advertising panels on the left hand side of the structure. Where digital versions of the shelter are deployed, we primarily expect to deploy the structure with the digital panel on the inside of the structure (facing the waiting riders), with a static panel on the outside of the shelter. On the Digital Shelters we will have a central electronics hub and computer board which will enable functionality of the push button speaker which will announce bus arrival information and will allow for future digital functionality. Each of the standard shelter designs will offer shade, seating, trash cans, wayfinding signage, and will include a portion that can be a canvas for local artistic expression.

<b>No. of Sites</b>	~1,854
<b>Approx. Footprint Dimensions</b>	5' x 17'
<b>Ad Panels</b>	Static/Digital
<b>Central Electronics Hub</b>	Yes (Digital)
<b>Push Button Speaker</b>	Yes (Digital)
<b>Shade</b>	✓
<b>Trash Can</b>	✓
<b>Seating</b>	✓
<b>Wayfinding Signage</b>	✓
<b>Local Art/Design Area</b>	✓
<b>Safety Lighting</b>	✓

**Narrow Shelter**

Los Angeles is known for having a varying sidewalk landscape that ranges in depth depending on neighborhood. In order to accommodate the varying deployment needs, each design concept includes a variation that can be deployed in a more narrow setting, while still maintaining a perpendicular advertising surface. After we have completed a detailed site survey for each location, we will identify which locations will require a narrow shelter. However we believe it will be a subset of the existing shelter locations. The narrow shelters are all designed to accommodate two 75" static advertising panels.

<b>No. of Sites</b>	TBD
<b>Approx. Footprint Dimensions</b>	4.5' x 17'
<b>Ad Panels</b>	Static
<b>Central Electronics Hub</b>	✗
<b>Push Button Speaker</b>	✗
<b>Shade</b>	✓
<b>Trash Can</b>	✓
<b>Seating</b>	✓
<b>Wayfinding Signage</b>	✓
<b>Local Art/Design Area</b>	✓
<b>Safety Lighting</b>	✓

**High Ride Shelter**

For stops with high ridership traffic, such as mobility hubs, we have designed each of our concepts with a larger high ridership shelter. These shelters will have the same amenities as the Standard Shelter, but with the ability to accommodate more riders. We also envision the High Ride Shelters being paired with some of the additional elements such as eLockers, Interactive Street Kiosks, or the Micro Mobility Charging Hubs.

We expect that all of the existing shelters from the CSFP will be replaced with either the Standard Shelter, Narrow Shelter, or High Ride Shelter depending on ridership needs and siting conditions at each of the existing locations.

<b>No. of Sites</b>	~15 - 30
<b>Approx. Footprint Dimensions</b>	5.5' x 34'
<b>Ad Panels</b>	Static/Digital
<b>Central Electronics Hub</b>	Yes (Digital)
<b>Push Button Speaker</b>	Yes (Digital)
<b>Shade</b>	✓
<b>Trash Can</b>	✓
<b>Seating</b>	✓
<b>Wayfinding Signage</b>	✓
<b>Local Art/Design Area</b>	✓
<b>Safety Lighting</b>	✓



## Micro Shelter

We know that there are many locations around the City of Los Angeles that make it difficult to provide full bus shelters at existing bus stops. We also know that deploying a full-sized bus shelter at the number of locations necessary to provide the desired amount of shade and other amenities across all of the council districts may be cost-prohibitive for the financial sustainability of the program. That is why we set out to design a much lower cost element that still delivers on the City's main priorities for serving riders and has much more flexibility in terms of where it can be deployed. These sites can run safety lighting off of a solar panel, which would prevent the need for grid power to be terminated at the site. They can also provide real-time bus arrival information through the provision of eInk screens and/ or the provision of our IxNConnect Anywhere QR code offering. We plan for the Micro Shelters to be deployed primarily in greenfield locations that will expand the shelter deployment beyond the existing 1,884 sites.

No. of Sites	-1,116
Approx. Footprint Dimensions	4' x 6' (Canopy)
Ad Panels	✗
Central Electronics Hub	✗
Push Button Speaker	Yes (e-Ink)
Shade	✓
Trash Can	✓
Seating	✓
Wayfinding Signage	✓
Local Art/Design Area	✓
Safety Lighting	✓

## Urban Panel

The existing program consists of 197 Public Amenity Kiosks (PAKs) today, which provide public information as well as static advertising panels. We are proposing that a portion of these locations be upgraded with Urban Panels consisting of double sided 75" digital displays. These screens will be a key part of generating advertising revenue, but will also be able to display real-time public information through IxNConnect, expanding the city-wide information network that our digital build out represents.

No. of Sites	-131
Approx. Footprint Dimensions	42"W x 87.4"H x 7"D
Ad Panels	Digital
Central Electronics Hub	✗
Push Button Speaker	✗
Shade	✗
Trash Can	✗
Seating	✗
Wayfinding Signage	✓
Local Art/Design Area	✗
Safety Lighting	✗

## Vending Kiosk

The current vending kiosks in the CSFP are designed as newstands, which are fast becoming relics of the past. However, the mobile retail and restaurant market, through food trucks and other temporary vending locations has been expanding in recent years. We envision these kiosks as a structure that can be leveraged by either a local food vendor or a small or independent local retail business for temporary tenancy, as managed by the City. Each kiosk will be provisioned with a digital display that will be powered by IxNConnect and can display menu or pricing information for the kiosk vendor or can also be used as a public information display. The design of the Vending Kiosk will blend in aesthetically with the same concept design family. Depending on siting and space constraints, we envision these kiosks as being deployed as one of the elements in a mobility hub.

No. of Sites	-131
Approx. Footprint Dimensions	12' x 15'
Ad Panels	✗
Central Electronics Hub	✗
Push Button Speaker	✗
Shade	✗
Trash Can	✗
Seating	✗
Wayfinding Signage	✗
Local Art/Design Area	✓
Safety Lighting	✓

## Additional Amenities

We are also offering a number of other program elements, which will have minor customization options (e.g. color or finishings) to ensure they align with the respective design concepts, but the core of the design will remain the same throughout the design concepts.

These include Intersection's interactive street kiosks, Luxer One's eLockers, and Swiftmile's Micro Mobility Charging Stations which will be detailed on the following pages.

## 4.0 Program Elements

### 4.1 Design Strategy

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4.0  
Program  
Elements

4.1  
Design Strategy

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Right  
Rendering of our  
Interactive Street  
Kiosk in New  
Rochelle, NY — our  
latest deployment.

Intersection's interactive kiosk helps users get real-time transit information, explore a neighborhood, access useful information, plan their trips, and connect to Wi-Fi.



**Additional Core Program  
Amenity: Interactive  
Street Kiosk**

Our Interactive Street Kiosk aligns perfectly with StreetsLA's goal to deliver wayfinding and interactive information as an element of the street furniture program. The kiosk provides wayfinding, a directory with points of interest, real-time transit schedule information, trip planning, information on local events and happenings, and other interesting and useful public information (including news, weather, PSAs, etc.) on its two 55" screens. Additionally, the kiosk will feature fast and free public Wi-Fi, enhancing connectivity for

residents and visitors to Los Angeles alike. The Street Kiosk deployment we are proposing for StreetsLA will be double-sided units with two 55" touch screens. We work with leading hardware manufacturer, LG-MRI, to design and construct these kiosks, which balance both aesthetics and functionality. Versions of our Interactive Kiosks are already a proven success in cities across the country, including Chicago, Philadelphia, New York, New Jersey, and are already deployed in Los Angeles through our LA Metro partnership.

We are proposing a deployment of 25 Street Kiosks for StreetsLA. These

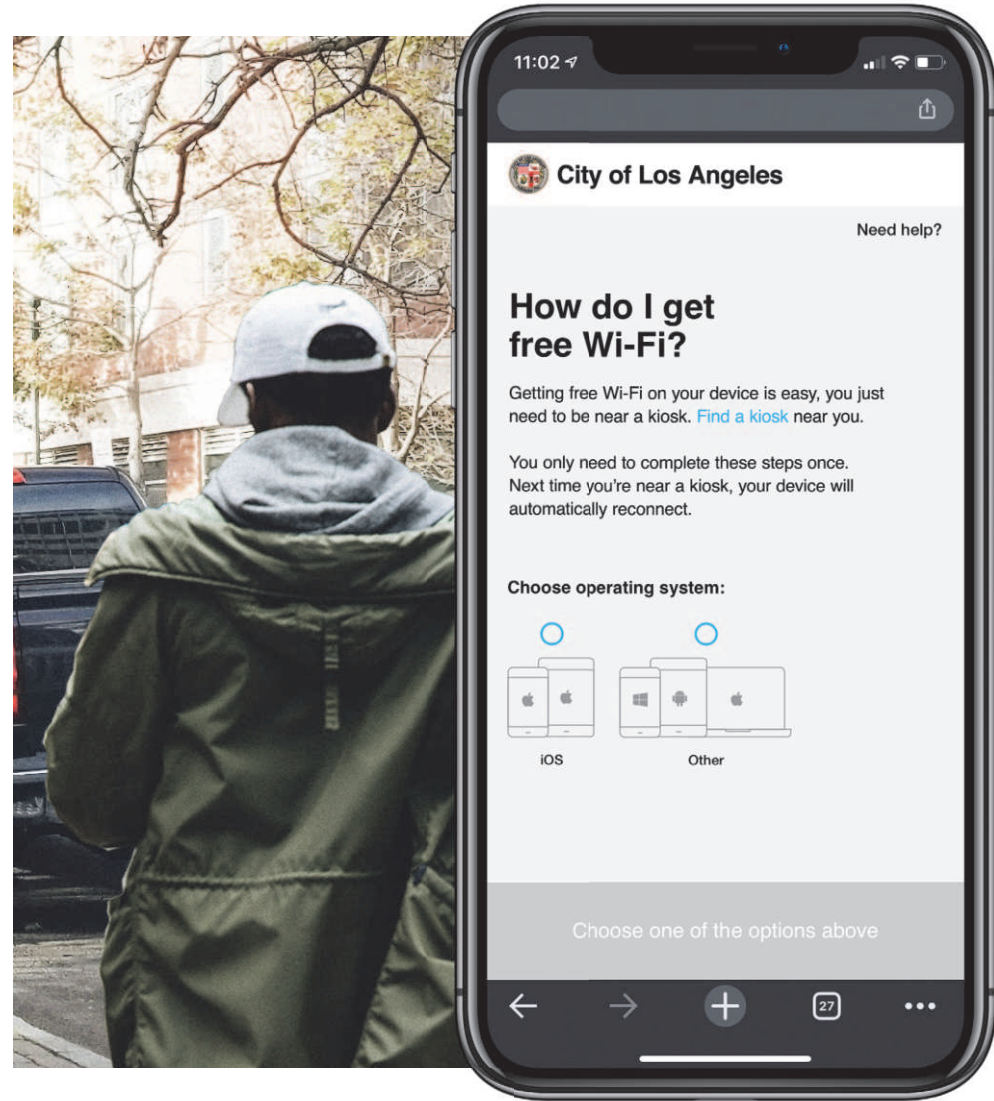
kiosks will be deployed at major mobility hubs so as to most effectively serve large population hubs where Wi-Fi, wayfinding and access to other public information will be most useful.

**Interactive Street  
Kiosk Public Wi-Fi**

Our public Wi-Fi network, deployed in cities like New York and Philadelphia, services over 8 million customers and has delivered over 2 billion sessions.

Intersection will deploy free Wi-Fi via access points within each of the Interactive Street Kiosks. The estimated range of the Wi-Fi





## Specifications



is a minimum of a 150-foot radius from each kiosk, and are expected to serve a minimum of 100-200 concurrent users per access point.

Wi-Fi service will be completely free to users, who will authenticate to the service via an Intersection-provided captive portal experience (depicted above right).

We are uniquely qualified to deploy this service in Los Angeles, having deployed the biggest municipal Wi-Fi network in the nation. Our public Wi-Fi network, deployed in cities like New York, Newark and Philadelphia, services over 8 million customers and has delivered over 2 billion

sessions. As we have in our other deployments, Intersection will deploy this network with the highest level of security and quality of service.

We will work with the City to provide access to data regarding Wi-Fi usage, such as aggregated usage statistics on the network. While we do not track individual user activity, we do monitor usage of the network in aggregate and by individual kiosk.

## 4.0 Program Elements

### 4.1 Design Strategy

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4.0  
Program  
Elements

4.1  
Design Strategy

# Introducing contactless package pick-up for Angelenos on the go.



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## Additional Core Program Amenity: Luxer One eLockers

To deliver the eLocker experience for STAP, Intersection has partnered with LuxerOne, the US market leader in the locker industry. For over 15 years, Luxer One has managed over 100 million package deliveries through their locker solutions. Their lockers have been installed at mail centers, offices, retail centers, universities, residential properties, and in partnership with public entities like DMVs, libraries, and municipal agencies. The lockers we are proposing for STAP are ruggedized for the outdoor environment and have been tested through deployment in

multiple climates. With the rise of e-commerce package deliveries, there is also a growing challenge for many residents of how to receive packages securely. The Luxer Anywhere smart locker solution that we are proposing for STAP is secure, easily deployable, and offers a publically accessible contactless package pick-up experience for users through the use of a mobile app. The lockers will be deployed, maintained and supported by Luxer One at no additional cost to STAP. The locker deployment will be supported directly by Luxer One through opt-in user generated fees collected within the Luxer One application.

## How it Works

- 1 Users download the Luxer One mobile application and select the nearest Luxer One locker to have their package delivered to.
- 2 Luxer One facilitates package delivery from any package delivery carrier.
- 3 Users receive a notification that their package has been delivered to their selected locker.
- 4 At their convenience, users pick up their package from the secure location.

## Specifications

<b>Material</b>	UL Certified 12-Gauge Steel
<b>Dimensions</b>	23"D x 37.5" W x 76"H (main locker, which includes: 2 large doors, 5 medium doors and 10 small doors)
<b>Power</b>	Battery powered (minimum 2 year life)
<b>Misc.</b>	Water intrusion protection; custom colors available; built in the USA



—  
Accelerating the micro mobility revolution by delivering fast, sustainable charging where it's needed most.



**Additional Core Program Amenity: Swiftmile Micro Mobility Charging Station**

Intersection is partnering with Swiftmile to deliver brand-agnostic Micro Mobility Charging Stations that will support the burgeoning use of e-bikes, e-scooters, and e-moped solutions across Los Angeles. These stations will serve as parking docks that will ensure the fleet of bikes and scooters is organized and out of the pedestrian right-of-way. The charging component ensures that the vehicles stay charged and ready to go, reducing the need for daily pickups and deliveries from charging operators and reducing

congestion and overall cost to these programs. They have been deployed in cities such as Washington DC, Tampa FL, and Santa Clara, CA. By promoting the use of responsible and efficient use of power in transportation, these charging stations align with the City's overall sustainability goals for the program. Additionally, we plan to deploy these units at the mobility hubs we are proposing as part of STAP, which will support the goal of expanding multimodal transit use and reducing dependence on fossil fuel vehicles.

The charging hubs can be configured to support numerous brands of e-scooters including Bird, Lime, and

Wheels — all of whom operate in Los Angeles today. The Swiftmile proprietary electric charge management system is built with APIs that can be integrated with the existing applications of the scooter providers making the charging system flexible and easy to operate. It's also worth noting that, while we have proposed the Oasis 400 model that includes the charging capability, there is also an option to deploy the scooter docking stations without charging, which still provides the organization that removes the clutter of scooters from the pedestrian right-of-way.

**Specifications**

<b>Station Sizes</b>	4, 6, or 8 scooter configurations
<b>Input Power Options</b>	Battery, A/C, solar, or combo
<b>Scooter Power</b>	Up to 5A of power per scooter

## 4.2 Shelter Design Concepts

—  
Street furniture designs that pay homage to LA's storytelling history, while catapulting the City into the future.

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Far right  
Detail of one of the  
beautiful concepts  
the talented team  
at Grimshaw LA  
have conjured  
up for the City.

The primary purpose of the shelter designs is to provide much desired shade, creating a moment of respite from the sun, in the various sidewalk conditions throughout the City. Of equal importance, the shelter designs will convey the unique stories of Angelenos urban heritage. Each of the six shelter design concepts is rooted in different aspects of Angelenos history and identity. The designs draw inspiration from the City's richness of history and culture that reflect the City's identity at a regional and global scale, as well as the heritage of specific neighborhood communities.

Angelenos understand the importance of storytelling. The Golden Age of Hollywood was an era of architectural splendor. During that time, sets and architecture were elevated to become as important to a film as the stars. There is also the everlasting appeal of Southern California's Mid-Century Modern design — with its simplicity, clean lines and exposure of raw structure. And then locally, as the city of Los Angeles

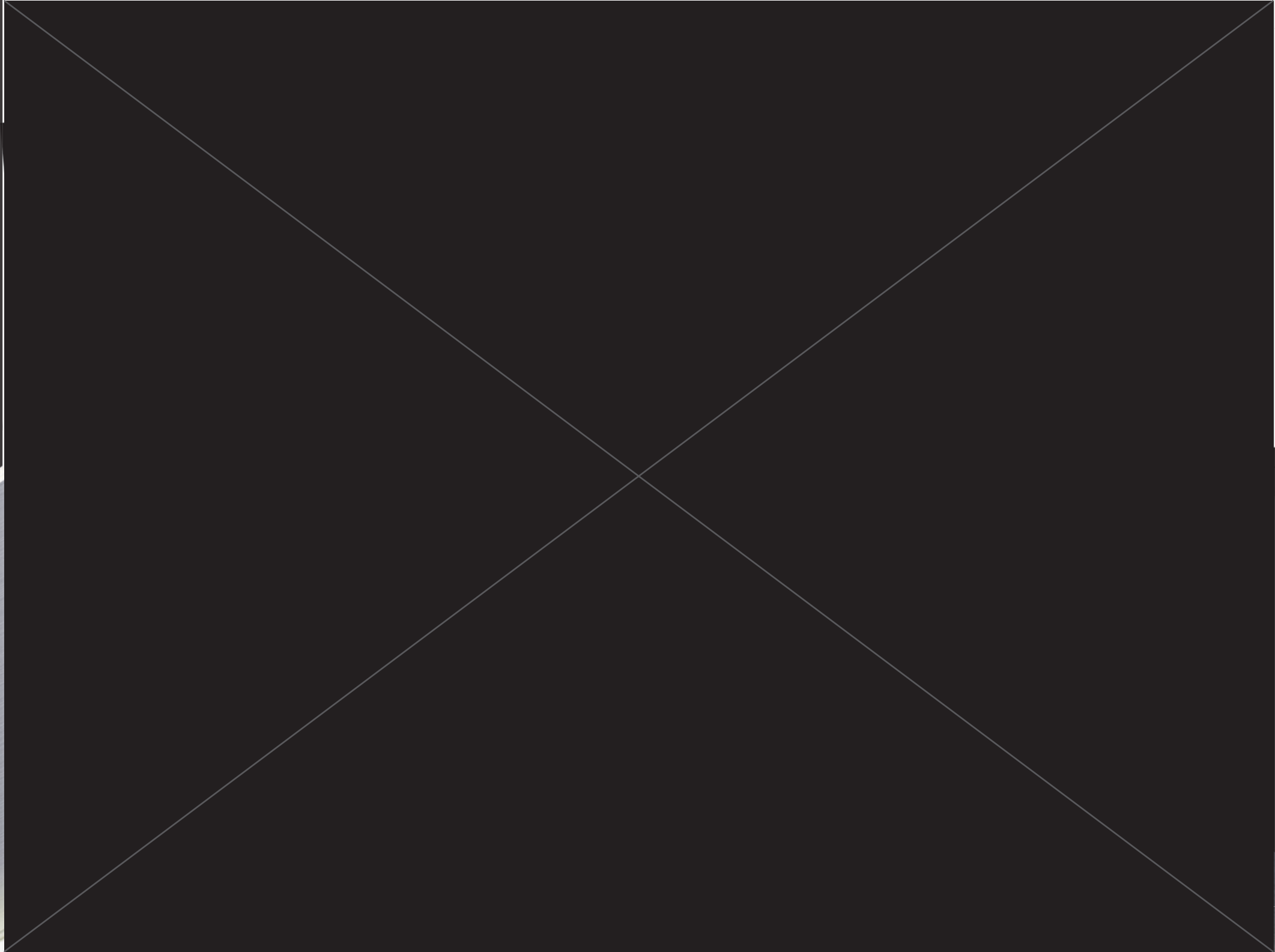
is composed of a multitude of distinct neighborhoods, we pay tribute to localities shaped by burgeoning industries, art, music and food. As World War II and the Korean and Vietnam Wars brought development for both the Mexican American and African American communities, vibrant districts emerged: from a bustling Broadway retail district in downtown LA, to the suburban housing around manufacturing plants that supported the aerospace and aviation industries. For the program elements in the public realm across a city as diverse as Los Angeles, we began from a place that honors these memories and aspirations. We strive to define this heritage, but more importantly celebrate the fusion of

these shared experiences to create spaces that can blur neighborhood lines and an interconnected city.

On the following pages, you will find our six shelter concept designs, as requested in the RFP. Each of these design concepts have the same program elements described in the previous section. We look forward to the opportunity to discuss our designs with StreetsLA and incorporate any of the City's feedback.

4.0  
Program  
Elements

4.2  
Shelter Design  
Concepts



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4.0  
Program  
Elements

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Concepts

# Concept 1 Streamline One



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Right  
Close up of the  
Standard Shelter at  
the mobility hub at  
Wilshire & Western.

**This concept focuses** on site adaptability where the various forms of the bus shelter roof can be adapted to an inner 'feature' slot. This approach allows all bus shelter conditions, whether shorter, longer or wider to have a cohesive legibility across the bus network. The slot includes recessed cladding and seamlessly integrates the installation of linear LED lighting. The typical design reaches toward the buses with

the roof that slopes five degrees to the narrow side. During fabrication, this adaptable roof can be rotated 180 degrees subject to having assessed the best shading at its location, and the direction the bus shelter is facing. The roof materials are selected from sustainable and recyclable sources, and the reflective finishes to the top of the canopy reduce solar heat gain. The lean roof profile follows the full perimeter of the bus shelter and

the underside gradually descends to meet with the central steel slot. This tapering from the core of the bus shelter concealing the main structural members or other support equipment, such as solar panels. These solar panels can be integrated on the roof and can be oriented to optimize the harnessing of the sun's energy. The seating is integrated with the column in the foreground, and is strategically located prior

to installation to increase shading over the course of the day, while meeting any ADA compliance and sidewalk clearance criteria. The static signage identifier is highly visible above the digital display and the graphics will project to passersby on both sides of the bus shelter.





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Standard Shelter



4.0  
Program  
Elements

4.2  
Shelter Design  
Concepts

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4.0  
Program  
Elements

4.2  
Shelter Design  
Concepts

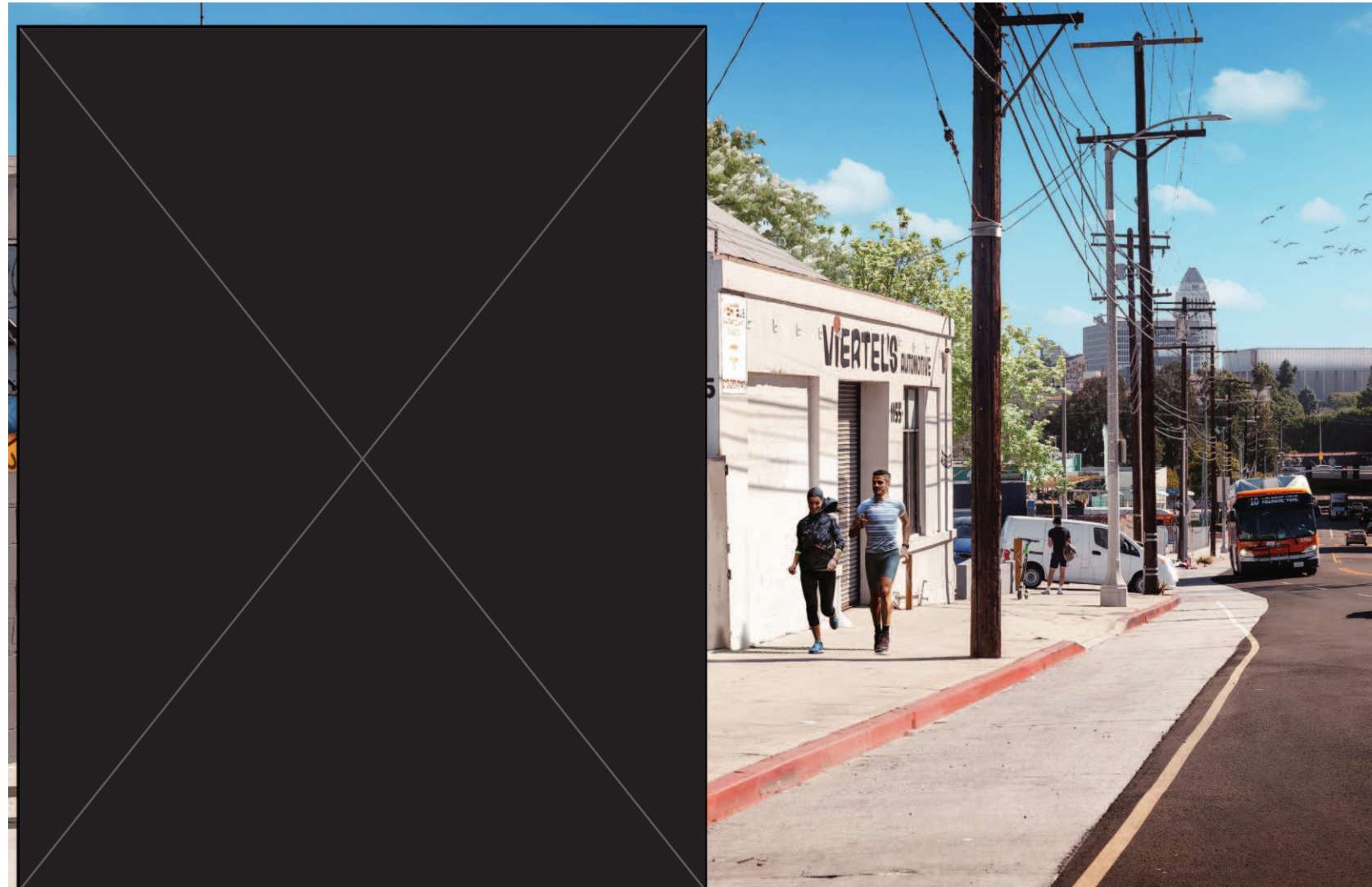
## Concept 2 Streamline Two

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Amenities Program

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Right  
Micro Shelter in  
Echo Park.



**This concept has** a gentle asymmetry in elevation, and like all of our designs, is highly transparent so that it does not visibly encroach the sidewalk. The roof profile ascends from the back of the bus shelter and the structural center frame emerges as a form that doubles as a surface for the bus stop identification. As an alternative, and similar to Concept 1, the static signage can be applied above the digital panel,

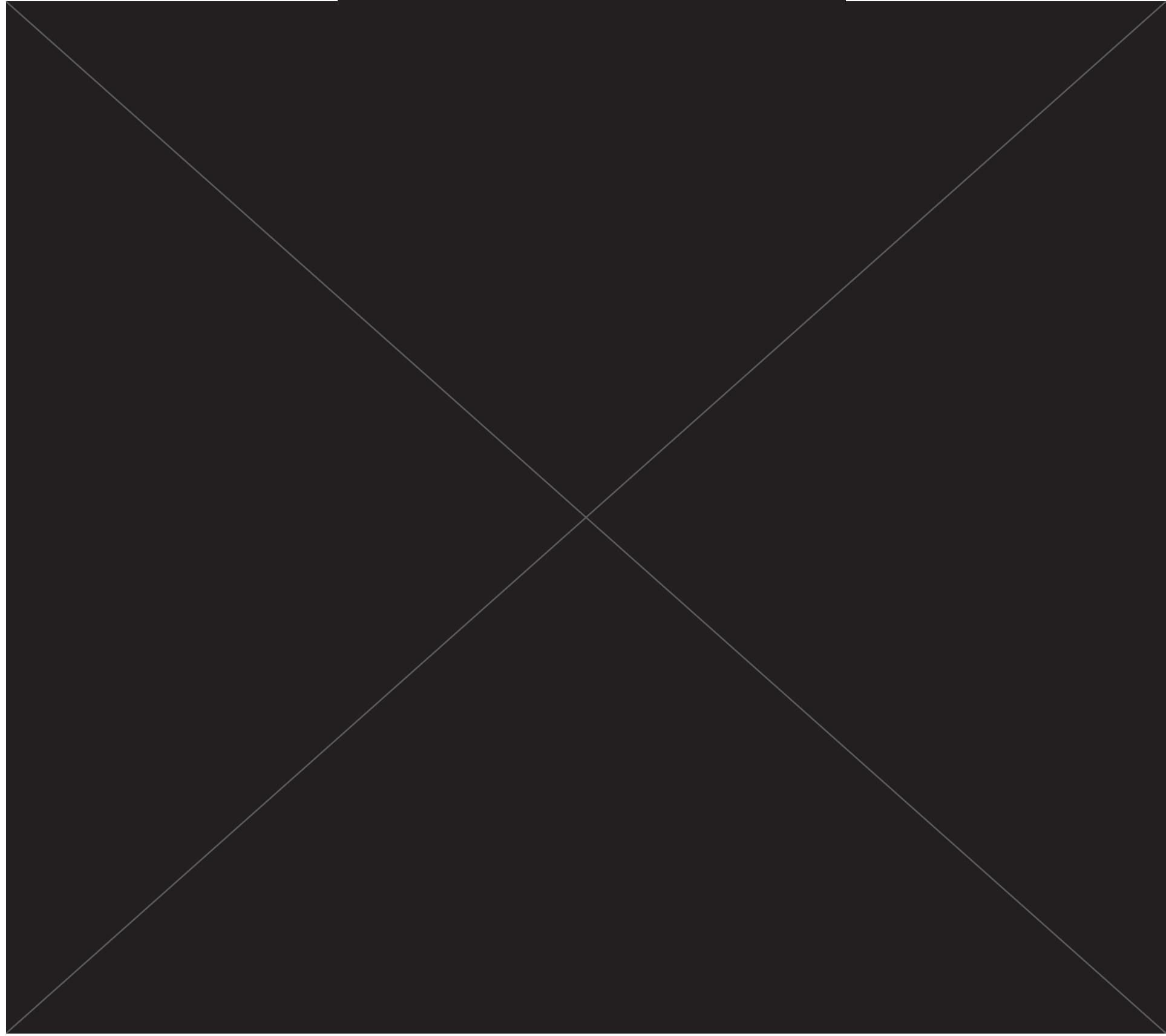
which will be seen from both sides. The inside area enclosed by the structural centerpiece allows for a contrasting material finish and linear lighting to be embedded into the continuous reveal. The bench that is fixed adjacently to the column, can be extended beyond the roof envelope to increase afternoon shading. The bench can also be freestanding without impacting the design intent. A vertical glass

panel can be included in one of the derivatives and be supplemented with a solid or partially perforated panel. These types of feature panels can include a particular graphic or artwork, and all our designs allow such a panel to be included next to the support column in the foreground.



---

Standard Shelter



**4.0**  
Program  
Elements

4.2  
Shelter Design  
Concepts

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4.0  
Program  
Elements

4.2  
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Right  
Narrow Shelter  
at Fairfax & 1st.

Footnotes

**1** Googie architecture is a type of futurist architecture influenced by car culture, jets, the Space Age, and the Atomic Age. It originated in Southern California in the 1930s and spread its influence throughout the nation.



## Concept 3 Googie One<sup>1</sup>



**In this concept,** the triangular form ascends upwards to face the direction of buses and coupled with the main column near the digital panel, the design intends to convey a timelessness as opposed to reflecting a particular style from a current or bygone era. The shading attributes of the concept allow a widening on the incoming side of the canopy subject to complying with the clearance criteria of the curb and sidewalk width.

The seating can be freestanding or fixed to the column in the foreground, positioned to optimize the afternoon shading and its given street location.

The roof is panelized with hairline seams and the finishes can range from resilient sheet metal, aluminum cladding and the underside can integrate feature materials or local artwork. Photovoltaics or other solar technology can be applied to the

roof and oriented to maximize solar harnessing. The iconic triangular blade beneath the roof canopy allows the static bus stop signage to be applied on both sides of the bus shelter. With all our designs, resilience is a key parameter. In this case, the sharper edges of the roofline not only conceal the inner structure but are also shaped to mitigate attempts to jump up and grab the canopy. The digital display is fixed

against the bus shelter or surface mounted, so the overall design feels integrated with the adjacent feature column, which also conceals the reticulation of services to lighting.



**4.0  
Program  
Elements**

**4.2  
Shelter Design  
Concepts**

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4.0  
Program  
Elements

4.2  
Shelter Design  
Concepts

# Concept 4 Googie Two



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Right  
Urban Panels at  
3rd & Figueroa.

**With a series** of visible triangulations, this concept appears both angular and symmetrical in elevation. The design faces the road in perpendicular fashion with a canopy that peaks in the middle and descends six degrees to the back of the bus shelter. A visible thickening of the canopy increases on both sides to create a balance between the tapering columns. The canopy's peak in the center is slightly higher than the side

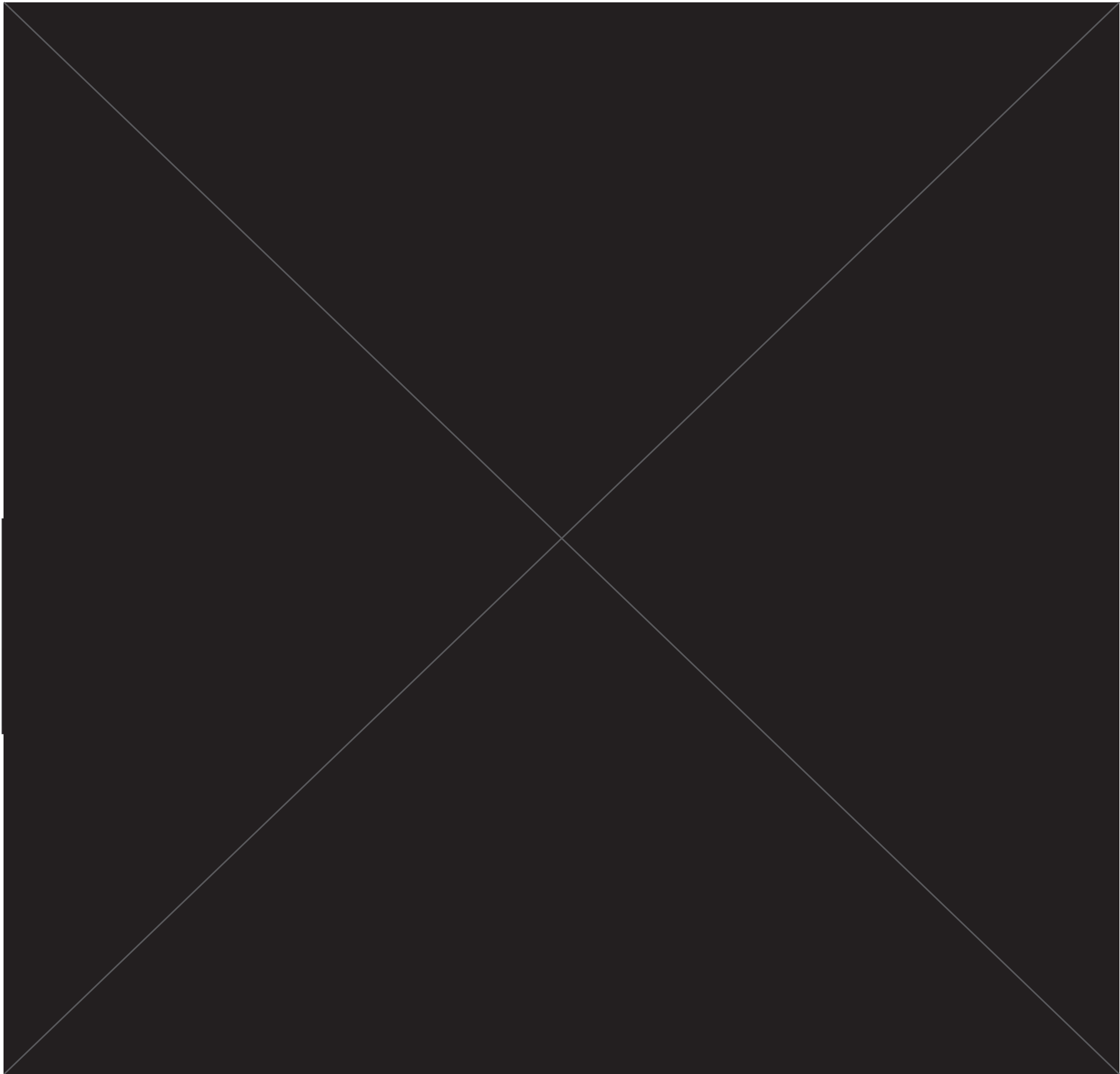
edges of the roof, leaving a static signage zone on both sides of the bus shelter with a distinctive apex. The underside of the canopy is panelized with a powder coated aluminum in a color that can be bold or subtle, contrasting with the columns.

The bench is fixed or freestanding in the middle of the bus shelter, and like our other designs, one or both sides of the bench will always

meet access compliance and provide a clear visibility through the structure. The digital display is surface mounted and seamlessly integrated with the support column.







**4.0  
Program  
Elements**

**4.2  
Shelter Design  
Concepts**

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4.0  
Program  
Elements

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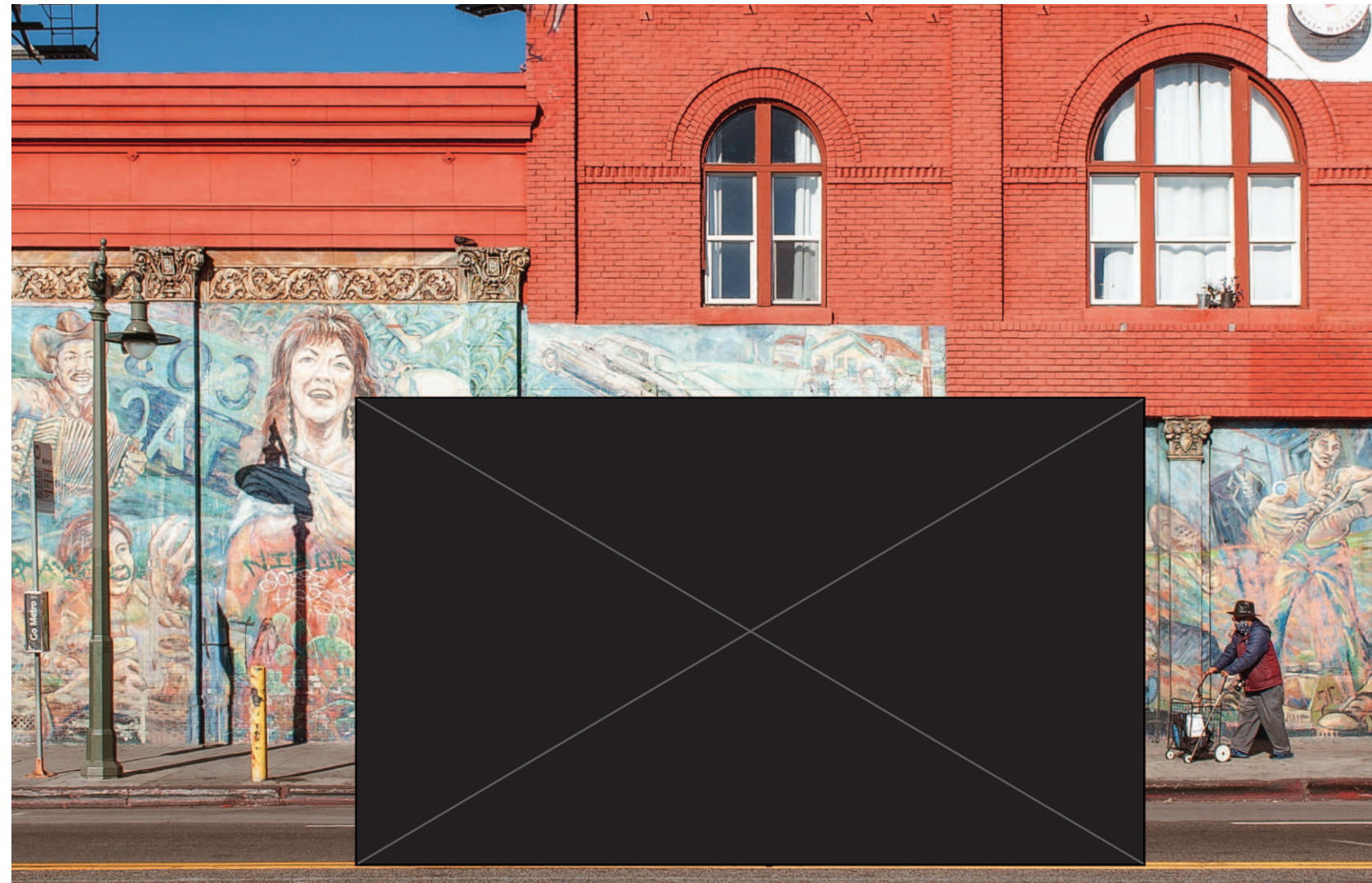
## Concept 5 Frame One

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Sidewalk and Transit  
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Right  
Narrow Shelter in  
Boyle Heights.



