

StreetsLA Sidewalk and Transit Amenities Program ("STAP") FINANCIAL MODEL

VERSION 4.2 UPDATED 8/6/21





SCENARIOS

PROJ		

Finance Considerations		Capital Considerations		OpEx Considerations	
City Revenue Share	60.5%	% of Pillars to install	0%	Public WiFi available	None
Annual MAG to City (with CPI)	10,000,000	# of Icon shelters	50		-
\$6m one-time Payment	Yes	# of Panels	50		
Capitalize Energy	No	ePaper City-Transit screens	2		
Capitalize Licensing	No	Inductive phone chargers	3		
Project Reinvestment City Rev %	15%	LoRaWAN network	Yes		
Vertical Bridge partnership	Yes	Solar capacity	High		
Rollout Schedule	Optimized				

Rollout Schedules	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Aggresive	1,000	1,000	1,000							
Optimized	770	830	800	600						
Delayed	616	664	640	480	300	300				

EXECUTIVE SUMMARY													
Project Revenues	% of Rev	Totals	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Ad Revenues	99.4%	634,983,120		26,290,079	50,196,822	58,423,734	62,057,486	66,599,910	70,540,743	72,014,704	74,119,208	76,264,588	78,475,846
Other Revenues	0.6%	3,815,666		2,560,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
Total Project Revenues	100.0%	638,798,785		28,850,079	50,320,422	58,551,042	62,188,614	66,734,971	70,679,855	72,157,990	74,266,793	76,416,600	78,632,418
City Revenues													
MAG	17.3%	110,638,793		6,000,000	10,300,000	10,609,000	10,927,270	11,255,088	11,592,741	11,940,523	12,298,739	12,667,701	13,047,732
Revenue Share	43.2%	275,834,472		11,454,298	20,143,855	24,814,381	26,696,841	29,119,569	31,168,572	31,715,061	32,632,671	33,564,342	34,524,88
Project Options	0.0%	-		0	0	0	0	0	0	0	0	0	
Total City Revenues	60.5%	386,473,265		17,454,298	30,443,855	35,423,381	37,624,111	40,374,657	42,761,313	43,655,584	44,931,410	46,232,043	47,572,613
Annual Expenses													
Operations Expenses	17.5%	111,508,931		5,897,863	8,352,264	9,853,918	11,412,871	11,748,176	12,100,621	12,463,640	12,837,549	13,222,675	13,619,356
Ad Commissions and Fees	22.0%	140,816,589		5,497,919	11,524,303	13,273,744	13,151,631	14,612,138	15,817,922	16,038,766	16,497,834	16,961,882	17,440,450
Total Annual Expenses	39.5%	252,325,520		11,395,781	19,876,567	23,127,662	24,564,502	26,360,314	27,918,543	28,502,406	29,335,383	30,184,557	31,059,805
Capex													
Design-Build Capex	34.1%	217,682,013		82,965,698	42,475,091	41,649,637	32,543,947	50,000	16,566,505	1,431,136	-	-	-
Maintenance Capex	3.0%	19,049,494		788,702	1,505,905	1,752,712	1,861,725	1,997,997	2,116,222	2,160,441	2,223,576	2,287,938	2,354,275
Energy Capex	0.0%	-		-	-	-	-	-	-	-	-	-	-
Systems Integration Capex	0.0%	-		-	-	-	-	-	-	-	-	-	-
Total Capex	37.1%	236,731,507		83,754,400	43,980,996	43,402,349	34,405,672	2,047,997	18,682,727	3,591,577	2,223,576	2,287,938	2,354,275
City Disbursement													
Project Reinvestment	9.1%	57,970,990		2,618,145	4,566,578	5,313,507	5,643,617	6,056,199	6,414,197	6,548,338	6,739,711	6,934,806	7,135,892
General Fund / Council Districts	51.4%	328,502,275		14,836,153	25,877,277	30,109,873	31,980,495	34,318,459	36,347,116	37,107,246	38,191,698	39,297,237	40,436,721
Total Disbursements	60.5%	386,473,265		17,454,298	30,443,855	35,423,381	37,624,111	40,374,657	42,761,313	43,655,584	44,931,410	46,232,043	47,572,613

	% of Total Revenues	Totals Year	31-Dec-2021 2021	31-Dec-2022 2022	31-Dec-2023 2023	31-Dec-2024 2024	31-Dec-2025 2025	31-Dec-2026 2026	31-Dec-2027 2027	31-Dec-2028 2028	31-Dec-2029 2029	31-Dec-2030 2030	31-Dec-2031 2031
CHECKS: TRUE CPI 3.0%	rtevenues	Days	365 1.000	365 1.000	365 1.030	366 1.061	365 1.093	365 1.126	365 1.159	366 1.194	365 1.230	365 1.267	365 1.305
SUMMARY			1.000	1.000	1.000	1.001	1.000	20	11.100	1.101	1.200	11.201	11.000
EXECUTIVE SUMMARY													
Project Revenues													
Ad Revenues	99.4%	634,983,120		26,290,079	50,196,822	58,423,734	62,057,486	66,599,910	70,540,743	72,014,704	74,119,208	76,264,588	78,475,846
Other Revenues Total Project Revenues	0.6% 100.0%	3,815,666 638,798,785		2,560,000 28,850,079	123,600 50,320,422	127,308 58,551,042	131,127 62,188,614	135,061 66,734,971	139,113 70,679,855	143,286 72,157,990	147,585 74,266,793	152,012 76,416,600	156,573 78,632,418
Total Froject Nevenues	100.070	030,730,703		20,030,073	30,320,422	30,331,042	02,100,014	00,704,371	70,073,033	72,137,330	14,200,133	70,410,000	70,032,410
City Revenues													
MAG Revenue Share	17.3% 43.2%	110,638,793 275,834,472		6,000,000 11,454,298	10,300,000 20,143,855	10,609,000 24,814,381	10,927,270 26,696,841	11,255,088 29,119,569	11,592,741 31,168,572	11,940,523 31,715,061	12,298,739 32,632,671	12,667,701 33,564,342	13,047,732 34,524,881
Project Options	43.2 /0	213,034,412		11,454,290	20,143,633	24,014,301	20,090,041	29,119,509	0 0	0 0	02,032,071	03,304,342	0
Total City Revenues	60.5%	386,473,265		17,454,298	30,443,855	35,423,381	37,624,111	40,374,657	42,761,313	43,655,584	44,931,410	46,232,043	47,572,613
Annual Expenses													
Operations Expenses	17.5%	111,508,931		5,897,863	8,352,264	9,853,918	11,412,871	11,748,176	12,100,621	12,463,640	12,837,549	13,222,675	13,619,356
Ad Commissions and Fees Total Annual Expenses	22.0% 39.5%	140,816,589 252,325,520		5,497,919 11,395,781	11,524,303 19,876,567	13,273,744 23,127,662	13,151,631 24,564,502	14,612,138 26,360,314	15,817,922 27,918,543	16,038,766 28,502,406	16,497,834 29,335,383	16,961,882 30,184,557	17,440,450 31,059,805
Iotal Allitual Expenses	33.3%	202,020,020		11,333,701	19,010,001	23, 121,002	24,004,002	20,300,314	21,910,043	20,502,400	23,333,303	30,104,557	31,003,003
Сарех													
Design-Build Capex Maintenance Capex	34.1% 3.0%	217,682,013 19,049,494		82,965,698 788,702	42,475,091 1,505,905	41,649,637 1,752,712	32,543,947 1,861,725	50,000 1,997,997	16,566,505 2,116,222	1,431,136 2,160,441	2,223,576	2,287,938	- 2,354,275
Energy Capex	0.0%	19,049,494		700,702	1,505,905	1,752,712	1,001,725	1,997,997	2,110,222	2,100,441	2,223,370	2,201,930	2,354,275
Systems Integration Capex	0.0%	-		-	-	-	-	-	-	-	-	-	
Total Capex TR	UE 37.1%	236,731,507		83,754,400	43,980,996	43,402,349	34,405,672	2,047,997	18,682,727	3,591,577	2,223,576	2,287,938	2,354,275
City Disbursement													
Project Reinvestment General Fund / Council Districts	9.1% 51.4%	57,970,990 328,502,275		2,618,145 14,836,153	4,566,578 25,877,277	5,313,507 30,109,873	5,643,617 31,980,495	6,056,199 34,318,459	6,414,197 36,347,116	6,548,338 37,107,246	6,739,711 38,191,698	6,934,806 39,297,237	7,135,892 40,436,721
Total Disbursements	60.5%	386,473,265		17,454,298	30,443,855	35,423,381	37,624,111	40,374,657	42,761,313	43,655,584	44,931,410	46,232,043	47,572,613
INVENTORY													
Inventory Breakdown Legacy Shelters			1,884	1,114	284					_			_
Legacy Kiosks			203	51	51	51	-	-	-	-	-	-	-
Refurbished Shelters				231	270	-	-	-	-	-	-	-	-
Shelters Icon (static ad wrap) Shelters Base (digital ad screen)				50 709	50 709	50 709	50 709	50 709	50 709	50 709	50 709	50 709	50 709
Shelters Eco (static ad screen box)				11	841	1,641	2,241	2,241	2,241	2,241	2,241	2,241	2,241
Pillars (no ads)				-	-	-	-	-	-	-	-	-	-
Panels (static ad wrap)				50 152	50 152	50 152	50 152	50 152	50 152	50 152	50 152	50 152	50 152
Kiosks (digital ad screen) Lockers (digital ad screen)				44	44	44	44	44	44	44	44	44	44
Docks (digital ad screen)				93	93	93	93	93	93	93	93	93	93
Total Inventory Breakdown	TRUE		2,087	2,505	2,544	2,790	3,339	3,339	3,339	3,339	3,339	3,339	3,339
Inventory Breakdown													
Legacy Shelters Legacy Kiosks			1,884 203	1,114 51	284 51	- 51	-	-	-	-	-	-	-
Refurbished Shelters			203	231	270	ان -	-	-	-	-	-	-	-
Total Legacy Inventory			2,087	1,396	605	51	-	-	-	-	-	-	-
Shelters Icon (static ad wrap)			-	50	50	50	50	50	50	50	50	50	50
Shelters Base (digital ad screen)			-	709	709	709	709	709	709	709	709	709	709
Shelters Eco (static ad screen box)			-	11	841	1,641	2,241	2,241	2,241	2,241	2,241	2,241	2,241
Pillars (no ads) Total New Shelters			-	770	1,600	2,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Papels (static ad wrap)				50	FO	50	FO	50	50	50	50	50	50
Panels (static ad wrap) Kiosks (digital ad screen)				50 152	50 152	50 152	50 152	50 152	50 152	50 152	50 152	50 152	50 152
				.02	.02	.02	.02	.02	.52	.02	.02	.02	