**The Frame One** design is linear and balanced with a distinctive portal frame which will include a feature surface finish or paint color. This aspect of the design allows for a cohesive identity within the family of program elements. The roof canopy rests around the portal and descends to the sidewalk at six degrees. The underside of the canopy has a more visible slope of nine degrees as it widens to conceal the secondary

structural beam. The overall aesthetic conveys a one-directional appeal via a rectangular roof with parallel hairline joints between the aluminum panels under the canopy. The linear lighting of the bus shelter is integrated within the soffit and aligned directly beneath the overhead portal frame.

The static signage identifier is highly visible above the digital display or can be optioned as a two-sided banner,

fixed between the columns and parallel with the sidewalk. The bench is fixed to the column and as with all the designs, can be freestanding and placed subject to shading needs or constrained sidewalk conditions. All the bench designs for the entire bus shelter range include separators to discourage extensive occupancy.





**4.0  
Program  
Elements**

**4.2  
Shelter Design  
Concepts**

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4.0  
Program  
Elements

4.2  
Shelter Design  
Concepts

## Concept 6 Frame Two



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Sidewalk and Transit  
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Right  
Standard Shelter at  
Wilshire & Curson.

**The Frame Two** concept is designed with more of an industrial appeal, expressing the support structure underneath the bus shelter and opening up opportunities for a distinctive roof panel of metal or glass. Ultimate selection of the canopy finish will be subject to resiliency requirements and maintenance considerations. This canopy slopes towards the back of the bus shelter, slightly

overreaching the horizontal structural bar. Like Frame One, a portal frame is the primary structure with two touchdown points and the digital display panel is optioned as surface mounted or cantilevered off the ground. An assessment of foundation requirements would inform how best to fix the digital panel to the bus shelter. The roof can include solar panels or, considering the visible roof profile,

photovoltaic glass could be integrated into the roof, creating light diffusion and shade. As with all the concepts that include solar panels, the planning team can calculate the energy needs of the installation and verify how much can be utilized to support the energy needs for a given location.





**4.0  
Program  
Elements**

**4.2  
Shelter Design  
Concepts**

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4.0  
Program  
Elements

4.2  
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—  
Angelenos and visitors will have more public transit options with an extensive network of buses, rail, bike and scooter shares, and pedestrian improvements. Mobility hubs are crucial to keeping Los Angeles moving.

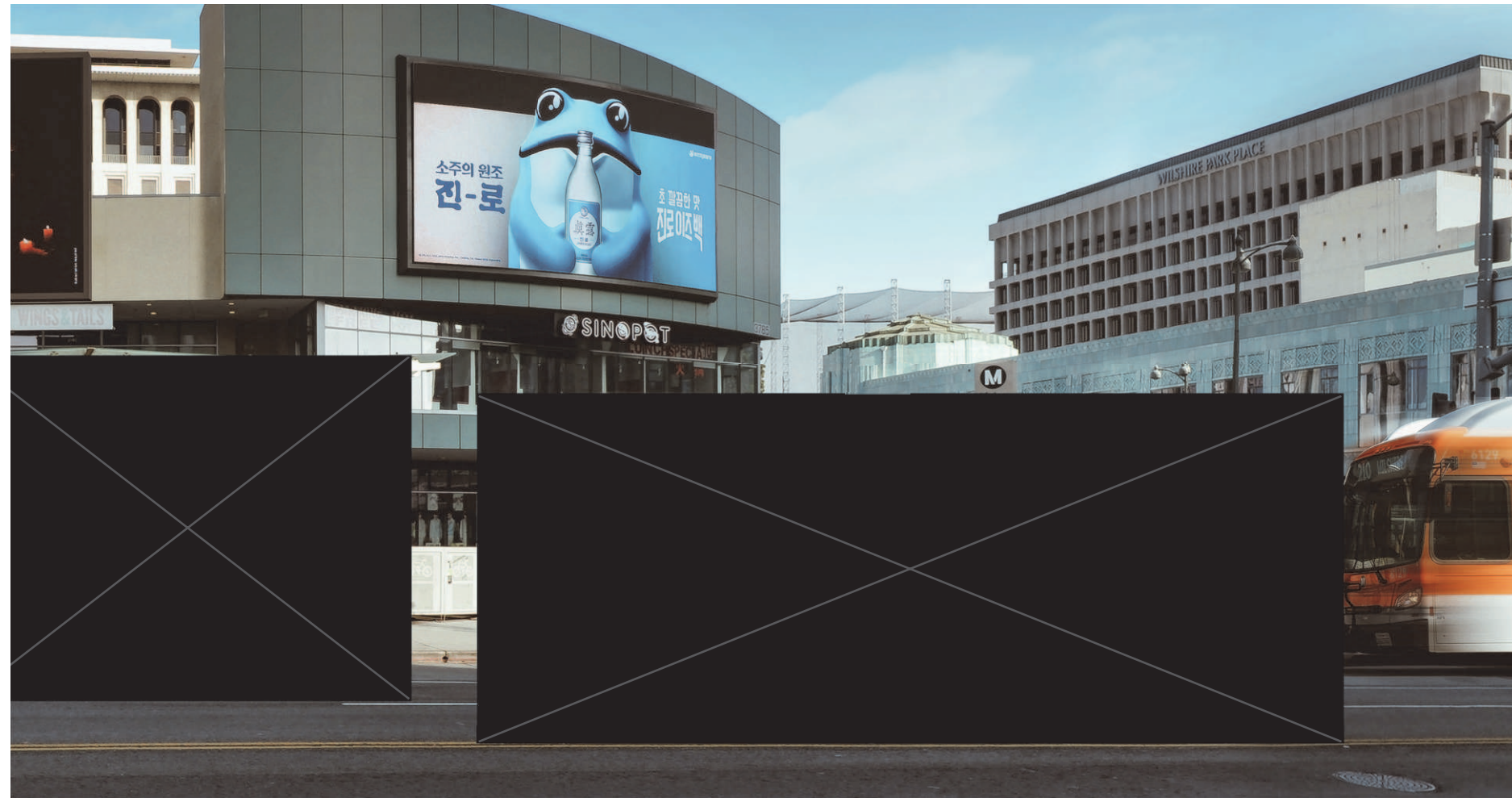


We set out to design a suite of products and amenities that can meet the needs of transit riders and pedestrians and can accommodate evolutions in technology over the course of the contract. We believe that many of these elements will be most effective at multi-modal transit hubs, or Mobility Hubs, that accommodate a large number of pedestrians, serve as a focal point for transit riders, and typically have additional sidewalk or plaza space to accommodate more furniture elements. We believe that strategically placing many of these elements at these Mobility Hubs will provide a better overall transit system experience and ultimately, increase mass transit ridership. We have identified 30 potential locations for these Mobility Hubs as described in Section 5.3 Deployment Strategy. We are aware

that there are likely to be other City and public transit agencies involved in the ultimate design of Mobility Hubs and we look forward to the opportunity to collaborate on these efforts. Our robust collection of street furniture is intended to collectively meet the changing needs of all transit users, while simultaneously creating a shared identity between each piece. An adaptive combination of mobility elements can be arranged at defined locations around existing and new transit stations, allowing transit riders to seamlessly access other modes of transportation once they arrive at the Mobility Hub. Our products and services will provide the balance between transportation, land use, and placemaking functions, successfully bringing connectivity and accessibility to the Los Angeles Mobility Hub.







4.0  
Program  
Elements

4.2  
Shelter Design  
Concepts

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Above  
Mobility Hub  
concept at Wilshire  
& Western.

1 Charging Stations



In partnership with Swiftmile, we are providing brand-agnostic Micro Mobility Charging Stations that will support the burgeoning use of e-bikes, e-scooters, and e-mobed solutions. These docks ensure the fleet of bikes and e-scooters are organized out of the pedestrian right of way and stay charged and ready to go.



Supporting double sided advertising panels, a central electronics hub with push button speakers that will announce bus arrival information, the standard and narrow bus shelters will also include seating, trash cans, signage and a canvas for artist expression.

3 eLocker



Our eLocker units are designed for outdoor use, will provide a variety of compartment sizes, and will provide a safe and secure way for users to pick-up packages when it is convenient for them.

4 Vending Kiosk



The Vending Kiosk shares the same language as the bus shelters with similar cantilevered and protective roof and cladding. Each vendor has the opportunity to customize the ad and menu panels on the exteriors, and the ability to customize the interior according to their use.

5 Interactive Street Kiosk

The Interactive Street Kiosk provides free Wi-Fi, wayfinding, a directory with points of interest, real-time and interactive trip planning, information on local events and happenings, and other interesting and useful public information on its two 55" screens.



## 4.3 Our Vision for the STAP User Experience

—  
Intersection is the leader in developing content and software for public spaces, and we are excited to help StreetsLA and the communities it serves by developing world-class content for a dynamic city.

### Digital Content To Promote Mobility and Community

The digital features of the STAP program are as important as the physical structures — encouraging the use of public transit, shaping the design of public space, and enhancing neighborhood and community connections. Intersection has been the leader in developing content and software for public spaces, and we are excited to help StreetsLA and the communities it serves by developing world-class content for a dynamic city.

Digital offers an opportunity to extend the principles behind the design of physical structures and connect the StreetsLA program with each of the city's unique neighborhoods. Prominent real-time transit information will make multi-modal travel easier and promote alternatives to driving. Highlighting nearby small businesses, cultural events, parks and local services will

turn the shelter into a neighborhood bulletin board, building community and fostering economic activity. And our commitment to accessibility means that this information will be available to all, regardless of abilities.

Digital features will enable adaptability and evolution as the city changes over the course of the contract. This is especially critical for Los Angeles, a city in the midst of a historic expansion of transit capacity and plans to host major events drawing millions of visitors over the coming decade.

We have a team of design and technology professionals who live and work in the same cities Intersection partners with, people who are personally invested in making our products a positive part of the urban experience. Informed by our experience creating technologies for cities and transit agencies, we believe in these core product design values:

---

### Our Core Product Design Values

- 
- |   |                                      |   |
|---|--------------------------------------|---|
| 1 | <b>User &amp; Community Centered</b> | Engage the local community by highlighting local happenings, small businesses, civic services, and people                     |
| 2 | <b>Informative &amp; Contextual</b>  | Publish real time, contextual information — news, events, public announcements, entertainment, resources, and transit options |
| 3 | <b>Connected</b>                     | Serve people where they are with information that is glanceable, interactive, and portable to their own devices               |
| 4 | <b>Accessible</b>                    | Maximize usability for people of all ages and abilities. Adheres to WCAG guidelines and ADA standards.                        |
-

## 4.0 Program Elements

### 4.3 Our Vision for the STAP User Experience



#### User & Community Centered

Our software and content platform highlights and engages people with information about local events, small businesses, civic issues, and fellow community members. We have demonstrated that people will pay attention to digital technology in their environment when revenue-enabling features like advertisements are coupled with the equally important value of providing useful civic, community, and transit information to commuters, pedestrians, residents, and visitors.

According to the most recent Net Promoter Score (NPS) survey of LinkNYC users in June 2020:

- 67% of respondents noticed COVID-19 information (city updates, resources, prevention guidelines) on the LinkNYC screens in the past 2 months.
- 82% of respondents who have noticed content have slowed down to read it
- 81% of all respondents agree that the content on LinkNYC is useful to them
- 60% of all respondents who have noticed content expressed that they have discussed information they've seen on LinkNYC screens.



#### Informative & Contextual

Trustable, relevant, and consistent information is vital for increasing mobility and nurturing a safe, vibrant public realm. Context is key. We think about what a person standing or walking by a particular bus stop location on a particular day, time and condition needs to know. We curate and aggregate the most important types of information transit riders, pedestrians, residents and visitors are looking for at specific sidewalks and moments of activity. Then through IxNConnect, our content platform for public space, we use context to smartly publish dynamic content and information to the right location at the right time.



#### Connected

Experiences must serve and connect to people where they are. A pedestrian on the sidewalk may be unlikely to pause mid-stroll, a tourist may be less-hurried and eager for new experiences, and a commuter at a bus stop may be either rushed or dwelling depending on how their day is going. To meet and serve them all, there needs to be glanceable, interactive and portable connection options. Our dynamic content loops are optimized for glanceable takeaways, our interactive kiosks offer deeper engagement with on-demand information, and our mobile handoff features give people a way to access content through a personal touchpoint and take it "to go."



#### Accessible

Experiences in the public realm should be usable by people of all ages and abilities. We pride ourselves in the time we've spent with members of the deaf and visually impaired communities, to ensure our products are accessible to them. We have embedded in our design system frameworks for how our interactive experiences can work for those in a wheelchair. The user interface is designed to accommodate users with low vision by considering minimum font sizes and color contrast standards. By designing for the diversity of a citizenry, we end up designing an even better solution for all.

These core values influence every stage of our user experience design process. We will apply our design values to the StreetsLA digital user experience throughout the life of the program.

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Above right  
Locals and visitors  
soaking up the sun at  
the beach.

### Ever Evolving and Adapting

As designers of technology experiences embedded in public space, we have a rigorous practice of prototyping and conducting usability testing to inform our development releases. Even after deployment, our teams regularly look at analytics data to continuously improve our products and find insights that we can apply towards new features across our product ecosystem. Like all modern software technologies, the digital experiences we offer are not limited by deployment timelines. Our digital experiences evolve with software feature updates pushed out over time as people and environmental needs evolve over time.

### A Universal, Dynamic Digital Design System

Our established digital design system is responsive and optimized for bringing information across a variety of streetscapes and street furniture. It seeks to maximize the accessibility of contextual information, smartly matching user information needs in specific street environments. Our dynamic templates and interactive modules foster user trust through a consistency of transit and city information across display types. Our framework surfaces modern, responsive designs that maximize the impact of vital information communicated on digital, interactive, and mobile displays.

### Meeting the Current Challenge

These have been challenging times for the public realm — the pandemic has isolated people and stifled communities. As people return to their routines and adjust to a “new normal,” Los Angeles leaders, residents, transit riders, and visitors will encounter new challenges. We share the City’s vision to improve mobility, elevate public spaces, and strengthen local communities and neighborhoods, and offer a flexible and adaptable infrastructure to improve city life today and into the future.

# The Future Vision: User Journeys

What might future experiences on the streets of LA feel like for transit riders, pedestrians, residents and visitors? Imagine with us the following future journeys, as we lay out a vision through the stories and perspectives of people living, working, and visiting LA.

Meet the cast:

## User Journey Cast

**The Chans**  
Tourists



Chinese family of four

Visiting LA for a week for the Olympics

Staying in a hotel downtown

Speak and read limited English

**Zuri**  
Young Professional



22 year old

Recent graduate of UCLA

Lives near campus

**Mateo**  
Resident and Multi-Modal Commuter



42 year old, father of 1

Lives in Boyle Heights

Uses a mixture of transit modalities, since he shares one car with his family

**Mia**  
Senior Resident



68 year old

Lives in Central LA

Enjoys staying active and relies on affordable transit services

**Alisha**  
Resident & Regular Bus Commuter



38 years old, mother of 2

Lives in Highland Park

Uses bus as main mode of transportation

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The Chans  
Tourist Family Of 4 Wants To Sightsee Around LA Economically

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Trip Plan

The Chans are excited about their first visit to Los Angeles for the Olympics. Their hotel concierge shares there's an Interactive Street Kiosk nearby. They select their language and use its trip planner, which shows they can take LA Metro. Seeing pretty frequent bus service on the real-time arrivals board, they decide a bus ride would be a great way to also get a mini-driving tour of the city. They spot the nearby bus shelter for their route.

Be Informed and Entertained

The family feels at ease seeing the real-time arrivals ticker, which shows 4 minutes until the next bus arrival. While waiting they are entertained by news headlines, local weather, and city events. They discover there is an evening cultural event in Chinatown. They scan the QR to send the event details to their mobile device to remember later.

Discover Local Area and Wayfind

Arriving at Hollywood, the Chans notice a nearby Street Kiosk. They use its directory to quickly browse for the types of restaurants, shops, and services nearby. The children tap on details of a store that catches their eye, and scan for directions to it.

Access Multimodal Mobility

They use the dynamic Area Map on the street kiosk and learn that there are many scooters available on Swiftmile charging docks across the city. They decide that would be a fun way to get around during a visit to Venice Beach tomorrow.

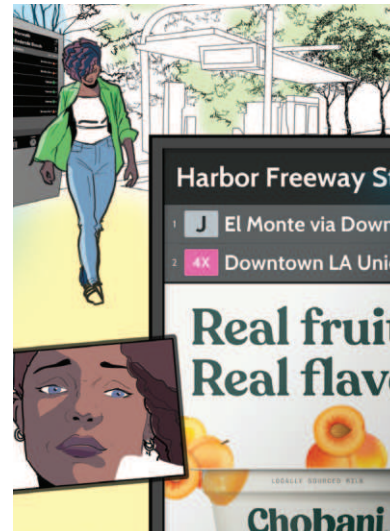
At the end of their day, the Chans head back to the bus shelter. It shows that a hailed rideshare shuttle returning to their hotel is coming to this pick up stop and to stand nearby.



**Zuri**  
 Worker Commutes To Convention Center For A Conference

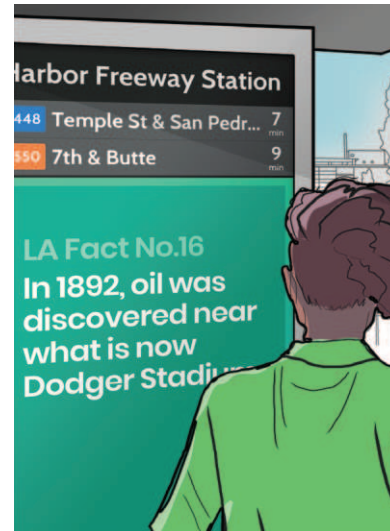
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**Seamless Transit Info**

Stepping out of the Metro station, Zuri quickly spots a nearby bus shelter's digital display. She's reassured seeing a consistent experience with the digital information she gets on Metro. While walking towards it, she sees that two of the buses she might take are stopping there within a few minutes.



**Be Informed and Entertained**

The real-time arrivals tickers makes Zuri feel confident that she will not be late. She relaxes and watches the digital content loop while she waits. She smiles at seeing a fun LA Fact in between ads.



**Discover Nearby Venues**

At her destination, Zuri uses a nearby Interactive Street Kiosk's directory to easily browse for local businesses, amenities, and services. She sees a couple nearby shops she'd like to drop by between conference sessions as well as the closest places to grab a lunch bite. She takes a photo of the directory as a handy visual listing for the day.



**Pickup at eLocker**

During her return home, she gets a notification reminding her to walk by a nearby eLocker. Given she is often not home to receive packages, Zuri really values the ability to pick up deliveries so conveniently on her commute.

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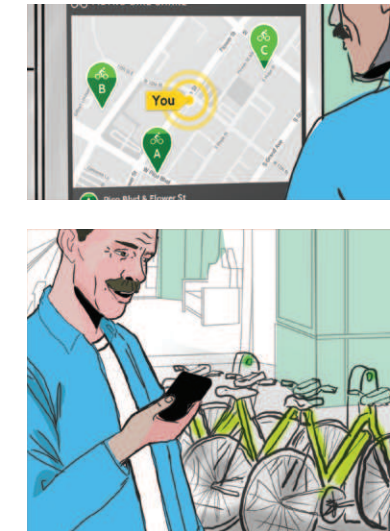
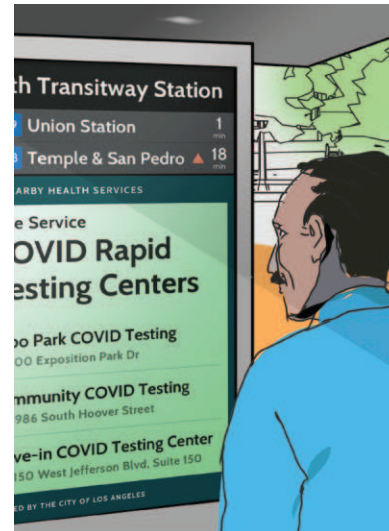
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Mateo  
Worker Commutes From Office To After-Work Game



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**Real-time Transit Alerts  
and Recommendations**

From a distance, Matteo is able to see his regular bus shelter and feels un-pressured to run. The bus shelter shows his bus is still 20 minutes away. He sees a transit alert explaining his regular service is experiencing a detour and recommending another similar route stopping there. He decides to take the suggestion.

**Be Engaged with  
Civic Initiatives**

While waiting for the bus, Matteo relaxes while watching the latest sports scores and City announcements between ads. He learns about a new tree planting program in his work neighborhood and appreciates a PSA informing him about free COVID rapid testing centers.

**Discover Nearby  
Local Businesses**

Arriving at the Staples Center, Matteo notices information on the shelter's content loop about what's nearby. He scans a QR to remember a local pub that looks promising for future post-game drinks.

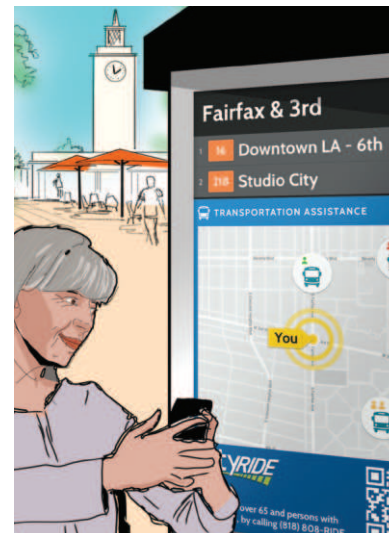
**Access Micro Mobility  
Bikeshare**

After the game, Matteo sees on a bus shelter that there is a bike dock nearby with plenty of bikes available. He scans for directions so that he can take one over to the Arts District to meet up with his wife.

**Mia**  
Elderly Resident Goes Shopping At Farmers Market

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**Cross-Carrier Transit Info**

The bus shelter shows there is a Dash bus option coming a minute after the regular Metro bus. Mia feels safe knowing multiple options are running on schedule.

**Spotlight on Community Voices and Culture**

While waiting for the bus, Mia feels community pride looking at featured artwork from local students and artists in the content loop.

**Discover Mobility Resources**

Arriving at the Farmers Market, Mia notices on the bus shelter that on-demand rideshare shuttles take pick-ups at this shelter. She scans to send the shuttle hailing instructions and number to her phone.

**See City Announcements**

On the commute home, Mia appreciates seeing the most recent public health announcements and information about new free services for senior citizens.

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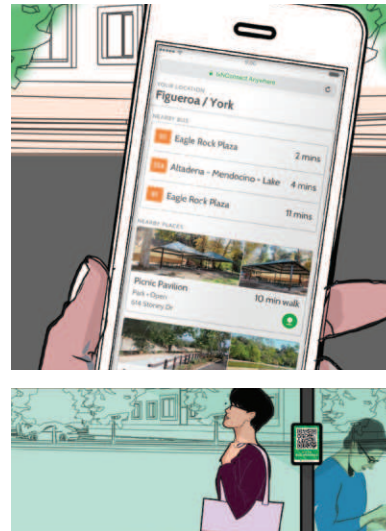
Far Right  
Sunset at the  
world-famous  
Venice Skate Park.

**Alisha**  
Resident Visits A Friend In Another Neighborhood



**Easily Find Transit  
Info Anywhere**

At the Micro Shelter near her home, Alisha scans a QR to see bus arrivals on her phone. The mobile site automatically loads real-time bus arrivals for the stop she is at. She's happy she doesn't need to download yet another app nor do any searching. She sees that buses will be coming in a couple minutes.



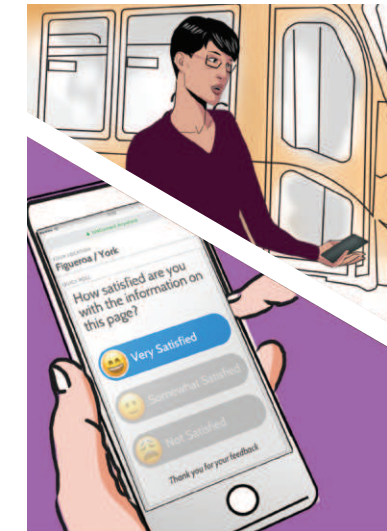
**Browse Info about the  
Immediate Neighborhood**

While waiting for the bus, Alisha enjoys the shade relief and scrolls down the hyper-local feed. She enjoys seeing a fun LA Fact and learning about a new family picnic pavilion in a list of nearby parks.



**Save Hyperlocal Feed  
to Access Anywhere**

Alisha bookmarks the hyperlocal mobile site so that she can remotely check on bus arrivals and subway transfer at this stop from anywhere. This will let her plan ahead on her next journey.



**Connect to the City**

She continues to scroll and answers a quick poll. She shares with the city that she is very satisfied about gaining this new way to access information at her regular bus stop.







# The future vision can start today.

## Putting it All Together: Digital Product Family and Features

The future vision of an enhanced LA streetscape can start today. In the following sections we describe our digital product family. We have grouped the digital features into three overarching themes: Mobility and Movement, Places and Culture, and the Personal Experience. Each theme below directly addresses a key program goal, and corresponds to a set of digital features that our platform offers.

Note also that these formats are proven approaches that have delighted citizens in other major cities. Importantly, these content formats also run on LA Metro's rail lines, allowing LA to communicate with citizens, commuters, business travelers, and tourists in a unified fashion.

Digital Feature Theme	Program Goal Addressed	Corresponding Features
<b>1 Mobility and Movement</b>	Through information shown across our network of digitally-enabled street furniture, we can help LA residents get where they want to go, stress-free and flexibly with whichever transportation mode works best for them.	<ul style="list-style-type: none"><li>• Bus arrivals</li><li>• Rail transfers</li><li>• Nearby bikeshare</li><li>• Real-time alerts</li><li>• Emergency messages</li></ul>
<b>2 Places and Culture</b>	The digital canvas creates a variety of channels for highlighting and discovering location-specific, curated information about local places and local culture.	<ul style="list-style-type: none"><li>• LA &amp; Neighborhood Facts</li><li>• Local Art</li><li>• Local Businesses</li><li>• Interactive Maps</li><li>• City messages</li></ul>
<b>3 The Personal Experience</b>	In a recent LA rider survey, 55% of bus riders reported having a personal smartphone. Even as digital street furniture lets the City publicly broadcast relevant information, sometimes residents prefer to engage with it on a personal scale. Our solutions offer city residents a means to browse important information on their own terms, on their own devices.	<ul style="list-style-type: none"><li>• Dynamic info in IxNConnect Anywhere</li></ul>



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The aforementioned themes span the digital experience of various street furniture elements in our Proposal. For example (as shown below), we can show multimodal connections to advance the theme of Mobility and Movement across all the street furniture digital elements, allowing residents of LA to move easily through their journey without being constrained at any particular moment.

We go into detail on specific examples in the following sections on the Digital Shelter, Interactive Street Kiosk, and IxNConnect Anywhere user experiences.

Multimodal Connections Shown Across  
Various Intersection Screen Types

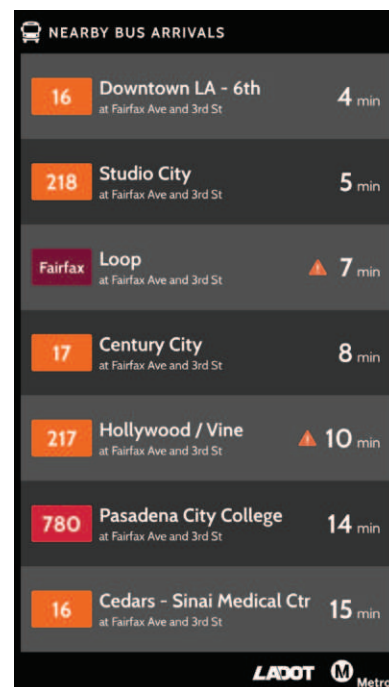
Digital Shelter



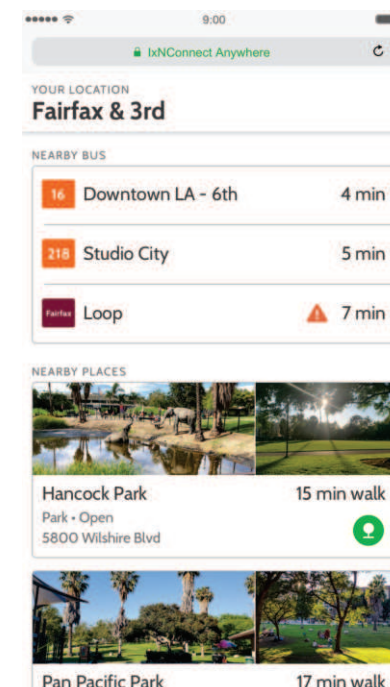
Interactive Kiosk



Urban Panel



IxNConnect Anywhere



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—  
City residents do more than wait at transit hubs and shelters: they want to feel confident in their journeys ahead, stay informed about what is going on in their city, and learn more about their environments.

Digital Shelter User Experience

The user interface on Intersection's displays follow a tested design framework that strikes an ideal balance between user experience, revenue generation and accessibility. This framework is consistent not only across our Digital Bus Shelters, but also all other digital products that Intersection offers, including the Digital Urban Panels.

The Digital Shelter experience consists of two main areas of the display interface:

Digital Shelter Display Interface Area



Header

- The header can feature persistent messaging/branding (e.g. current location, City branding) or dynamic content (e.g. date, time, weather, or nearby transit arrivals)

Main Content Area

- The main content area of the digital panel is where users will engage with a mix of City communications, dynamic content, and advertising.
- This content cycles through the content area as a content loop. 5% of this time will be dedicated to the City.

## Content Loop

The content loop runs in the Main Content Area of the digital panel when advertising content is not being displayed.

Below are examples of elements that we would recommend for the content loop. Again, we would finalize exact details on design, as well as the right allocation of these

various elements or new elements you would like us to create, with StreetsLA if awarded the contract:

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### 4.3 Our Vision for the STAP User Experience

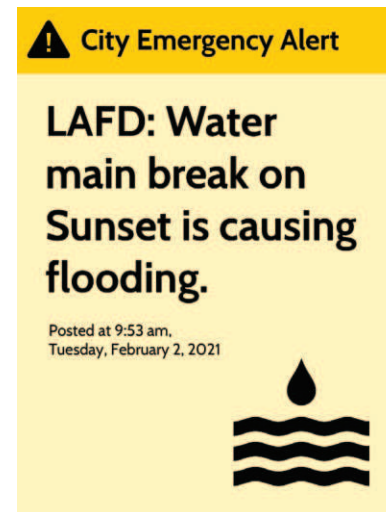
## Digital Shelter and Urban Panel Content Loop Examples

### General PSAs



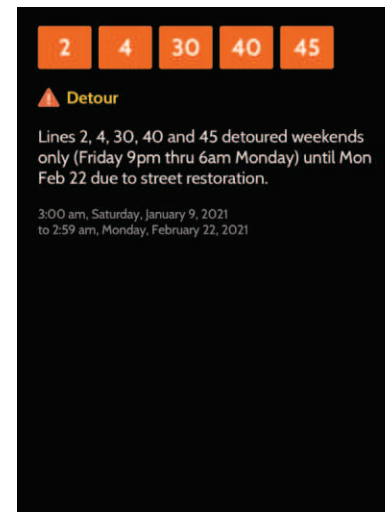
Promote StreetsLA and City initiatives and other community messaging. City staff can upload images or videos and target them to only play on certain displays, and the content specification aligns well with content published for bus shelter displays and Digital Urban Panels.

### General Targeted Alerts



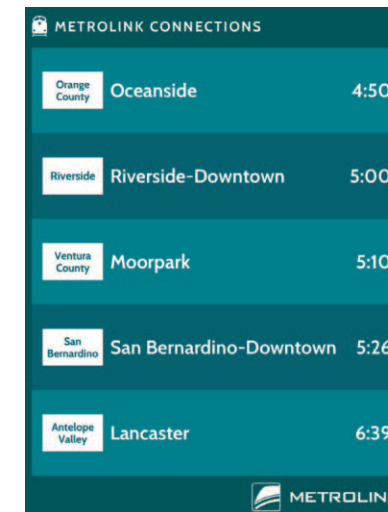
Publish alerts via IxNConnect or integration with an alert feed. Alerts get targeted to play on only the relevant displays: by stop, by route, by mode, or even system wide. In case of an emergency, emergency messaging can take over 100% of the screen time for as long as needed.

### Mobility & Movement Real-time Bus Alerts



Through our work with LA Metro, our system is already processing targeted bus alerts. Specific bus alerts that are relevant to the routes near a particular display will show up in real-time in the loop so that residents are immediately aware of new changes.

### Mobility & Movement Nearby Rail Transfers



Many residents' transit journeys do not start or end at the point of StreetsLA's shelters and stops. By showing nearby transfers at relevant displays, we can help riders connect seamlessly to the next leg of their journey, be it LA Metro, MetroLink, or other adjacent transit operators.

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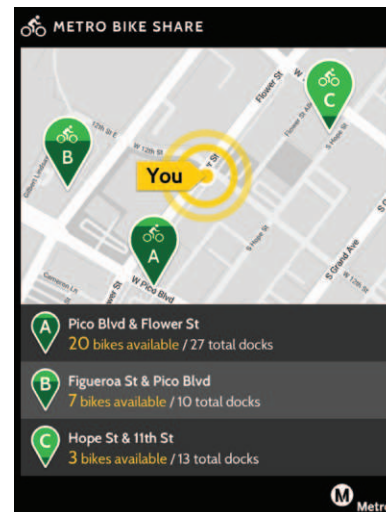
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Digital Shelter and Urban Panel Content Loop Examples

Mobility & Movement  
Nearby Bikeshare



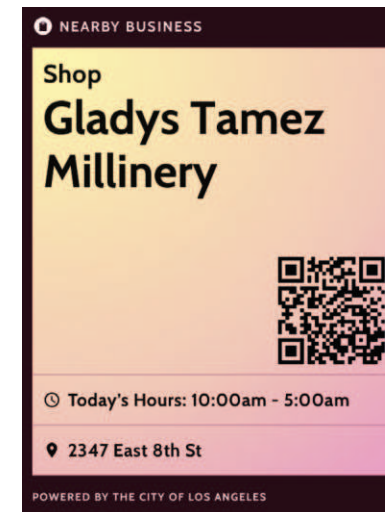
Bikeshare is another example of a connecting mode of transportation available in the City of LA. Dynamic templates on our displays can empower a rider to get off a bus, see the bike availability at docks within walking distance, and move on with their journey.

Places & Culture  
Los Angeles Facts



Our Los Angeles Facts program brings interesting and engaging information from LA's rich history to Angelenos city-wide on our digital screens.

Places & Culture  
Local Businesses



We believe that local businesses are a huge part of what makes a city successful. In many ways, they're the glue that holds a community together. We provide a standard library of dynamic templates which can be used to elevate and celebrate local retail, food, and services — all day, every day.

Places & Culture  
Local Arts



We also know that artistic expression of the human experience has brought people from all walks of life together throughout all of human history. Our content offering includes dynamic templates which can be used to showcase the exciting work of Los Angeles artists and arts organizations.

## Adjacent Header Modules

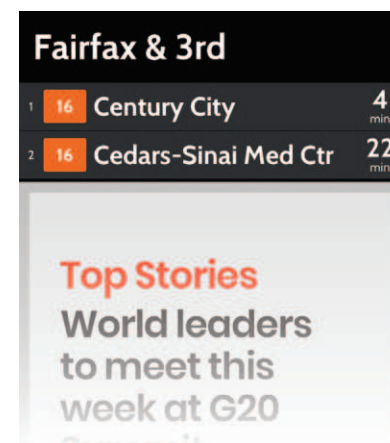
While content and advertising rotates in the main content area, we recognize that LA residents would expect certain information to be easily discoverable on the displays. The header area allows for important information to remain always-visible. And the adjacency with the main content area draws further attention to content rotating in the loop, ensuring engagement with key City communications and raising the value of advertising campaigns.

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## Digital Shelter Adjacent Header Module Examples

### Mobility & Movement Bus Arrivals Ticker



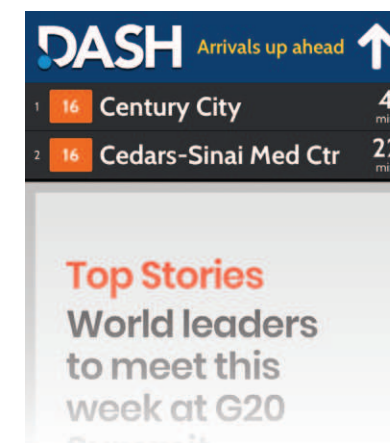
Real-time arrivals for local transit options. Depending on connections available at a stop, different transit mode arrivals can be presented here.

### Mobility & Movement Bus Line Map



Right in the header, line maps of the routes that service this particular stop can occasionally be shown, to orient riders around where they are in their transit journeys.

### Mobility & Movement Shuttle Pickup Signage



The header region is also a flexible space for certain dynamic signage. For example, if certain hubs or shelters are designated pickup zones, signage can be presented at relevant moments in the day to let riders know where to wait.

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At key locations, touchscreens give people more ways to explore locally-relevant information, creating an engaging two-way connection between the City, its residents and visitors.

### Interactive Street Kiosk User Experience

Our interactive touch screens provide all of the benefits of our digital displays with on-demand interactive features such as local area maps, directories of local places of interest, services, transit info and more. These interactive screens are location-aware and dynamically help users find the information about nearby places and transit most relevant to them.

The Interactive Street Kiosk experience consists of two modes — a noninteractive or “passive” mode when users are not interacting with the kiosk, and an interactive mode when users have tapped into the touch modules. The users see three main sections as illustrated below:

### Interactive Street Kiosk Interface Areas



#### Header

- The header can feature persistent messaging/branding (e.g. current location, City branding) or dynamic content (e.g. date, time, weather, or nearby transit arrivals)
- In addition to City content, this space will feature advertising when the main content area is in use (interactive mode)
- Given its height, the header is not an interactive element, allowing for an ideal user experience and complying with ADA height guidelines

#### Main Content Area

- The main content area of the kiosk interface is where users will engage with the interactive modules, such as wayfinding or event listings
- When users are not interacting with the kiosk, the main content area rotates through a mix of dynamic content and advertising. 5% of this time will be dedicated to the City.

#### Navigation

The kiosk features a persistent navigation bar with four interactive modules:

- **Directory:** Categorized listing of points of interest
- **Map:** Local wayfinding and points of interest on a dynamic street map
- **Transit:** Transit and mobility info
- **Information:** General city info



## Content Loop

As described in the Digital Shelter section, the campaigns that rotate in the Main Content Area provide a series of engaging, informative, entertaining, and revenue-generating content for the residents of LA. The same content can be targeted to the Interactive Street Kiosks, ensuring that a seamless, contextual story is told across the city environment.

Below are select examples of how the same dynamic content can be surfaced on the Interactive Street Kiosks. Beyond these examples, other dynamic information that we have presented as part of the Digital Shelter also seamlessly fit on to the Interactive Street Kiosks.

## 4.0 Program Elements

### 4.3 Our Vision for the STAP User Experience

## Interactive Kiosk Content Loop Examples

### General City PSAs



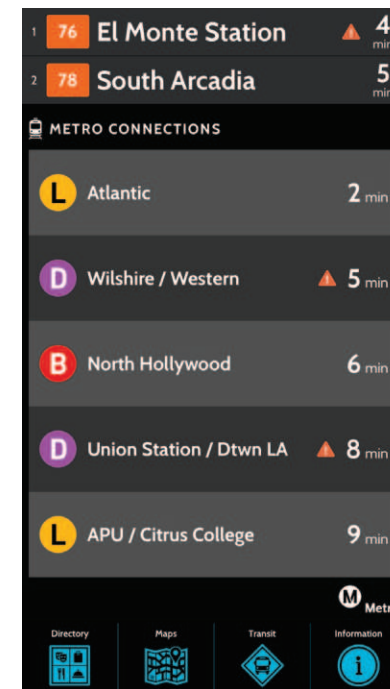
Promote StreetsLA and City initiatives and other community messaging. City staff can upload images or videos and target them to only play on certain displays, and the content specification aligns well with content published for bus shelter displays.

### Places & Culture Local Services



Another key aspect of our mission is connecting the public to valuable services in their neighborhoods. Using our location-aware dynamic templates, we can surface nearby services in the Content Loop on any of our digital screens.

### Mobility & Movement Transit Connections



Just like the Shelter content loop, at locations where the Interactive Kiosks are near other transit modes like LA Metro rail stations, we can show nearby transit connections.

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Adjacent Header Modules

While content and advertising rotates in the main content area, we recognize certain information deserves to be easily discoverable on the displays. The header area allows for important information to remain always-visible. And the adjacency with the main content area draws further attention to content rotating in the loop, ensuring engagement with key City communications and raising the value of advertising campaigns.

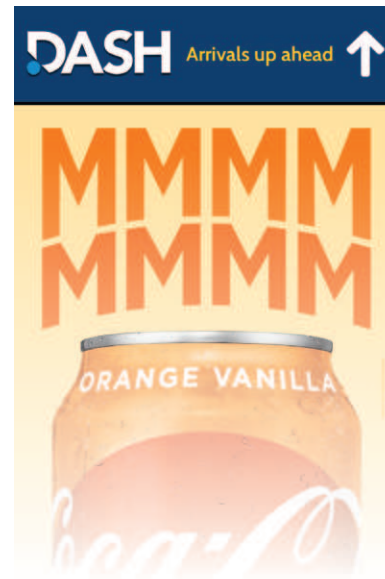
Interactive Kiosk Adacent Header Module Examples

Mobility & Movement  
Transit Arrivals



Where the kiosks are near bus stops, the header area can show persistent nearby bus arrivals, just like the displays on Digital Shelters. Where data is available, we can aggregate the arrivals across different bus operators.

Mobility & Movement  
Pickup Zone Signage



The interactive Street kiosks are eye-catching on-street structures that can be highly effective wayfinding signposts. The header area can be configured at regular intervals to correspond to when a particular curb area is designated for micro-mobility pickups.

Mobility & Movement  
Event-specific Signage



During major city-wide events like the 2028 Olympic Games, the City can designate specific kiosk locations as special purpose zones for event attendees. The header area of the kiosks can be temporarily configured to replace dynamic information with signage.

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## Interactive Features

Beyond the noninteractive content that can be displayed on the Digital Shelters, Digital Urban Panels, and the content loop of the Interactive Street Kiosks, the Kiosks have the added feature of being interactive. This allows residents of LA to go deeper and engage further with contextual information relevant to the locality of the kiosks.

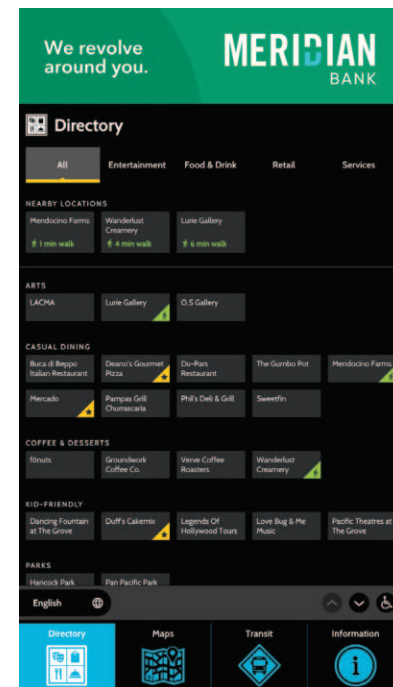
Below are examples of specific modules that enhance the StreetsLA vision, grouped by the same core themes of mobility and movement, and places and culture:

## 4.0 Program Elements

### 4.3 Our Vision for the STAP User Experience

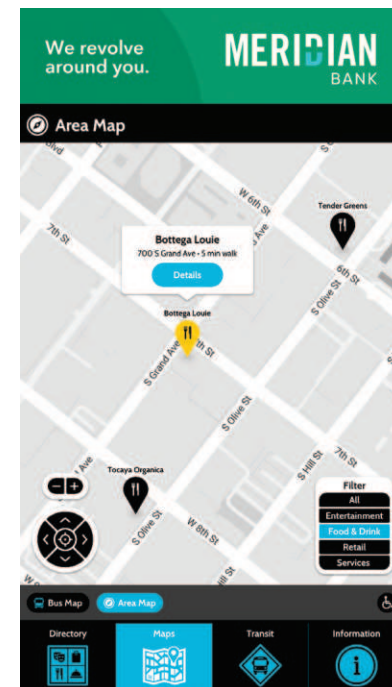
## Interactive Kiosk Interactive Features Examples

### Places & Culture Nearby Places



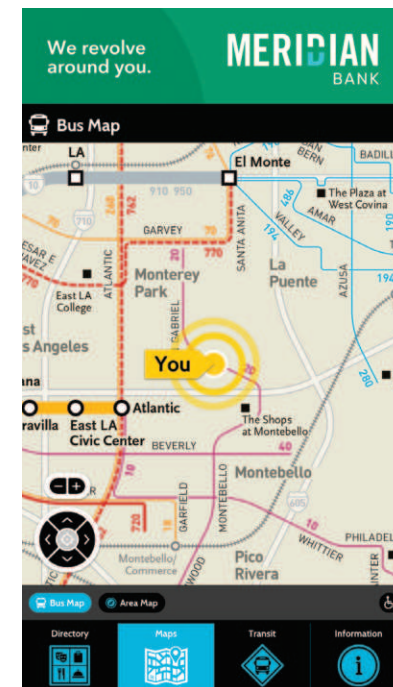
An easy to use directory of nearby places is provided to help connect kiosk users with businesses, food, entertainment, and services near their location. This information is also viewable in the local area map.

### Places & Culture Local Area Map



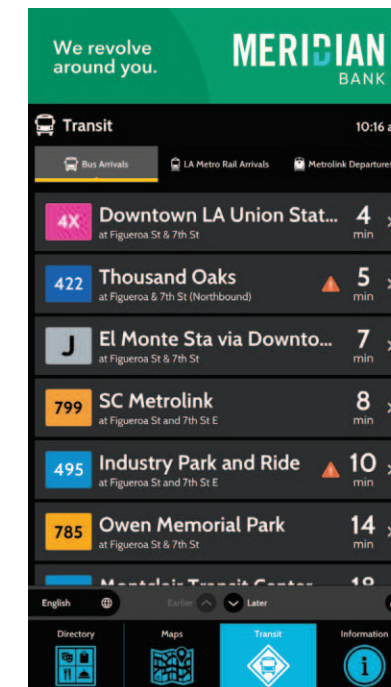
Riders getting off at a stop, or even passersby, can familiarize themselves with the surrounding area and find their way towards key places of interest.

### Mobility & Movement Transit System Map



For customers not familiar with the overall LA transit system, an interactive map serves as an easy way to orient themselves and navigate to their endpoint.

### Mobility & Movement Real-time Bus Arrivals



Kiosks can be configured to be associated with a set of nearby bus stops. This allows LA residents to explore upcoming arrivals across different bus operators, along with the associated stop for that specific service.

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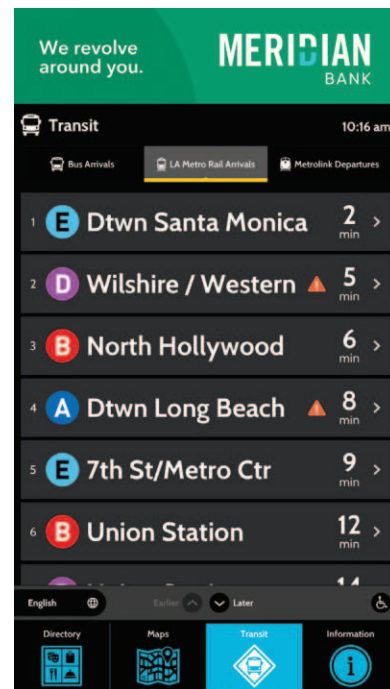


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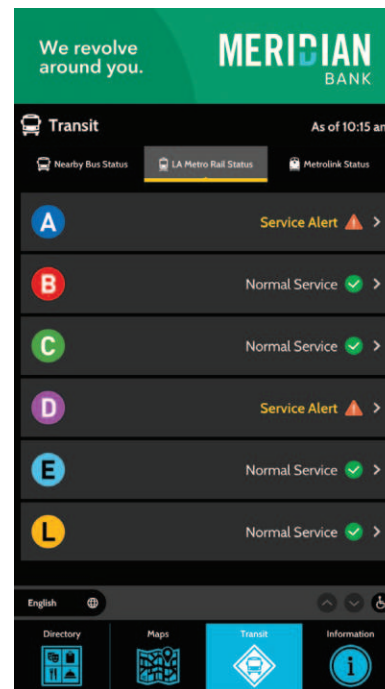
Interactive Kiosk Interactive Features Examples

Mobility & Movement  
Nearby Rail Transfers



Besides bus arrivals at the hubs and stops, riders can interact with the Transit tab to find more information about other nearby transit modes like LA Metro rail or MetroLink. Riders can tap on individual arrivals to explore more details, such as line maps and route-specific alerts.

Mobility & Movement  
Real-time Transit Statuses



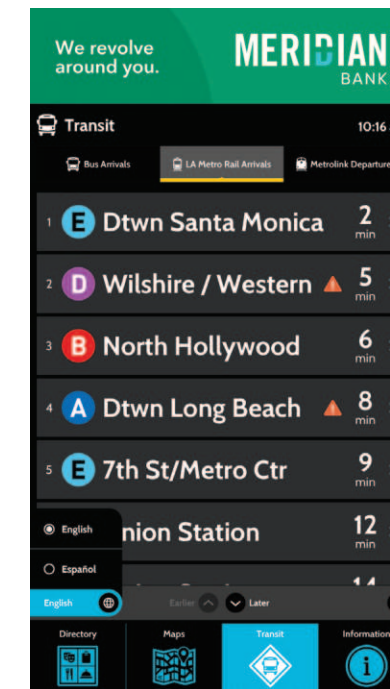
A summary of real-time statuses for the various LA bus routes, as well as related service alerts, ensure that customers are up to date on the latest changes across multiple transit modes throughout the city.

Revenue Generation  
Interactive Ad Campaigns



Advertisers can utilize interactive campaigns to engage directly with people on the street, delivering informative and entertaining experiences through this unique and memorable format.

General  
Multi-language



LA is a multicultural city with diverse demographics. While the kiosk experience defaults in English, a user can switch the language settings of the interactive modules and interact with kiosk elements in a more familiar language.

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**General  
Rider and City Information**



Give residents useful general information to help them on their journey. This could be used to present fare payment tips, FAQs, or social distancing guidelines.

**Accessibility**

Intersection has been recognized for its cutting-edge work to make its products inclusive and accessible to all. Our approach to accessible design takes into account third party accessibility reviews to confirm we're meeting the appropriate standards as well as user testing with members of the accessibility community to ensure we're being responsive to user feedback.

Our digital products comply with the Americans with Disabilities Act of 1990 ("ADA") and have a number of features designed to accommodate all types of users:

- 1 Mobility Accessibility**
  - Each Interactive Street Kiosk is placed in a location that can be accessed by someone in a wheelchair.
  - All interactive elements are accessible below 48 inches from the ground to accommodate users with limited reach.
- 2 Visual Accessibility**
  - The Interactive Street Kiosks include a Storm Interface AudioNav keypad device which enables tactile audio navigation so users can plug in headphones and navigate the screen with audio read-back of on-screen elements.
  - All user interfaces are designed to accommodate users with low vision by considering minimum font sizes and color contrast standards.
- 3 Dexterity Accessibility**
  - A set of industry recognized tactile buttons and audio output controls allow users that have difficulty manipulating a touchscreen to seamlessly interact with kiosk services.
  - Touch screen elements are sized to support usability by those with limited dexterity.

**4.0  
Program  
Elements**

**4.3  
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Experience**

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Extend real-time,  
locally-relevant  
information to any  
location in the city,  
even non-digital bus  
shelters and stops.



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### IxNConnect Anywhere

With IxNConnect Anywhere, Intersection can create a dynamic mobile homepage for any location in the city, easily viewed on any mobile device. By scanning a QR code on a printed marker, a person immediately accesses the same kind of real-time, locally-relevant city information that's presented on our Digital Shelters and Interactive Street Kiosks, including transit arrivals and nearby places of interest.

This extends useful dynamic city information to places where residents have not been able to access it before, delivered conveniently and upholding user privacy (no apps or location-sharing necessary). For the city, this provides a low-cost, low-maintenance solution to offer information and services far beyond the reach of a traditional bus shelter deployment, advancing the Streets LA goals of mobility and community.

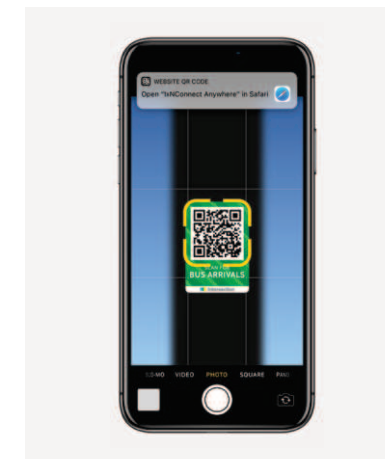
### How IxNConnect Anywhere Works

1



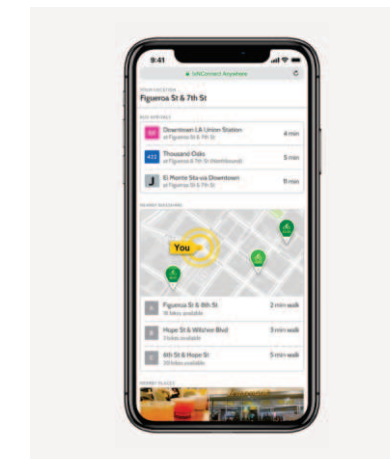
A user sees a marker.

2



The user scans the marker with their phone.

3



They can then engage with local real-time information on a mobile site.





**4.0  
Program  
Elements**

**4.3  
Our Vision for  
the STAP User  
Experience**

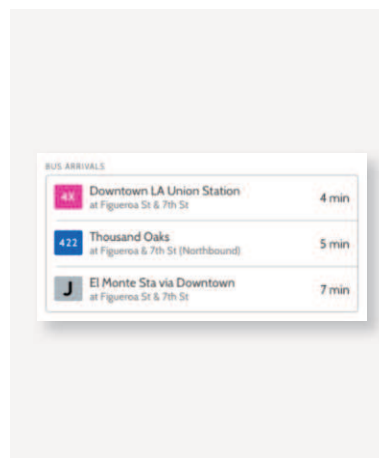
**Contextual Information,  
Browsed at a Personal Level**

Intersection can present the same dynamic content in the mobile experience of IxNConnect Anywhere as the templates that are shown in the content loops of the Digital Shelters and the Interactive Street Kiosks (described in the previous sections).

Below are three examples of how this information can be surfaced within a personal experience:

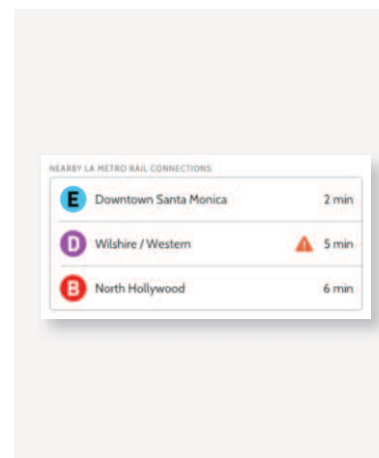
**Contextual Information Examples**

**Mobility & Movement  
Real-time Transit Arrivals**



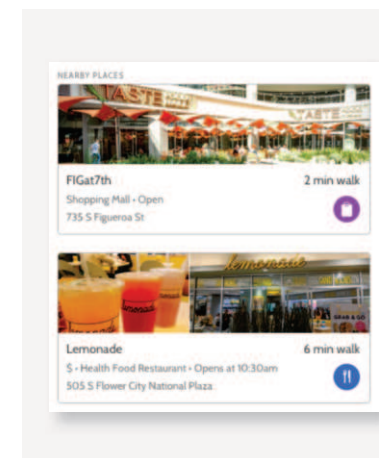
As riders wait at a stop, they can scan the IxNConnect Anywhere marker to quickly see how far away buses are in real time.

**Mobility & Movement  
Multimodal Connections**



For riders who are arriving at a stop, they can scan the marker to see schedules and arrival information of nearby transit modes like LA Metro Rail that they can transfer to.

**Places & Culture  
Discover Nearby Places**



Pedestrians exploring an area can scan the marker to discover interesting places to visit in the neighborhood.

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#### 4.0 Program Elements

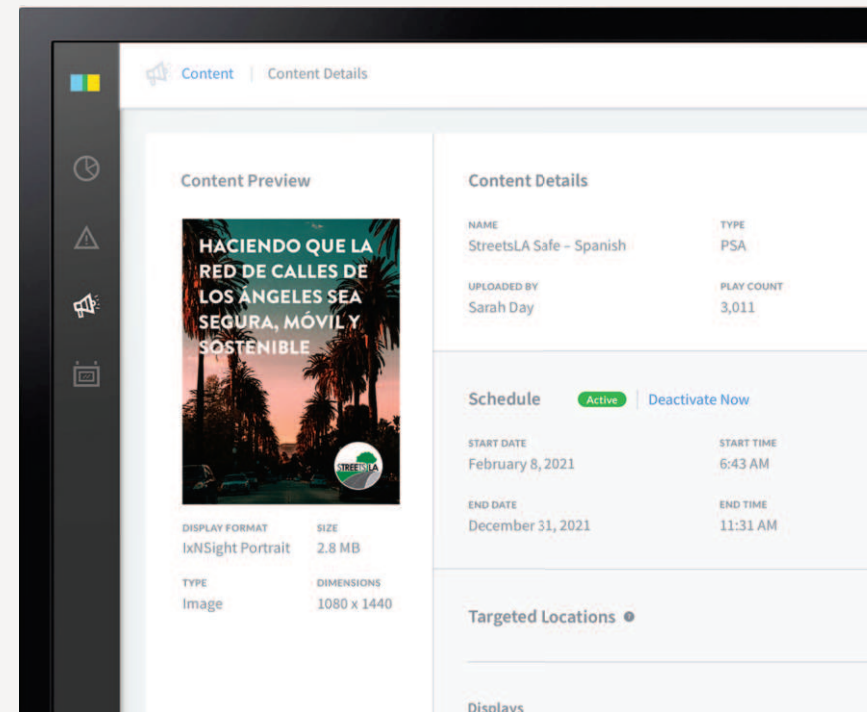
#### 4.3 Our Vision for the STAP User Experience

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IxNConnect is Intersection's award-winning platform for public spaces, built from our years of experience.



#### Powered by a single CMS: IxNConnect

Behind the connected user experience across the various digital products lies a single CMS: IxNConnect, Intersection's award-winning platform for public spaces, built from our years of experience helping municipal partners improve customer communications. IxNConnect acts as a central hub that delivers the same customer information and dynamic data to digital shelters, kiosks, urban panels, and even mobile, striking a balance between relevant content and advertising. Customers see the same coherent information as they move from one point of the StreetsLA network to another.

For StreetsLA and the City of LA, IxNConnect comes with a user-friendly web-based Web Portal that allows staff to directly post and schedule content. StreetsLA can target various types of content to different display formats, system-wide or at a granular, targeted level. See Section 6.3 IxNConnect: Intersection's CMS for more details.

#### Cross-Compatible with Other Systems

While we have shown how IxNConnect can power user experiences across displays that Intersection deploys, we know that the City likely maintains other fleets of displays that are powered by other content management systems. This does not have to result in fragmentation. IxNConnect offers an API that publishes content from our system through a feed for other external systems to integrate. City staff can use IxNConnect as their one unified place to distribute content to various properties throughout the City, Intersection-deployed or not.

#### A Shared System and Language with LA Metro

Not only does our system offer seamless integration points with City displays powered by other content management systems, but it also offers an even tighter coherence with displays that are powered by our same IxNConnect system, configured for other partners. LA Metro is the

perfect example. As a trusted partner to LA Metro, Intersection powers an expanding network of digital displays across Metro stations using the same technology platform offered above. The result is a common hub that powers the Metro transit data, and a consistent user experience design that Angelenos are already familiar with. A Metro rider will already know how to interpret the new StreetsLA signage, and vice versa. Intersection brings a deep understanding of the unique local preferences of LA, and a strong working relationship and mutual understanding with Metro counterparts, especially on projects to present transit info on StreetsLA displays.

Section 5

# Program Transition Plan





## Program Transition Plan

Intersection has the deployment experience and technical expertise to execute a digital deployment with speed and at scale.



As described in the previous section, Intersection is aware of how vital an effective transition will be to the ultimate success of the STAP. Given that there will be no advertising assets available on day one, the scale and speed of the deployment required to ensure a swift revenue ramp will be challenging, but Intersection is

uniquely experienced in this scale of digital street furniture deployment. We are ready to meet the challenge. The following sections will outline our transition plan along with our full deployment strategy.

## 5.1 Transition Sales Plan

# No company has onboarded more street furniture and transit contracts over the last year than Intersection.

**Our sales team** are experts in how to best transition advertising contracts in a way that minimizes disruption for advertisers. This contract poses a unique challenge however, because of the inability to sell advertising on the existing assets. Intersection will be highly motivated to install digital assets beginning on day one. However, without an agreement with the existing contractor to sell on their assets, our experience deploying street furniture in other large cities shows that permitting, approvals, and fabrication timelines will ultimately lead to a gap where there will inevitably be no advertising assets in the beginning of the first contract year. This will likely lead to advertisers looking to spend their advertising dollars elsewhere until inventory becomes available again at scale. To combat this, upon notification of contract award, Intersection will survey the existing advertisers from the CSFP and proactively reach out to them in order to pause their campaigns, and plan to re-active them later in the year when new and improved assets will be available. This will require cooperation from the existing advertising contractor and we strongly urge StreetsLA to begin working now with Outfront/JCDecaux to prepare for as seamless a transition as possible, in the event

it is necessary. Key information that a new contractor such as Intersection will need includes a list of historical advertisers, their contract information, any forward booked contracts and their historical advertising spend. Inevitably, there will be advertisers who turn to other out of home assets within the DMA during this time. However, we feel strongly that the compelling dynamic capabilities and real-time targeting will provide an even greater value to these advertisers than their current street furniture campaigns. Critical to this approach will be the ability to provide advertisers with assurances of timing for availability of the new assets. In our experience, delays with new deployments come from challenges with approvals, construction and utility permitting. These are areas where we believe StreetsLA can be a valued partner in ensuring we can deploy assets in the projected timeframes.

Intersection will also be marketing to new advertisers with the benefit of a new suite of products and capabilities through digital advertising. We are very familiar with transitioning static advertising clients to digital as well as attracting traditionally digital budgets to out-of-home assets. A great example of this was with our LinkNYC

deployment of digital interactive kiosks, which replaced static advertising public pay telephones. We were able to grow revenue from \$32M to over \$69M within the first 4 years of the contract.

### STAP Launch Event

As we prepare to launch STAP to the public, we will be undergoing a number of marketing efforts — from building out and distributing marketing presentations for our sales team, to building a program website, to previewing the product’s capabilities with advertisers, to meeting with community groups to educate the public on the program. In addition to these activities, a launch event is a great opportunity to showcase a new product offering to stakeholders and advertisers. The suite of products being offered in our proposal represents a first of its kind deployment full of a wide range of transit amenities and a street-level digital product offering that will be new to many of those in the out-of-home advertising industry in Los Angeles. Intersection will hold a launch event to showcase the deployment and amenities that will be deployed as part of the program. We also suggest including a panel

format with civic, cultural, and media leaders to speak about the expected impact of the program for riders, citizens, visitors, local businesses, and advertisers. Recognizing potential limitations on traditional gatherings due to Covid, we could certainly host a virtual version of the event where we showcase the features of the product amenities and demonstrate the examples of the advertising capabilities — though we are hopeful we will have made enough progress on the COVID front so that the event can be held live. We held a similar launch event for our LinkNYC program three months before the launch of the program and it proved to be a great way to generate interest for the program during the planning phase and generate a pool of advertisers who were excited to be one of the first to showcase their brands on our new innovative product. Once we have begun to ramp deployment and introduced the additional program elements such as the Interactive Street Kiosks, eLockers and Micro Mobility Charging Stations as part of the mobility hubs, we also plan to deploy street teams to introduce the elements to the public and help educate them on the benefits of these new amenities in the community — as we did with LinkNYC.



## 5.2 Operations and Maintenance for the Existing Program

### Intersection has experience

managing large-scale street furniture operations in other major US cities, including New York City, Philadelphia, and most recently for the MBTA in the greater Boston area. We also have significant operations and maintenance experience with our digital screens and static deployments at major transit authorities such as the CTA, SFMTA, SEPTA and LA Metro. While we have existing operations teams that support our LA office, we anticipate a significant expansion of our operations capacity to transition the operations for the existing CSFP elements. We have already begun evaluating vendors and operations staffing candidates and will be ready to kick-off the below plan upon notification of contract award:

- Secure a centrally located warehouse to serve as a base of operations.
- Hire a local operations manager and retain the appropriate crews for maintenance, cleaning, and waste management so that we can hit the ground running.
- Work with StreetsLA to obtain a definitive list of all program elements and ensure they are entered into our asset management system. This will enable us to equip our maintenance crews with handheld mobile devices which will be used to track each visit and log them in our asset management system.
- Assess the current electrical capacity at the existing sites

and transition billing through the local power authority to ensure continuation of service.

- Visit each site, logging the current state of all program elements and identify the ‘hot-spot’ locations that will require more frequent visits and establish a cadence for visiting those sites in collaboration with the City
- Set up our cloud based database to manage deployment and maintenance for all elements of street furniture in our asset management system, SiteTracker, which we have successfully used in our other deployments.
- Perform training and onboarding for all operations and maintenance staff

Given our experience transitioning large contracts in the past, we are hopeful that there will be ample time following contract award and prior to the commencement date to perform the above tasks, however, we have transitioned many large transit and municipal contracts over the past decade — some with as little as a few weeks notice. Given the projected timeframes for contract award and contract start, we are highly confident that we will be able to seamlessly transition the operations of the CSFP.

### Ensuring a Seamless Transition

Intersection has been fortunate to have transitioned a number of

new partnerships from previous contractors just in the past year, including TriMet Transit Advertising in Portland, PATH system advertising in New York, and the MBTA street furniture program in the Greater Boston area. We have an organized and detailed process for assuming operations that ensures a seamless transition for our partners and have performed these recent transitions in the midst of Covid.

Moreover, Intersection has a dedicated Program Management team that is tasked with onboarding new clients. This team has a standardized process for transitioning contracts that has been tested and refined with numerous partners. We would obviously continue to hone this plan as we get additional details on the project and we begin the work in earnest.

Given that the plan can be fairly technical, we have summarized some of the key tasks and provided additional detail on our approach to the project:

### Project Definition

After a contract is awarded, we kick off the project by gathering key internal stakeholders at Intersection to identify the key details of the contract to make sure we are all aligned. Moreover, we will have a kick-off process with StreetsLA to understand key stakeholders and make sure we are aligned on key deliverables and dependencies. We would expect to have weekly (if not daily) check-ins with StreetsLA to ensure a seamless transition.

### Planning

Our planning process is focused on obtaining a complete understanding of the existing infrastructure and technology and then refining our plan for deploying new technology and amenities. The more information we can get from StreetsLA and its partners in advance on details of the state of the existing infrastructure, the permitting, and design approvals process, and any other constraints that may impact deployment, the quicker we can ultimately deploy our program elements. Also, as part of the planning process, we would start working with StreetsLA to finalize plans for our deployment of the Year 1 sites as soon as possible. This would include finalizing exact locations, products, designs, and working with the appropriate City teams to understand infrastructure specifications and approvals processes. While we already have proposed locations for enough sites to reach the City’s goal of serving 75% of riders in each council district with a transit shelter, we of course will want to ensure the plans align with StreetsLA’s vision and will need to perform a detailed scouting of each location to confirm feasibility. This phase will ultimately end with us procuring the necessary hardware.

# We have an organized and detailed process for assuming operations that ensures a seamless transition for our partners.

## Community Outreach

A critical element of the planning process and of obtaining approvals for the program will involve community outreach. We know StreetsLA has begun to speak with the community about this program and we believe it's critical that we continue this process as we prepare to launch. This will entail visiting with Neighborhood Councils and other community groups to educate them about our program and respond to feedback. This outreach will represent the beginning of an ongoing role of the Community Affairs Manager to ensure our program elements are a beloved part of the community.

## Software

At the same time as our planning process, we will begin the software development process to create StreetsLA's instance of IxNConnect. This would start with our product team understanding the StreetsLA's needs, doing initial design work, getting sign-off from StreetsLA on those designs and then doing software engineering work to deliver the product with the necessary access controls and onboarding

training. This is an iterative and collaborative process which we have found to be an essential component of a successful program.

## Deployment

As indicated in the RFP, we will focus our initial deployment on the highest revenue generating existing shelter and PAK locations. By replacing these with Digital Shelters and Digital Urban Panels as soon as possible, it will allow us to ramp up the revenue necessary to support the long-term sustainability of the program. In tandem with the initial Digital Shelter deployment, we will be relocating as many of the existing shelters as possible, given shelter conditions and approvals for the new greenfield locations. In the initial transition period, we will begin site survey work, permitting work, and starting pre-construction. Further detail about our overall deployment strategy and Shelter Revitalization Program will be outlined in subsequent sections.

## Advertising

As discussed above, this transition will be different than most because

we will not be able to transition any existing contracts or advertisers. However, our Sales Marketing organization would immediately start coordinating with leaders on our Revenue team to create materials and rate cards for all of the StreetsLA products anticipated to be live in Year 1. When we have confidence in the timing of the deployment of the first units, we will then schedule meetings with all of our agency partners across the country to announce and discuss the take-over. In addition to the launch event discussed above, we would also want to discuss a press release, which would further help to build excitement in the ad sales community about Intersection representing this inventory. As we get closer to the initial deployment and activation of the first units, our Advertising Operations team would enter all of StreetsLA's inventory into our advertising sales tools.

## Operations

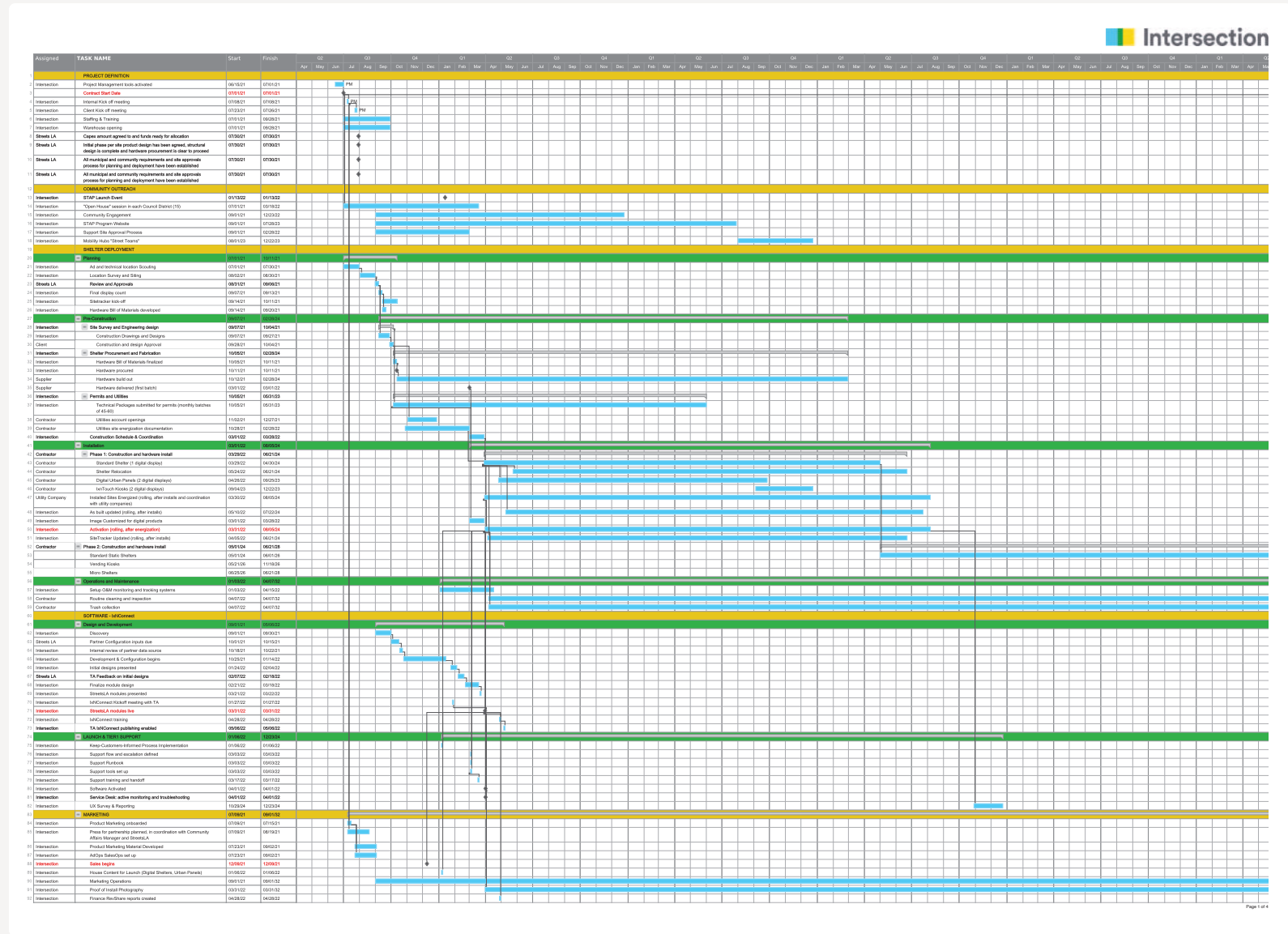
In addition to the maintenance transition described above, our Support team will create runbooks to create standardized procedures for supporting all aspects of the contract. We will set up monitoring and support

tools to identify technical issues with any of our digital assets and create a process for communicating with necessary stakeholders at the City to resolve issues quickly and efficiently.

## Staffing/Hiring

Immediately upon award, we will begin the hiring process to expand our current LA office capacity. As mentioned earlier, we plan on significantly growing our team to service this contract, including advertising salespeople, deployment crews and operations staff. We have previous experience hiring teams to service new contracts, often on very short notice. We have already identified several key candidates that we would target if we win the contract and are confident that we would build a best-in-class team on time to hit our aggressive revenue and operational assumptions.

STAP Plan<sup>1</sup>



5.0 Program Transition Plan

5.2 Operations and Maintenance for the Existing Program

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Footnotes  
1 We are aware that this version is too small to be legible. We have attached a larger version of the project plan in the appendix and included a digital version with our digital submission of the RFP for closer review.



Footnotes

1 We plan to replace the remaining 342 shelters on StreetsLA's list with Static Shelters in the next phase of deployment

## 5.3 Deployment Strategy

# A deployment rollout grounded in experience.

Intersection knows what it takes to deploy a street furniture program at scale — especially one with a significant digital deployment. We have deployed over 3,600 digital screens across the sidewalks of New York City alone, in addition to hundreds of additional screens across the country, and bring with us all of the experience that comes from executing a complex deployment of this nature. We know what types of challenges to expect — from the inevitable surprises that come with digging up city streets to navigating city and state approvals processes to weather and holiday construction moratoriums — and we have overcome all of them. We also have extensive experience deploying in Los Angeles, as we are currently managing a long term digital deployment across LA Metro. StreetsLA will benefit from our lessons learned and the rigorous operational approach we developed in order to streamline the deployment process to achieve efficiency and be able to achieve the fast pace necessary to install revenue generating units quickly, especially in the first year. All of this knowledge has been tediously applied to, and is reflected in, the deployment plans articulated below — for this reason, we would advise caution if there are proposers without our level of expertise who

would promise much faster timelines than what we've reflected below.

We have a proven approach honed by deployments in New York, Chicago, Philadelphia and Los Angeles with 4 phases: Planning, Pre-Construction, Construction, and Activation, followed by Operations and Maintenance. All sites are stored in our cloud based site database and managed through their entire lifecycle.

- **Planning:** Our GIS team analyzes sites, starting with desk surveys based on multiple sources of data and Google Maps, followed by a field survey with boots on the ground. Finally, we review the site list with the City.
- **Pre-Construction:** We prepare for construction and conduct any final site reviews.
- **Construction:** We obtain the necessary permits, perform any required trenching and install the necessary street furniture. We also complete any required power connections and perform any site restorations necessary.
- **Activation:** Working with our service desk, our technicians activate the screen and connect to the internet.

At any given time, we make sure we have a robust set of sites in all stages of the pipeline to ensure we can have continual installations under way.

### Planning Approach

Intersection boasts a talented Planning and Deployment team that surveys all of our public spaces for the ideal locations for our street furniture elements. As part of this planning effort we began with the following top line strategy:

- 1 Focus on the top 770 high advertising value existing shelter and PAK locations for digital upgrade.
- 2 Prioritize the next most valuable existing locations for either digital or static upgrade.
- 3 Identify the top greenfield locations to achieve the City Council's goal of 75% of transit riders in each Council District boarding transit service where there is a shelter.
- 4 Identify potential mobility hub locations where the inclusion of additional amenities will have the highest impact.

The proposed locations for each of the outlined priorities are included in a map in the subsequent section.

### 1. Top 770 Sites

Our planning team began the analysis with an assessment of revenue potential of the existing program sites by leveraging third party data to determine the estimated number of impressions, or advertising views, expected on a daily basis for each advertising panel. Combined with other third party data relating to ridership and pedestrian walk scores, we were able to identify the top 664 Digital Standard Shelter and 106 Digital Urban Panel locations to prioritize as part of our first phase of deployment. Deploying at these locations will ensure we are prioritizing revenue and ridership amenity by quickly establishing a digital network that will serve riders and pedestrians with real-time information as quickly as possible.