Lockers (digital ad screen)			44	44	44	44	44	44	44	44	44	44
ocks (digital ad screen)			93	93	93	93	93	93	93	93	93	93
otal Other Inventory			- 339	339	339	339	339	339	339	339	339	339
otal Inventory Breakdown			2,087 2,505	2,544	2,790	3,339	3,339	3,339	3,339	3,339	3,339	3,339
nventory Actions												
emovals			- 922		554	51	-	-	-	-	-	-
stall Shelters			770	830	800	600						
efurbishments			- 231	249	43	-	-	-	-	-	-	-
isposals			- 691	791	511	51	-	-	-	-	-	-
tal Inventory Actions			- 2,614	2,910	1,908	702	-	-	-	-	-	-
OVERTISING												
aces per Inventory Type												
nelters (static ad wrap)			100	100	100	100	100	100	100	100	100	100
nelters (digital ad screen)			1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418
elters (static ad box)			22	1,682	3,282	4,482	4,482	4,482	4,482	4,482	4,482	4,482
nels (static ad wrap)			100	100	100	100	100	100	100	100	100	100
osks (digital ad screen)			304		304	304	304	304	304	304	304	304
ckers (digital ad screen)			44		44	44	44	44	44	44	44	44
ocks (digital ad screen)			186		186	186	186	186	186	186	186	186
tal Faces	TRUE		2,174		5,434	6,634	6,634	6,634	6,634	6,634	6,634	6,634
Ivertising Revenues by Unit												
elters		444,654,760	17,178,369	33,043,296	40,289,857	43,269,174	46,968,831	50,084,288	51,220,064	52,691,812	54,185,501	55,723,568
anels		44,917,024	2,164,500	4,329,000	4,500,600	4,602,000	4,680,000	4,680,000	4,641,975	4,846,222	5,102,320	5,370,408
osks		88,948,584	4,227,834		8,366,810	8,685,846	9,160,281	9,626,916	9,857,803	10,126,186	10,369,159	10,618,003
ockers		10,485,652	506,080		975,031	1,020,334	1,073,826	1,143,773	1,170,997	1,200,975	1,229,574	1,258,859
ocks		45,977,099	2,213,297	4,008,576	4,291,435	4,480,133	4,716,972	5,005,766	5,123,865	5,254,014	5,378,034	5,505,008
tal Advertising Revenues by Unit		634,983,120	26,290,079		58,423,734	62,057,486	66,599,910	70,540,743	72,014,704	74,119,208	76,264,588	78,475,846
ommissions & Fees		139,696,286	5,783,817	11,043,301	12,853,222	13,652,647	14,651,980	15,518,963	15,843,235	16,306,226	16,778,209	17,264,686
et Advertising Revenues		495,286,833	20,506,262		45,570,513	48,404,839	51,947,930	55,021,779	56,171,469	57,812,982	59,486,378	61,211,160
et Advertising Revenues YoY Growth		100,200,000	20,000,202	90.9%	16.4%	6.2%	7.3%	5.9%	2.1%	2.9%	2.9%	2.9%
et Advertising Revenues per Screen		86,827	9,433		8,386	7,296	7,831	8,294	8,467	8,715	8,967	9,227
ther Revenues		3,815,666	2,560,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
otal Net Revenues	TRUE	499,102,499	23,066,262		45,697,821	48,535,967	52,082,991	55,160,892	56,314,755	57,960,567	59,638,391	61,367,732
ROJECT COSTS												
DEX		42 044 522	4 540 040	0.700.574	2 672 600	4 000 500	4 000 040	4.074.400	5 400 044	5 077 044	E 40E 0E0	F F00 440
aintenance labor		43,914,523	1,518,240		3,673,600	4,688,586	4,829,243	4,974,120	5,123,344	5,277,044	5,435,356	5,598,416
xecutive staff		8,569,961	747,562	,	793,089	816,881	841,388	866,629	892,628	919,407	946,989	975,399
stems Integration		13,684,481	874,788		1,225,497	1,375,031	1,416,282	1,458,770	1,502,533	1,547,609	1,594,038	1,641,859
nergy		24,658,160	1,668,053		2,333,719	2,403,730	2,475,842	2,550,117	2,626,621	2,705,420	2,786,582	2,870,180
Support		6,793,871	221,800		581,161	729,723	751,615	774,163	797,388	821,310	845,949	871,328
etwork Expenses		-		-	-	-	-	-	-	-	-	-
arketing/ Promotions		1,834,221	160,000		169,744	174,836	180,081	185,484	191,048	196,780	202,683	208,764
ffice expense		458,555	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
ofessional services		917,110	80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382
onding		-	· .	-	-	-	-	-	-	-	-	-
surance		540,875	51,250	52,600	53,991	55,423	50,648	52,167	53,732	55,344	57,005	58,715
cidentals / Contingencies		10,137,176	536,169	759,297	895,811	1,037,534	1,068,016	1,100,056	1,133,058	1,167,050	1,202,061	1,238,123
tal OpEx	TRUE	111,508,931	5,897,863		9,853,918	11,412,871	11,748,176	12,100,621	12,463,640	12,837,549	13,222,675	13,619,356
pex												
uipment		136,791,058	50,383,867	21,714,319	26,128,999	20,666,233	-	16,516,505	1,381,136	-	-	_
stallations		4,586,748	1,399,750		1,077,132	793,320	_	-	-	_	-	_
onstruction Costs		70,666,357	27,916,331	17,932,126	14,023,507	10,794,394	_	_	_	_	_	_
esign & Consulting Services		5,637,850	3,265,750	1,512,100	420,000	290,000	50,000	50,000	50,000	-	-	-
esign-Build Capex		217,682,013	82,965,698		41,649,637	32,543,947	50,000	16,566,505	1,431,136	-	-	-
aintenance Capex		19,049,494	788,702	1,505,905	1,752,712	1,861,725	1,997,997	2,116,222	2,160,441	2,223,576	2,287,938	2,354,275
·		10,070,404	700,702	1,505,505	1,132,112	1,001,720	1,551,1551	۷,۱۱۵,۷۷۷	2,100,441	2,223,310	2,201,330	2,004,210
nergy Capex		-		-	-	-	-	-	-	-	-	-

Total Capex TRUE 236,731,507 83,754,400 43,980,996 43,402,349 34,405,672 2,047,997 18,682,727 3,591,577 2,223,576 2,287,938 2,354,275

ASSUMPTIONS

GLOBAL

31-Dec-2021 FY0 end date Contract year 1 2022 Contract tenor 10 years CPI / PPI Inflation 3%

Notes:

1. CPI assumed 1.000 in 2021 and 2022, then growing at inflation thereafter

Financing City Partner Loan Interest Rate 2% 7% Years to Pay off 10 10 % Contribution to Financing 100% 0% Financing Capital 236,731,507

Agreement Fee MAG

10,000,000 Agreement Fee 6,000,000 Baseline MAG 1%

Bonus Revenue (as % of Total Rev) in lieu of Agreement Fee

INVENTORY

Existing Sites	%	Qty
% of existing shelters w/viable grid access	90.0%	1,696
# of new shelter locations	3,000	
Legacy Shelters	1,884	as per the RFP
Legacy Kiosks	203	as per the RFP

Legacy / Refurbished Shelters

All Legacy Kiosks removed by 2025 All Legacy Shelters removed by 2025 Legacy Shelter Salvage Rate 30.0% Final year of Removals Salvage Rate 15.0%

Location Distribution by Advertising	Total	Shelters	Non-Shelters
Super Premium location	2.5%	75	54
Premium location	3.3%	100	100
High-Level location	19.5%	584	185
Standard location	74.7%	2241	-
Non-viable location (Pillars)	0%	0	-
	100.0%	3 000	339

Panels	Kiosks*	Lockers	Docks	
	38	5	11	
50	25	7	18	
0	89	32	64	
0	-	-	-	
50	152	44	93	

Max % Shelter Locations w/	Max Icons	Max Panels	Non-Shelters
Super Premium location			71%
Premium location	50	50	100%