We note that our identified 770 locations do not directly line up with the StreetsLA's proposed list of 770 locations. Our analysis found that 382 of the highest revenue potential sites, as determined by the number of advertising impressions associated with each site, fall outside of the City's proposed list of 770 sites. For this

reason, we propose focusing primarily on the highest revenue generating site first, while still planning to replace all of the initial list of shelters in subsequent phases. Here is a snapshot comparison of our 770 unit deployment plan as compared to the list provided by StreetsLA:

StreetsLA List of 770 Sites	IxN Proposed List of 770 Sites
106 PAKs	Replace all 106 PAKs with DUPs
664 Static Shelters	Replace 282 with Digital Shelters <sup>1</sup>
Shelter locations not on list of 770	Replace 342 other existing shelter locations with Digital Shelters

## 2. Top Upgrade Locations

Following the prioritization of the digital locations, we also identified 325 priority static replacement locations which we expect to have the ability to continue to generate revenue and therefore warrant replacement with an up upgraded static shelter in the near term. We

also identified another 25 PAK locations that we would upgrade to Digital Urban Panels as part of the second phase of the deployment.

## 3. Greenfield Location Analysis

We recognize the City's intent to prioritize equitable distribution in the siting of the new Bus Shelters. We look forward to working with the City to identify these locations. To that end, we began an analysis of these sites and identified that the 75% per Council District ridership goal can be achieved through the initial deployment of either relocated or new shelters at 778 specific greenfield locations. This would leave 338 remaining shelters, out of the total 3,000 deployment goal, to be spread out across the council districts as the City sees fit to achieve other priorities. Of course, these numbers are subject to some variability pending approvals and specific site surveys and analysis, but we believe it provides a good foundation with which to achieve the City's goals.

## 4. Mobility Hubs

We are aware that the Los Angeles Department of Transportation ran a Mobility Hub RFP in 2019 and that mobility hub locations will ultimately require significant collaboration with multiple transit and municipal agencies. However, as introduced in our Program Elements Section, we believe strongly in the concept of strengthening the street furniture amenities at these multi-modal transit locations. To that end, we have identified a list of 31 potential stops for these hubs with the expectation that they could include a combination of the elements we've proposed in this response, depending on the condition and amount of space available.

## Deployment Plan

The following pages detail the deployment plans we have developed to execute the planning strategy. Please note that the Phase 1 deployment timeline is longer than the StreetsLA's year-one target as outlined in the RFP. If we can deploy faster, we will, but we think it critical that we align expectations up front. Street furniture deployments always take longer than expected, and we want to root the plan in reality. We anticipate challenges including

permitting delays from different government entities, missing or crushed power conduit slowing or adding costs to deployment, and delays in power connections from the local utilities. In addition, we have found that sites often fall out for various zoning, community feedback, and constructability reasons.

We can and will overcome all these challenges, and have systems in place to track and manage them effectively - but they do take time. We want to be as transparent as possible both up front and during the process, because we believe that makes for the best long term partnership. To the extent the City can help us go faster, we will move faster as we are incentivized to deploy the shelters as quickly as possible.

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**Footnotes**  
**1** We plan to replace the remaining 342 shelters on StreetsLA's list with Static Shelters in the next phase of deployment

5.0  
Program  
Transition Plan

5.3  
Deployment  
Strategy

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Above right  
The world-famous  
Hollywood sign  
at sunset.

Phase 1: Year 1-3  
Priority Deployment and  
Relocation Plan

Upon award of the contract, we plan to install the 770 most high-value digital assets outlined by our planning team as quickly as possible to begin generating the revenue necessary to sustain and grow the program. However, even if we assume no financial resource constraints, our experience has shown that there will be limitations to how quickly the deployment can ramp. Many of the dependencies for a quick roll out are related to approvals and we look forward to working with StreetsLA to enact the plans discussed to streamline the approvals process and work together to mitigate any potential delays.

Based on StreetsLA's anticipated schedule for final selection of a successful bidder May 14th, 2021, we can reasonably anticipate a contract sign and kick-off as of July 1, 2021. Our plan then assumes the following dependencies have been completed prior to kickoff:

- CapEx amounts have been agreed and are ready for allocation
- Initial phase per site product design has been agreed, structural design is complete and hardware procurement is clear to proceed
- All municipal and community requirements and site approvals process for planning and deployment have been established
- Established all requirements related to utilities, state hardware requirements or certifications, and site restoration requirements



- A seamless power utility activation process for shortly after installation has been established with LADWP
- We have begun to stand up our operations with warehouse, staffing, and training

Barring no significant delays in the above dependencies, we can **expect to begin deployment in April 2022, which represents the 10th month** after contract execution. Those initial months will be used for 1) product fabrication 2) site survey and design, 3) site and utility permitting, and 4) pre-construction. Following the initial sites and training of the crews, we expect to be able to ramp to an average high of 17 installs a week within the first 12 months of active installations. By way of comparison, for our LinkNYC deployment we reached an average of 12 installs a week in the first year and were able to ramp to an average of 19 installs a week by year two. We believe the lessons learned from the LinkNYC deployment can allow us to ramp to a higher weekly install average in year one, but ultimately, the complexity of the number of form factors in the

STAP deployment will limit our peak weekly install rate as compared to LinkNYC. In order to speed up operations and ensure we are achieving efficiencies of scale, we will initially focus on deployment of only two new elements: Standard Digital Shelters and Digital Urban Panels. Once the deployment of the Digital Urban Panels has been completed, we will then proceed with the Interactive Street Kiosks. Every new type of element will add complexity to the deployment and potentially slow down the speed. This will also be true for the fabrication of the various elements. For this reason we plan to focus on one to two elements at a time and complete the entirety of a specific element's deployment before moving on to the next element. **We do plan to perform the shelter relocations in tandem with the replacements in order to prevent the need to warehouse the existing shelters after they are replaced and to speed up their deployment to needed greenfield equity locations.**

Within the first year's deployment of priority digital locations, we will primarily focus on establishing advertising potential for reach and

scale. Ensuring we install at least a few digital elements in 5-6 of the top neighborhoods, it will enable our sales team to go to market with an LA digital network that can reach the most desired audiences. In order to create a valuable LA digital network, it means we will focus on deploying our first units near areas including: West Hollywood, Wilshire, Studio City, Melrose, Culver, Downtown LA, Hollywood, Beverly Grove, West LA, Venice, Mar Vista, and LAX.

It's worth noting that the speed with which we can deploy the revenue generating kiosks will be cut in half based on the relocation deployment effort that will necessarily be done in tandem with the replacement roll out. While we recognize the value that the STAP Shelter Revitalization Program brings to the City, it will inevitably reduce the speed of the initial deployment. We have outlined or plan for the Shelter Revitalization Program in more detail in a subsequent section.



### Phase 2: Year 3-6 Remaining Deployment Plan

Following the completion of Phase 1, we will immediately continue the full deployment of the rest of our proposed program elements. We expect to complete the full Digital Shelter deployment within the first half of Year 3, so will immediately continue with the Phase 2 Static Shelter replacements in Year 3. With the Digital Urban Panel and Interactive Street Kiosk deployments complete, we will also proceed with the Vending kiosks in Year 3. In Year 4, we will complete the remainder of the existing shelter replacements with new static shelters. In Years 5 and 6, we will introduce and deploy the 1,116 Micro Shelters.

### Reaching the Full Program Deployment Targets by Year 5

In Year 5, we expect that the first 452 of the Micro Shelter sites will be at greenfield locations, which will achieve the goal of reaching 3,000 total shelters. Also, if prioritized accordingly, the first 114 of the 452 Micro Shelter greenfield locations will be able to satisfy the City’s other target of providing shelter for 75% of riders in each of the 15 Council Districts. The remaining Micro Shelters will be deployed over the rest of Year 5 and 6 and will serve as replacement shelters for the relocated shelters from Phase 1.

It’s worth noting that we have designated Micro Mobility Charging Stations and eLockers as being

Phase 2 (as seen in the chart below), because they are not priority, revenue generating locations. However we expect these to be deployed along with the Digital High Ride Shelters at potential mobility hubs in Year 2. While Intersection will provide overall direction and coordination, these specific units will be deployed directly by our partners at LuxerOne and Swiftmile, so will not ultimately impact the cadence and throughput of our overall deployment teams.

### 5.0 Program Transition Plan

#### 5.3 Deployment Strategy

### Full Deployment Plan

Phase	Component	Totals	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
1	Standard Digital Shelter Replacement	634	184	330	120	-	-	-
	Shelter Relocation	664	130	354	180	-	-	-
	Digital Urban Panels	131	60	71	-	-	-	-
	Digital High Ride Shelter	30	-	30	-	-	-	-
	Interactive Street Kiosk	25	-	25	-	-	-	-
2	Standard Static Shelter Replacement	1,220	-	-	460	760	-	-
	Micro Shelter	1,116	-	-	-	-	558	558
	Vending Kiosks	6	-	-	6	-	-	-
	Micro Mobility Charging Station	20	-	20	-	-	-	-
	eLockers	20	-	20	-	-	-	-
<b>Total Elements Deployed<sup>1</sup></b>		<b>3,866</b>	<b>374</b>	<b>850</b>	<b>766</b>	<b>760</b>	<b>558</b>	<b>558</b>

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**Footnotes**  
**1** These numbers exclude trash cans, which are expected to be deployed with all shelters.

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Program  
Transition Plan

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**STAP Candidate Locations**

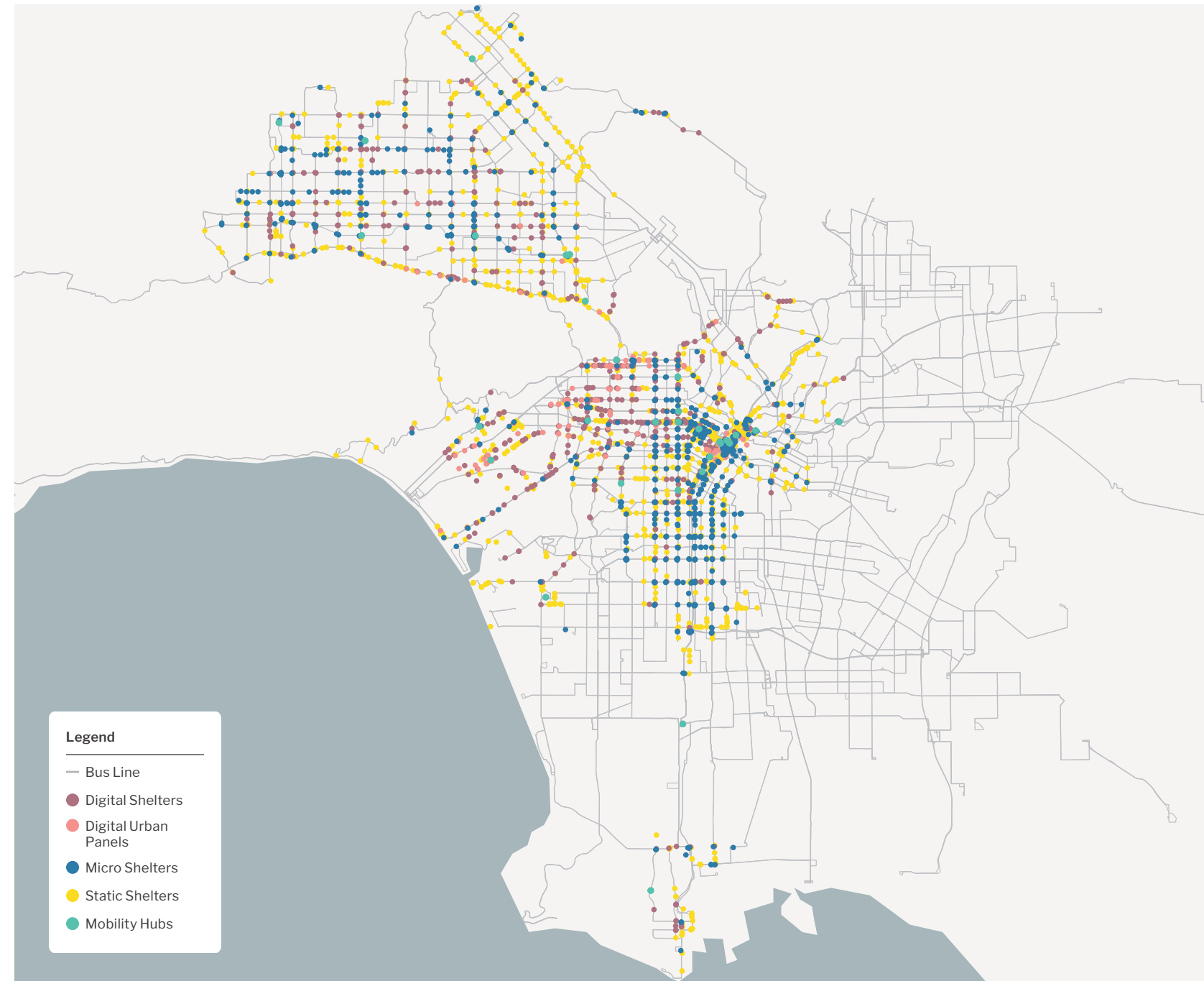
As detailed in our deployment plan, our planning team has undergone an in-depth analysis of the existing and potential STAP sites. However, all the desktop analysis capabilities in the world cannot replace the value of on-site surveys of each and every site.

For this reason, we want to clarify that all final site locations will be subject to site approvals, street conditions or other variables that could impact the final deployment. We would aim to deploy the STAP elements at the identified locations on the below map, or substantially similar locations in terms of impression

values and/or ridership. Also, the mobility hubs reflected in the map are indicative of good opportunities for mobility hub amenities based on ridership and access to multi-modal transit opportunities. We understand that the space availability for amenities will vary greatly and will ultimately dictate which

locations will have a combination of the Interactive Street Kiosks, the Vending Kiosks, Micro Mobility Charging Stations and eLockers.

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# — Giving the existing shelters a second life.

## STAP Shelter Revitalization Program

We understand the City’s goal to repurpose the current shelters — especially those that have years of life left in them — and quickly redeploy them so that they can provide needed amenity to riders in areas underserved by shelters today. We approached this Revitalization Program with the following considerations and assumptions:

- 1 Relocation eligible shelters will be those identified at Phase 1 priority replacement sites. To the degree that any of the initial 664 shelters in Phase 1 do not meet eligibility criteria for the Revitalization Program (described further below), the program will continue with other replacement sites until we have relocated up to 664 sites or as many shelters as are deemed eligible, if less than 664.
- 2 The existing shelters are of varying age and condition, so they will be moved to equity-based greenfield locations temporarily (4-5 years), when they will be replaced with a new structure.

- 3 These locations are not expected to be revenue generating locations, given that they have not been prioritized for deployment as part of the CSFP. Given that these sites are also expected to have units deployed twice within the first five years of the program, we must ensure that the process is as efficient and cost effective as possible.
- 4 In order to manage costs of the program, there should be a cost threshold for assessment of eligibility for relocation for each of the existing shelter sites eligible for relocation.
- 5 Shelter relocations will have to be conducted in tandem with the shelter replacements as part of Phase 1 of the program. This will prevent the need for added costs or delays associated with warehousing the shelters while they are refurbished and redeployed.

## Rehabilitation and Reinstallation of Existing Shelters

With the aforementioned considerations in mind, we propose the following plan:

- 1 **Determine Shelter Eligibility:** Sites will be evaluated during the Pre-Construction phase of the Digital Shelter replacement plan. We will determine if the shelter is still structurally sound, can easily be removed without impacting the integrity of the structure, and can reasonably be refurbished through paint and minor part repair that can be conducted on-site (either at the existing site or new new site). If the costs of rehabilitation to a shelter are expected to exceed \$8,000, then we recommend removing and recycling the shelter. We will salvage any usable parts to incorporate into the repair and maintenance of the remaining shelters in the program.
- 2 **Rehabilitation:** In order to reduce costs of transport and storage, after the assessment, our crews will remove the shelter and perform the minor repair work either at the time of removal or on install at the new location.

- 3 **Reinstallation:** With a focus on delivering amenities to high ridership locations without shelter today, we will prioritize greenfield sites for installation of the relocated shelters. With little information about the existing shelters, we are expecting these greenfield deployments to require the same level of planning, pre-construction, utility set up and construction processes as all of our new shelter deployments.
- 4 **Community Art and Information Program:** The relocated shelters will be available for local artists and community groups to display messaging, poetry, and other forms of local art and expression. We are familiar with running similar curated public art programs, such as our ‘Art on Link’ program in New York City, which features work from local artists on our LinkNYC kiosks. We expect our Community Affairs Manager will collaborate with the City to develop a similar program to leverage the static advertising panels within these shelters.



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Right  
A vivid wall of  
street art in the  
afternoon light.



Section 6

# Business Plan





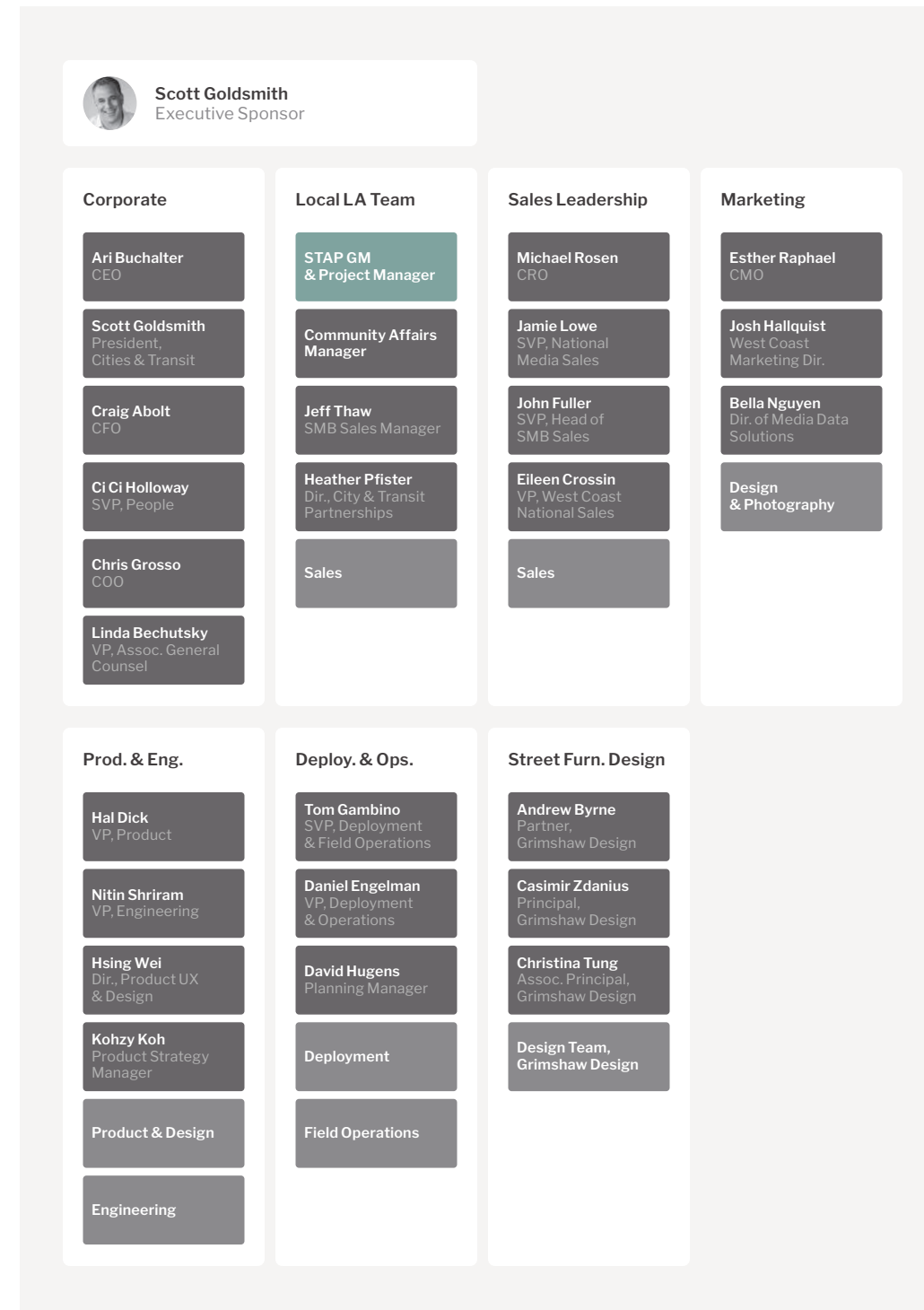
## 6.1 Proposed Team & Organizational Chart

Intersection has an experienced staff of more than 400 employees, including strategists, marketers, designers, coders, engineers, sales professionals, and developers.

Our team is committed to the success of the StreetsLA contract and our entire firm recognizes the importance of the initiative to both StreetsLA and the City of LA as a whole. As described on the following pages, we have the resources to deliver on this contract, and are uniquely qualified to do so.

The team that will be responsible for delivering on our Proposal appears on the following pages, with resumes for named individuals included later in this section.

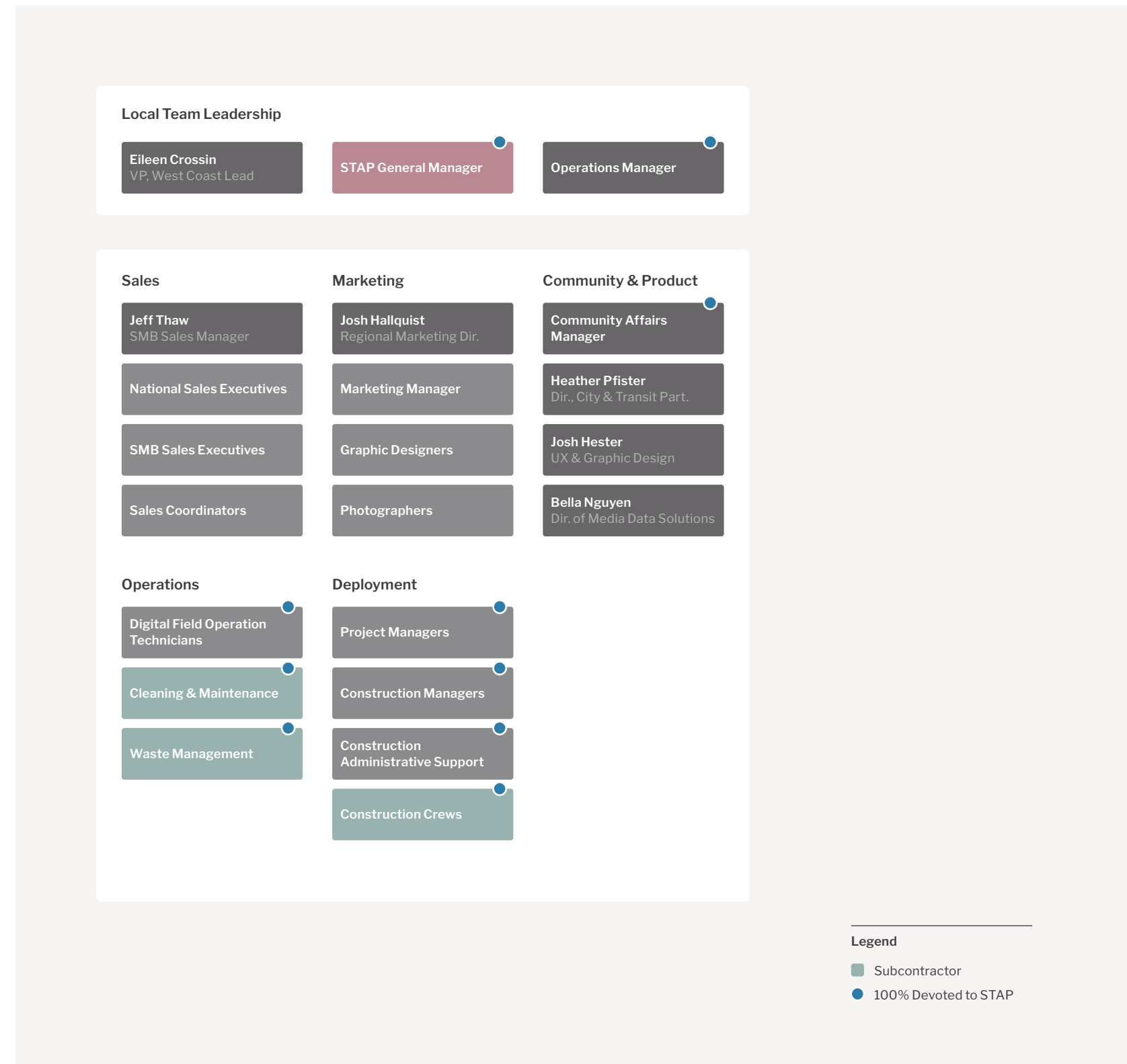
### Corporate Organization Chart



6.0  
Business Plan

6.1  
Proposed  
Team &  
Organizational  
Chart

Local LA Organization Chart



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## Sales and Marketing

Intersection will leverage its existing sales staff based in our Los Angeles office. This team will be led by Eileen Crossin, who is currently head of our West Coast sales teams. Prior to her current role leading sales in LA, Eileen was head of our New York sales operation and spearheaded the sales effort during the launch of our LinkNYC deployment. She knows what it takes to drive significant revenue to new products and will drive that revenue growth for STAP.

Currently our LA office consists of 18 sales and marketing professionals. If named the successful bidder, Intersection plans to increase our sales capacity in our LA office as we ramp up deployment of the new program elements. This means we will hire 6 additional sales professionals and 3 additional marketing professionals. The LA office will be focused primarily on selling StreetsLA and LA Metro, and under the direction of Eileen, Head of SMB Sales Jonathan Fuller, and Head of National Sales Jamie Lowe, will grow the StreetsLA contract by drawing on resources locally, regionally, and nationally.

Our dedicated local team will be supported by Intersection's broader sales force, a team of 130+ exclusively dedicated to the sale of municipal and transit advertising. With account executives in San Francisco, Seattle, Portland, Dallas, Houston, Austin, Minneapolis, Atlanta, Philadelphia, Chicago, New Jersey, and New York, our LA sellers will have access to all of the country's top markets to fully participate in multi-city campaigns and national buys.

## Infrastructure and Operations

In addition to our sales staff, Daniel Engelman, our West Coast Deployment and Operations lead,

will be responsible for expanding our local-based field operations team to manage digital and static deployment and operations throughout the STAP. Daniel is a seasoned operations veteran, having led the LinkNYC program launch (deploying 1,800+ digital kiosks on the streets of New York) as well as deployment and field operations in several major West Coast markets, including Seattle, Portland, San Francisco, and our current LA Metro operation.

The local operations team, along with Intersection's centralized digital operations, planning, deployment, and program management teams, will spearhead the STAP deployment with the care and attention to detail that such a large deployment requires. In addition, this team will ensure that all static posting, cleaning, maintenance, and repair work is performed on the existing CSFP elements with minimal disruption or inconvenience to LA residents and transit riders. Based on our experience with static posting and digital installations over the last 17+ years, we have a deep understanding of these types of operations and will ensure that we thoroughly understand all processes and approvals related to the deployment and operations of the program.

We plan to hire 19 FTEs, maintenance and cleaning for the existing CSFP elements. This includes a dedicated StreetsLA operations director, three operations supervisors and 15 field staff, which will ensure we are ready to go on day one of operations. We will also be hiring a waste management contractor to perform the regular trash removal services across the program. In order to support the fast ramp associated with deployment, we will be hiring nine additional staff members including dedicated deployment project managers, construction managers, and administrative support staff. We also expect to ramp up the number

of construction crews needed during the first year of deployment to reach a total of six crews operating at the peak of our deployment, with each crew averaging approximately three installs per week. Our experienced planning manager, David Hugens, would lead the site selection process with the help of a dedicated local planning manager, to ensure we have identified enough sites in the pipeline each year to account for fallout and ensure we have a steady runway of sites to maintain the necessary steady pace of deployment.

In addition to Daniel, our local team will be supported by our entire national operations and infrastructure organization led by SVP of Deployment and Operations Tom Gambino. Our team of 150+ has led deployment of LinkNYC (the world's largest municipal wifi network and the

largest outdoor network of screens in the world), the CTA network, and digital networks in Philadelphia, Los Angeles, and other major cities. Our dedicated infrastructure team has already surveyed many of the existing CSFP locations and has developed a detailed deployment plan which appeared in Section 5.3 Deployment Strategy.

Not only have we deployed thousands of digital displays in public space; our digital operations team also keeps those displays running smoothly, day in and day out, monitoring network health and performance and ensuring content runs as it is intended. We maintain a Network Operations and Client Support Center, which will help us ensure that our StreetsLA digital network runs smoothly.

## Business Inclusion Program Participation

Above, we have outlined the FTEs needed to perform the work associated with this proposal. However, it's worth noting that our deployment and operations teams are typically where we leverage subcontractors and will expect to do so for this program. Intersection strongly believes that workplace diversity fosters multicultural understanding that creates a synergistic environment to build profitable businesses. To that end, we are deeply committed to economic inclusion and to embracing the participation of the diverse categories of enterprises as outlined in the City's Business Inclusion Program (BIP). Specifically, we have evaluated potential subcontractors in the areas of cleaning and maintenance, trash removal, electrical work, construction and construction management services. We have done extensive outreach through the LABAVN BIP portal and have identified a number of qualified diverse candidates to

support our work for these services. However, due to uncertainty in the ultimate scope of work for this program, we have not been able to secure final proposals and ultimately select these vendors. Upon selection and additional clarifications around the scope of the program, we affirm our good faith efforts to allocate as much of our "Controllable Expenses" for this program to the disadvantaged business enterprises (DBEs) as outlined in the BIP. Controllable Expenses shall be defined as a third-party expense where the Contractor can procure services from a DBE in a commercially reasonable manner. As you will see in our RFP Schedule A Form, we attribute our expected DBE participation based on Controllable Expenses for the project. We will continue to prioritize the hiring of DBE firms for subcontracting opportunities that arise throughout the course of the project.

## 6.0 Business Plan

### 6.1 Proposed Team & Organizational Chart

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## Product and User Experience Leadership

Our technology isn't "set it and forget it." Our in-house product and engineering teams have the resources and expertise to ensure that our product continues to evolve and improve over time, keeping pace with improvements in technology, changes in StreetsLA priorities, data on how pedestrians and riders are using our tools, and public feedback. Unlike some of our competitors in the out-of-home world, who are struggling to modernize and understand the user perspective, technology and user experience design are core to our company and have been part of our work from day one. The transformative IxNConnect, Digital Displays and Interactive Street Kiosks are all built by our in-house product and engineering team of 50+, made up of product strategists, developers, data scientists, and designers. Building these tools and making them great is core to the evolution of our business. We are committed to continual improvement and iteration of our products, which will yield myriad benefits for StreetsLA and the Angelenos and visitors who use our services.

## Street Furniture Design Team: Grimshaw Design, LLC

Intersection has partnered with one of the top internationally recognized design and architecture firms in the world to develop our street furniture designs for STAP. By working with their local Los Angeles office, we are benefitting from both their local knowledge and expertise about the City as well as their international experience designing street furniture for major cities, including the transit shelters in New York City. Grimshaw's historic reputation for innovation through design and human-centered creative problem

solving perfectly complement Intersection's reputation for digital innovation and user experience.

Grimshaw Partner, Andrew Byrne, will lead the team and overall design strategy out of the LA office. Associate Principal, Christina Tung, serves as the technical design lead and overall manager of the project and is also located in the LA office. Casimir Zdanius, Principal and Head of Industrial Design for Grimshaw and based in New York, has extensive experience in street furniture design and will be leading the industrial design elements of this project. This team will be supported by three additional designers and staff members dedicated to delivering intelligent designs that meet the technical, aesthetic and operational needs of the program.

## Local Leadership and Program Management

Intersection's management is laser-focused on the StreetsLA opportunity and ready to deliver. Upon contract award, we will hire a locally-based General Manager (GM) who will serve as the STAP Project Manager and main point of contact for the City. The GM will be a senior level executive experienced with running public contracts, who has intimate knowledge of LA city government, and a thorough understanding of the out-of-home advertising industry. We have already identified and spoken with top candidates who are excited about the opportunity to get to work on this program. The GM will report directly to Scott Goldsmith, President of Cities and Transit for Intersection, and a member of the company's Executive Team. We feel very strongly about ensuring our street furniture elements become a beloved part of the communities we serve. For that reason, we will also be hiring

a full time local community affairs manager, who will report to the GM, to perform community outreach and education about the public benefits of STAP. This team member will attend local neighborhood council meetings, meet with community groups, and ensure we are being responsive to the neighborhoods where we deploy. Both the GM and the Community Affairs Manager will be 100% dedicated to StreetsLA and will work tirelessly to ensure our local and national deployment and operations team, as well as the entire Intersection business, is responsive to StreetsLA's needs and requirements from contract on-boarding all the way through to daily operations. The program will also be supported by Heather Pfister, who reports to Scott as the Director of Cities and Transit Partnerships and has been successfully managing the Intersection's relationship with LA Metro since 2018. A portion of Heather's time will be dedicated to ensuring that we maintain strong collaboration with LA Metro, as a key partner in the success of STAP. Scott will drive the overall strategy for the program and is the executive sponsor for the initiative internally. He has been closely involved in the development of franchises like LinkNYC, City of Philadelphia and LA Metro. He has a deep knowledge of Los Angeles, has worked to build relationships in the market, and will always be an available and responsive partner. Finally, our Executive Team is not only highly qualified to execute on our vision for StreetsLA, but also highly invested. As the single largest group with a stake in Intersection, our executive team understands the importance of this contract to Intersection, and is committed to delivering transformative experiences and revenue to StreetsLA.

## 6.0 Business Plan

### 6.1 Proposed Team & Organizational Chart

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**Opposite**  
A bird's eye view of  
a sunset captured  
during one of the  
smokier days from  
the summer of 2020.

6.0  
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6.1  
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## Corporate Leadership



**Ari Buchalter**  
Chief Executive Officer

Ari Buchalter is a recognized innovator and thought leader in digital media and advertising, marketing technology, and data science. Driven by the pursuit of breakthrough ideas and their translation into impact, Ari's unique career spans cutting-edge PhD and postdoctoral research in theoretical astrophysics to more than a decade of leadership building successful data-driven marketing businesses.

Prior to joining Intersection, Ari served as President of MediaMath, a leading programmatic marketing company that helps brands drive better business outcomes across digital channels. He drove the company's growth from a startup to a global enterprise by championing the use of data and automation, leading the development of its proprietary media, data, and machine learning platforms, and building out MediaMath's business and operations around the globe.

Ari holds a B.S. in Physics from Stanford University, a PhD in Astronomy from Columbia University, and was a postdoctoral Fellow in Theoretical Astrophysics at Caltech.



**Scott Goldsmith**  
President, Cities & Transit

As President of Intersection's Cities and Transit division, Scott Goldsmith is responsible for the continued growth and evolution of Intersection's static and digital media business across the country. A veteran of municipal and transit media, Scott is helping cities transform physical assets into valuable public services and platforms for revenue generation.

Leading national business development, Scott helped Intersection's transit business grow from New York City to more than 30 municipal partnerships in 13 major media markets across the country. His experience serving as the company's primary liaison to municipal partners shapes his strong understanding of the unique challenges facing governments today and the opportunity to improve customer services by creating new revenue streams and enhanced customer experiences. Scott also served as Chief Operating Officer of CityBridge, LLC, the consortium behind the groundbreaking LinkNYC initiative. Scott holds a J.D. from Fordham University.



**Chris Grosso**  
Chief Operating Officer

As Intersection's Chief Operating Officer, Chris Grosso brings 20 years of digital media operating experience to Intersection. With responsibility for media product development and engineering, business development, partner management, deployment, and field operations, he leads our efforts to bring Intersection's forward-thinking products to market and ensure they get deployed and operated at scale.

Chris has had a long career helping reinvent media products for the digital world at NBC Universal, AOL, and Hearst. At NBCU and Hearst, he launched several new digital products leveraging traditional media brands. At AOL, he repositioned AOL.com from a homepage utility to a multi-platform destination content site, dramatically increasing video usage, content consumption, and revenue yields. He started his career at McKinsey, working with digital media, online retail, and telecommunications clients. Chris holds a B.S. from Yale in Computer Science and an M.B.A. from Harvard Business School.



**Esther Raphael**  
Chief Marketing Officer

Esther is a marketing and branding executive with 15 years of experience creating groundbreaking integrated programs for leading national companies that engage audiences, drive revenue, and deliver success. She oversees a team of strategists, writers and designers who develop world-class solutions for Intersection's advertising clients. In this role, she also manages pre- and post-sales strategies, client communication, and marketing events.

Esther holds a B.A. in Psychology from the City University of New York, Queens College.





**Michael Rosen**  
Chief Revenue Officer

As Chief Revenue Officer, Michael Rosen is responsible for the entire sales organization across Intersection's nine offices, including local and national sales; static and digital media; transit, municipal, and air assets; print and specialty media; and more. In addition to responsibility for Intersection's overall revenue targets, Michael provides leadership, training, and motivation to Intersection's sales professionals, focusing on transparency, knowledge-sharing, and communication across the organization. Prior to Intersection, Michael held executive sales, marketing, and general management roles at both corporate and early-stage technology and media companies, including Foursquare, First Look Media, AT&T AdWorks, and Bloomberg Media. Additionally, Michael has previously served as co-chair of the IAB's Sales Executive Council, served on the Board of Directors of the Financial Communication Society, and on the Ad Council's Media Steering Committee, among other advisory and professional affiliations. Michael holds an M.B.A. from New York University.



**Craig Abolt**  
Chief Financial Officer

Craig Abolt oversees Intersection's financial functions and reporting across divisions as Chief Financial Officer. With more than 20 years of expertise in implementing financial strategy for dynamic, market-leading companies, Craig is instrumental in creating an agile, scalable structural foundation to support Intersection's growth goals through proactive management and improved processes across the organization.

For more than ten years, Craig has developed the strong financial structures that have enabled the company's dramatic transformation, leading day-to-day financial matters, establishing bidding standards, negotiating mergers and acquisitions, and charting financial strategies. As an adept leader of the company's growing finance team, Craig enhances company profitability by introducing operational efficiencies, optimizing margins and supporting revenue growth, with oversight of accounting, tax, and investments. In addition to expertise in media and technology, he has practiced finance in the consumer products, environmental services, and real estate industries. Craig holds a B.S. in Accounting from the University of Illinois.



**Ci Ci Holloway**  
SVP, People

As the SVP, People, CiCi Holloway is an innovative People, Diversity and Culture leader, bringing a unique blend of expertise in developing talent, HR transformation, and Diversity, Equity and Inclusion to Intersection. She is responsible for developing and executing human resource strategy in support of the overall business plan and strategic direction of the organization, specifically in the areas of talent management, performance management, Diversity, Equity and Inclusion, learning, engagement, and total rewards. With over 20 years of experience, she has led People and DEI efforts at some of the most visible brands in the world such as Viacom, Paramount Pictures/CBS and UBS, spanning industries including Digital Media, Entertainment, and Finance.



**Linda Bechutsky**  
VP, Associate  
General Counsel

Linda Bechutsky has worked at Intersection, formerly Titan, since 2013. Linda oversees legal matters related to financing, advertising, vendors, investor relations, general corporate work, transit authority partnerships, real estate and employment. Bringing extensive business, financial, and legal acumen, Linda provides solutions-based support of internal and external affairs to drive revenue, increase efficiency, and protect business interests. Prior to joining Intersection, Linda worked as a corporate associate in several large New York law firms. Linda holds a J.D. from Boston University School of Law and a B.A. from New York University.

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## Sales & Marketing Leadership



**Jamie Lowe**  
SVP, Head of National Sales

Jamie Lowe is responsible for driving advertising revenue across Intersection's growing media assets nationwide as Head of National Sales. Leading a team of more than 100 sales professionals in nine of the country's top media markets, Jamie directs multi-channel operations within traditional media, digital out of home, and sponsorship platforms.

Bringing more than 20 years of experience in advertising sales and within the out-of-home industry, Jamie has a track record of exceeding revenue projections for municipal partners. With significant expertise in management, operations, and new business development, Jamie develops revenue forecasts and projections to grow existing business and structures financial models to support new pursuits.



**Jonathan Fuller**  
SVP, Head of SMB Sales

Jonathan Fuller is responsible for small and medium business (SMB) sales across all of Intersection's markets. As Intersection grows, Jonathan is integral in building out the SMB channel to be an even larger part of our success at Intersection. Jonathan has deep experience in local sales, having started his career as a local seller and being promoted through the ranks to New York Sales Manager, Regional General Manager of New York and New Jersey, and now the Head of SMB Sales. Jonathan's experience at multiple levels within the organization has provided a unique perspective and an ability to think differently about revenue generation at the local level.



**Eileen Crossin**  
VP, West Coast  
National Sales

Eileen has worked at Intersection since 2010, serving in several roles overseeing revenue growth for various markets. She has established relationships and increased local, regional and national brands, and has experience overseeing teams of account executives to maximize revenues from both new and existing clients.

She now focuses on driving growth across top West Coast brands in entertainment and technology, leading the region's national sales team as they market Intersection's national coverage to these brands, and supporting the development of Intersection's Los Angeles office.



**Jeff Thaw**  
SMB Sales Manager,  
Los Angeles

Jeff Thaw has been in the out of home industry since 2007, starting his career at JCDecaux. He was a key member of the team that launched the first ever advertising program at LAX and was integral in scaling up revenue at the local and eventually national level. Jeff joined Intersection to help launch their new airport division in 2013. In five years, he grew local and national advertising revenue to record levels not seen with the previous advertising concession vendors. In 2018, Jeff was selected to head up SMB ad sales in LA for Intersection's new LA Metro Rail contract. Since then he has grown annual SMB revenue with a mix of both new and well known local institutions and regional corporations.

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## Regional and National Infrastructure & Operations Leadership



**Bella Nguyen**  
Director of Media  
Data Solutions

Bella Nguyen leads Intersection Media's overall data strategy and focuses on all things measurement and attribution. She is our go-to person for sellers when they need to bring campaign impact measurement to clients including brand lift, foot traffic, and digital event measurement. Bella has spent her entire career in media measurement and analytics, with experience at Gannett, Fox News, and Pandora. Throughout her career, she has led studies to prove the effectiveness of a broad set of media products and developed new techniques to understand the impact of advertising on business performance.



**Josh Hallquist**  
Regional Marketing Director

Josh Hallquist joined Intersection in 2014 with a background in digital marketing analytics. Beginning in the Seattle office, he worked on building Sound Transit media inventory and specialized in product marketing for place-based advertising, as well as media planning and B2B marketing to national advertisers. Josh was promoted to marketing manager in 2016 and then Regional Marketing Manager in 2017, and is responsible for leading the marketing strategy, design and photography divisions for the West region. He manages these cross-functional teams across research and planning functions, corporate marketing initiatives and product marketing, including new media ideation, performance measurement and collateral creation to drive business from national brands.



**Tom Gambino**  
SVP, Deployment  
& Field Operations

Thomas Gambino is SVP of Deployment and Operations for Intersection. He is responsible for the engineering, deployment, and operations teams focused on designing, building, and operating the infrastructure across all products including LinkNYC, Interactive Kiosks, Digital Displays, and other transit solutions that are changing the lives of people every day. He brings over 20 years of industry experience in leadership roles with EDS, AT&T, and Vonage. Most recently he led design and construction for Charter Communications in New York.



**Daniel Engelman**  
VP, Deployment & Operations

As VP of Deployment & Operations, Daniel oversees operations for Intersection's West Region markets, including Los Angeles, San Francisco, Portland, and Seattle. He is responsible for management of posting and removal of static advertising campaigns on trains, buses and stations, including posters, bus wraps, train wraps and station dominations. Additionally, Daniel oversees the deployment of Intersection's digital assets across multiple cities. He manages three directors and a staff of 30+ union and non-union field and warehouse employees.

Daniel has worked at Intersection since July 2015, having also served as Intersection's Vice President for Link, overseeing business & technical operations and program and partner management. He helped establish Intersection's Link program management, including governance and cross-team alignment of engineering, deployment, government affairs, support, field operations, manufacturing and sales. Daniel brings more than a decade of experience directing complex projects requiring cross-team alignment.

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## Regional and National Infrastructure & Operations Leadership



**Kurt Wilson**  
VP, Infrastructure

Kurt Wilson leads the Infrastructure Group at Intersection. Kurt's team is dedicated to designing and delivering top-of-class digital signage products and building out robust ad networks. By combining necessary disciplines in network, hardware, mechanical engineering, and site planning, the Infrastructure team brings 30+ combined years of experience delivering award-winning products in the Cities and Transit space, recognized globally for products including LinkNYC, InLinkUK, MTA On The Go, Interactive Kiosks, and digital displays.



**David Hugens**  
Planning Manager

David Hugens leads the Site Planning team at Intersection. Site Planning works to optimize asset type, count, and placement to maximize both stakeholder engagement and value. Having partnered with a variety of organizations across the municipal and transportation sectors, including LinkNYC, New Jersey Transit, The City of Philadelphia and LA Metro, the Planning team repeatedly delivers a suite of product options and solutions for all involved. David has a Bachelors from CSU Chico and a Masters from Columbia University, he has worked in infrastructure and deployment for the last decade focusing on process development and optimization.

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## Product, User Experience, & Partnership Leadership



**Hal Dick**  
VP, Product

Hal Dick brings nearly 20 years of product experience to Intersection, where he has delivered innovative products that improve communications and the rider experience to transit agencies across the country. He leads a product team that is passionate about transit and worked closely with the CTA over two years to launch IxNConnect, Intersection's digital communications platform built from the ground up to manage and optimize transit messaging. Since the platform's launch, Hal has served as the key technical point of contact for our other transit partners who have since adopted IxNConnect, including SEPTA, NJ Transit, and LA Metro. Hal has a long history of incorporating technology into public spaces, ranging from the MTA On The Go kiosks and NJ TRANSIT "Here and Now" program to award-winning interactive experiences for museum and retail environments. Hal is a Certified Scrum Product Owner.



**Nitin Shriram**  
VP, Engineering

Nitin leads Intersection's engineering efforts across all Media and Technology initiatives, including IxNConnect, Intersection's platform to manage and optimize transit communications, Interactive Kiosks, which provide interactive experiences in public spaces, and Intersection's Content and Monetization offerings and platforms. Nitin has particular experience in business workflow and process engineering, large-scale systems development, data-driven products, and advertising technology.

Prior to joining Intersection Nitin served as CTO at a leading media rights management company and was part of the early engineering team behind the DoubleClick suite of platforms.



**Heather Pfister**  
Director, Cities and  
Transit Partnerships

Heather Pfister, Director of Cities and Transit Partnerships at Intersection, focuses on growing and maintaining relationships with LA Metro and City agencies across the Los Angeles area. Heather works cross-functionally with Intersection's business, product, marketing, and sales teams to ensure both static and digital solutions are deployed on-time and on-budget while generating significant revenue to our customers.

Prior to her current role, Heather was the Director of Business Development for Intersection, leading successful strategy and execution of multi-million dollar RFPs. Heather also has a background in cultural policy, arts management, and architecture, working with for-profit companies, government agencies, and non-profits in the art and design fields.



**Hsing Wei**  
Director, Product UX  
& Design

Hsing cultivates the user experience and product design practice at Intersection. She leads an experienced team of UX and product designers focused on delivering impactful experiences, intuitive interfaces and scalable systems for transit authorities, cities and destinations. She has helped develop digital master plans for clients, including LAX, to unlock insights and generate future technology roadmaps. Prior to joining Intersection, her work included games development, innovation consulting, product and installation design for clients like the Gates Foundation, the United Nations, the Department of Education, Mozilla, and Google. Hsing holds a B.S. from the University of Pennsylvania and an M.A. from Harvard University.



**Kohzy Koh**  
Product Strategy Manager

As Product Strategy Manager, Kohzy combines thorough research, collaborative user-design, and business experience tested in the NYC tech startup world. He is especially interested in exploring ways that emerging technologies such as augmented reality and location-based services can be used to strengthen urban interactions. He is also interested in how urban services can be made accessible to commuters with a wide range of needs. Over the last two years, Kohzy has worked closely with the CTA, SEPTA, NJ Transit, and LA Metro to implement and deploy IxNConnect.

Before Intersection, Kohzy designed products at Uber, and has deep experience working with various tech startups in NYC, especially in the space of enterprise technology. His design work has won awards from Fast Company, Core77, and IxDA. Kohzy holds a B.A. in Economics from Harvard University and an M.F.A. in Interaction Design from the School of Visual Arts. Kohzy is also the co-founder of the popular Transit Techies Meetup ([meetup.com/transit-techies-NYC](http://meetup.com/transit-techies-NYC)), hosted monthly in Intersection's New York office.



**Josh Hester**  
Product Design & UX Lead

Josh Hester is a user experience designer at Intersection, specializing in user interface, experience, and motion design for various platforms. He has been with the Intersection team for seven years. Josh is passionate about improving the transit experience with technology, and has worked extensively with clients including the New York MTA, the City of New York, LA Metro, SEPTA, NJ Transit, and the CTA. Josh especially enjoys working with Intersection's transit authority partners, finding kindred spirits who seem to enjoy nerding out about the best way to present transit information as much as he does. Josh is an avid runner, a board game designer, and has had experience teaching design at the School of Visual Arts and Queens College. His work has received recognition and acclaim in multiple places, including the Type Directors Club, Adobe Achievement Awards, Interaction Design Association (IxDA), Core77, and others. He currently lives in California and works out of Intersection's Los Angeles office.

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**Street Furniture Design  
Grimshaw Design**



**Andrew Byrne**  
Partner, AIA, RIBA, RAIA

After more than twelve years of experience in London with Grimshaw, Andrew relocated to Los Angeles in 2017 to establish and lead a new studio for the practice. Andrew is currently the Design Partner for the LAX Airport Metro Connector and the Los Angeles Union Station Forecourt, a unique opportunity to transform an underutilized existing space into a civic plaza with improved pedestrian and cycling connections. Andrew has worked closely with large and complex client groups, including Network Rail, High Speed 2, LA Metro, LAWA, BAA and UCLA. Andrew excels at understanding the complex forces that act on large-scale public buildings, and he enjoys working closely with clients and design collaborators to generate innovative design solutions that resolve challenging and at times conflicting requirements. He is highly committed to active design leadership and has made telling contributions to several of the firm's award-winning projects.



**Casimir Zdanius**  
Principal / Head of Industrial  
Design, IDSA

Casimir is Grimshaw's global head of industrial design. His work includes a wide array of elements, including bespoke furniture, seating, signage and wayfinding systems, as well as larger architectural elements such as bridges, stairs, and skylights often considered works of art unto themselves. The details and elements developed for Southern Cross Station and Fulton Center are part of a larger portfolio of transportation-related work including industrial design components, signage and wayfinding devices, shelters for bus stops, retail kiosks, security booths and more. These elements are critical to the safe and efficient function of urban transportation environments, serving to move passengers quickly and efficiently through the station environment while providing an uplifting, pleasant environment for travel.



**Christina Tung**  
Associate Principal

Christina joined Grimshaw in 2009 and has played a significant design role in several Grimshaw projects spanning disciplines, scales and regions. While in New York, she was a key designer on the Frost Museum of Science in Miami. Following completion of the museum, Christina completed the LA Union Station Master Plan design guidelines, framing future development at the region's primary transit hub, which included transport operations and real estate development. Following her work on the master plan, she relocated to Grimshaw's Los Angeles office in 2017 to continue to grow the practice's portfolio in California. Her current projects include the LAX Airport Metro Connector, a multi-modal transit gateway to the airport, and the Sacramento Valley Station Master Plan, a vision for expanded service and development.



**Aaron Vaden-Youmans**  
Associate Sustainability  
Manager, AIA, ENV SP

Aaron is Grimshaw's Sustainability Manager for North America. He joined Grimshaw in 2010, his holistic approach yielding contributions ranging from sustainable master planning strategies to high-performance façade design details and specifications supporting a circular decarbonized economy. Aaron is an optimistic practitioner with a passion for transdisciplinary collaboration and participatory design. In Los Angeles, he has worked on projects with the LA Forum for Architecture and Urban Design, where he serves on the Board of Directors. Aaron recently became a qualified Envision Sustainability Professional (ENV SP), supporting infrastructure projects that realize regenerative outcomes and verification using the Institute for Sustainable Infrastructure Envision framework.





**Raymond Chau**  
Architectural Designer

Raymond has a long background in urban design and transportation planning and design. From 2008 to 2010, Raymond worked as an urban designer in Guangzhou and participated in numerous master planning projects in China. Prior to joining Grimshaw, he worked at SOM for two years with a focus on commercial, education and healthcare sector. With Grimshaw since 2015, Raymond has been a planner and designer on several large transportation projects across the country. He began on the team delivering a new vision for Washington, D.C. Union Station as part of the 2nd Century Master Development Plan. Since moving to Grimshaw's Los Angeles studio, he has been a part of the design team for the new LAX Airport Metro Connector.



**Braden Pederson**  
Architectural Designer

Braden has worked for leading international design practices on transportation, commercial and residential projects around the world and has an expansive skillset in design, detailing and construction documentation with on-site building experience. He joined Grimshaw in 2017, working on architectural design for two projects under the Los Angeles World Airports' Landside Access Modernization Plan: the Airport Metro Connector Transit Station, which will better link the airport with Los Angeles mass transit; and the Automated People Mover, on which Braden worked on Grimshaw's finalist competition scheme. Before moving to Los Angeles, he was also a key member of the team developing concept designs for New York City's 2nd Avenue Subway Phase 2 Extension into East Harlem.

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With thousands of digital displays across the country, Intersection is the market leader in transitioning static advertising to digital, with more experience and expertise than any other company.

**Moving from static** to digital is more than installing a screen in place of a static panel. Transitioning to digital is a complicated process involving planning, siting permissions, electrical and connectivity, engineering, construction management, and close coordination with the partner — not to mention the process of hardening, provisioning, and deploying thousands of displays for public use.

### Street Furniture Maintenance, Cleaning Schedule, and Trash Removal

Intersection's Operations team, along with our trusted and experienced

team of subcontractors, will be responsible for maintaining all of the STAP hardware. Cleaning, installation, maintenance, repair, and any related activity will only be performed by members of Intersection's Operations team or trusted and experienced subcontractors, who have successfully completed any mandated or required safety training. We will comply with all State of California and local municipality safety and work requirements. This team will ensure that all operations work is performed at optimal times of day to ensure minimal disruption or inconvenience to transit riders as well as local residents and visitors. Also, as part of our commitment to sustainability, we will commit to the use of all electric vehicles for our maintenance and operations activities by 2025 — or if we are unable to do so, purchase proportional carbon offsets to ensure we are reducing the overall carbon footprint of the program. We will also ensure all of our cleaning supplies are environmentally friendly and have been labeled by the EPA's Safer Choice, Design for the Environment (DfE) programs or similar qualification measurement.

During the COVID-19 pandemic, we have also taken additional precautions in our operations procedures, including adhering to social distancing at all work locations, increasing cleaning frequency of our warehouses and vehicles, stocking warehouses and vehicles with gloves, sanitizer and disinfectant wipes. We follow the guidance of all local health authorities in the regions we operate in, and are committed to ensuring that all appropriate procedures are taken during this contract to ensure the safety of our workers, City of LA and Transit staff, riders, residents and visitors.

Our proposed street furniture cleaning and maintenance plan includes:

- Weekly cleaning services to keep all assets in a safe, clean, attractive and sanitary condition and in good order and repair. During the weekly checks our contractors will perform a comprehensive cleaning of the digital displays and user interfaces, empty all trash receptacles, and remove all graffiti, stickers, posters, litter, dust, dirt, and weeds. They will also confirm all amenities are functioning and perform any preventative maintenance as necessary.
- Quarterly deep cleaning with power washing and pads for all elements on a rotating basis.
- Additional cleaning will be provided for locations mutually identified as Hot Spots, as deemed necessary through collaboration with StreetsLA.
- Maintenance for Existing Program Elements: During weekly cleaning visits, contractors will inspect shelters for any damage that presents a safety concern, unusable bench or leaning rail, structural issue or other defect. However, given the various shelter form factors in the existing fleet, we propose two options for part replacement:
  - StreetsLA can source and provide necessary parts for replacements on existing shelters and Intersection will provide labor to replace parts within two weeks, given part availability.
  - As we've done in other markets where we have taken over existing shelter programs, as older shelters become damaged, we can remove the shelter and StreetsLA

can decide to replace it with a new shelter or add it to the planning list for replacement at a later date.

- For New STAP Elements: Weekly maintenance checks where our contractors shall inspect the unit for any damaged or broken components or burned-out lighting fixtures, and repair or replace any damaged or broken parts within two weeks of becoming aware of the occurrence of the damage, breakage, or burn-out (so long as applicable parts and labor are reasonably available within that time frame).
- Emergency maintenance or 'make-safes' to be performed in the event of critical or hazardous conditions no later than 24 hours from notification of the issue.

We understand the current Automatic Public Toilets (APTs) are being considered as part of another program separate from STAP. If they ultimately are included in the scope of the STAP program, we would be pleased to include the existing locations in the advertising inventory if allowed by the City. However, given that we are not proposing these as future elements of STAP, we do not plan to perform ongoing operations and maintenance activities associated with these structures.

### Digital Maintenance

Managing thousands of street furniture assets and digital devices in public spaces is not easy. Add to that sensors, disparate data sets, real-time information and emergency feed integrations, connectivity, and security, and it's easy to see that this is the domain not of an out-of-home billboard company, but a digitally-native product company.

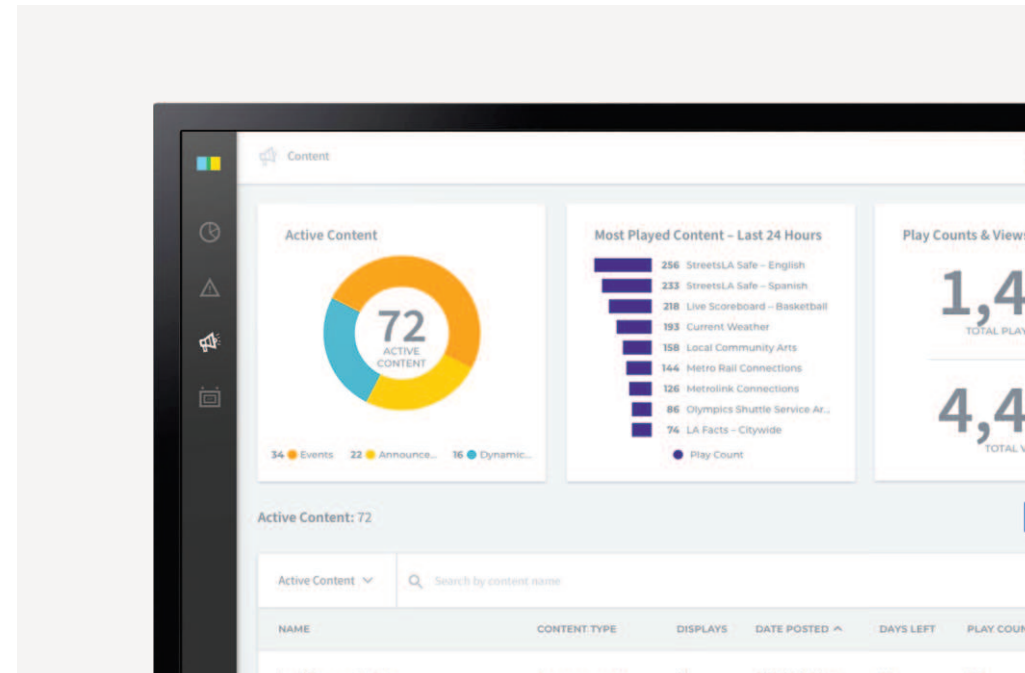
Intersection has thousands of devices under management and we have been integrating digital customer experiences into public settings for more than a decade. We have experience managing and servicing devices in the field, handling software upgrades and services remotely, and deploying resources to take care of issues on-site quickly when needed.

Intersection sources robust digital products from our trusted long-standing manufacturing partners who have a long track record as leaders in the digital out-of-home industry. These are tested, dependable products with expected lifespans of more than 10 years. All new digital displays will be covered by an extended manufacturer's warranty with on-site support available as needed. We will also maintain a robust supply of spare parts for our digital screens in our LA area warehouse facility for any necessary repairs.

### Remote Monitoring

Over the past five years, we have developed a comprehensive set of internal fleet management tools to track inventory and diagnose system issues. We have partnered closely with our manufacturing partners, and several of our software vendors to bring remote diagnostics and real-time systems monitoring tools into a single dashboard, which serves as part of our CMS. Our service desk can then understand how the screens are performing and detect the majority of digital maintenance issues in real time. From there, we can troubleshoot remotely and dispatch personnel on-site as needed.

Most issues that are detected by on-board systems can be rectified automatically; those that cannot will generate a ticket for our service desk which will be queued for an agent to review. Our system also allows



our partner to notify us if there is an issue with a deployed product which will also generate a ticket for our service desk. Intersection's support engineers will resolve issues via remote interventions as much as possible, so as to minimize the need to deploy personnel to the field. Issues requiring on-site service will be addressed promptly, within 24 hours in the event of any safety-critical issue (e.g. broken glass or damaged structures). Intersection operations personnel can also leverage our mobile asset tracking tool, SiteTracker Mobile, to report any issues to the service desk that are observed in the field during routine cleaning and maintenance visits.

**Not only do we have real-time visibility into the status of our digital assets, but so will StreetsLA (as shown above).**

With the features available through our IxNConnect CMS, StreetsLA stakeholders can view network status and health indicators, and can even pull up, at any moment, a real-time view of exactly what is playing on

any display in the system, without having to go on-site to check any particular displays. This provides 100% transparency and assurance for StreetsLA that any messaging is being displayed correctly.

The system is fully web-based so that it can be accessed from a modern web browser on any standard computer platform and operating system (PC/Mac/Linux). Data is exportable in a format compatible with standard spreadsheet applications such as Microsoft Excel for further manipulation. See Section 6.3 IxNConnect: Intersection's CMS, for further details about our CMS.

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**Sales Operations**

Our sales operations and accounting teams have established a well-oiled machine when it comes to supporting our sales teams with contracting, billing and collections to ensure both a smooth experience for our advertising clients and an efficient time-to-collect process for managing incoming revenue. Our municipal and transit partners value the monthly revenue reporting packages we have developed over the years. We look forward to supporting StreetsLA's sales reporting needs for the STAP.

**Posting Operations and Quality Assurance**

Intersection currently posts, maintains, manages, and sells more than 530,000 static advertising panels across the country. We are committed to ensuring that each and every StreetsLA panel is posted, maintained, removed, and tracked in accordance with StreetsLA's policies. From visiting all of our assets frequently to ensure they are looking their best and remediating damage or vandalism, to promptly removing all dated content and providing transparent reporting, we take compliance seriously.

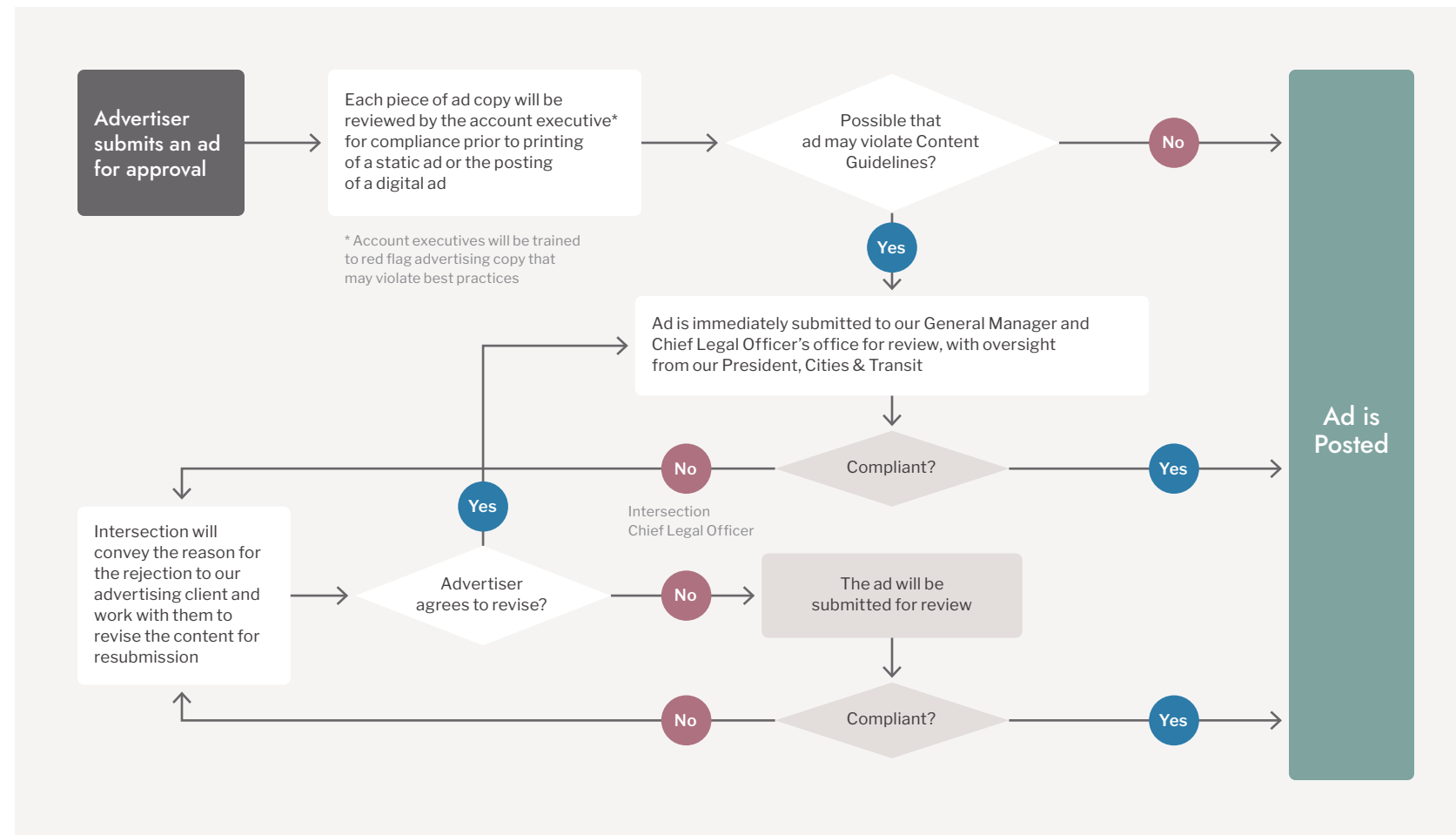
As we have demonstrated time and again for our partners nationwide, our team is dedicated to providing the highest quality of service, responsiveness, and transparency. We have a 24-hour response policy and in most cases return any e-mails or missed calls within three hours.

Upon receipt of a request to remove a specific ad or campaign from STAP elements, the specified advertising will be removed within 24 hours for a single ad and within 48 hours for an entire campaign for static advertisements, at Intersection's sole cost. Dated copy is generally removed within 10 days.

**Sustainable Static Posting Practices**

As mentioned in earlier sections, we are committed to sustainability best practices across the program and this extends to our static printing operations as well. The inks our printers use are either Greenguard product certified for low chemical emissions or HP water based latex inks. They virtually have no solvent in them. Additionally, we typically mount our static shelter advertisements on polystyrene, which is accepted as a #6 recycling element that can be regrind and manufactured into other plastic or products.

**Intersection's Typical Ad Approval Process**



To ensure strict compliance with our transit partners' advertising standards, we follow the general advertising approval process shown in the graphic on the previous page. Prior to contract commencement, we will review this with StreetsLA and refine it as needed to align with StreetsLA's preferred process.

### Bonusing and Overposting

We understand the value and importance of maintaining a well kept advertising canvas and up-to-date messaging on all of our digital screens and advertising panels. For this reason, we do at times use over posting strategically on frames or displays that would otherwise go empty or unfilled. However, this tool does not affect overall revenues to StreetsLA because they are frames or displays that would have otherwise gone unsold. If requested by StreetsLA, such space will be made available for StreetsLA co-promotional messaging pursuant to the terms of the RFP.

Bonusing is the practice of committing to post an advertiser's artwork on additional frames. We recognize StreetsLA's concerns related to the impact of bonusing on the value of the STAP advertising space. Intersection uses bonusing very rarely, typically only to make good on its commitments in the case of underposting or if errors were made in a campaign during a prior posting.

We agree to aim to limit these practices to 10% of purchased space and to report on them quarterly. However, given that we are financially incentivized to maximize revenue for StreetsLA, we request that bonusing and overposting remain a flexible tool in our toolbox to drive higher revenues for StreetsLA.



### Safety Training

At Intersection, safety is a top priority. Intersection maintains an extensive corporate safety program and policy which all employees are required to follow.

Intersection will continue to hold safety and training seminars for our operations employees and subcontractors on a regular basis to ensure that all work is being performed properly. The program and all policies are set forth in a manual, a copy of which is located in each of our offices and distributed to all operations employees. We comply with all applicable and relevant federal, state and local safety and health rules and regulations, including, but not limited to, rules established in the United States by OSHA, the Federal and State EPA, and the Federal and State Departments of Transportation.

Tom Gambino, SVP of Deployment and Field Operations serves as Intersection's corporate safety officer. We can confirm that all of our employees and subcontractors will receive the required training prior to performing any work.

### Asset Management and Reporting

Intersection leverages a deployment and asset management tool, called Sitetracker, to manage all physical assets we deploy in the field and is integrated as a key component of our overall CMS. This asset management tool tracks the full life cycle of an asset, from site identification, through permitting, pre-construction, construction, and in-life operations and management. Every visit will be recorded in the Sitetracker Mobile application that field crews use to log all cleaning and maintenance visits. By tracking visits from our

maintenance crews in near real-time, we can effectively perform internal auditing and performance checks as well as generate reliable Operations and Maintenance reporting for StreetsLA. SiteTracker has API's that allow for integrations with many other systems and tools, which we have leveraged with our own internal systems. Pending a detailed discussion of technical requirements, we are happy to work with StreetsLA to assess feasibility of an integration to automatically integrate relevant planning, site data, and operational information into the StreetsLA Asset Management System.

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Above  
"Fiery the angels  
fell. Deep thunder  
rolled around their  
shoulders... burning  
with the fires of orc."

A quote from  
Roy Batty, who  
occupied the  
timeless Bradbury  
Building in the movie  
*Blade Runner*.

## IxNConnect Intersection's Content Management System (CMS)

—  
At the heart of all of our customer experiences is IxNConnect, Intersection's industry-leading CMS that enables seamless management of customer communications across an entire network of digital screens.



Intersection is offering our proprietary IxNConnect digital communications platform to StreetsLA to manage screen content and provide reporting and analytics on the network of digital screens deployed over the course of the contract.

The award-winning platform is the most advanced content management system for public spaces, built from our years of experience helping municipal and transit partners improve customer communications. To date, partners such as the CTA, LA Metro, SEPTA, PATH, Port Authority Bus Terminal, PATCO and VTA are

using IxNConnect to manage content across their display networks.

One key aspect of our CMS platform is our web-based partner view that we will configure specifically for the City and StreetsLA staff, who will have direct access to publishing capabilities, screen information, and reporting. This user-friendly Web Portal allows City staff to directly post and schedule customer communications across screens, system-wide or at a granular, targeted level. It also allows users to gain real-time analytics into communications with users.





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As you will find outlined in detail later in this section, the IxNConnect platform can satisfy all of the StreetsLA CMS requirements. However, it is worth noting that beyond the partner view described above, there are areas of the CMS platform that are controlled by internal Intersection management views. Certain CMS features — whether it be controlling screen brightness, scheduling advertising campaigns, remote troubleshooting, or enabling programmatic advertising — are designed to be managed by trained Intersection staff in these other views, and are securely restricted by access controls.

As a complete connected system, the user experience of our digital street furniture, the web portal partner view that City staff will use, the Intersection-administered management views, and the underlying CMS platform that ties it all together, combine to dramatically enhance riders' experience. Additionally, given that we leverage the same system on screens deployed throughout LA Metro, it provides a consistent public messaging for multi-modal riders. We take pride in the positive feedback that we have received directly from customers about the system's performance on our assets across the country

— including in Los Angeles. We also take pride in our continuous improvement of the system. IxNConnect is constantly being upgraded with additional features that arise out of our learnings from working with major cities across the country, and all of our clients benefit from this iterative improvement.

As a potential client of Intersection, StreetsLA would be able to provide feedback that could improve the way features work and better meet the needs of not only StreetsLA but many municipalities and transit agencies across the country.

6.0  
Business Plan

6.3  
IxNConnect

City of Los Angeles  
Sidewalk and Transit  
Amenities Program

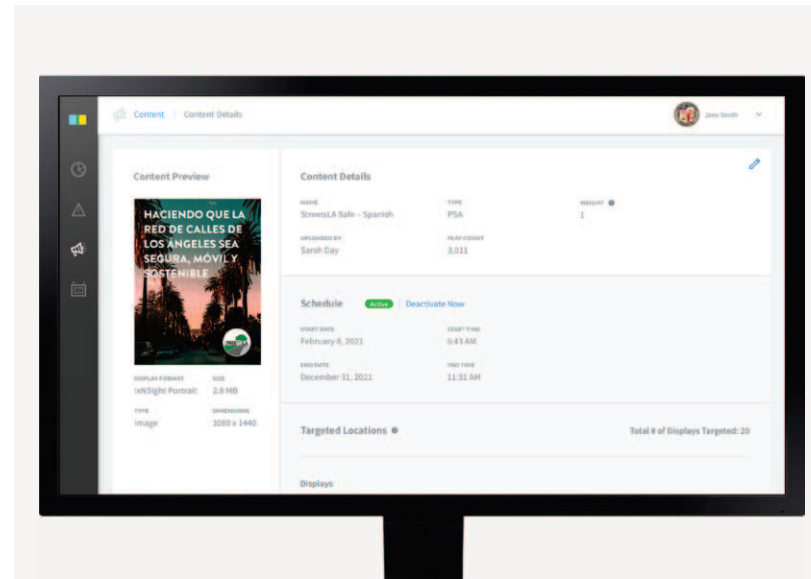
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## Notable Features

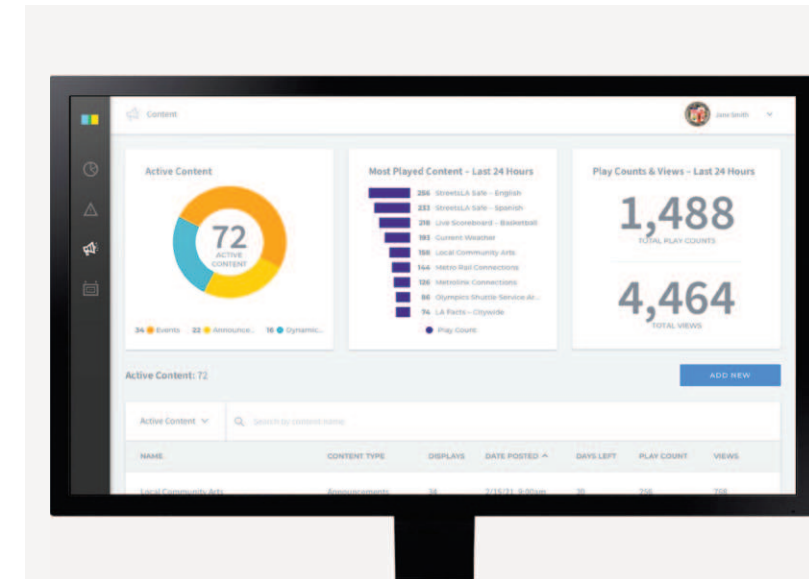
The following spread demonstrate several notable features of the IxNConnect content management system. We are happy to provide a live demo of these features during this RFP process if of interest to StreetsLA.

### Content Creation and Publishing



IxNConnect provides a set of content publishing tools that will help StreetsLA get its message to the public. StreetsLA staff can create content directly through the IxNConnect web partner portal, uploading images or videos and selecting the scheduling and targeting parameters. Content like alerts or upcoming events can be automatically published by integrating a data feed. IxNConnect automatically generates the content in clear, eye-catching templates and plays it on the relevant displays at the right cadence.

### Hyperlocal Targeting



Using IxNConnect, StreetsLA personnel can target messages for maximum effectiveness, based on a specific area, individual displays, and arbitrary attributes (e.g. “near Staples Center”). From our experience in public information displays, we understand the criticality of delivering information to the right audience at the right time in the right place, to maximize usefulness and actionability, and have designed IxNConnect with this guiding principle in mind.

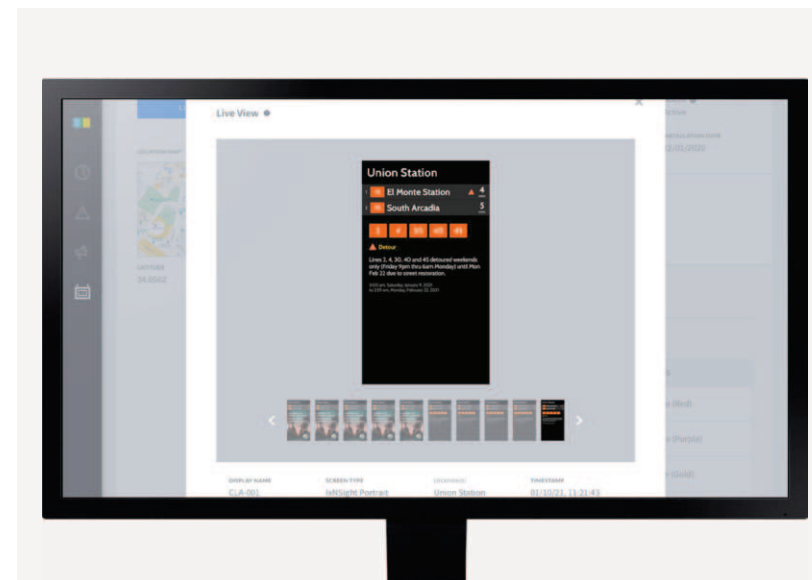
### Real-time Analytics



IxNConnect empowers its users with an unprecedented level of visibility. Analysts and managers gain a detailed understanding of what is playing and where. This brings a new data-driven approach to communication management: StreetsLA can actually measure how messaging is reaching its audience, and use data to improve coverage and scheduling of communication. Users can monitor frequently played campaigns, and review alert history to gauge how often StreetsLA content supersedes customer campaigns on the displays. At the operational level, users can survey display health, at the system level, and for individual displays.

All of the above information is relayed in a clear, concise manner, allowing users to assess the system's status via a quick glance at the IxNConnect dashboards. Intersection support staff also leverage these IxNConnect tools for remote monitoring and management.

### Live View



IxNConnect empowers users to view exactly what is playing on every display remotely. Instead of having to go onsite to survey what is playing on each display, StreetsLA staff can use Live View to review what the displays are showing, currently or in the past, from the comfort of their desk. Live View allows users to confirm that a particular campaign is actually playing on the display it was targeted to, or check a display if they receive a report about content on that screen.