Panels	Kiosks*	Lockers	Docks
0.0%	50.0%	6.7%	14.7%
50.0%	25.0%	7.0%	18.0%

ASSUMPTIONS								
High-Level location	50	50	32%	0.0%	15.2%	5.5%	11.0%	
Standard location	0	0	0%	0.0%	0.0%	0.0%	0.0%	

*Total kiosk allotment includes remaining panel allotment balance

Screens per Inventory

Shelter	2
Panel	2
Kiosk	2
Locker	1
Dock	2

REVENUE

Advertising Commissions & Fee

Ad sales commission 7.0% % of Total Advertising Revenues
Ad sales team 15.0% % of Total Advertising Revenues

5G Vertical Bridge Partnership

Trench / setup Revenues per site	25,000
Annual Co-Leasing Revenues per site	1,200

Slots per Screen per year	Dig SP/ Prem	Dig Hi Quality	Static
Spots per sales cycle	8	6	1
Sales cycles per annum	13	13	13
Total slots per annum	104	78	13

Revenue per Screen per year	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Super Premium - Icon static		6,000	6,000	6,000	6,000	6,000	6,000	6,210	6,427	6,652	6,885
		55.5%	55.5%	57.7%	59.0%	60.0%	60.0%	57.5%	58.0%	59.0%	60.0%
		43,290	43,290	45,006	46,020	46,800	46,800	46,420	48,462	51,023	53,704
Super Premium - Base digital		750	750	750	750	750	769	788	808	828	849
		65.0%	66.0%	67.8%	69.4%	73.5%	73.5%	73.5%	74.0%	74.0%	74.0%
		50,700	51,480	52,884	54,132	57,330	58,763	60,232	62,158	63,712	65,305
Premium - Icon static		6,000	6,000	6,000	6,000	6,000	6,000	6,210	6,427	6,652	6,885
		55.5%	55.5%	57.7%	59.0%	60.0%	60.0%	57.5%	58.0%	59.0%	60.0%
		43,290	43,290	45,006	46,020	46,800	46,800	46,420	48,462	51,023	53,704
Premium - Base digital		600	600	600	600	615	627	640	653	666	679
		55.4%	56.3%	57.2%	58.2%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%

ASSUMPTIONS										
	34,570	35,100	35,693	36,317	38,376	39,144	39,926	40,725	41,539	42,370
High-Quality- Base digital	500	500	500	500	500	500	513	525	538	 552
T	41.4%	32.3%	36.9%	39.7%	41.6%	46.2%	46.2%	46.2%	46.2%	46.2%
	16,146	12,597	14,399	15,483	16,205	17,999	18,448	18,910	19,382	19,867
Standard - Eco:grid static	500	500	500	500	500	500	515	530	546	563
	75.0%	50.0%	46.3%	35.0%	37.5%	40.0%	40.0%	40.0%	40.0%	40.0%
	4,875	3,250	3,010	2,275	2,438	2,600	2,678	2,758	2,841	2,926
Standard - Eco:solar static	500	500	500	500	500	500	515	530	546	563
	75.0%	50.0%	46.3%	35.0%	37.5%	40.0%	40.0%	40.0%	40.0%	40.0%
-	4,875	3,250	3,010	2,275	2,438	2,600	2,678	2,758	2,841	2,926

CAPEX

Maintenance Capex

Maintenance capex %

3.0%

Replacement Digital Products

Replacement Digital Products after 5 years

 Allure x2
 AZQ x1
 Media Player

 \$14,673
 13,053
 1,948

Shelter Unit Cost per Type	lcon	Base	Eco:grid	Eco:solar	Pillar	Additional Shelter	
Shelter structure	26,225	15,878	18,122	18,122	13,551	6,077	Shelter
Screen / Ad box		26,795			-	120	Design
Media Player	-	1,948	-	-	-	300	Permit Drawing
ePaper City-Transit screens	2,359	2,359	2,359	2,359	1,658		Permits
ePaper - 2 screen system	2,359	2,359	2,359	2,359	1,658	-	
ePaper - 1 screen system	-	-	-	-	-	-	
Cellular (modem, license, config, ancillary)	1,040	1,040	1,040	1,040	1,040	5,000	Site Work
LoRaWAN router	69	69	69	69	69	850	Installation
Smart City elements	1,451	1,451	1,451	1,451	219	-	
Inductive charger - 3	821	_					
Inductive charger - 2	-						
Inductive charger - 1	-						
Solar equipment	-	-	-	6,121			
Solar equipment - High		_		6,121	510 Watt	510 Watt	-
Solar equipment - High/Mid				-	510/340 Watt	510/340 Watt	
Solar equipment - Mid				-	340 Watt	340 Watt	
Solar equipment - Low				-	170 Watt	170 Watt	
	34,324	51,898	25,400	31,521	18,195	12,397	

Other Furniture Unit Cost per Type	Panel	Kiosk	Locker	Dock
Structure	14,180	8,541	10,049	10,512

ASSUMPTIONS				
Screen	-	26,107	13,053	26,795
Media Player	_	1,948	1,948	1,948
ePaper City-Transit screens	2,359	-	-	-
Cellular (modem, license, config, ancillary)	1,040	1,040	1,040	1,040
LoRaWAN router	69	69	69	69
Smart City elements	219	219	219	219
Solar equipment	-	-	-	-
	17,867	37,924	26,379	40,583

Construction Costs

Permitting & Inspections	100	Unit costs per Shelter Installation (New & Refurbished)				
Site prep work - Digital & Icon	10,500	Unit costs per Digital Shelter Site Work				
Site prep work - Static shelters	10,500	Unit costs per Static Shelter Site Work (New & Refurbished)				
Site prep work - Pillars	5,500	Unit costs per Pillar Site Work				
Trench work (5G Vertical Bridge sites)	25,000	Yes	Additional site prep & data costs			
Site prep & power to non-shelter furnitures	20,000	100% % of Non-Shelter furnitures requiring grid stubs/site				
Power & Data	1,000	100%	% of all furniture requiring connection to Power & Data			

Overheads

Contractor mobilization and markup	10.0%	% of Other Installation Costs
Contingency	20.0%	% of Other Installation Costs
Bonding	1.5%	% of Other Installation Costs

Design & Consulting Services	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
SOM		1,032,750								
Tranzito		775,000								
Black & Veatch		450,000	400,000							
BMW Designworks		1,000,000	590,100							
Fehr & Peers		300,000	140,000	50,000	50,000	50,000	50,000	50,000		
Studio 111 per furniture 400		483,000	382,000	370,000	240,000	-	-			

Notes: 1. Design & Consulting Services assumed for Construction Phase only

OPEX

Routine Maintech Labor	Monthly	Annual
Refurbished Shelters	110	1,320
New Shelters - Digital	125	1,500
New Shelters - Static	115	1,380
Pillars	45	540
Panels	10	120
Kiosks	10	120
Lockers	15	180
Docks	30	360

ASSUMPTIONS

Installations

Move and Install Refurbs
Install Shelters
Install Pillars
Install Panel
Install Kiosks
Install Lockers
Install Docks

One-Time

One-mine
1,100
1,210
550
1,100
550
550
550

Executive Staff	Hours	Hourly Rate	Annul Comp
Executive Director	2,080	73.54	152,958
СТО	1,040	96.00	99,840
General Manager	2,080	63.96	133,029
Office Coordinator	2,080	35.00	72,800

Labor mark-up & Overheads

63.0%

FAR Overhead Rate

Energy Annual Cost per Type	kWh	Unit Cost	Cost
Super Premium - Icon static	956	0.218	208
Super Premium - Base digital	8,986	0.218	1,959
Premium - Icon static	956	0.218	208
Premium - Base digital	8,986	0.218	1,959
High-Quality - Icon static	956	0.218	208
High-Quality- Base digital	8,986	0.218	1,959
Standard - Eco:grid static	1,292	0.218	282
Standard - Eco:solar static	_	0.218	-
Non-viable - Pillar	_	0.218	-
Panels (static ad wrap)	956	0.218	208
Kiosks (digital ad screen)	8,175	0.218	1,782
Lockers (digital ad screen)	5,820	0.218	1,269
Docks (digital ad screen)	9,835	0.218	2,144

Systems Integration

CurbCMS Curb App Broadsign CMS License ePaper License Locker License Scooter License

Annual

100	per unit
100,000	per annum
504	per digital unit
36	per screen
624	per unit
800	per unit

Other Expenses

IT Support Network - High speed Public WiFi Network - Low speed Public WiFi

Annual

200	per Screer
360	per Shelte
120	per Shelte

ASSUMPTIONS		
Network - LoRaWAN	-	per Shelter
Marketing/ Promotions	160,000	artreach program
Office expense	40,000	incl. IT, office supplies, and similar
Professional services	80,000	legal, finance, new ventures
Performance Bond	-	covered in construction costs
Insurance - Annual	45,000	
Insurance - Auto	-	covered in maintenance costs
Insurance - Cyber	25,000	per annum
Insurance - Professional Liability	20,000	per annum
Insurance - Property	-	covered in maintenance costs
Insurance - Construction	25,000	
Insurance - Builder's Risk	25,000	four-year construction term, based on \$100m for entire project
Insurance - General Liability (\$2m or more)		covered by AP Construction
Insurance - Umbrella (\$5m limit)		covered by AP Construction
Incidentals / Contingencies	10%	

	Date Year	31-Dec-2021 2021	31-Dec-2022 2022	31-Dec-2023 2023	31-Dec-2024 2024	31-Dec-2025 2025	31-Dec-2026 2026	31-Dec-2027 2027	31-Dec-2028 2028	31-Dec-2029 2029	31-Dec-2030 2030	31-Dec-203
CHECKS: TRUE	Days	365	365	365	366	365	365	365	366		365	369
INVENTORY												
Inventory Breakdown												
Legacy Shelters		1,884	1,114	284	-	-	-	-	-	-	-	-
Legacy Kiosks		203	51	51	51	-	-	-	-	-	-	-
Refurbished Shelters			231	270	-	-	-	-	-	-	-	-
Total Legacy Inventory		2,087	1,396	605	51	-	-	-	-	-	-	-
Shelters Icon (static ad wrap)		-	50	50	50	50	50	50	50	50	50	50
Shelters Base (digital ad screen)		-	709	709	709	709	709	709	709	709	709	709
Shelters Eco (static ad screen box)		-	11	841	1,641	2,241	2,241	2,241	2,241	2,241	2,241	2,241
Pillars (no ads)			-	-	-	-	-	-	-	-	-	
Additional Shelters (no ads)												
Total New Shelters		-	770	1,600	2,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Panels (static ad wrap)			50	50	50	50	50	50	50	50	50	50
Kiosks (digital ad screen)			152	152	152	152	152	152	152	152	152	152
Lockers (digital ad screen)			44	44	44	44	44	44	44	44	44	44
Docks (digital ad screen)			93	93	93	93	93	93	93	93	93	93
Total Other Inventory		-	339	339	339	339	339	339	339	339	339	339
Total Inventory Breakdown	TRUE	2,087	2,505	2,544	2,790	3,339	3,339	3,339	3,339	3,339	3,339	3,339
		31-Dec-2021	31-Dec-2022	31-Dec-2023	31-Dec-2024	31-Dec-2025	31-Dec-2026	31-Dec-2027	31-Dec-2028	31-Dec-2029	31-Dec-2030	31-Dec-203
Inventory Actions												
Removals		-	922	1,040	554	51	-	-	-	-	-	
Install Shelters			770	830	800	600						
Install Other Furniture		-	339	-	-	-	-	-	-	-	-	-
Refurbishments		-	231	249	43	-	-	-	-	-	-	-
Disposals		-	691	791	511	51	-	-	-	-	-	-
Total Inventory Actions		-	2,953	2,910	1,908	702	-	-	-	-	-	-
Faces per Inventory Type												
Shelters (static ad wrap)			100	100	100	100	100	100	100	100	100	100
Shelters (digital ad screen)			1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418	1,418
Shelters (static ad box)			22	1,682	3,282	4,482	4,482	4,482	4,482	4,482	4,482	4,482
Panels (static ad wrap)			100	100	100	100	100	100	100	100	100	100
Kiosks (digital ad screen)			304	304	304	304	304	304	304	304	304	304
Lockers (digital ad screen)			44	44	44	44	44	44	44	44	44	44
Docks (digital ad screen)			186	186	186	186	186	186	186	186	186	186
Total Faces	TRUE	-	2,174	3,834	5,434	6,634	6,634	6,634	6,634	6,634	6,634	6,634
SHELTERS												
Legacy Shelters												
Inventory, bp		1,884	1,884	1,114	284							
Removals		1,004	(770)	(830)	(284)		-	-	-	-	-	-
Installs			(110)	(030)	(204)	_	-	-	-	-	-	
Inventory, ep - Legacy Shelters		1,884	1,114	284	-	-	-	-	-	-	-	
Salvago Pato	Excl. Final Yr Final Year 30.0% 15.0%		30.0%	30.0%	1E 00/	1E 00/	15.00/	1E 00/	15.00/	1E 00/	15.00/	15.00/
Salvage Rate Refurbishments	30.0% 15.0%		30.0% 231	30.0% 249	15.0% 43	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Disposals			539	581	241	-	-	-	-	-	-	-
Refurbished Shelters												
				231	270	_	_	_	_	_	_	_
Inventory, bp												
Inventory, bp Removals			_	(210)	(270)	_	_	-	_	-	-	-
Inventory, bp Removals Installs			- 231	(210) 249	(270)	-	-	-	-	-	-	-

		Date 31-Dec-2021 Year 2021	31-Dec-2022 2022	31-Dec-2023 2023	31-Dec-2024 2024	31-Dec-2025 2025	31-Dec-2026 2026	31-Dec-2027 2027	31-Dec-2028 2028	31-Dec-2029 2029		31-Dec-2031 2031
CHECKS: TRUE		Days 365	365	365	366	365	365	365	366	365		365
INVENTORY												
New Shelters												
Inventory, bp				770	1,600	2,400	3,000	3,000	3,000	3,000	3,000	3,000
Removals												
Installs			770	830	800	600						
Inventory, - New Shelters	TRUE		770	1,600	2,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000
New Shelters	Annual kWh Target											
Super Premium - Icon static	956 75											
Super Premium - Base digital	8,986 -		75	75	75	75	75	75	75	75	75	75
Premium - Icon static	956 100		50	50	50	50	50	50	50	50	50	50
Premium - Base digital	8,986 -		50	50	50	50	50	50	50	50	50	50
High-Quality - Icon static	956 584		-	-	-	-	-	-	-	-	-	-
High-Quality- Base digital	8,986 -		584	584	584	584	584	584	584	584	584	584
Standard - Eco:grid static Standard - Eco:solar static	1,292 937 - 1,304		11	841	937	937	937	937 1,304	937	937	937	937
Non-viable - Pillar	<u> </u>		-	-	704	1,304	1,304	1,304	1,304	1,304	1,304	1,304
Additional Shetlers			-	-	-	-	-	-	-	-	-	-
Total Shelters	3,000	1,884	2,115	2,154	2,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000
10141 01101010	3,000	.,,	_,	_,	_,	5,000	5,000	5,000	5,000	0,000	3,555	3,333
KIOSKS												
Noons												
Legacy Kiosks												
Inventory, bp	·····		203	51	51	51	-	-	-	-	-	-
Removals	2025		(152)	-	-	(51)	-	-	-	-	-	-
Installs												
Inventory, ep - Legacy Kiosks		203	51	51	51	-	-	-	-	-	-	-
New Kiosks												
Inventory, bp				152	152	152	152	152	152	152	152	152
Removals												
Installs			152	-	-	-	-	-	-	-	-	-
Installs (substituting panels)												
Inventory, ep - New Kiosks	TRUE		152	152	152	152	152	152	152	152	152	152
New Kiosks by [Category / Site Category]												
Super Premium location	50.0%		38	38	38	38	38	38	38	38	38	38
Super Premium location (substituting panels)	0.0%		-		-	-	-	-	-		-	_
Premium location	25.0%		25	25	25	25	25	25	25	25	25	25
Premium location (substituting panels)	0.0%		-		-	-	-	-	-		-	-
High-Level location	15.2%		89	89	89	89	89	89	89	89	89	89
High-Level location (substituting panels)	0.0%		-		-	-	-	-	-		-	-
Standard location	0.0%		-	-	-	-	-	-	-	-	-	
Total Kiosks		203	203	203	203	152	152	152	152	152	152	152
OTHER INVENTORY												
Panels												
Inventory, bp				50	50	50	50	50	50	50	50	50
Removals												
Installs			50	-	-	-	-	-	-	-	-	-
Inventory, ep - Panels	TRUE		50	50	50	50	50	50	50	50	50	50
Panels by [Category / Site Category]												
Super Premium location	0.0%		_	_	_	_	_	_	_	_	_	_
Premium location	50.0%		50	50	50	50	50	50	50	50	50	50
			00	00	00	00	00	50	00	00	00	30