**6.0  
Business Plan**

**6.3  
IxNConnect**

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**Right**  
A row of lifeguard  
towers taking in the  
last rays of the day.  
As you or may not  
know, the design of  
these towers used  
to be all different.  
It wasn't until 2001  
that LA County  
unified the designs.



**CMS Platform Features  
Beyond the Partner Portal**

Beyond the features above in the partner portal that we would configure for the City's use, much more is going on under the hood of this powerful CMS and in specific views and management tools administered by expert Intersection staff. Just as the Web Portal is highly-optimized to provide the most user-friendly way for the City to manage its content, the other purpose-built features are optimized for their specific purpose. These include:

**Advertising Scheduling**

We have extensive experience working with our advertising partners to deliver creative campaigns that take advantage of all of the benefits of digital advertising capabilities including geo-targeting, real-time API-based dynamic content, time-based content, and more. We have integrated our CMS with the Broadsign advertising server in order to deliver all of these capabilities, which our trained advertising operations teams execute on seamlessly. Examples of these digital campaign capabilities are included in Section 7.0, Sales Plan.

**Programmatic Software**

Intersection developed an industry leading programmatic out-of-home platform, called Place Exchange, that is enabled on all of our digital screens. The programmatic software integrates seamlessly with our overall advertising scheduling platform to ensure we are maximizing availability of any unsold digital inventory for purchase on the numerous digital Demand Side Platforms (DSP) that Place Exchange has integrated with. These systems are managed and maintained by our







engineering and digital operations staff. More information about our programmatic offering can be found in Section 7.0, Sales Plan.

**Device Monitoring  
and Management**

We maintain the backend systems that run remote diagnostics for the deployed software and hardware features. These systems have alerting set up to inform our teams when there is a screen issue that needs action to be taken. This enables our trained support engineers to investigate any issues reported through our systems or through in-person reports and perform remote remediation, custom configurations, or reboots as necessary. While the overall health and status of the fleet is shared in the partner portal, there are more in-depth views of device health that our technical teams leverage on a daily basis.

## IxNConnect Meets StreetsLA's Needs

Below is a list of the StreetsLA required CMS capabilities and how IxNConnect delivers against those requirements:






StreetsLA Requirement	IxNConnect Compatibility	Meets Req.?
<p><b>1</b> All digital assets controlled by a network Content Management System (CMS) that manages the substance of commercial messaging, schedules the display of commercial and public information messaging. An essential requirement of the CMS will be the ability to transform what has been a 'static media' environment into a fluid 'media hub,' which services multiple platforms and devices with asynchronous data at the same time.</p>	<p>Our overall CMS platform handles all the commercial and public information messaging, as well as integrated live data feeds, within one unified system, achieving a fluid, coherent media experience across all digital devices. Additionally, StreetsLA will have the ability to directly manage public messaging through the web-based partner portal that we configure specifically for the City.</p>	
<p><b>2</b> The network of digital signs and devices will also be used to provide emergency messaging to the public, such as evacuations, Silver and Amber Alerts. As a result, all signs in the network will be integrated into the City of Los Angeles' Emergency Response Network through a consolidated Content Management System (CMS).</p>	<p>IxNConnect can integrate alert feeds from LA's alert publishing systems (including CAP-compliant tools) and display them on targeted subsets of displays in real-time, at different severity levels. With the partner portal, City staff can also directly publish alert messaging to the displays.</p>	
<p><b>3</b> The Contractor will maintain a database in the CMS of all public service advertising posted on the STAP for the purpose of ensuring that the space is granted on an equitable basis to as many eligible organizations as possible.</p>	<p>Through the web partner portal, StreetsLA staff members will be able to see all the public messaging content that has been published through the CMS historically, as well as associated playcounts of how much each content played. Users can also see a live view of content that is playing in real time on each display.</p>	
<p><b>4 Access Control</b> The digital network will have an authentication mechanism that provides control in two facets:</p> <p><b>1</b> Access Control: Control of the network by secure account delegation will be limited to the City and designee/s of the Contractor.</p> <p><b>2</b> Content Scheduling: Control of the scheduling of the display of commercial messages and public information.</p>	<p>The various facets and views of Intersection's CMS are tightly controlled and restricted at the right permissions levels to the right designated user groups.</p> <p>The partner portal will only be limited to City staff who are intended managers of information across the system. This portal includes various tiers of user permissions, controlling which accounts can publish specific types of information, or even see specific levels of features. We make sure that users to this partner portal are set up with the right roles and permissions, and provide detailed onboarding/training.</p>	
<p><b>5</b> The mechanism used for administration will be Active Directory or something comparable.</p>	<p>We have administered users from our various partner organizations, and managed their levels of permission, within our IxNConnect system through both manual and automated processes. Pending a review of the City's Active Directory set up, we are open to integrating it with our system.</p>	
<p><b>6</b> With regard to threat assessment and remote security remediation, a cybersecurity platform solution similar to Palo Alto Networks will be a requirement. This solution must be able to remotely isolate endpoints that pose a potential threat to the infrastructure at large.</p>	<p>We follow security best practices at different levels of our technology stack. A dedicated firewall will be included with each display unit or kiosk providing centralized logging and intrusion detection capabilities. Access to these devices is controlled and only allowed from trusted Intersection resources. In addition, there is no communication allowed between discrete digital screens or kiosks.</p>	

## IxNConnect Meets StreetsLA's Needs

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StreetsLA Requirement	IxNConnect Compatibility	Meets Req.?
<p><b>8 The Canvas</b> The user interface must allow the primary program participants, the City and the Contractor, the ability to build, organize, manage and publish content for multiple platforms. The solution will need to be able to segment the content into either user defined categories or system defined categories (e.g. Themed, Forefront Media, Alert, Secondary Media, etc.); and the categories need to be able to subscribe to a hierarchical structure (no limitation). These categories will play a role in how the data is presented on the screen and how it interacts with the customer.</p>	<p>Users can publish different content to different display types, or even to third-party systems, through our web-based partner portal. Content can be organized into categories and given weights based on priority. Past, present, and future scheduled content can be easily managed.</p> <p>As for building creatives, we have found it more effective if content designers are able to design and produce their creatives in purpose-built design tools, and then load the creatives into our partner portal. For dynamic templates, we have a library of templates that are available for configuration by our software teams for the City's needs.</p>	
<p><b>9</b> The user interface must also accommodate the aforementioned programmatic digital out of home advertising capability.</p>	<p>Through Intersection's relationship with our sister company, Place Exchange, all of our digital displays are equipped with best-in-class tools to accommodate programmatic advertising. Access to these features is restricted to our internal management view that is used by our highly-trained programmatic digital colleagues.</p>	
<p><b>10 Media Editor</b> There will need to be a tool for easily updating, organizing, and managing files and folders related to content and schedule. The Media Editor should allow for an initial review of content using variables developed from the City of Los Angeles' Advertising Content Policy.</p>	<p>The content creation and management flow in our web-based partner portal allows easy updating of files, organization by campaigns, and scheduling. Through our Live View feature, users can also review exactly what is playing in real time on each display to ensure compliance with content policies.</p> <p>As mentioned in our Ad Approval Process above, with each of our municipal and transit partners, Intersection institutes dedicated, robust processes for detailed client-specific content review. We would establish the same with the City of LA. This ensures that the content that is published to displays meets the City's unique content policies.</p>	
<p><b>11 Adaptive Interaction</b> Provide a mechanism that allows for useful advertiser interaction based on geo-location and user defined demographics for programmatic buying. This interaction would support geofencing and/or beacon technology. Furthermore, the system must also be able to capture and store the data points resulting from the interaction according to the City of Los Angeles' privacy and data collection and use standards.</p>	<p>We are able to offer ad products that are highly-localized, and we work with advertisers to fit campaigns to their target demographics. Place Exchange offers programmatic buying. Proof of play gets captured and reported to advertisers, with this data entirely anonymized.</p>	
<p><b>12 Dashboard</b> The management system must have a user configurable dashboard that reports on key analytics for the Contractor as well as the City including occupancy by device and location as well as link to the StreetsLA Asset Management System for device maintenance history.</p>	<p>IxNConnect has a dashboard with analytics, and has separate views for alert, content, and display management. It is not directly user-configurable, but we are open to working with StreetsLA to understand if there are specific ways they want it set up.</p>	



StreetsLA Requirement	IxNConnect Compatibility	Meets Req.?
<p><b>13 Reporting</b> The solution must provide standard reports as well as a platform that allows the Contractor and the City to create ‘proof of play’ logs, display occupancy, device service status, and other customized reports. On-demand and scheduled disbursement of reports to mobile applications, web browsers, and email accounts will need to be supported by the CMS.</p>	<p>IxNConnect shows proof of play counts for City content, as well as the list of content/alerts targeted per display. It also shows device health status. This is all accessible by web. In the long term, we can explore ways to download such reports.</p>	<p>✓</p>
<p><b>14 Maintenance Reporting</b> The CMS needs to remotely monitor device operation while also managing power draw and brightness of displays. Working with the network devices’ own remote monitoring systems, the management system needs to identify which devices are not communicating or in need of service. The CMS must be configurable to send email or SMS messaging to schedule service of the unit and to report these incidents to the StreetsLA’s Asset Management System.</p>	<p>IxNConnect shows individual and system wide device health statuses. The specific monitoring, power draw, and brightness management are purpose-built tools separate from the content management CMS that Intersection runs for our clients. In the long term, we can explore ways to trigger incident notifications for StreetsLA: we do not have details on the AMS and so cannot propose a solution.</p>	<p>✓</p>
<p><b>15 Content Management System Maintenance</b> Throughout the Contract Term, the Contractor must review and ensure that the City’s project charter maps completely to the usefulness of this CMS solution, in its entirety. The review process will take place no less than every three months. The review process will govern the implementation of Patches (e.g. OS, Application, etc.) and the activities surrounding Application, Solution, Infrastructure, and Peripheral upgrades. Furthermore, the team in charge of patches and upgrades, will need to have at least one team member with cloud architecture experience.</p>	<p>Our engineering team is well-versed in cloud architecture. If we are regularly reviewing the CMS functionality, there should be a reasonable understanding of what the CMS does offer, and our desired iterative roadmap approach.</p>	<p>✓</p>
<p><b>16 Title and Ownership</b> Title and ownership of the content management system will remain with the City during the Contract Term, unless otherwise negotiated between the City and the Contractor. The City will grant to the Contractor free and irrevocable use of the CMS during the Contract Term. At the end of the Contract Term, the CMS will become the property of the City.</p>	<p>Intersection will maintain ownership of IxNConnect, but we will offer an ongoing license to IxNConnect if our advertising relationship with the City does not continue. We understand the City is open to a licensing option per the written response to such a question in the Q&amp;A portion of the RFP process.</p>	<p>✓</p>

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—  
“We have found IxNConnect to be reliable, easy to use, and a game-changer as we seek to connect with our customers in real time.”

Glen Becerra,  
Executive Officer,  
Marketing,  
LA Metro

### IxNConnect is a Proven Solution Deployed Across the Country

Intersection is proud to be the only company in the out-of-home industry to offer an in-house digital content management solution exclusively for our partners. Despite what their marketing materials may say, none of our competitors can match the functionality of IxNConnect. Results don't lie: Intersection's is the only digital communications solution that has already been deployed in the real world and that is currently powering hundreds of displays across the country for the CTA, SEPTA, NJ Transit, LA Metro, United Airlines, and Hudson Yards. You will find a letter of support from our LA Metro partner included in our appendix. In fact, since IxNConnect's launch, Intersection has been approached by multiple major transit authorities who work with some of our

competitors for advertising, but want to use our solution for their transit messaging because their advertising concessionaires have been unable to provide a comparable solution.

IxNConnect has been live in transit systems around the country since early 2018, with multiple updates and enhancements pushed out since the initial launch. We look forward to providing StreetsLA with a live demo of the system's current capabilities and functionality during the RFP evaluation process, and strongly encourage StreetsLA to require the same of all other proposers. By requiring a real-time demo of a proposed solution's technical capabilities, StreetsLA will be able to easily distinguish "vaporware" from the real thing.

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### Partners Using IxNConnect

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Section 7

# Sales Plan





## 7.1 The Industry's Best Sales Team

—  
With extensive experience growing advertising revenues for public spaces, Intersection has the only sales team dedicated to municipal advertising.



**Our sales organization** is composed of highly-experienced advertising professionals with expertise selling the out-of-home medium and specializing in municipal advertising. Our sales organization is industry-recognized — most recently, we were ranked highly in several categories of the Myers Report, an industry survey of advertisers and agency executives of media companies and their strengths.

With Intersection, StreetsLA gets a sales organization that is not only skilled in out-of-home broadly, but is focused exclusively on municipal and transit partners. Unlike our competitors, we are not distracted

by selling billboards or other large-format out-of-home products around the country. Intersection does not plan to sell the STAP inventory merely as static or digital billboards. We will capitalize on the valuable roadside audience, coming not just from cars, but also pedestrians, cyclists, and mass transit riders. Our valuable real-time digital content will draw eyeballs to the screens and generate unprecedented user engagement, in turn growing ad impressions and ad effectiveness. Through our advertising partnership with LA Metro, we will be able to bundle our assets to ensure we reach segments of transit riders throughout their multimodal

journeys — a reach to both rail and bus passengers that none of our competitors will be able to achieve.

Since Intersection is solely focused on municipal and transit advertising, we are widely recognized for our track record of creating innovative products that drive incremental revenue for our clients. No one else in the industry can offer the unique set of advertising products that we can. In LA the introduction of our street-level digital products into the market, there will be no no other comparable asset that will offer a similar platform for advertisers to connect to consumers.

### 7.0 Sales Plan

#### 7.1 The Industry's Best Sales Team

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Left  
Intersection  
teammates  
collaborating on  
big ideas at our  
New York HQ.

7.0  
Sales Plan

7.1  
The Industry's  
Best Sales  
Team

Intersection's sales team has a track record of driving significant revenue growth for our partners.

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Sales & Marketing Leadership



**Michael Rosen**  
Chief Revenue Officer



**Esther Raphael**  
Chief Marketing Officer

**Jamie Lowe**  
SVP, Head of  
National Sales

**Jonathan Fuller**  
SVP, Head of  
SMB Sales

**Eileen Crossin**  
VP, West Coast  
National Sales

**Katie Panza**  
Sr. Dir., Sales Strat.  
& Enablement

**Greg Ald**  
VP, National Sales  
Manager/Air

Sales Staff



Offices





Our entire advertising sales organization will be focused on driving revenue to these street furniture assets. We expect to see significant advertising demand from both our National and SMB clients. We have the salespeople to reach clients in both of these areas. Our advertising sales and marketing organization

of 130+ individuals is organized into several key teams, each of which will be fully focused on maximizing revenue for StreetsLA:

**7.0  
Sales Plan**

**7.1  
The Industry's  
Best Sales  
Team**

Team	Focus for StreetsLA
<b>National</b>	<p>Our National sales team is focused on driving advertising spend across our assets from Fortune 500 companies and the country's largest out-of-home agencies. Intersection's national sellers are located in major media buying hubs, including New York, Chicago, San Francisco, and of course Los Angeles. National advertisers view Los Angeles as a must buy audience — both because it is the second largest DMA but also because it is the entertainment and cultural capital of America (and likely the world).</p>
<b>SMB</b>	<p>The SMB (small and medium-sized businesses) team has local sellers in markets throughout the country and sells to smaller regional advertisers. The heart of Intersection's SMB organization will be our local sales team in Los Angeles, who will be focused on driving local revenue to the STAP inventory. This team is already in place, selling our LA Metro inventory. However, we plan to grow our existing SMB sales team to ensure that they will leave no stone unturned in the local and regional market, constantly calling on new businesses as well as convincing existing customers to increase their spend year over year.</p> <p>In addition to our LA-based SMB team, we have SMB teams in the other biggest media markets in the country, including New York, Chicago, New Jersey, Philadelphia, Seattle, Minneapolis, Dallas, and San Francisco. These teams will also be responsible for driving revenue from small and medium-sized businesses in their markets to these STAP street furniture assets.</p> <p>While we will canvas the entire LA market to drive advertising dollars, we anticipate particularly strong demand in categories such as healthcare (UCLA Health System, USC Health System, St Providence Health), education (UCLA, USC, Santa Monica CC, LACC system), law firms, real estate professionals, and government agencies.</p>
<b>Strategy &amp; Operations</b>	<p>The Strategy and Operations team is responsible for optimizing advertising pricing and yield, ensuring that we maximize revenue for our partners. This team is also responsible for all creative review of our assets to ensure that all ads reflect well on the StreetsLA and enhance the municipal experience. Finally, the Strategy and Operations organization is responsible for ensuring timely delivery of advertising for our clients, as well as reporting and measurement back to clients to show the effectiveness of their campaigns.</p>
<b>Product / Sales Marketing</b>	<p>Our Product and Sales Marketing teams are responsible for creating best-in-class materials and packages to promote the street furniture inventory to our advertising clients. Our local Los Angeles marketing team creates pitch decks, proposals and advertiser impact stories to arm our sales teams with the best strategies and marketing materials to deliver results and drive revenue. Our centralized Marketing organization of 40+ will work closely with the dedicated Los Angeles Marketing team to develop strategies across the entire business and ensures that this street furniture program will be able to take advantage of products we are deploying in other markets across the United States and to participate in multi-market buys — for instance, we can offer an advertiser hoping to run a campaign in Los Angeles, New York and Chicago in one buy a package of impactful media in each city.</p>

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## 7.2 Maximizing Gross Revenue

### Market Revenue Potential

Intersection has driven significant revenue growth for its partners, and that growth has come across all lines of business: static and digital, as well as national and local/SMB. Intersection has a demonstrated history of growing markets by finding new revenue and bringing market share to its partners.

**Intersection has generated more than \$1 billion in revenues for cities and transit authorities in the New York, Chicago, and Philadelphia DMAs.** Below are several examples of Intersection's ability to drive revenue growth for our partners at a rate significantly higher than out-of-home industry averages:

### Partner Revenue Growth

Partner	Partnership Start Date	Gross Revenues Generated through 2019	CAGR Since Partnership Start
CTA	2007	\$388.6MM	5.8%
SEPTA	2005	\$312.5MM	9.9%
NJ Transit	2004	\$290.3MM	9.1%
City of New York (LinkNYC)	2016	\$151.7MM	36.3%
City of Philadelphia (Street Furniture)	2011	\$49.3MM	12.3%
LA Metro Rail	2018	\$10.3MM	19.7%

According to Kantar, in 2019, the StreetsLA contract accounted for roughly 5% of all out-of-home spending in the Los Angeles DMA. This is lower than the market share we see for a major street furniture contract in other top-10 markets, such as New York, Chicago, Philadelphia and Boston, where we see more of an average of 8-10% of total market share for the largest street furniture contract. Given our unique sales capabilities, as well as the introduction of new assets in the market, we believe it is reasonable to expect that this contract can also achieve this 8-10% total out-of-home market share, bringing annual revenue closer to \$45-50 million.

We also believe that our innovative digital product offering will be a differentiator that will enable us to grow the StreetsLA share of the street furniture market. The reduction in revenue we expect has happened due to the pandemic and the lack of any sellable inventory in the beginning of the contract will definitely lead to a temporary drop in overall revenue and market share at the start of the contract. However, after the digital and static deployment ramp that we have proposed, we believe that there is significant room to grow.

### National Sales Plan

Currently, our National sales team accounts for approximately 65% of our LA Metro Revenue. In terms of our other large street furniture contracts, our National sales team accounts for 42% of Philadelphia revenue and 74% of LinkNYC revenue. As a result, we project a comparable spend of 60% or more for the STAP inventory to be sold by our National

team. Our team has done a fantastic job of driving national brand and agency spend for our partners, and we fully expect that success to continue in the coming years.

As part of our transition plan for this contract, we will be adding additional sales staff to our local LA office, including on the National team. We are focused on adding talent that has client direct relationships with Fortune 500 brands, as well as the major out-of-home agencies. We have a strong track record for recruiting the best talent in the business, largely due to excitement from candidates about the opportunity to sell premier properties like CTA, SEPTA, LinkNYC and others in Intersection's portfolio.

Another reason for our success at the National level in recent years has been a focus on increasing penetration at the client level, as opposed to simply at the agency level. We find that we can truly increase spend to our properties and drive innovative solutions for our clients when we are talking with brands directly. This allows us to educate them on the value of our media and often unlocks new budgets that were not previously allocated towards out-of-home or transit media. Continuing to build direct relationships with Fortune 500 CMOs is a top priority for our team and we expect that to continue to have a positive impact on revenue for years to come.

At the agency level, we have been partnering more closely with strategy and planning teams, who actually allocate dollars towards various properties. Building these relationships, along with closer relationships at the brand level, positions Intersection as a strategic

partner, not just a vendor, and is a key driver to continued growth. Our track record as the most innovative and product-oriented out-of-home media company has helped us have much more strategic conversations with clients, leading to win-win deals that work for our transit partners and our advertising clients.

Finally, we are always trying to optimize the sales incentive plan for our National sellers to maximize revenue overall but also for our individual partners like StreetsLA. Over the last three years, we have streamlined our compensation plan

with clear and simple goals and the results have been outstanding, with Intersection continuously delivering revenue growth that outpaces the market. We expect to continue to refine our incentive plan over the course of the term to make sure that we continue to get maximum performance from this team.

### Local Sales Plan

We expect our Los Angeles based team to significantly drive growth over the course of this contract. We are confident in that prospect

because of the fantastic recent performance of our local teams.

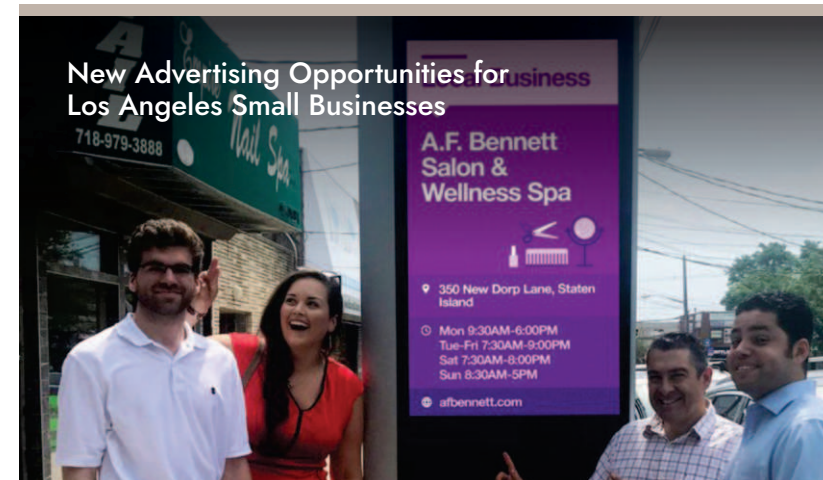
Our Philadelphia SMB team, for example, has delivered annual average growth of 10% year over year. This is a result of building out the sales team and sales support staff, implementing a stronger training plan, and providing the team with vital prospecting tools to drive new business. We have emphasized face-to-face meetings with clients and are actively tracking sales activity (eg. meetings, phone calls, emails), which has a direct impact on increased revenue. We have also focused on

increasing the average deal size. At partners like the CTA and SEPTA, the result has been an increase in average deal size by over 50% since 2016.

Our plan is to invest in the growth of our LA team to accelerate revenue growth, adding a total of 6 sellers and support staff so that we can meet with more clients, generate more proposals, and close more deals.

## 7.0 Sales Plan

### 7.2 Maximizing Gross Revenue



Intersection has built a tool for our LinkNYC digital kiosk network that enables small businesses and nonprofits to easily create and post advertisements on the streets of New York City.

Business owners who might not normally have the in-house creative capabilities or budgets for a large advertising buy can fill in a few simple pieces of information, upload an image, and select one of several simple template options, then a

graphic is created automatically which can be posted on screens near the business location. We call this "self-serve" tool Link Local, and would be thrilled to expand these capabilities to our screens at StreetsLA to support local businesses and help them connect with the local community.



During the Pandemic, local businesses have been hit especially hard. With their advertising and marketing budgets diminished, it makes it difficult to get the word out that they are open for Business. Intersection partnered with Facebook to sponsor a Power the Comeback campaign that promoted hyperlocal marketing support of Black, Brown and LGBTQ-owned small businesses in New York, Chicago, and LA.

Intersection helped to select businesses by proximity to media placements in order to maximize community connection.

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7.0 Sales Plan

7.2 Maximizing Gross Revenue

Key Growth Drivers

Aside from the important investments we are making in our sales team, we see the following additional factors contributing to continued growth in the market:

- **Upfront annual buys:** A consistent driver of above-average growth for Intersection is securing upfront annual buys with top advertisers at both the national and local level. Upon being awarded a contract with StreetsLA, our top sales priority will be to secure several multi-million dollar deals from leading advertisers. Given our sales expertise and the investments we are planning to make in the system, we are
- **Increasing yield across all assets:** Over the past few years, we have invested heavily in tools to better monitor sell-through rates across each of our assets. This has allowed us to dynamically price these assets in real time, leading to increased yield. We expect to benefit from these investments over the next decade and will continue to find additional ways to optimize yield.

confident that we will have several new large upfront annual buys. We have also had success taking new products and opportunities to large national brands to give them a “first-look” – which often drives larger investment in our media.

- **Static innovation:** As described previously, Intersection has seen strong static performance even as we continue to invest in new digital deployment, because of our ability to provide unique executions and experiences that cannot be replicated digitally. We expect that trend to continue over the course of the next ten years, which is why we are forecasting stable static revenues over time. We maintain a team dedicated to static product innovation and will continue to invest in this area.
- **Capitalizing on national and international LA events:** Intersection is excited about the opportunity to maximize revenue during the upcoming

major events including the Super Bowl, Olympics (see case study below), World Cup and more. For these events, we typically create compelling packages for locations near the event venue(s), nearby hotels, airport, and any participating viewing locations. We see a significant increase in revenue value associated with advertising packages in a home city for events like these.

- **Programmatic advertising:** Intersection has invested significantly in building the best integrations into digital buying platforms. We developed our own Supply Side Platform, PlaceExchange, which is viewed as a market leader and used by all the major publishers. Through PlaceExchange we can reach major DSPs like the Trade Desk as well as specialty DSPs like Ubimo. In addition, we are one of the few OOH companies to have a direct relationship with Google’s DV360, the world’s largest programmatic buying platform that just recently integrated OOH with its traditional digital inventory offerings (e.g. websites, mobile apps). This allows us to have access to advertising demand that is not available to most other OOH Companies. Our programmatic integrations open up new budgets for our assets, including video, digital, and shopper marketing. At the onset, we expect approximately 5% of our total digital STAP revenue to come from programmatic sources – and that will only grow over time.

- **Data driven sales approach:** Intersection is committed to providing industry-leading campaign measurement techniques for our clients. If we can better measure the success

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Case Study: 2018 Winter Olympics



In February 2018, during the PyeongChang Winter Olympics, Intersection worked with NBC Sports to deliver customized Olympics content on our digital screens in New York, Chicago, and Philadelphia. The

campaign featured video highlights of Olympic events, dynamically-updated TV schedules, athlete profiles, real-time medal counts, and more across 4,000 displays in the three cities.



An athlete’s reaction to the campaign can be seen above!

of their campaigns, then we will be more successful in growing advertising revenue for the program. We leverage third party data sources and an internally built proprietary middleware to measure conversion rates from an exposure to an advertiser to a desired action in order to confirm attribution for our clients in meaningful ways.

### Maximizing Occupancy

We recognize the importance of maintaining as high of occupancy rates as possible — for this reason, it is a metric we track performance on internally. For our static assets, occupancy is typically seasonal and varies throughout the year. In some months, it's likely that we will hit 80%-100% occupancy and as mentioned previously, in the event that there is space available, we can offer additional space to StreetsLA or provide limited bonus to our advertising partners to ensure no advertising space is left empty. Similarly, we are incentivized to review our rates to ensure they are competitive against the market and we do evaluate them annually as one way to ensure we are maximizing the available space.

As it relates to digital, the 80% occupancy metric is higher than we typically see for a few reasons. Primarily this is because digital advertising is often sold in a six spot loop, which significantly increases the available advertising space during a given time period. This means if we sell three out of six slots on a digital screen compared to one panel on a static asset, we can grow revenue, while the digital unit is technically only at 50% occupancy. Additionally, we have found that by reserving 25% of our inventory for our internally curated house content (which is still preempted if the space is needed for

scheduled advertising), the useful content we provide will continue to drive attention to our screens and increase the value to advertisers. For example when we conducted a 3rd party survey of New Yorkers familiar with LinkNYC showed that 71% of pedestrians have slowed down or stopped to look at content on our screens. This is a direct result of the engaging content we provide such as weather, local facts, and highlighting local artists. Ultimately, we believe the best measurement of our success is the increase in revenue derived from the program inventory. That said, we have also found that the unsold inventory on digital is the primary opportunity for increasing programmatic advertising spend in out-of-home. In a subsequent section, you will find more details about how we expect to bring programmatic revenue to StreetsLA.

### Diversifying Advertiser Categories

Our sales process is not one-size-fits-all: we listen to our customers, understand their marketing objectives, and work to meet their needs with compelling opportunities to reach new audiences.

We have conducted a preliminary analysis of key market segments in the Los Angeles area that would be relevant for STAP and have mapped them against our proposed product offerings for StreetsLA to come up with some potential sales tactics. A selection of these ideas appear at right and on the following page, and we would be eager to discuss them with the StreetsLA team.

## Potential Sales Tactics

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Potential Sales Tactics

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

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## Multicultural Audiences

Intersection's current local transit partner, LA Metro, reflects the city-wide demographic with a ridership that is a 'minority majority.' Given our reach to these audiences, we have successfully worked with advertisers to reach many of the culturally diverse neighborhoods around LA, including Koreatown, Thai Town, Chinatown, Filipinotown, Little Armenia, South LA, Compton, Watts, and Long Beach, to name a few.

A key part of our strategy to reach multicultural audiences is through localized multilingual messaging. We work with the local communities that our products serve in order to provide relevant local community content displayed in local languages, which drives eyeballs to the screens and therefore increases their value to advertisers hoping to reach those audiences. Specifically in LA, this strategy has led to a number of multilingual campaigns from advertisers such as California Lottery, Verizon, and County of Los Angeles Public Health (shown right).

Also, we use multiple research tools, notably including Neustar, to identify multicultural audiences and highlight those opportunities on a very granular level to our sales teams and to clients. This allows us to target specific transit routes or neighborhoods based on demographic to ensure we're delivering the right messaging to reach the right audiences.



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7.2  
Maximizing  
Gross Revenue

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Clockwise starting  
at top  
CA Lottery campaign  
with Chinese copy in  
Chinatown; Verizon  
ad with Spanish  
copy on a digital  
interactive kiosk on  
an LA Metro platform;  
Get Protected LA  
interior car card with  
Spanish copy.

—  
Intersection works with our advertising clients to create the optimal sales package for their needs, with deal terms dictated by desired number of assets/screens and campaign length.

### Ensuring Competitive Advertising Rates

Our sales cycle is typically based on a four-week campaign length, though we often enter into deals of a longer period with advertisers eager to ensure continued audience exposure at a prime location.

Our rate card is based on this four-week cycle — we set a standard charge for all the media in a system to accurately capture the value of assets ranging from traditional static 2-sheet posters to large-format digital technology. We offer discounts from our standard rate card based on quantity and frequency, locking in large long-term deals to satisfy our advertising clients and ensure we are meeting our revenue targets for our transit partners. As mentioned previously, we review the market continuously to ensure we are remaining competitive and typically perform an annual rate card adjustment.

Additionally, our sales team is experienced at creating and offering packages to bundle media together. For instance, an advertiser may seek to follow a customer throughout the customer journey, from point of entry, on the train itself, and to their final destination. Intersection has the ability to offer this comprehensive coverage, and also to create packages that span traditional static and digital media.

As an example, we have had extraordinary success selling Amtrak's NY Penn Station through a multi-tiered structure, with a package consisting of the static station domination media, as well as space on our digital projector and digital screens at New York Penn Station. Given our combined assets with LA Metro, bundling assets between STAP and LA Metro will be a significant competitive advantage that will

enable us to provide advertising reach across transit modalities in LA.

As discussed in an earlier section, we rarely provide space available bonus, and typically only in make-good commitments to ensure we are delivering against the contractual commitments to our advertisers. We do not do this in a way that would negatively impact our overall rates.

For Public Service Advertising, we would work with StreetsLA to determine the appropriate categories of organizations who can leverage these rates and that they are applied consistently for all. It's worth noting that we expect these rates to account for any advertising for the City of LA, beyond the existing 5% allocation. We would also establish fees for the print production costs associated with the deployment of static content related to the Public Service Advertising.



## 7.3 Innovative Products that Drive Results

Since Intersection is solely focused on municipal and transit advertising, we are widely recognized for our track record of creating innovative products that drive incremental revenue for our clients. No one else in the industry can offer the unique set of advertising products that we can.

### Static Innovation

We have turned static advertising into a growth engine for partners like the CTA, where static revenue has grown over 20% year-over-year. We have accomplished this by creating

innovative new static products that marketers love and that cannot be replicated digitally. Perhaps the best example of this has been the creative work we have done with the CTA's iconic headhouses, where we have featured everything from a fully functional Land Rover to motorized lemons and sushi rolls.

We have expertise in working with clients to come up with out-of-the box and memorable media that will set them apart, generate press coverage and social media activity, and brighten up the streetscape. Many of our activations have also

won industry recognition such as the Trojan Horse we built for the Field Museum (2017 OBIE Silver Award) and the life-size animal props we mounted on headhouses for Montana Tourism (2016 OBIE Silver Award).

These executions are managed in-house by a dedicated team that is focused on driving innovative static campaigns for our partners. Over the past several years, our team has honed the custom buildout process to a science.

Custom activations are carefully engineered and extensively vetted to

ensure they are structurally sound, visually appealing, and respectful of the surrounding environment.

### Case Study: Static in Motion for Paramount at LA Metro



An innovation in static media, Paramount Pictures executed a lenticular campaign throughout the LA Metro rail system. Lenticular media produces a "holographic" effect, displaying two or more different images depending on where the viewer is positioned, demonstrating Gemini Man's dual age range in the film as both young and mature.

The campaign ran across the system with 40 backlit dioramas and was extremely successful, reaching LA Metro rail system's 7.8M riders per month.

### Case Study: Montana Tourism at the CTA



The CTA's striking headhouse entrances have provided a canvas for creative campaigns, which Intersection has worked with numerous brands to deliver. Intersection partnered with Montana Tourism to bring the beauty and adventure of Montana's scenic landscape to the urban streets of Chicago. Montana Tourism took over the Grand/State and Chicago/State headhouses with lifelike 3D props (above left) of the state's

iconic terrain and native animals. The eye-catching headhouse installations were part of a larger campaign that included escalator and elevator unit wraps. Furthermore, to extend the life of the campaign and gain additional media exposure, the Montana props were creatively crated and shipped back to Montana via a customized route (above right). Intersection and marketing agency MercuryCSC were awarded a Silver OBIE Award for the campaign.

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## 7.3 Innovative Products that Drive Results

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Experiential/Activations

Station distributions, displays, and sampling give advertisers an opportunity to get up close and personal with transit riders and pedestrians, providing an interactive and memorable experience and helping to foster personal connections between brands and their customers. These types of opportunities have the ability to generate significant revenue and are a perfect fit for the mobility hubs, which have both significant passenger flow and physical space for brands to set up activations. Intersection has had success in executing several creative and dynamic promotions with advertisers such as Blue Bunny, shown below, who transformed Clark/

Lake station at CTA into a pop-up ice cream parlor, offering free samples of new products. We look forward to offering these unique opportunities to advertisers, and are excited to explore new ways to incorporate technologies such as our new digital displays or augmented reality, mobile phone, and sensor-driven interactions to heighten the experience and drive conversions — signups, downloads, ticket purchases, etc.

Interactive Advertising Experiences

No company in the world has more expertise in successfully deploying, operating, and monetizing interactive digital kiosks than Intersection. We have thousands of kiosks deployed around the country, which uniquely blend interactive wayfinding, customer messaging, and advertising. Not only does this enhance the customer experience, but it provides an innovative canvas for interactive advertising campaigns. We have successfully sold campaigns where customers can do everything from browsing a digital storefront to painting a tropical landscape.

Our interactive Street Kiosk has already driven significant revenue for our partners and we expect significant revenue from this product in the future.

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Case Study:  
Blue Bunny at CTA

Intersection has a long-standing reputation of introducing ground-breaking innovation to agencies in both the technology and advertising realm. To celebrate the release of their new Bunny Snacks, Blue Bunny partnered with Intersection in Chicago to transform the Clark/Lake lobby into a first-of-its-kind Ice Cream Bar.

During the week-long run, brand ambassadors delighted commuters

with free, full-size samples of their delicious new products. The experiential activation tantalized the taste buds of Chicagoans while generating buzz in the press and on social media. An estimated 200,000+ commuters passed through during the Ice Cream Bar activation, and supporting media included two full train wraps (exterior and interior), a 2-sheet take-over at the station, and space on 200 digital screens.



Case Study:  
New York State Lottery at the MTA

In the summer of 2016, Intersection partnered with the New York Lottery to create an interactive sponsored campaign for our Interactive Transit Kiosks in the New York City subway system. Our team developed an interactive tic-tac-toe game for the kiosk, a simple and nostalgic classic perfectly suited for reducing a commuter's perceived wait time. Subway riders were able to engage in battles against the computer, and were also able to be matched

up in real time with riders in other stations to go head-to-head. The system Intersection built on the back end matched players up between stations, passed game information between kiosks, and kept track of which stations had the most winners with a leaderboard. The campaign was extremely successful, setting a record at the time for campaign engagement on the MTA Interactive Transit Kiosks.

## Dynamic Advertising Campaigns

One of the benefits of digital out-of-home advertising is that clients can have advertising creative that updates in real time and is responsive to its surrounding environment. Ads can change based on the weather, time of day, and the location of the screen, for example. At Intersection, we have a dedicated product and engineering team focused on helping our clients build out these real-time dynamic advertising campaigns, which has been a key differentiator for us in the market.



Case Study:  
2017 NFL Draft

In the month leading up to the 2017 NFL Draft hosted in Philadelphia, Intersection leveraged digital displays in the SEPTA system and digital bus shelters to create an engaging real-time campaign for football fans. We showed creative with clocks counting down to the start of the draft, and once it began displays across the city were updated in real time with different teams' picks. The campaign was a 2017 OBIE Award finalist.

## Station Naming Rights and Sponsorships

Intersection has a long track record of success generating significant revenue from naming rights/ sponsorships for our municipal and transit authority partners. It has been our experience that the most successful sponsorship programs on public properties include a mix of (i) media assets and (ii) sponsorship rights. The media assets are pivotal, as they help activate the larger sponsorship and provide added value to our clients. We understand the synergy between media and naming rights deals, and can bring new capabilities to the table to deliver customer amenities that will increase the value of any naming rights deal. For StreetsLA we see an opportunity

to sponsor entire mobility hubs or just specific assets or amenities, such as the eLockers, Vending Kiosks, or the Street Kiosk Wi-Fi. Sponsorships can be done for long-term naming rights such as the examples at SEPTA, NJ Transit, and CTA or they can be temporary opportunities driven by specific events such as the event driven naming of Lebron Station at Pico Station by Nike.



Case Study:  
LA Metro Welcomes Lebron

In 2010, Intersection sold the naming rights for Pattison Station to AT&T in a multi-million dollar deal that represented the first-ever sponsorship renaming of a transit station in North America. Since that groundbreaking sponsorship, Intersection has continued to push the envelope and define the market, devising new and innovative sponsorship packages to drive significant brand value for our clients and generate new

revenue for our transit partners. At LA Metro in 2018, Nike chose to welcome LeBron to the LA Lakers by executing a one-day-only Lebron Station renaming takeover of Pico Station paired with a station domination at nearby 7th/Metro Station in Downtown Los Angeles. The campaign stunt garnered a wide array of social media attention and enthusiastic local news coverage.