		Date Year	31-Dec-2021 2021	31-Dec-2022 2022	31-Dec-2023 2023	31-Dec-2024 2024	31-Dec-2025 2025	31-Dec-2026 2026	31-Dec-2027 2027	31-Dec-2028 2028	31-Dec-2029 2029	31-Dec-2030 2030	31-Dec-2031 2031
CHECKS: TRUE		Days	365	365	365	366	365	365	365	366	365	365	365
IVENTORY igh-Level location	0.0%			-	_	_	_		_	_		_	_
	ł												
ockers eventory, bp					44	44	44	44	44	44	44	44	44
emovals					44	44	44	44	44	44	44	44	44
nstalls				44	-	-	-	-	-	-	-	-	-
ventory, ep - Lockers	1	TRUE		44	44	44	44	44	44	44	44	44	44
ockers by [Category / Site Category]													
uper Premium location	6.7%			5	5	5	5	5	5	5	5	5	5
remium location	7.0%			7	7	7	7	7	7	7	7	7	7
gh-Level location	5.5%			32	32	32	32	32	32	32	32	32	32
andard location	0.0%			-	-	-	-	-	-	-	-	-	-
ocks ventory, bp					93	93	93	93	93	93	93	93	93
emovals					93	93	93	93	93	93	93	93	93
stalls				93	-	-	-	-	-	-	-	-	-
ventory, ep - Docks	1	TRUE		93	93	93	93	93	93	93	93	93	93
ocks by [Category / Site Category]													
per Premium location	14.7%			11	11	11	11	11	11	11	11	11	11
emium location	18.0%			18	18	18	18	18	18	18	18	18	18
gh-Level location	11.0%			64	64	64	64	64	64	64	64	64	64
andard location otal Other Inventory	0.0%		_	187	187	187	187	187	187	187	187	187	187
ACES													
nventory by Face Type													
helters (Static ad wrap)													
				50	50	50	50	50	50	50	50	50	50
anels (Static ad wrap)				50 50	50 50	50 50	50 50	50 50	50 50	50 50	50 50	50 50	
													50
nelters (Static ad box)				50	50	50	50	50	50	50	50	50	50 2,241
nelters (Static ad box) tal Static Inventory nelters (Digital)				50 11 111 709	50 841 941 709	50 1,641 1,741 709	50 2,241 2,341 709						
nelters (Static ad box) tal Static Inventory nelters (Digital) osks (Digital)				50 11 111 709 152	50 841 941 709 152	50 1,641 1,741 709 152	50 2,241 2,341 709 152						
netters (Static ad box) tal Static Inventory netters (Digital) osks (Digital) ockers (Digital)				50 11 111 709 152 44	50 841 941 709 152 44	50 1,641 1,741 709 152 44	50 2,241 2,341 709 152 44						
nelters (Static ad box) stal Static Inventory nelters (Digital) osks (Digital) ockers (Digital) ocks (Digital)				50 11 111 709 152	50 841 941 709 152	50 1,641 1,741 709 152	50 2,241 2,341 709 152	50 2,241 2,341 709 152	50 2,241 2,341 709 152	50 2,241 2,341 709 152	50 2,241 2,341 709 152	50 2,241 2,341 709 152	50 2,241 2,341 709 152 44 93
nelters (Static ad box) tal Static Inventory helters (Digital) osks (Digital) oskers (Digital) osks (Digital) tal Digital Inventory				50 11 111 709 152 44 93	50 841 941 709 152 44 93	50 1,641 1,741 709 152 44 93	50 2,241 2,341 709 152 44 93						
nelters (Static ad box) tal Static Inventory nelters (Digital) osks (Digital) ockers (Digital) ocks (Digital) otal Digital Inventory aces per New Inventory	2			50 11 111 709 152 44 93	50 841 941 709 152 44 93	50 1,641 1,741 709 152 44 93	50 2,241 2,341 709 152 44 93	50 2,241 2,341 709 152 44 93	50 2,241 2,341 709 152 44 93	50 2,241 2,341 709 152 44 93	50 2,241 2,341 709 152 44 93	50 2,241 2,341 709 152 44 93	50 2,241 2,341 709 152 44 93 998
nelters (Static ad box) tal Static Inventory nelters (Digital) osks (Digital) ockers (Digital) ocks (Digital) tal Digital Inventory nelters (Static ad wrap)	2 2			50 11 111 709 152 44 93 998	50 841 941 709 152 44 93 998	50 1,641 1,741 709 152 44 93 998	50 2,241 2,341 709 152 44 93 998						
nelters (Static ad box) tal Static Inventory nelters (Digital) posks (Digital) pocks (Digital) pocks (Digital) tal Digital Inventory post of the static ad wrap) nelters (Static ad wrap) nelters (Static ad box)				50 11 111 709 152 44 93 998	50 841 941 709 152 44 93 998	50 1,641 1,741 709 152 44 93 998	50 2,241 2,341 709 152 44 93 998						
netters (Static ad box) tal Static Inventory netters (Digital) osks (Digital) ockers (Digital) ocks (Digital) tal Digital Inventory neters (Static ad wrap) netters (Static ad wrap) netters (Static ad box)	2			50 11 111 709 152 44 93 998	50 841 941 709 152 44 93 998	50 1,641 1,741 709 152 44 93 998	50 2,241 2,341 709 152 44 93 998						
netters (Static ad box) tal Static Inventory netters (Digital) osks (Digital) ocks (Digital) ocks (Digital) tal Digital Inventory netters (Static ad wrap) anels (Static ad wrap) netters (Static ad box) tal Static Faces netters (Digital)	2 2			50 11 1111 709 152 44 93 998 100 100 22 222	50 841 941 709 152 44 93 998 100 100 1,682 1,882 1,418	50 1,641 1,741 709 152 44 93 998 100 100 3,282 3,482 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682
nelters (Static ad box) total Static Inventory nelters (Digital) osks (Digital) ocks (Digital) ocks (Digital) ocks (Digital) otal Digital Inventory aces per New Inventory nelters (Static ad wrap) anels (Static ad wrap) nelters (Static ad box) otal Static Faces nelters (Digital) osks (Digital)	2 2 2			50 11 111 709 152 44 93 998 100 100 22 222 1,418	50 841 941 709 152 44 93 998 100 100 1,682 1,882	50 1,641 1,741 709 152 44 93 998 100 100 3,282 3,482 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418 304	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418 304	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418	709 152 44 93 998 100 100 4,482 4,682 1,418
anels (Static ad wrap) helters (Static ad box) btal Static Inventory helters (Digital) bockers (Digital) bockers (Digital) botal Digital Inventory helters (Static ad wrap) helters (Static ad wrap) helters (Static ad wrap) helters (Static ad box) btal Static Faces helters (Digital) bockers (Digital) bockers (Digital) bockers (Digital) bockers (Digital) bockers (Digital)	2 2 2 2 1			50 11 111 709 152 44 93 998 100 100 22 222 1,418 304 44	50 841 941 709 152 44 93 998 100 100 1,682 1,882 1,418 304	50 1,641 1,741 709 152 44 93 998 100 100 3,282 3,482 1,418 304 44	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418 304						
helters (Static ad box) tal Static Inventory helters (Digital) iosks (Digital) ockers (Digital) ocks (Digital) otal Digital Inventory aces per New Inventory helters (Static ad wrap) anels (Static ad wrap) helters (Static ad box) otal Static Faces helters (Digital) iosks (Digital)	2 2 2			50 11 111 709 152 44 93 998 100 100 22 222 1,418	50 841 941 709 152 44 93 998 100 100 1,682 1,882	50 1,641 1,741 709 152 44 93 998 100 100 3,282 3,482 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418 304	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418 304	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418	50 2,241 2,341 709 152 44 93 998 100 100 4,482 4,682 1,418

		Totals	31-Dec-2021	31-Dec-2022	31-Dec-2023	31-Dec-2024	31-Dec-2025	31-Dec-2026	31-Dec-2027	31-Dec-2028	31-Dec-2029	31-Dec-2030	31-Dec-2031
CHECKS: TRUE		Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE													
CPI 3.0%			1.000	1.000	1.030	1.061	1.093	1.126	1.159	1.194	1.230	1.267	1.305
Advertising Revenues by Type													
Digital (Shelters)		307,820,686		14,960,244	25,945,296	28,319,678	29,835,624	31,363,956	33,751,088	34,575,293	35,482,710	36,349,415	37,237,381
Digital (Non-Shelters)		145,411,335		6,947,210	12,824,526	13,633,277	14,186,312	14,951,079	15,776,455	16,152,665	16,581,174	16,976,767	17,381,870
Static (Shelters)		136,834,075		2,218,125	7,098,000	11,970,179	13,433,550	15,604,875	16,333,200	16,644,771	17,209,102	17,836,086	18,486,187
Static (Non-shelters)		44,917,024		2,164,500	4,329,000	4,500,600	4,602,000	4,680,000	4,680,000	4,641,975	4,846,222	5,102,320	5,370,408
Total Advertising Revenues by Type		634,983,120		26,290,079	50,196,822	58,423,734	62,057,486	66,599,910	70,540,743	72,014,704	74,119,208	76,264,588	78,475,846
Advertising Revenues by Unit													
Shelters		444,654,760		17,178,369	33,043,296	40,289,857	43,269,174	46,968,831	50,084,288	51,220,064	52,691,812	54,185,501	55,723,568
Panels		44,917,024		2,164,500	4,329,000	4,500,600	4,602,000	4,680,000	4,680,000	4,641,975	4,846,222	5,102,320	5,370,408
Kiosks		88,948,584		4,227,834	7,909,746	8,366,810	8,685,846	9,160,281	9,626,916	9,857,803	10,126,186	10,369,159	10,618,003
Lockers		10,485,652		506,080	906,204	975,031	1,020,334	1,073,826	1,143,773	1,170,997	1,200,975	1,229,574	1,258,859
Docks		45,977,099		2,213,297	4,008,576	4,291,435	4,480,133	4,716,972	5,005,766	5,123,865	5,254,014	5,378,034	5,505,008
Total Advertising Revenues by Unit		634,983,120		26,290,079	50,196,822	58,423,734	62,057,486	66,599,910	70,540,743	72,014,704	74,119,208	76,264,588	78,475,846
Commissions & Fees		(139,696,286)		(5,783,817)	(11,043,301)	(12,853,222)	(13,652,647)	(14,651,980)	(15,518,963)	(15,843,235)	(16,306,226)	(16,778,209)	(17,264,686)
Net Advertising Revenues	TRUE	495,286,833		20,506,262	39,153,521	45,570,513	48,404,839	51,947,930	55,021,779	56,171,469	57,812,982	59,486,378	61,211,160
Net Advertising Revenues YoY Growth		,,		,,	90.9%	16.4%	6.2%	7.3%	5.9%	2.1%	2.9%	2.9%	2.9%
Net Advertising Revenues per Screen		86,827		9,433	10,212	8,386	7,296	7,831	8,294	8,467	8,715	8,967	9,227
Other Revenues		3,815,666		2,560,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
Total Net Revenues		499,102,499		23,066,262	39,277,121	45,697,821	48,535,967	52,082,991	55,160,892	56,314,755	57,960,567	59,638,391	61,367,732
10.0.1.01.010.000		.00,.02,.00		_0,000,_0_	00,2,.2.	.0,00.,02.	.0,000,001	02,002,00	00,100,002	00,01.,.00	01,000,001	,,	0.,00.,.02
Advertising Revenue per Screen													
Shelters				11.155	10,326	8,394	7.212	7.828	8,347	8.537	8.782	9.031	9.287
Panels				21,645	43,290	45,006	46,020	46,800	46,800	46,420	48,462	51,023	53,704
Kiosks				13,907	26,019	27,522	28,572	30,133	31,667	32,427	33,310	34,109	34,928
Lockers				11,502	20,596	22,160	23,189	24,405	25,995	26,614	27,295	27,945	28,610
Docks				11,899	21,551	23,072	24,087	25,360	26,913	27,548	28,247	28,914	29,597
Blended				12,093	13,093	10,752	9,354	10,039	10,633	10,855	11,173	11,496	11,829
NET ADVERTISING REVENUES													
Shelters	Year 1 Rev												
Super Premium - Icon static	43,290	-		-	-	-	-	-	-	-	-	-	-
Super Premium - Base digital	50,700	82,702,001		3,802,500	7,722,000	7,932,600	8,119,800	8,599,500	8,814,488	9,034,850	9,323,719	9,556,812	9,795,732
Premium - Icon static	43,290	44,917,024		2,164,500	4,329,000	4,500,600	4,602,000	4,680,000	4,680,000	4,641,975	4,846,222	5,102,320	5,370,408
Premium - Base digital	34,570	36,647,485		1,728,480	3,510,000	3,569,280	3,631,680	3,837,600	3,914,352	3,992,639	4,072,492	4,153,942	4,237,020
High-Quality - Icon static	31,493	-		-,, 25, .00	-		-		-	-	.,0.2,.02	.,	-,20.,020
High-Quality - Base digital	16,146	188,471,200		9,429,264	14,713,296	16,817,798	18,084,144	18,926,856	21,022,248	21,547,804	22,086,499	22,638,662	23,204,628
Standard - Eco:grid static	4,875	42,872,974		53,625	2,769,000	5,350,891	4,263,350	4,567,875	4,872,400	5,018,572	5,169,129	5,324,203	5,483,929
Standard - Eco:grid static Standard - Eco:solar static	4,875	49,044,076		33,023	2,100,000	2,118,688	4,263,330	6,357,000	6,780,800	6,984,224	7,193,751	7,409,563	7,631,850
Total Shelters	; 4,070 ;	444,654,760		17,178,369	33,043,296	40,289,857	43,269,174	46,968,831	50,084,288	51,220,064	52,691,812	54,185,501	55,723,568
Faces. Shelters	2			1.540	3,200	4,800	6.000	6,000	6,000	6,000	6.000	6,000	6,000
Revenue per Faces, Shelters	<u></u>			11,155	10,326	8,394	7,212	7,828	8,347	8,537	8,782	9,031	9,287
Panala	Voor 1 Por												
Panels	Year 1 Rev												
Super Premium	43,290	44.047.00:		0.404.505	4.000.005	4 500 000	4.000.00=	4.000.000	4.000.005	4.044.07=	4.040.005	F 400 005	
Premium	43,290	44,917,024		2,164,500	4,329,000	4,500,600	4,602,000	4,680,000	4,680,000	4,641,975	4,846,222	5,102,320	5,370,408
High-Quality	31,493	-								-			
Total Panels		44,917,024		2,164,500	4,329,000	4,500,600	4,602,000	4,680,000	4,680,000	4,641,975	4,846,222	5,102,320	5,370,408

CHECKS: TRUE		Totals Year	31-Dec-2021 2021	31-Dec-2022 2022	31-Dec-2023 2023	31-Dec-2024 2024	31-Dec-2025 2025	31-Dec-2026 2026	31-Dec-2027 2027	31-Dec-2028 2028	31-Dec-2029 2029	31-Dec-2030 2030	31-Dec-2031 2031
REVENUE													
Faces, Panels	2			100	100	100	100	100	100	100	100	100	100
Revenue per Faces, Panels				21,645	43,290	45,006	46,020	46,800	46,800	46,420	48,462	51,023	53,704
Kiosks	Year 1 Rev												
Super Premium	50,700	41,902,347		1,926,600	3,912,480	4,019,184	4,114,032	4,357,080	4,466,007	4,577,657	4,724,018	4,842,118	4,963,171
Premium	34,570	18,323,743		864,240	1,755,000	1,784,640	1,815,840	1,918,800	1,957,176	1,996,320	2,036,246	2,076,971	2,118,510
High-Quality	16,146	28,722,495		1,436,994	2,242,266	2,562,986	2,755,974	2,884,401	3,203,733	3,283,826	3,365,922	3,450,070	3,536,322
Total Kiosks		88,948,584		4,227,834	7,909,746	8,366,810	8,685,846	9,160,281	9,626,916	9,857,803	10,126,186	10,369,159	10,618,003
Faces, Kiosks	2			304	304	304	304	304	304	304	304	304	304
Revenue per Faces, Kiosks				13,907	26,019	27,522	28,572	30,133	31,667	32,427	33,310	34,109	34,928
Lockers	Year 1 Rev												
Super Premium	50,700	2,756,733		126,750	257,400	264,420	270,660	286,650	293,816	301,162	310,791	318,560	326,524
Premium	34,570	2,565,324		120,994	245,700	249,850	254,218	268,632	274,005	279,485	285,074	290,776	296,591
High-Quality	16,146	5,163,595		258,336	403,104	460,762	495,456	518,544	575,952	590,351	605,110	620,237	635,743
Total Lockers		10,485,652		506,080	906,204	975,031	1,020,334	1,073,826	1,143,773	1,170,997	1,200,975	1,229,574	1,258,859
Faces, Lockers	1			44	44	44	44	44	44	44	44	44	44
Revenue per Faces, Lockers				11,502	20,596	22,160	23,189	24,405	25,995	26,614	27,295	27,945	28,610
Docks	Year 1 Rev												
Super Premium	50,700	12,129,627		557,700	1,132,560	1,163,448	1,190,904	1,261,260	1,292,792	1,325,111	1,367,479	1,401,666	1,436,707
Premium	34,570	13,193,095		622,253	1,263,600	1,284,941	1,307,405	1,381,536	1,409,167	1,437,350	1,466,097	1,495,419	1,525,327
High-Quality	16,146	20,654,378		1,033,344	1,612,416	1,843,046	1,981,824	2,074,176	2,303,808	2,361,403	2,420,438	2,480,949	2,542,973
Total Docks		45,977,099		2,213,297	4,008,576	4,291,435	4,480,133	4,716,972	5,005,766	5,123,865	5,254,014	5,378,034	5,505,008
Faces, Docks	2			186	186	186	186	186	186	186	186	186	186
Revenue per Faces, Docks				11,899	21,551	23,072	24,087	25,360	26,913	27,548	28,247	28,914	29,597
Total Advertising Revenues		634,983,120		26,290,079	50,196,822	58,423,734	62,057,486	66,599,910	70,540,743	72,014,704	74,119,208	76,264,588	78,475,846
Commissions & Fees													
Ad sales commission	7.0%	44,448,818		1,840,306	3,513,778	4,089,661	4,344,024	4,661,994	4,937,852	5,041,029	5,188,345	5,338,521	5,493,309
Ad sales team	15.0%	95,247,468		3,943,512	7,529,523	8,763,560	9,308,623	9,989,987	10,581,111	10,802,206	11,117,881	11,439,688	11,771,377
Total Commissions & Fees		139,696,286		5,783,817	11,043,301	12,853,222	13,652,647	14,651,980	15,518,963	15,843,235	16,306,226	16,778,209	17,264,686
Net Advertising Revenues		495,286,833		20,506,262	39,153,521	45,570,513	48,404,839	51,947,930	55,021,779	56,171,469	57,812,982	59,486,378	61,211,160
OTHER REVENUES													
5G Vertical Bridge sites	Unit Rev.												
Trench sites	25,000	2,500,000		2,500,000	-	-	-	-	-	-	-	-	-
Co-leasing sites	1,200	1,315,666		60,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
Total 5G Vertical Bridge sites		3,815,666		2,560,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573