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### 7.3 Innovative Products that Drive Results

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A Sales Approach Rooted in Measurement and Data

We have a simple thesis about growing advertising revenue: if we can help advertisers better measure the success of their campaigns, they will spend more money with us. As a result, Intersection has invested heavily in providing enhanced campaign impact measurement for our clients. We have built out an entire measurement and analytics team that is committed to providing industry-leading data insights.

Intersection takes a data-driven approach to measurement to ensure that we are optimizing performance for marketing objectives. Every seller in the organization is trained to root proposals in data, not only to win against other out-of-home sales teams, but also to compete for non-

out-of-home dollars. There are three key elements to our sales strategy:

- 1 **Targeting.** We partner closely with advertisers to understand who they want to target and use a combination of first- and third-party data to identify the highest concentrations of those audiences.
- 2 **Execution.** Once we find the right locations, we use our expertise in digital and static product innovation to develop the highest-impact creative campaigns to influence the target audience and meet advertisers' marketing objectives.
- 3 **Measurement.** We have a set of third-party partners to generate attribution metrics specific to

marketer needs — whether it be driving foot traffic to stores or showing a lift in app downloads.

Advertisers often come to us with a target audience in mind. Intersection can reliably deliver impressions from these desired audiences (i.e. ages 18 - 34, college graduates, high-income, or a profile combining all of these attributes) by leveraging demographic data and location-based information. Our wide range of assets ensures that we can satisfy nearly any advertiser's demands for certain audiences, whether they be large or niche.

We approach each campaign, digital or static, by first understanding whether measurement fits the advertiser's goals and specific campaign objectives. There are several objectives an advertiser may be seeking to accomplish,

from increasing brand awareness to driving physical store visits to creating greater online interaction and engagement. We define the customized criteria for success and the appropriate metrics to measure it by. Common metrics include:

- Customer NPS
- Brand lift / awareness
- Retail footfall
- Website visits and page views
- Customer registrations / leads
- App cost per install

Intersection is pioneering new measurement and attribution techniques to better articulate the value of our unique out-of-home assets. Our case design leads to best-in-class measurement capabilities that represent a competitive advantage to drive revenue across the StreetsLA network. During and

Case Study: Draft Kings

DraftKings looked to Intersection's immersive New Jersey station domination media to reach the hundreds of thousands of commuters who pass through the busiest stations in the region each day. DraftKings Sportsbook captivated commuters with bold creative, a compelling offer, and Jersey-specific messaging.

The campaign's goal was to encourage Sportsbook app downloads during the 2018 NFL season, and a critical requirement for the client was to be able to measure the impact of the campaign in driving registrations. Intersection's proprietary campaign impact measurement tool leveraged partner and first-party data to reveal a **51% increase** in Sportsbook app registrations as a result of exposure to the advertising assets, when compared to typical sign-up performance at DraftKings.

As a result of our measurement capabilities and the success of the campaign, DraftKings decided to work with Intersection again at NJ Transit, with its most recent campaign running in March of this year to support DraftKings March Madness products. Moreover, DraftKings also booked all three NJ Transit dominations for September and October of 2019, January and March of 2020, and September and October of 2020.

In both instances, our measurement techniques demonstrated a significant lift in registrations and downloads, solidifying the impact that Intersection's out-of-home assets deliver to advertisers.





after a campaign has been executed, we work with premier partners to deliver powerful and accurate measurement of the business impact of Intersection’s advertising.

Intersection identifies and measures metrics that matter to advertisers, driving campaign buys that others miss.

We have created proprietary middleware to help measure conversions from exposure to our media — for instance, the result of campaigns that have a call-to-action like an app download, text code, or QR scan. Some examples of the types of measurement we can offer our clients include:

- **Brand Awareness:** By identifying and surveying a representative sample of individuals exposed to a campaign in comparison to an unexposed control group, we can measure changes in consumer awareness of a brand or product, purchase intent, brand affinity, and more.
- **Foot Traffic:** By tracking exposure of consumers’ mobile devices to nearby assets displaying the creative and linking it to subsequent store visits using partner data, we are able to measure changes in physical store visits generated by the campaign.
- **Digital Event Measurement:** By identifying individuals exposed to a campaign and using our proprietary programmatic technology, we can track and measure digital events like visits to or actions taken on a mobile/desktop website, or app downloads.

## A Leading Advertising Technology Stack

Another way Intersection is able to outperform the industry in revenue generation is by leveraging our best-in-class advertising technology software, much of which drives the ad product innovation and measurement capabilities we have outlined in this section. By combining best of breed third-party software with in-house custom development, we significantly outperform the industry.

In addition to ensuring consistent delivery and reporting for all digital advertising campaigns, we have a unique set of capabilities that allow us to sell advertising in unprecedented ways in the out-of-home industry. These capabilities often mimic options that advertisers have on traditional digital channels, again bolstering Intersection’s ability to pull dollars from the large pool of advertising budgets traditionally earmarked for websites and mobile applications. These capabilities are widely regarded by our competitors as the best in the industry — so much so that some of our competitors have approached us to discuss licensing this technology for their own digital screens.

Some of these unique capabilities, which are all part of our CMS discussed in previous sections, include:

- **Real-Time Publishing:** Sometimes advertisers want to make a real-time splash based off of a real-world event. For example, if the Lakers were to win the NBA Finals (knock on wood!) and an apparel brand wanted to immediately promote championship apparel on our digital screens, we could immediately run that creative campaign as soon as the game ends (we did a similar campaign

in Philadelphia after the Eagles won the Super Bowl in 2018). We do not need to wait for a new spot to open up on the advertising loop before we insert new creative. It’s also worth noting that this is the same technology that powers our ability to deliver real-time emergency alerts across our entire digital network — something that our competitors do not have the ability to do.

- **Non-Loop-Based Selling:** Our competitors sell digital advertising in a loop: a repeating rotation of creative that runs on digital screens. But sometimes advertisers have creative executions that do not make sense to run a loop structure. Our clients sometimes want to own a fixed percentage of total screen time (referred to as a “share of voice” advertising campaign), target a fixed number of customers (referred to as “impression-based buying”), or only run their ads at a certain time of day (referred to as “dayparting”). Intersection has the ability to sell advertising campaigns in all of these ways, providing advertisers with more options and more reasons to spend with us.

- **Dynamically Triggered Campaigns:** Advertisers buying digital campaigns are often interested in running advertising based on certain external triggers. Intersection has developed data integrations for factors such as temperature, UV index, weather, travel time to a certain location, and more. We can offer these as ready-made ad products for advertisers seeking dynamic creative, or, if a client has a custom need, we have the in-house technical capabilities to build bespoke integrations for new campaigns — something our competitors cannot offer.

These capabilities allow us to outperform our competitors in out-of-home, but also allow us to tap into new sources of advertising demand through programmatic sources.

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### Tapping New Digital Budgets through Programmatic

In addition to our best-in-class advertising sales team, Intersection digital ads can be purchased across most major Demand Side Platforms, including Google DV 360, The Trade Desk, Media Math, Amobee, and speciality location based DSPs like Ubimo and Adomni.

We have been leaders in digital programmatic advertising. We built the industry's first truly programmatic Supply Side Platform, PlaceExchange — a platform so well received that it was adopted by many other OOH publishers. We also developed one of the first direct OOH integrations with Google.

Our system enables programmatic buyers to buy and measure out-of-home media in the same way as they do web, mobile, and other digital media. Working with our partners, we can deliver advertisers true real-time bidding, fully unified workflows with other media, support for standard online and mobile IAB creative formats, and granular device-level attribution. Buyers enjoy the benefits of massive reach, high impact, and always-viewable messaging that impacts customers in the physical world.

Our partners benefit by gaining access to advertisers and budgets that are traditionally spent on online display ads — budgets that

are 10x the scale of out-of-home budgets today. No other company is better positioned to capture these new digital dollars for StreetsLA than Intersection. Our CEO Ari Buchalter is one of the founding fathers of programmatic digital advertising, having previously founded MediaMath, one of the largest demand-side platforms in the world. He has been the driving force behind Intersection's innovations in this space.

While programmatic out of home is still in its early stages, Intersection is generating millions in new dollars on our assets, with revenues doubling quarter over quarter in 2019. In 2020, despite the overall impacts of the pandemic, we've seen programmatic revenue bounce back and already exceed 2019 quarterly revenue levels. We expect that revenue to ramp significantly over the course of this new term, as programmatic buying becomes the predominant way that digital out of home is purchased.

**\$142B** US Digital Ad Spend

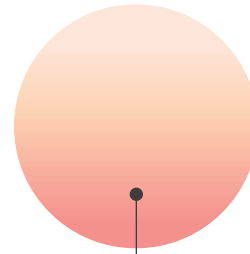
**\$128B** US Programmatic Ad Spend

Source  
eMarketer, 2020

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**\$8.25B** US OOH Ad Spend



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**Right**  
Our Googie One  
Narrow Shelter  
by CBS Studio  
Center. The facility  
has been home to  
many legendary  
productions  
including: *Gilligan's  
Island*, *The Mary Tyler  
Moore Show*, and  
*Seinfeld*.



Section 8

# Appendix





# Statements and Certifications

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## Forms

- 1 Ownership of Advertising Assets
- 2 MBE/WBE/SBE/EBE/DVBE/OBE Subcontractor Information Form
- 3 Child Support Declaration Form
- 4 Municipal Lobbying Certification Form 50
- 5 Non-Collusion Affidavit
- 6 City of LA Contract History
- 7 Los Angeles Residency Information
- 8 ADA Compliance Certification
- 9 Campaign Contributions & Fundraising Restrictions Form 55
- 10 Iran Contracting Act 2010 Affidavit
- 11 RFP Checklist

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## Acknowledgements

Intersection acknowledges our compliance with the following laws and regulations outlined in the RFP:

- 1 Highway Beautification Act
- 2 Americans with Disabilities Act
- 3 City of Los Angeles Public Right of Way Protocols
- 4 Civil Rights Act of 1964
- 5 Patriot Act Certification
- 6 All Standard City Requirements listed in the RFP, including:
  - Nondiscrimination/Equal Employment Practices/Affirmative Action
  - Living Wage and Worker Retention Ordinances
  - Insurance Requirements<sup>1</sup>
  - Child Support Obligations
  - Business Tax Registration Certificate (included on next page)
  - Equal Benefits and First Source Hiring Ordinances
  - Slavery Disclosure Ordinance
  - Municipal Lobbying Ordinance
  - Non-Collusion Affidavit
  - City of Los Angeles Contract History
  - Los Angeles Residence Information
  - Contract Bidder Campaign Contribution and Fundraising Restrictions
  - City Contractor's Use of Criminal History for Consideration of Employment Applications
  - Iran Contracting Act of 2010
  - Business Inclusion Program and Local Business Preference Ordinances
  - Contractor Responsibility Ordinance
  - Disclosure of Border Wall Contracting Ordinance

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### Footnotes

<sup>1</sup> While we broadly agree with the Insurance Requirements, our insurance broker has reviewed and we have a few comments that we would like to discuss.

# Acknowledgments Business Tax Registration Certificate



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GARDENA, CA 90248-4253



\*\*\*\*\*MIXED AADC 900 50  
INTERSECTION MEDIA, LLC 15647  
100 PARK AVE  
NEW YORK NY 10017-5516



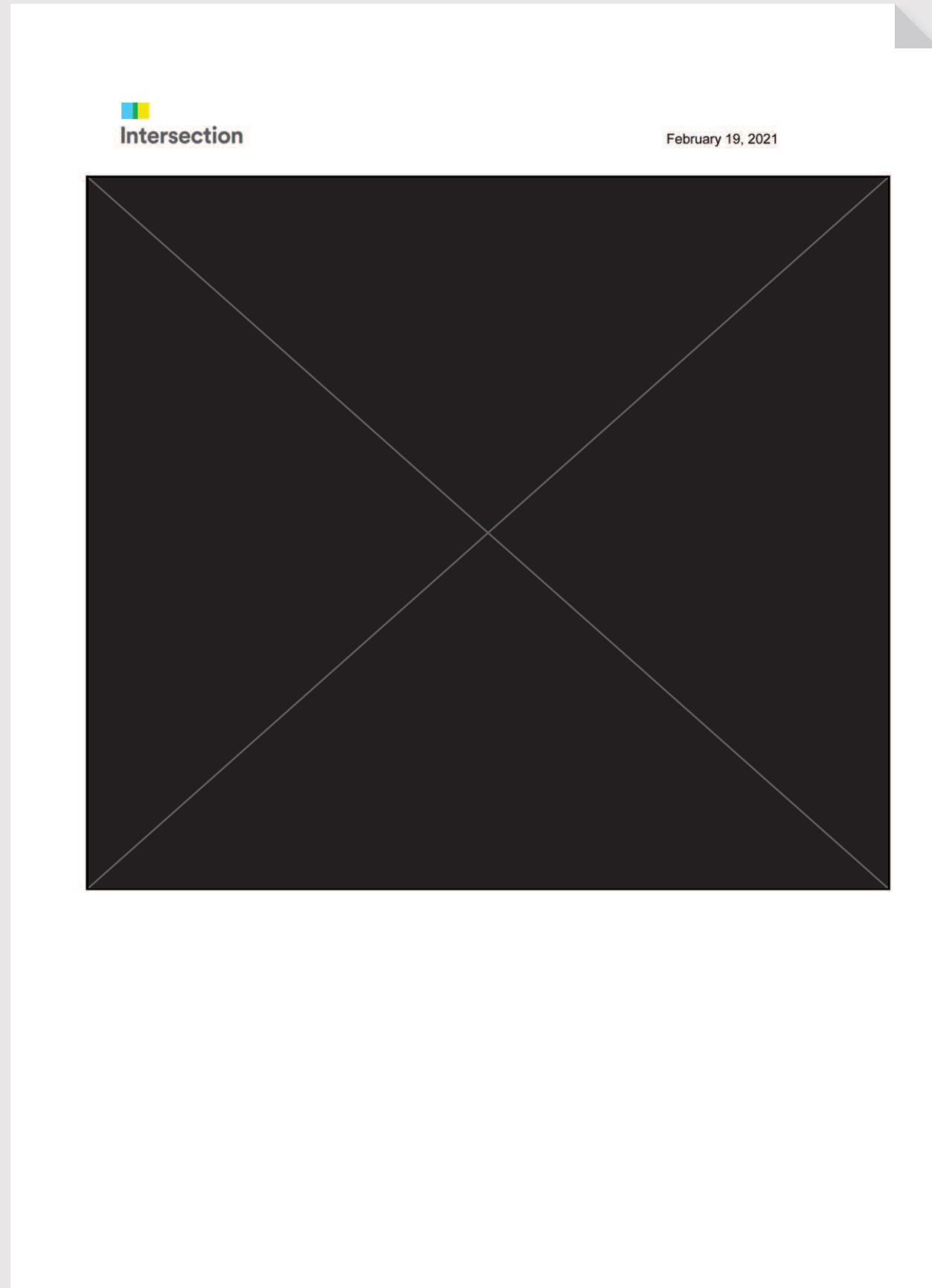
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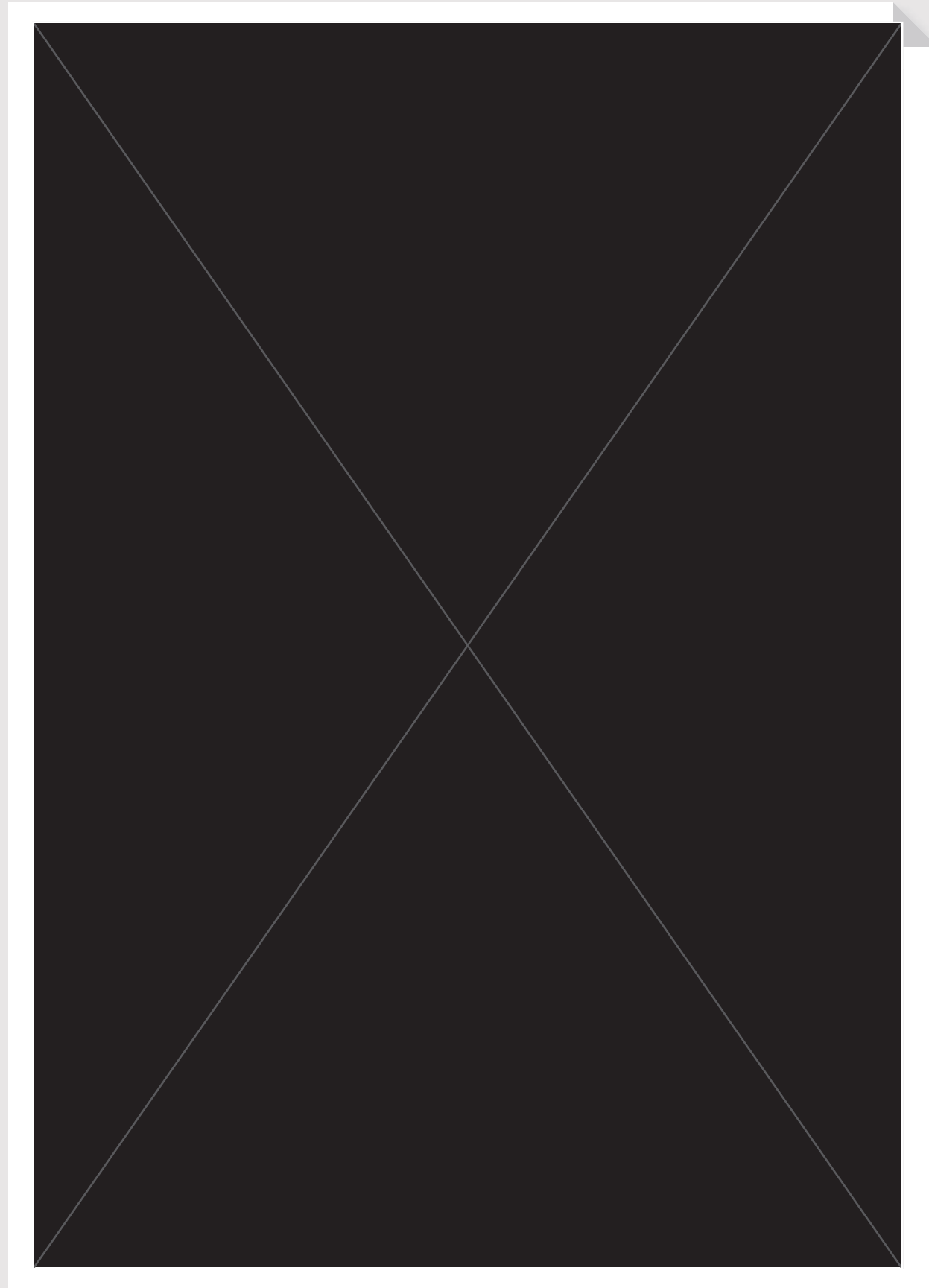


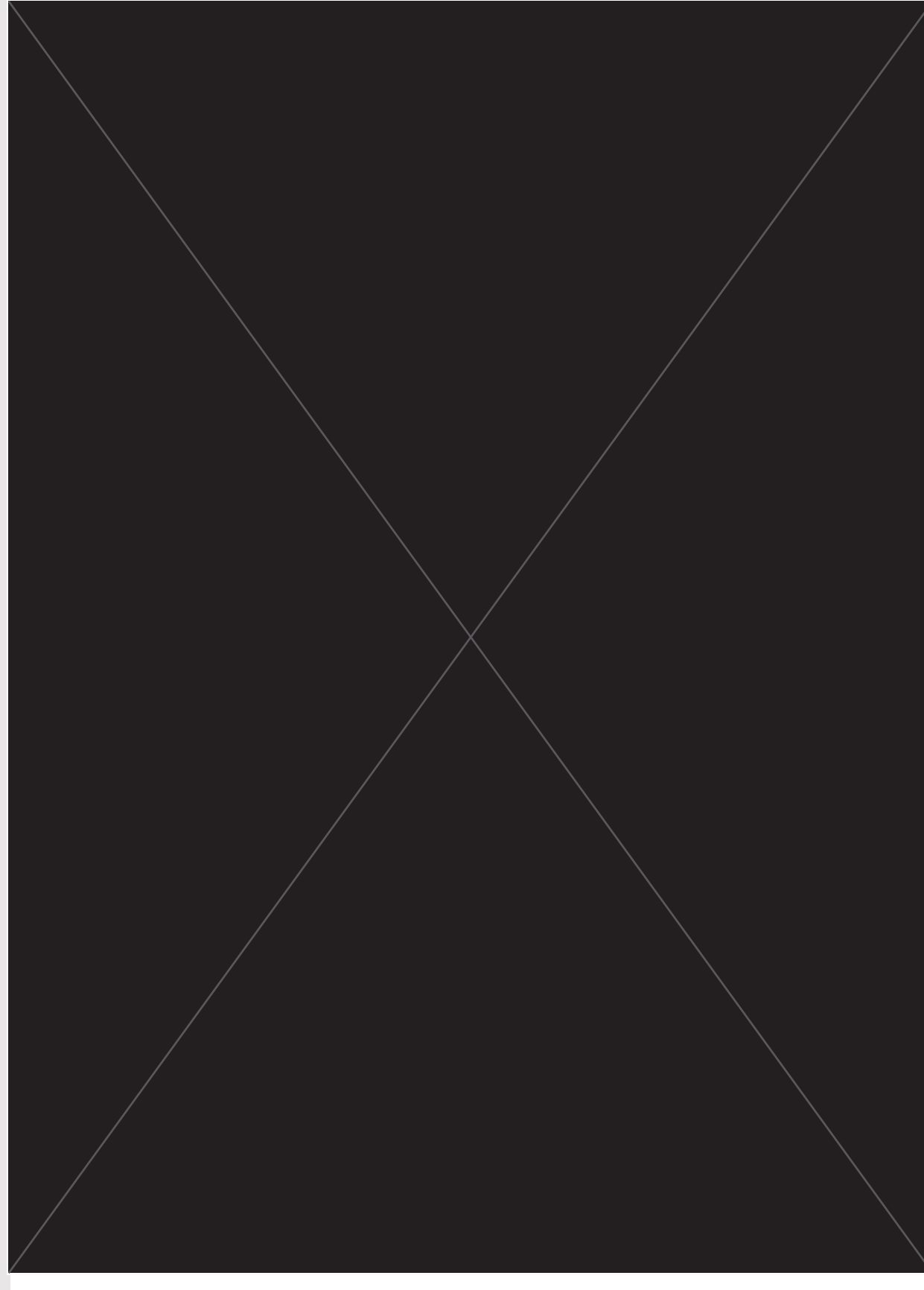
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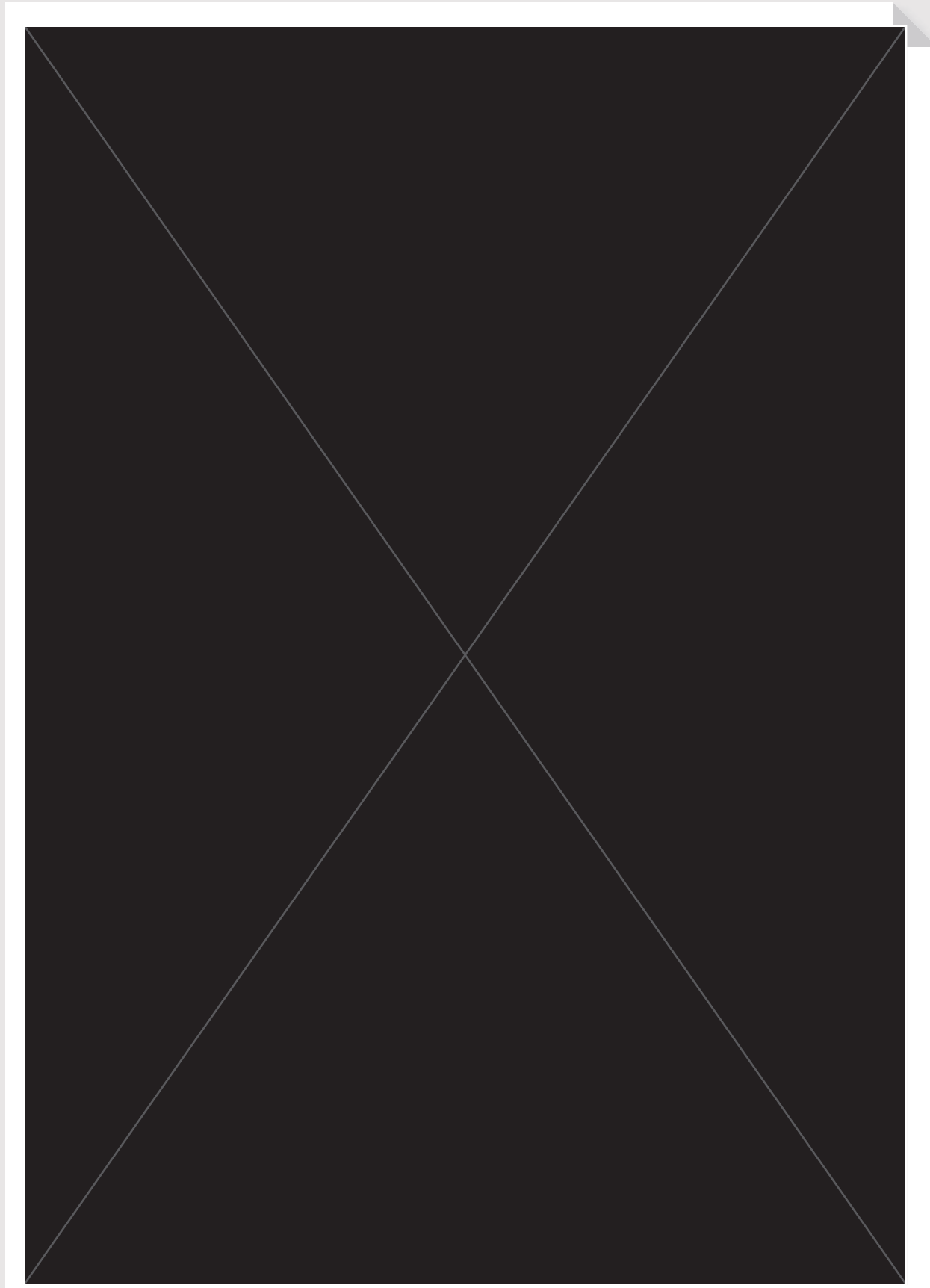
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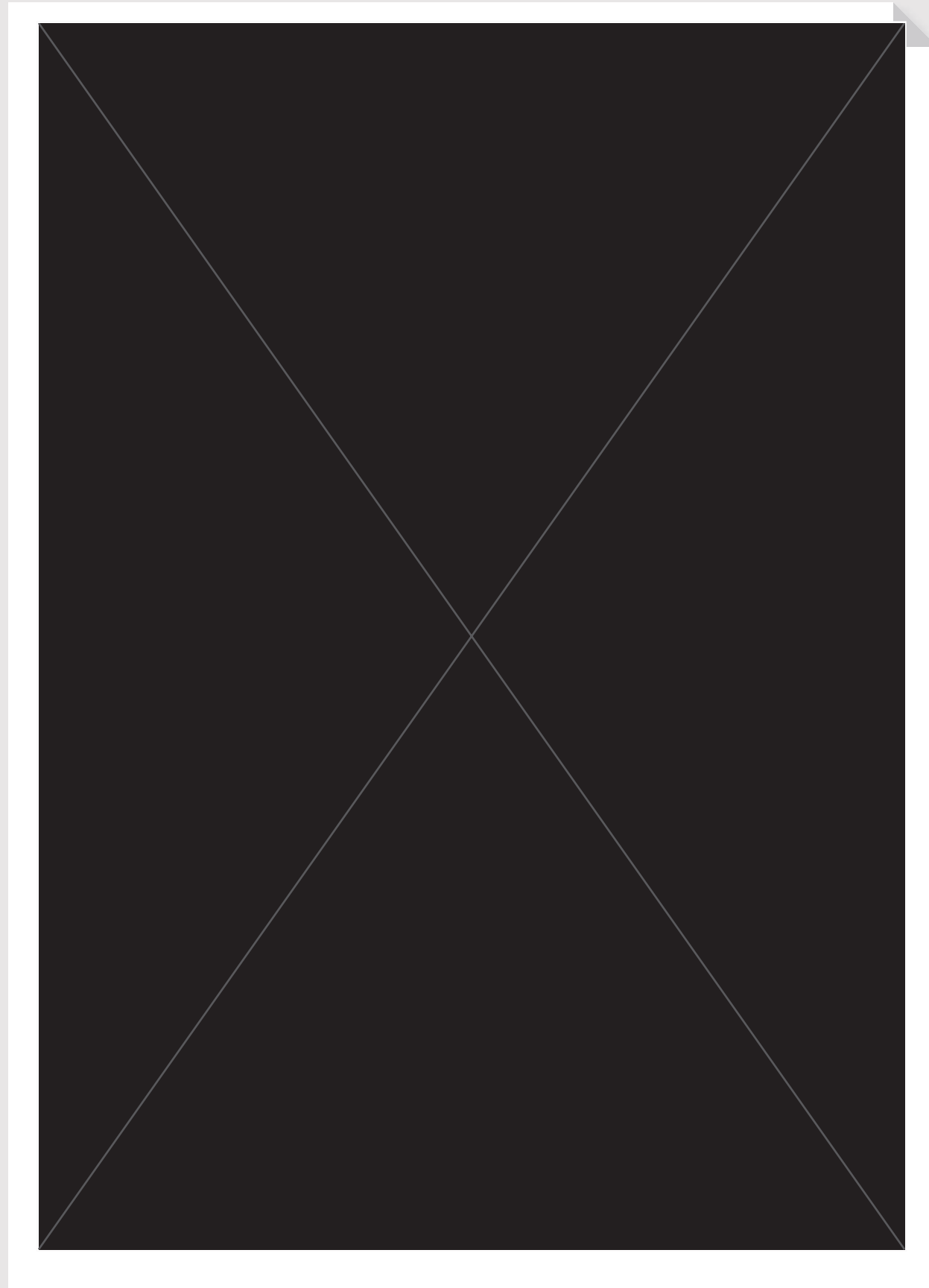


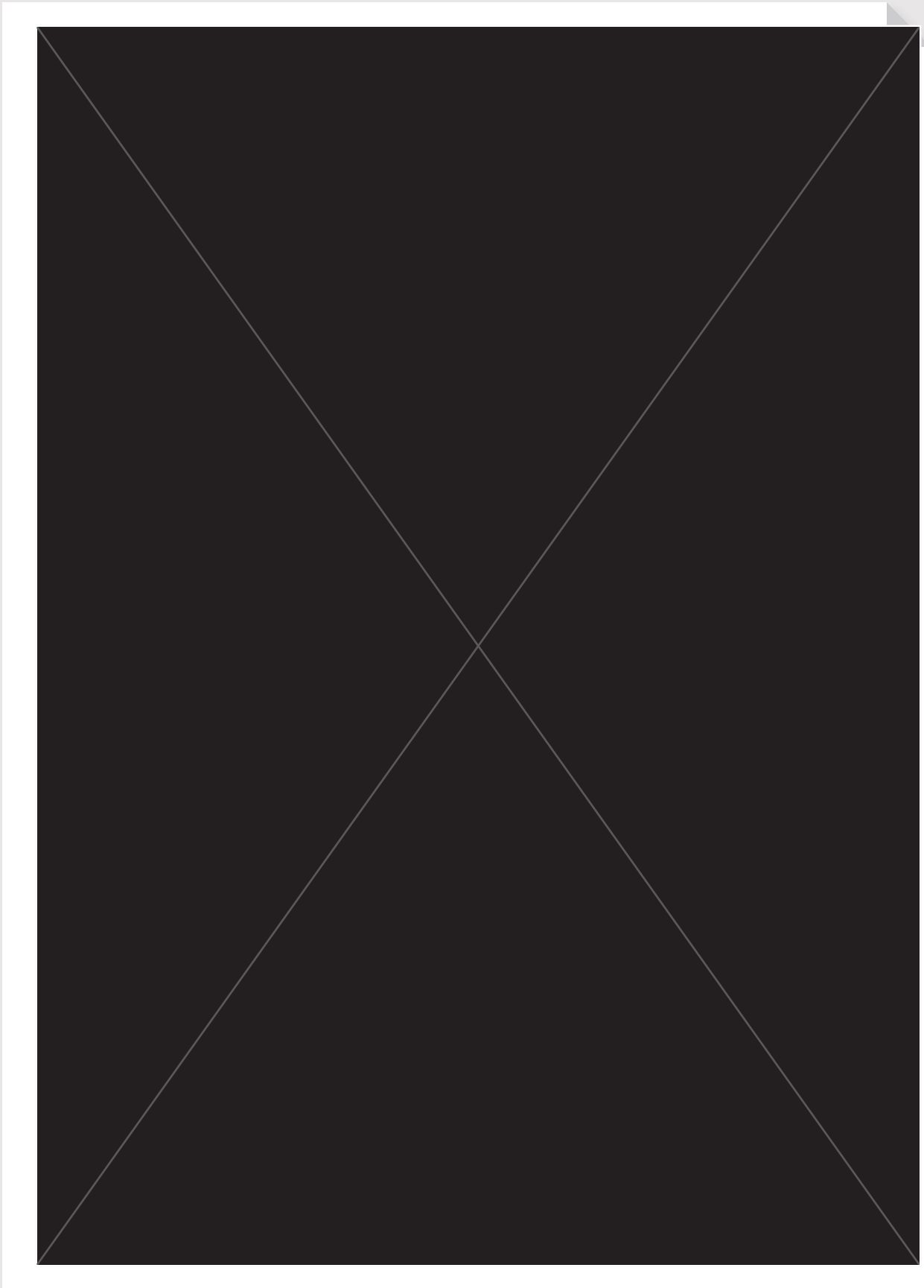
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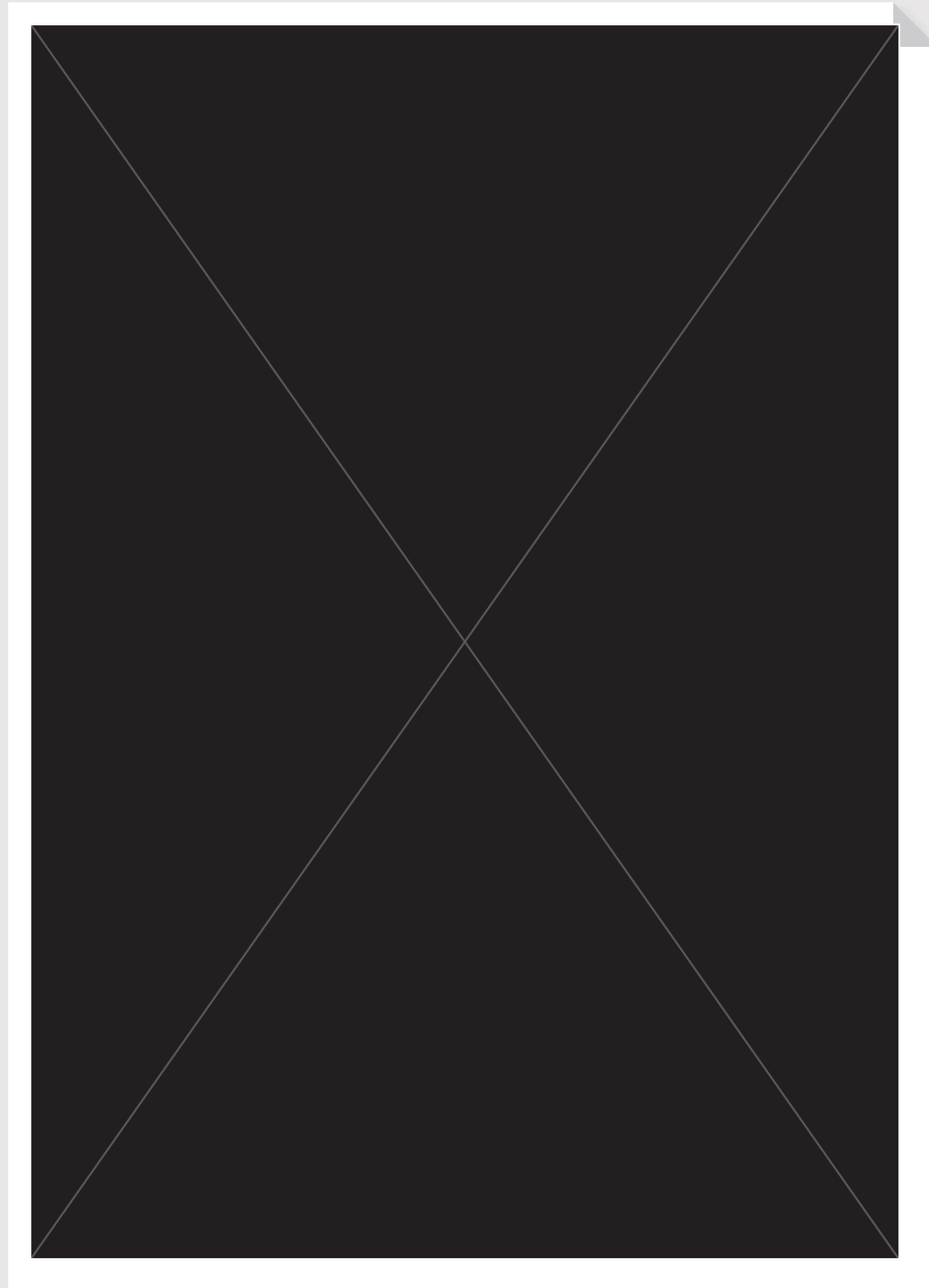


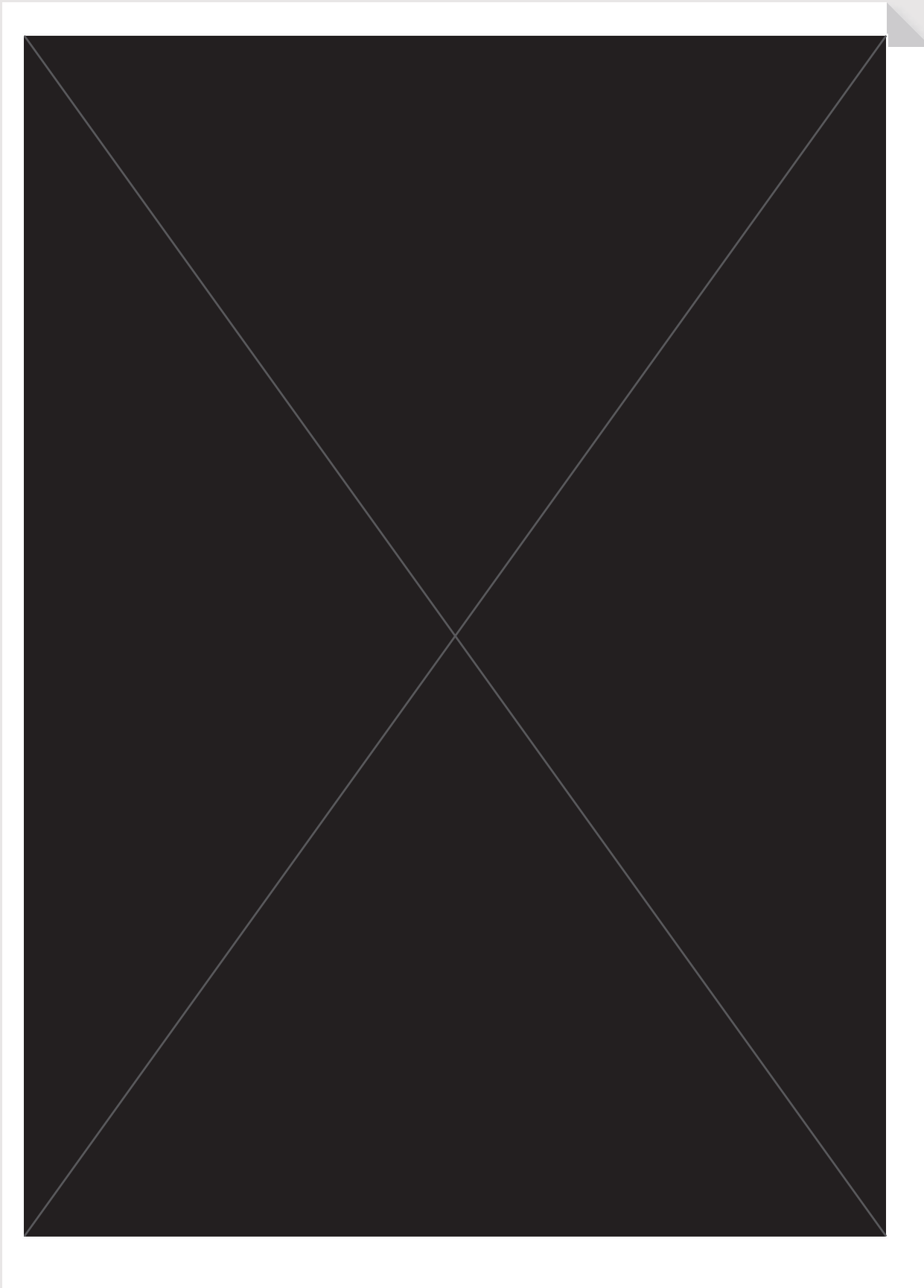
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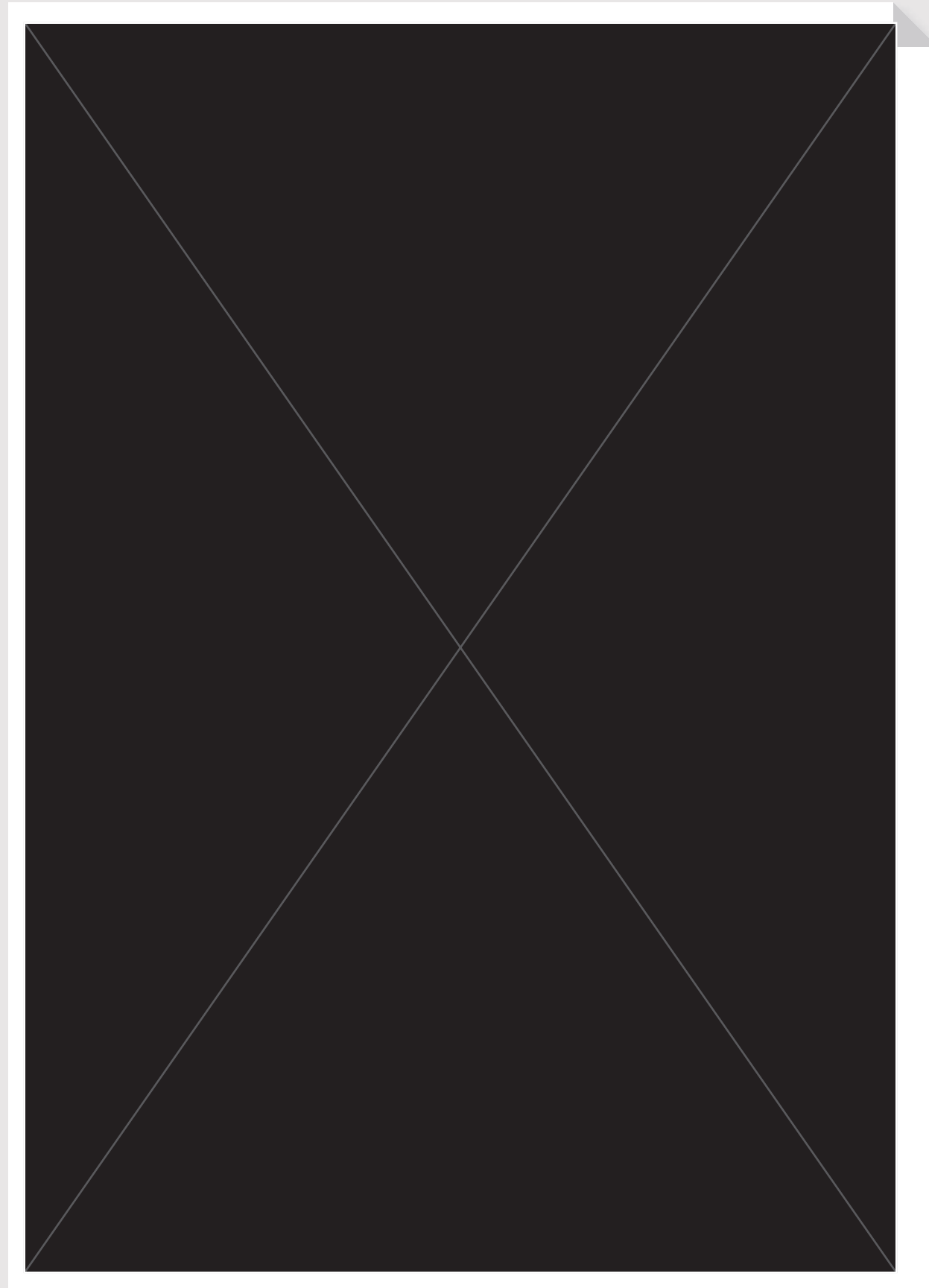


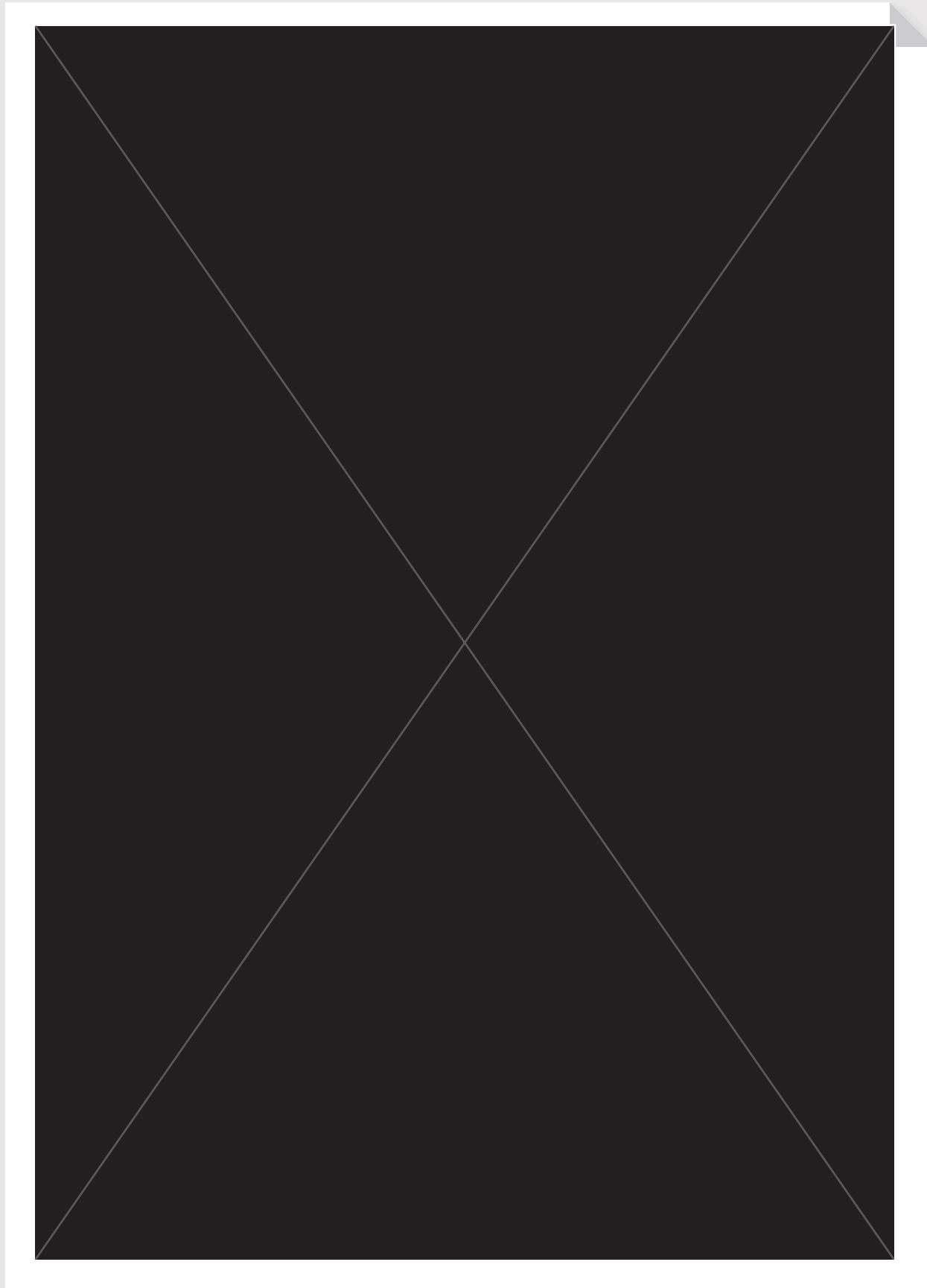
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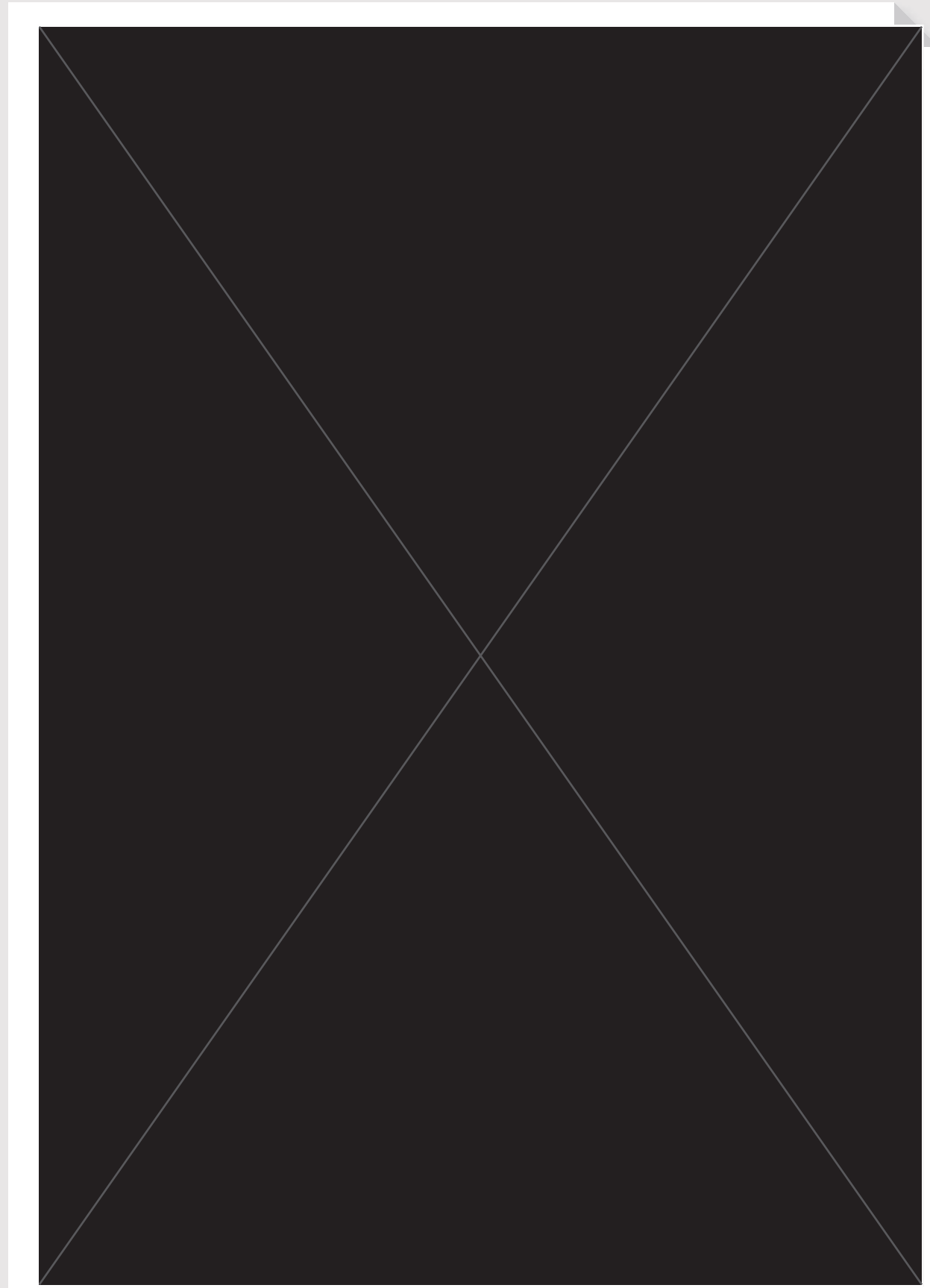


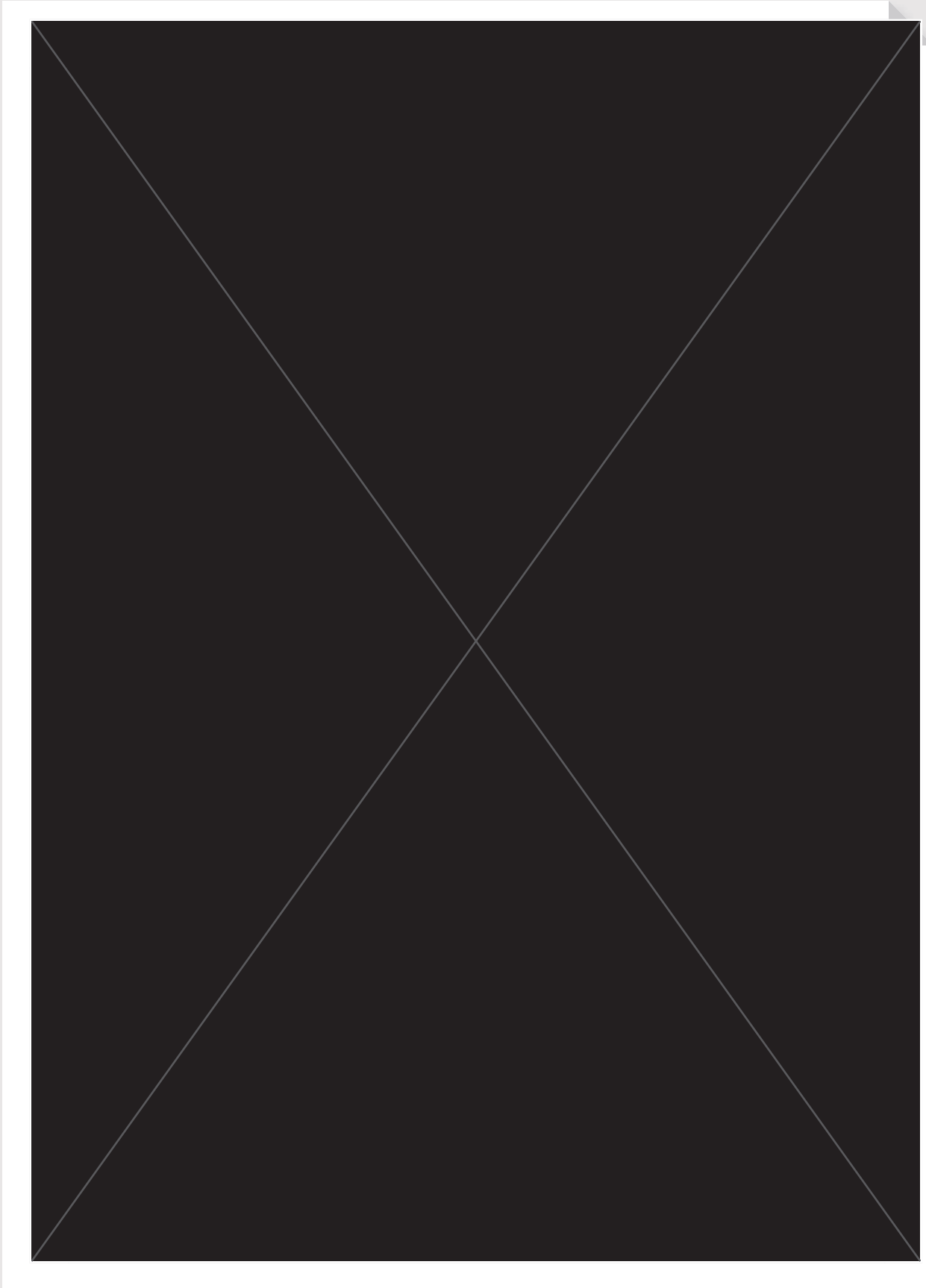
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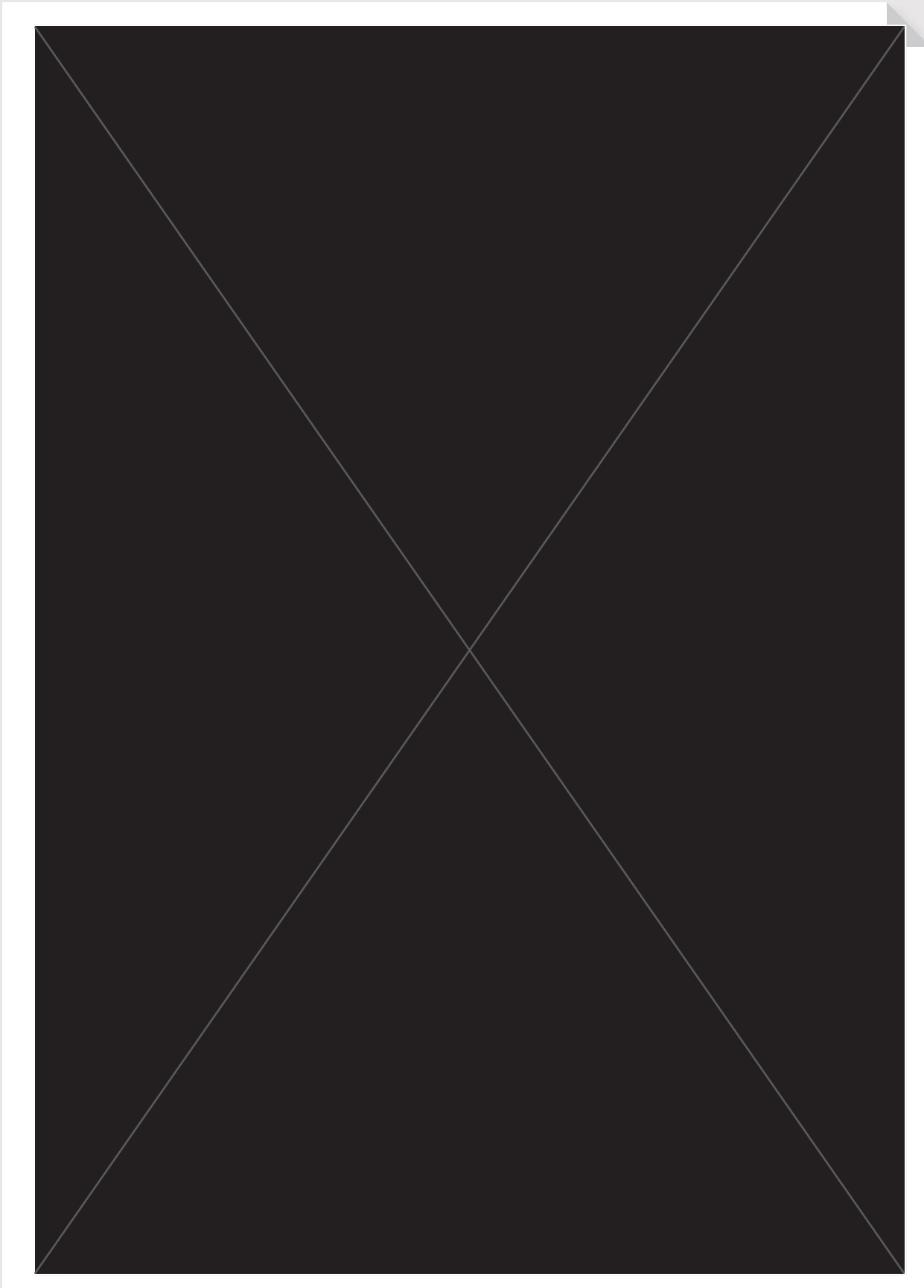
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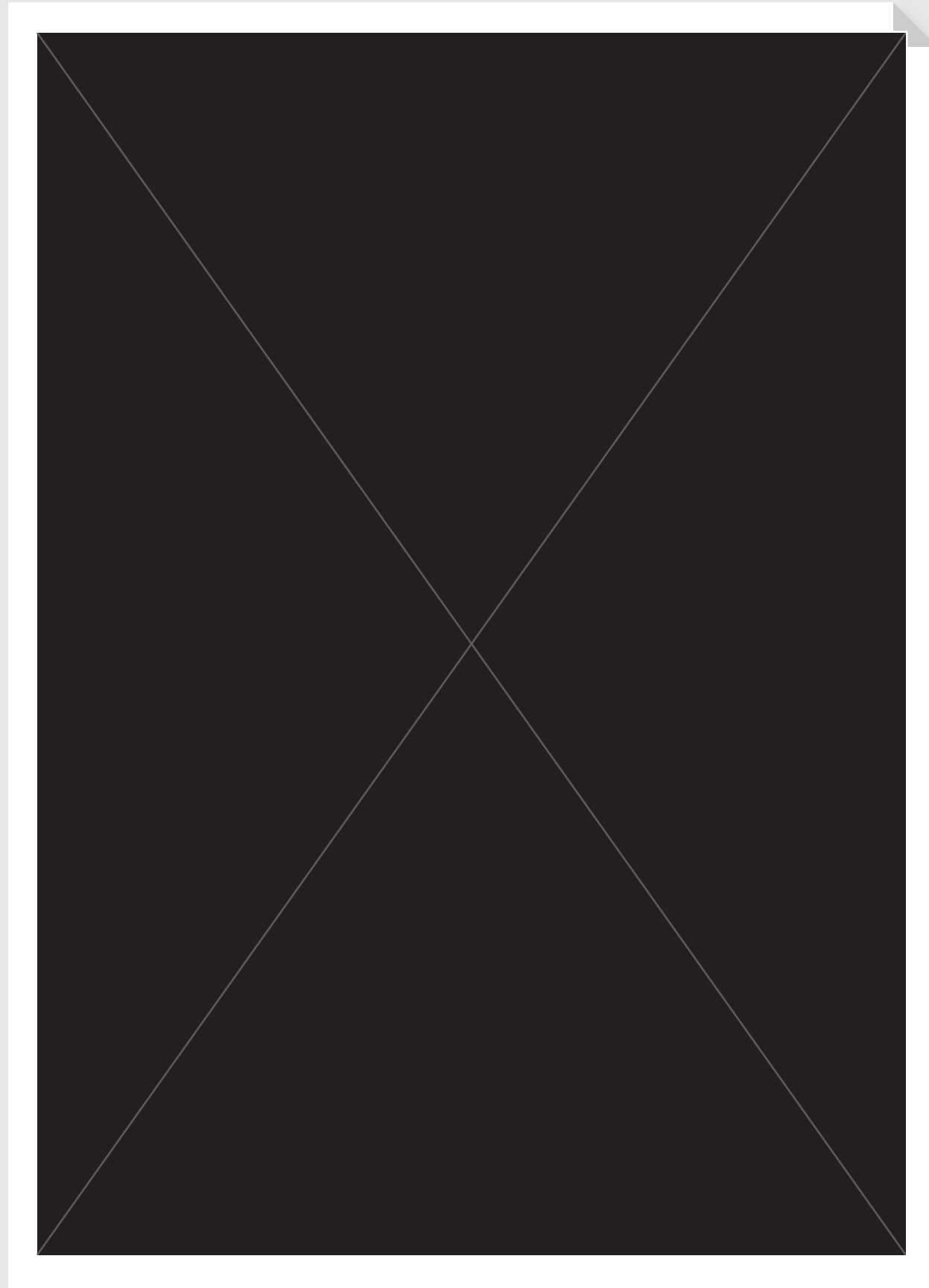


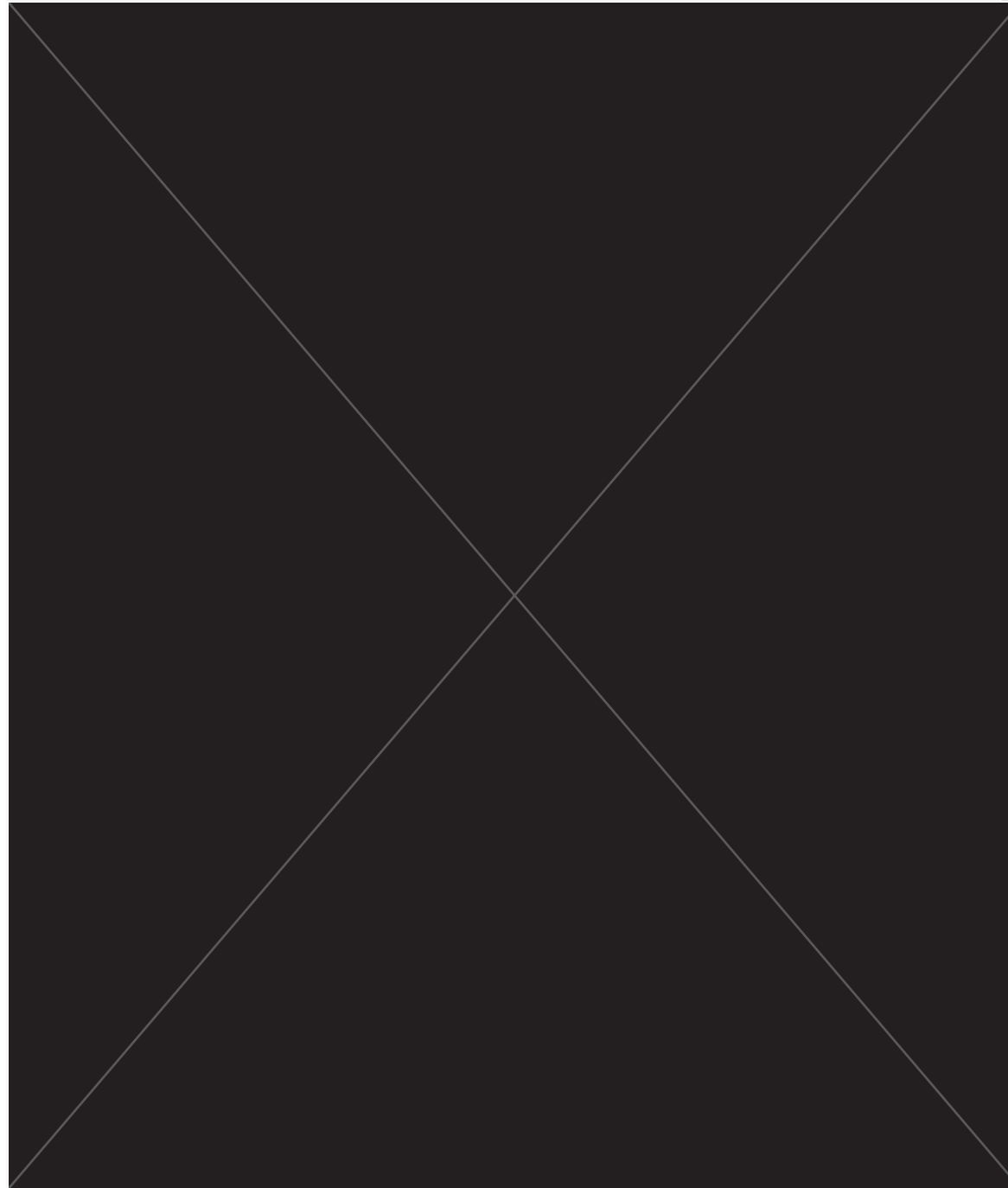
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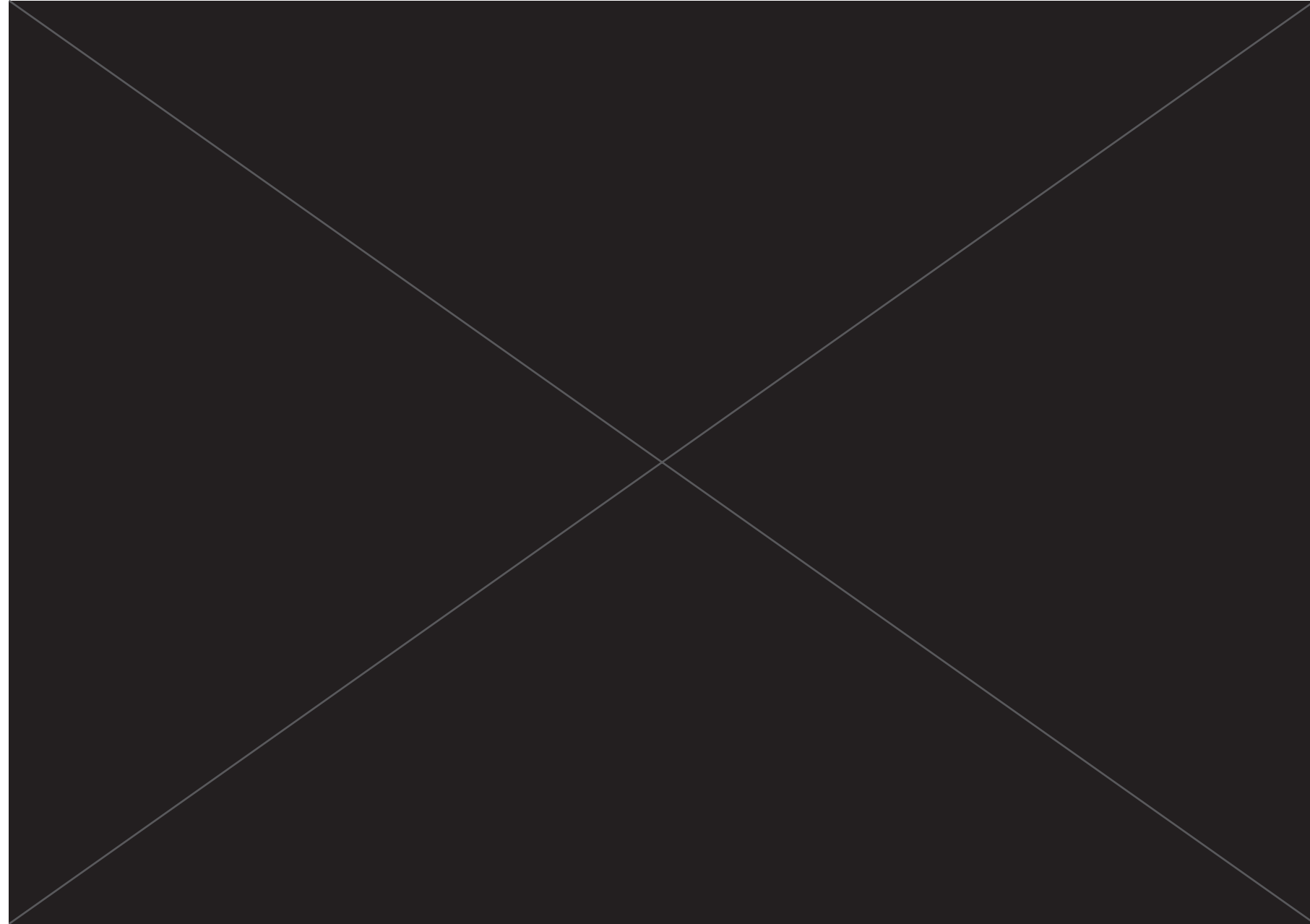
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# Concept 1 / Streamline One Drawings



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# Concept 2 / Streamline Two Drawings

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# Concept 3 / Googie One Drawings



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Concept 4 / Googie Two  
Drawings

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# Concept 5 / Frame One Drawings



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Concept 6 / Frame Two  
Drawings

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# Project Plan<sup>1</sup>

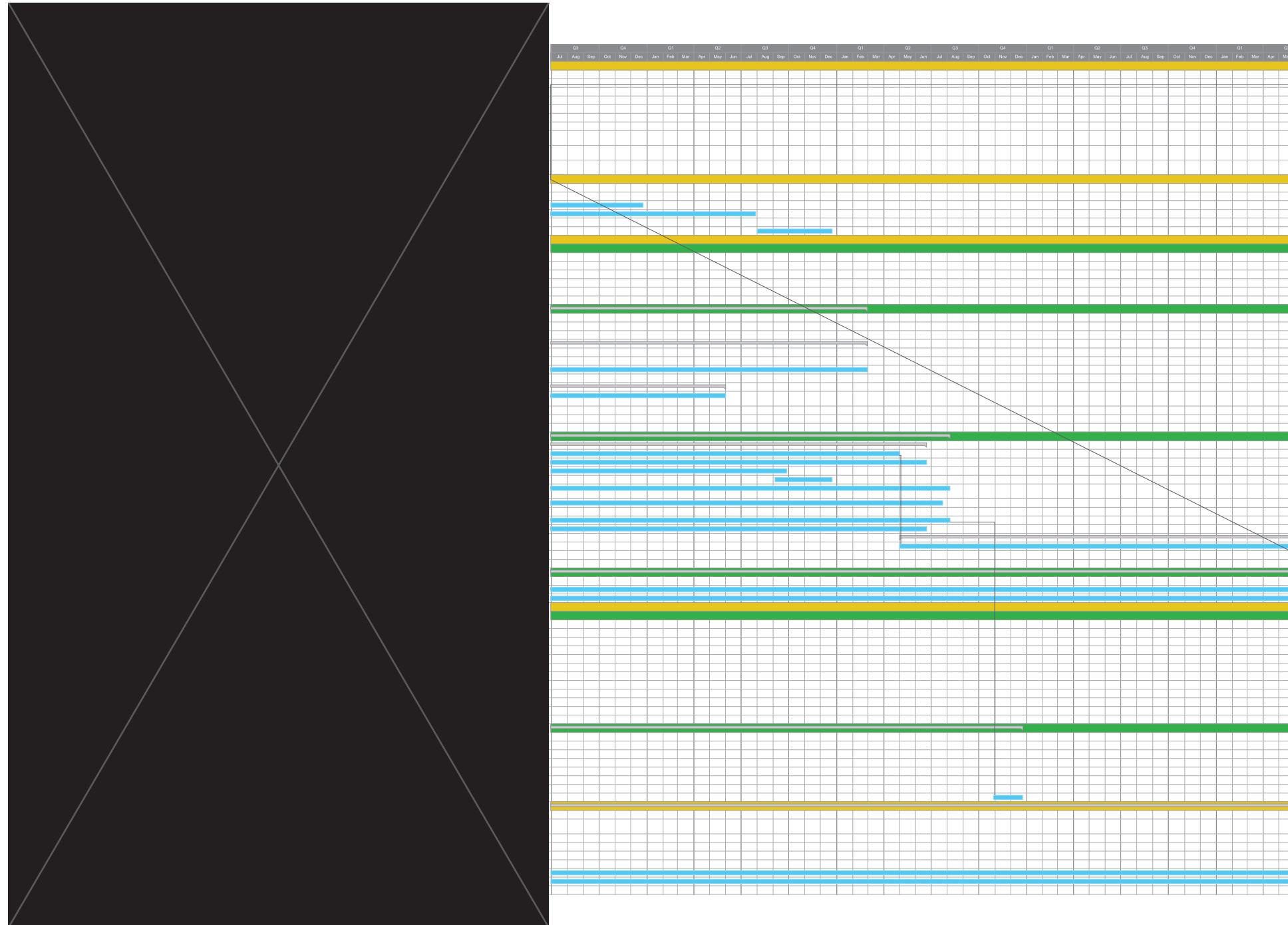
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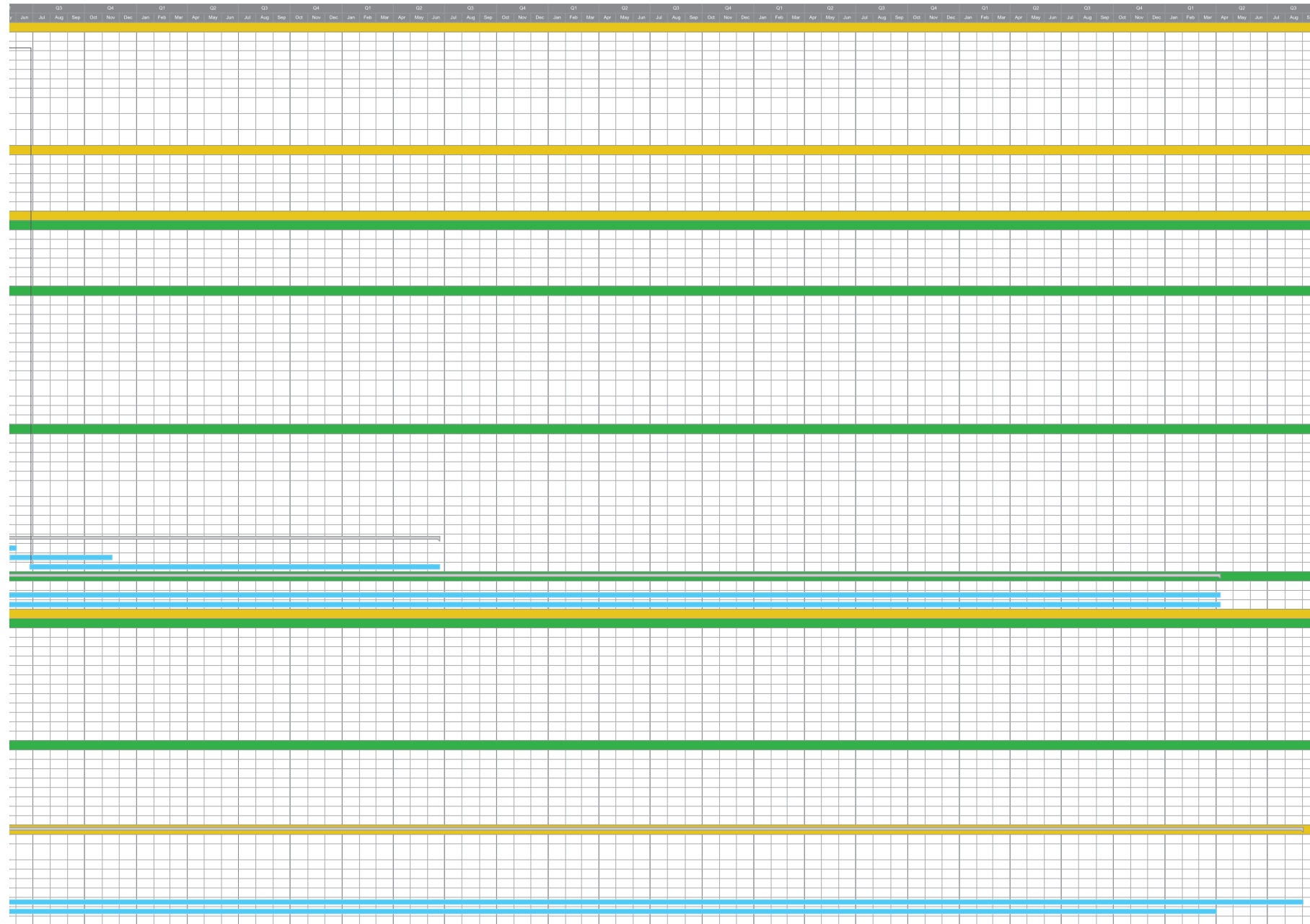
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**Footnotes**

<sup>1</sup> We are aware that this version is too small to be legible. We have included a digital version with our digital submission of the RFP for closer review.





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## LA Metro Reference Letter

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