CHECKS: TRUE		Totals Year	31-Dec-2021 31-Dec-2022 2021 2022		31-Dec-2024 2024	31-Dec-2025 2025	31-Dec-2026 2026	31-Dec-2027 2027	31-Dec-2028 2028	31-Dec-2029 2029		
CAPEX												
CPI 3.0%			1.000 1.000	1.030	1.061	1.093	1.126	1.159	1.194	1.230	1.267	1.305
Capex												
Equipment		136,791,058	50,383,867	21,714,319	26,128,999	20,666,233	-	16,516,505	1,381,136	-	-	-
Installations		4,586,748	1,399,750	1,316,546	1,077,132	793,320	-	-	-	-	-	-
Construction Costs		70,666,357	27,916,331	17,932,126	14,023,507	10,794,394	-	-		-	-	-
Design & Consulting Services		5,637,850	3,265,750	1,512,100	420,000	290,000	50,000	50,000	50,000	-	-	
Design-Build Capex	TRUE	217,682,013	82,965,698	42,475,091	41,649,637	32,543,947	50,000	16,566,505	1,431,136	-	-	-
Maintenance Capex		19,049,494	788,702	1,505,905	1,752,712	1,861,725	1,997,997	2,116,222	2,160,441	2,223,576	2,287,938	2,354,275
Energy Capex		-	-	-	-	-	-	-	-	-	-	-
Systems Integration Capex				-	.	-	<u>-</u>	<u>-</u>				
Total Capex	TRUE	236,731,507	83,754,400	43,980,996	43,402,349	34,405,672	2,047,997	18,682,727	3,591,577	2,223,576	2,287,938	2,354,275
EQUIPMENT												
Shelters												
Super Premium - Icon static	34,324	-	-	-	-	-	-	-	-	-	-	-
Super Premium - Base digital	51,898	3,892,331	3,892,331	-	-	-	-	-	-	-	-	-
Premium - Icon static	34,324	1,716,204	1,716,204	-	-	-	-	-	-	-	-	-
Premium - Base digital	51,898	2,594,887	2,594,887	-	-	-	-	-	-	-	-	-
High-Quality - Icon static	34,324	-	-	-	-	-	-	-	-	-	-	-
High-Quality- Base digital	51,898	30,308,280	30,308,280	-	-	-	-	-	-	-	-	-
Standard - Eco:grid static	25,400	24,580,599	279,398	21,714,319	2,586,882	-	-	-	-	-	-	-
Standard - Eco:solar static	31,521	44,208,350	-	-	23,542,117	20,666,233	-	-	-	-	-	-
Non-viable - Pillar	18,195	-	-	-	-	-	-	-	-	-	-	-
Additional Shelters Total Shelters	6,077 TRUE	107,300,651	38,791,100	21,714,319	26,128,999	20,666,233	-	-		-	-	
			, ,		, ,	, ,						
Other Equipment	·····											
Panels (static ad wrap)	17,867	893,367	893,367	-	-	-	-	-	-	-	-	-
Kiosks (digital ad screen)	37,924	5,764,516	5,764,516	-	-	-	-	-	-	-	-	-
Lockers (digital ad screen)	26,379	1,160,656	1,160,656	-	-	-	-	-	-	-	-	-
Docks (digital ad screen)	40,583	3,774,229	3,774,229	-	-	-	-	-	-	-	-	
Total Other Equipment	TRUE	11,592,767	11,592,767	-	-	-	-	-	-	-	-	-
Replacement Digital Products												
Replacement screens - Allure dual-sided (Base)	14,673	10,403,157						10,403,157	_	_	_	_
Replacement screens - Allure dual-sided (Kiosk)	14,673	2,230,296						2,230,296	-	-	-	-
Replacement screens - AZQ (Lockers)	13,053	574,354						574,354	-		-	-
Replcement screens - Allure dual-sided (Docks)	14,673	1,364,589						1,364,589	-	-	-	-
Total Replacement screens (after 50,000 hours)		14,572,396	-	-	-	-	-	14,572,396	-	-	-	-
Replacement media player (Base)	1,948	2,762,271						1,381,136	1,381,136	-	_	-
Replacement media player (Kiosk)	1,948	296,097						296,097	-	-	-	-
Replacement media player (Lockers)	1,948	85,712						85,712	-	-	-	-
Replcement media player (Docks)	1,948	181,164						181,164				
Total Replacement media players (after 50,000 hours)		3,325,245					-	1,944,109	1,381,136	_	_	
Total Replacement Digital Products		17,897,640	-	-	-	-	-	16,516,505	1,381,136	-	-	-
Total Equipment	TRUE	136,791,058	50,383,867	21,714,319	26,128,999	20,666,233	-	16,516,505	1,381,136	-	-	-
CONCERNATION												
CONSTRUCTION												
Actions												
Installs - Icon Shelters		50	50	-	-	-	-	-	-	-	-	-
Installs - Base Shelters		709	709	-	-	-	-	-	-	-	-	-
Installs - Eco Shelters		2,241	11	830	800	600	-	-	-	-	-	-
Installs - Additional Shelters												

CHECKS: TRUE		Totals Year	31-Dec-2021 2021	31-Dec-2022 2022	31-Dec-2023 2023	31-Dec-2024 2024	31-Dec-2025 2025	31-Dec-2026 2026	31-Dec-2027 2027	31-Dec-2028 2028	31-Dec-2029 2029	31-Dec-2030 2030	31-Dec-2031 2031
CAPEX									-				
Installs - Pillars							_						
Installs - Refurb Shelters		480		231	249								
Installs - Panels		50		50	249								
Installs - Kiosks		152		152	_	_	=	_	_	_	_	_	_
Installs - New Lockers		44		44	_	_	-	_	_	-	_	_	-
Installs - New Docks		93		93	-	-	-	-	-	-	-	-	-
		1,884		770	830	284	-	-	-	-	-	-	-
Removals - Legacy Shelters		480		770	210	270	-	-	-	-	-	-	-
Removals - Refurbished Shelters				-			-	-	-	-	-	-	-
Disposals - Legacy Shelters		1,361		539	581	241	-	-	-	-	-	-	-
Disposals - Refurbished Shelters		480		-	210	270	-	-	-	-	-	-	-
Refurbishments - Legacy Shelters		523		231	249	43		-	-	-	-	-	-
Removal & Disposal - Legacy Kiosks		203		152	-	-	51	-	-	-	-	-	-
Removals	TRUE	2,567	-	922	1,040	554	51	-	-	-	-	-	-
Installs	TRUE	3,000		770	830	800	600						
Refurbishments	TRUE	523	-	231	249	43	-	-	-	-	-	-	-
Disposals	TRUE	2,044	-	691	791	511	51	-	-	-	-	-	-
Installs, New and Refurbished Shelters		2,721	-	242	1,079	800	600	-	-	-	-	-	-
Installs, New Shelters Only		2,241		11	830	800	600	-	-	-	-	-	-
Installation Costs	One-Time												
Move and Install Refurbs	1,100	586,398	-	254,100	282,117	50,181	-	-	-	-	-	-	-
Install Shelters	1,210	3,786,400	-	931,700	1,034,429	1,026,951	793,320	-	-	-	-	-	-
Install Panel	1,100	55,000	_	55,000	_	_		_	_	_	_	_	_
Install Kiosks	550	83,600	_	83,600	_	_	_	_	_	_	_	_	_
Install Lockers	550	24,200	_	24,200	_				_				
Install Docks	550	51,150		51,150					_				
Total Installations	TRUE	4,586,748	-	1,399,750	1,316,546	1,077,132	793,320	-	-	-	-	-	-
Construction Costs	F												
Permitting & Inspections	100	per shelter 285,773	-	24,200	111,137	84,872	65,564	-	-	-	-	-	-
Site prep work - Digital & Icon	10,500	per shelter 7,969,500	-	7,969,500	-	-	-	-	-	-	-	-	-
Site prep work - Static shelters	10,500	per shelter 30,006,125	-	2,541,000	11,669,385	8,911,560	6,884,180	-	-	-	-	-	-
Site prep work - Pillars	5,500	per shelter		-	-	-	-	-	-	-	-	-	-
Trench work (5G Vertical Bridge sites)	25,000	per site 2,500,000	-	2,500,000	-	-	-	-	-	-	-	-	-
Site prep & power to non-shelter furnitures	20,000	100.0% 6,780,000	_	6,780,000	_	_	_	_	_	_	-	-	_
Power & Data Tie-in	1,000	100.0% 2,709,256	_	350,000	854,900	848,720	655,636	_	_	_	_	_	_
Direct Construction Costs	,	50,250,654	-	20,164,700	12,635,422	9,845,152	7,605,380	-	-	-	-	-	-
O a tarata a sa kili a fa a sa tarata	10.00/			0.040.470	1 000 510	004.545	700 500						
Contractor mobilization and markup	10.0%	5,025,065	-	2,016,470	1,263,542	984,515	760,538	-	-	-	-	-	-
Contingency	20.0%	10,050,131	-	4,032,940	2,527,084	1,969,030	1,521,076	-	-	-	-	-	-
Bonding	1.5%	753,760	-	302,471	189,531	147,677	114,081	-	-	-	-	-	-
Total Construction Costs	TRUE	70,666,357	-	27,916,331	17,932,126	14,023,507	10,794,394	-	-	-	-	-	-
DESIGN & CONSULTING SERVICES													
Design & Consulting Services													
SOM		1,032,750		1,032,750									
					400 000								
Black & Veatch		850,000		450,000	400,000								
BMW Designworks		1,590,100		1,000,000	590,100								
Fehr & Peers		690,000		300,000	140,000	50,000	50,000	50,000	50,000	50,000			
Studio 111		1,475,000		483,000	382,000	370,000	240,000	-	-				
Tranzito		775,000		775,000									
Total Design & Consulting Services	TRUE	5,637,850	-	3,265,750	1,512,100	420,000	290,000	50,000	50,000	50,000	-	-	-
MAINTENANCE CAPEX													
Advertising Povenues		634,983,120		26,290,079	50,196,822	58,423,734	62,057,486	66,599,910	70,540,743	72,014,704	74,119,208	76,264,588	78,475,846
Advertising Revenues	3.0%			788,702	1,505,905	1,752,712			2,116,222		2,223,576	2,287,938	2,354,275
Total Maintenance Capex	3.0%	TRUE 19,049,494	-	100,102	1,505,905	1,/52,/12	1,861,725	1,997,997	4,110,222	2,160,441	4,443,5/6	4,407,938	4,354,475

CAPEX Energy Capex Super Premium - Icon static					2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Super Premium - Icon static	Annual kWh	Annual Cost												
ouper i remium - room statio	956	208		-	-	-	-	-	-	-	-	-	-	-
Super Premium - Base digital	8,986	1,959		-	-	-	-	-	-	-	-	-	-	-
Premium - Icon static	956	208		-	-	-	-	-	-	-	-	-	-	-
Premium - Base digital	8,986	1,959		-	-	-	-	-	-	-	-	-	-	-
High-Quality - Icon static	956	208		-	-	-	-	-	-	-	-	-	-	-
High-Quality- Base digital	8,986	1,959		-	-	-	-	-	-	-	-	-	-	-
Standard - Eco:grid static	1,292	282		-	-	-	-	-	-	-	-	-	-	-
Standard - Eco:solar static	-	-		-	-	-	-	-	-	-	-	-	-	-
Non-viable - Pillar	-	-		-	-	-	-	-	-	-	-	-	-	-
Panels (static ad wrap)	956	208		-	-	-	-	-	-	-	-	-	-	-
Kiosks (digital ad screen)	8,175	1,782		-	-	-	-	-	-	-	-	-	-	-
Lockers (digital ad screen)	5,820	1,269		-	-	-	-	-	-	-	-	-	-	-
Docks (digital ad screen)	9,835	2,144		-	-	-	-	-	-	-	-	-	-	-
Total Energy Capex		TRUE		-	-	-	-	-	-	-	-	-	-	-
Megawatt Hours				-	-	-	-	-	-	-	-	-	-	-
SYSTEMS INTEGRATION CAPEX														
Shelters					770	1,600	2,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Other Inventory					339	339	339	339	339	339	339	339	339	339
Digital Units					998	998	998	998	998	998	998	998	998	998
Digital Faces					1,952	1,952	1,952	1,952	1,952	1,952	1,952	1,952	1,952	1,952
ePaper Units					1,640	3,300	4,900	6,100	6,100	6,100	6,100	6,100	6,100	6,100
Systems Integration		Annual Cost												
CurbCMS		**************************************	r unit	-	_	_	_	_	_	_	_	_	_	_
Curb App			r annum	-	_	_	_	_	_	_	_	_	_	_
Broadsign CMS License			r digital unit	_	_	_	_	_	_	_	_	_	_	_
ePaper License			r ePaper	_	_	_	_	_	_	_	_	_	_	-
Locker License		··································	r unit	-	_	_	_	_	_	_	_	_	_	_
Scooter License				_	_	_	_	_	_	_	_	_	_	-
Total Systems Integration Capex		TRUE		_					_			-		-

CHECKS: TRUE		Totals Year	31-Dec-2021 2021	31-Dec-2022 2022	31-Dec-2023 2023	31-Dec-2024 2024	31-Dec-2025 2025	31-Dec-2026 2026	31-Dec-2027 2027	31-Dec-2028 2028	31-Dec-2029 2029	31-Dec-2030 2030	31-Dec-2031 2031
OPEX													
CPI 3.0%			1.000	1.000	1.030	1.061	1.093	1.126	1.159	1.194	1.230	1.267	1.305
OpEx Maintenance labor		43,914,523		1,518,240	2,796,574	3,673,600	4,688,586	4,829,243	4,974,120	5,123,344	5,277,044	5,435,356	5,598,416
Executive staff		8,569,961		747,562	769,989	793,089	816,881	841,388	866,629	892,628	919,407	946,989	975,399
Systems Integration		13,684,481		874,788	1,048,074	1,225,497	1,375,031	1,416,282	1,458,770	1,502,533	1,547,609	1,594,038	1,641,859
Energy		24,658,160		1,668,053	2,237,896	2,333,719	2,403,730	2,475,842	2,550,117	2,626,621	2,705,420	2,786,582	2,870,180
IT Support Network Expenses		6,793,871		221,800	399,434	581,161	729,723	751,615	774,163	797,388	821,310	845,949	871,328
Marketing/ Promotions		1,834,221		160,000	164,800	169,744	174,836	180,081	185,484	191,048	196,780	202,683	208,764
Office expense		458,555		40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
Professional services		917,110		80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382
Bonding		-		-	-	-	-	-	-	-	-	-	50.745
Insurance Incidentals / Contingencies		540,875 10,137,176		51,250 536,169	52,600 759,297	53,991 895,811	55,423 1,037,534	50,648 1,068,016	52,167 1,100,056	53,732 1,133,058	55,344 1,167,050	57,005 1,202,061	58,715 1,238,123
Total OpEx		111,508,931		5,897,863	8,352,264	9,853,918	11,412,871	11,748,176	12,100,621	12,463,640	12,837,549	13,222,675	13,619,356
MAINTENANCE													
Routine Maintech Labor Montl Refurbished Shelters 110	nly Annual 1,320	672,012	_	304,920	367,092	_	_	_	_	_	_	_	_
New Shelters - Digital 125	1,500	12,191,836	_	1,063,500	1,095,405	1,128,267	1,162,115	1,196,979	1.232.888	1,269,875	1,307,971	1,347,210	1.387.626
New Shelters - Static 115	1,380	30,298,186	-	84,180	1,266,467	2,475,695	3,454,744	3,558,386	3,665,138	3,775,092	3,888,345	4,004,995	4,125,145
Pillars 45	540	-	-	-	-	-	-	-	-	-	-	-	
Additional Shelters													
Panels 10 Kiosks 10	120 120	68,783 209,101	-	6,000 18,240	6,180 18,787	6,365 19,351	6,556 19,931	6,753 20,529	6,956 21,145	7,164 21,780	7,379 22,433	7,601 23,106	7,829 23,799
Lockers 15	180	90,794	-	7,920	8,158	8,402	8,654	8,914	9,181	9,457	9,741	10,033	10,334
Docks 30	360	383,811	-	33,480	34,484	35,519	36,584	37,682	38,812	39,977	41,176	42,411	43,684
Total Maintenance Labor	TRUE	43,914,523	-	1,518,240	2,796,574	3,673,600	4,688,586	4,829,243	4,974,120	5,123,344	5,277,044	5,435,356	5,598,416
EXECUTIVE STAFF													
Executive Staff													
Executive Director	249,322 100% of FT	E 2,858,192		249,322	256,801	264,505	272,440	280,614	289,032	297,703	306,634	315,833	325,308
СТО	162,739 50% of FTE			162,739	167,621	172,650	177,830	183,164	188,659	194,319	200,149	206,153	212,338
General Manager	216,837 100% of FT			216,837	223,342	230,043	236,944	244,052	251,374	258,915	266,682	274,683	282,923
Office Coordinator Total Executive Staff	118,664 100% of FT	1,360,350 8,569,961		118,664 747,562	122,224 769,989	125,891 793,089	129,667 816,881	133,557 841,388	137,564 866,629	141,691 892,628	145,942 919,407	150,320 946,989	154,830 975,399
SYSTEMS INTEGRATION													
Shelters				770	1,600	2,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Other Inventory				339	339	339	339	339	339	339	339	339	339
Digital Units				998	998	998	998	998	998	998	998	998	998
Digital Faces ePaper Units				1,952 1,640	1,952 3,300	1,952 4,900	1,952 6,100	1,952 6,100	1,952 6,100	1,952 6,100	1,952 6,100	1,952 6,100	1,952 6,100
·	Amount Oct			,	-,	,	-,	-,	-,	-,	-,	-,	-,
Systems Integration CurbCMS	Annual Cost 100 per unit	3,396,935		110,900	199,717	290,581	364,862	375,807	387,082	398,694	410,655	422,975	435,664
Curb App	100,000 per annum	1,146,388		100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477
Broadsign CMS License	504 per digital u			502,992	518,082	533,624	549,633	566,122	583,106	600,599	618,617	637,175	656,290
ePaper License	36 per ePaper	2,207,253		59,040	122,364	187,143	239,963	247,162	254,577	262,214	270,080	278,183	286,528
Locker License	624 per unit	314,752		27,456	28,280	29,128	30,002	30,902	31,829	32,784	33,767	34,780	35,824
Scooter License Total Systems Integration	800 per unit TRUE	852,913 13,684,481		74,400 874,788	76,632 1,048,074	78,931 1,225,497	81,299 1,375,031	83,738 1,416,282	86,250 1,458,770	88,837 1,502,533	91,503 1,547,609	94,248 1,594,038	97,075 1,641,859
iotai dysteins integratioff	INUE	13,004,481		0/4,/08	1,040,074	1,443,437	1,373,031	1,410,202	1,430,770	1,002,003	1,547,009	1,004,008	1,041,009
OTHER													

CHECKS: TRUE			Totals Year	31-Dec-2021 2021	31-Dec-2022 2022	31-Dec-2023 2023	31-Dec-2024 2024	31-Dec-2025 2025	31-Dec-2026 2026	31-Dec-2027 2027	31-Dec-2028 2028	31-Dec-2029 2029	31-Dec-2030 2030	31-Dec-2031 2031
OPEX														
Energy	Annual kWh	Annual Cost												
Super Premium - Icon static	956	208	-		-	-	_		-	-	-	-	-	-
Super Premium - Base digital	8,986	1,959	1,684,286		146,921	151,329	155,869	160,545	165,361	170,322	175,431	180,694	186,115	191,699
Premium - Icon static	956	208	119,458		10,420	10,733	11,055	11,387	11,728	12,080	12,443	12,816	13,200	13,596
Premium - Base digital	8,986	1,959	1,122,857		97,947	100,886	103,912	107,030	110,241	113,548	116,954	120,463	124,077	127,799
High-Quality - Icon static	956	208	<u> </u>				_		_		· -		_	
High-Quality- Base digital	8,986	1,959	13,114,972		1,144,026	1,178,346	1,213,697	1,250,108	1,287,611	1,326,239	1,366,026	1,407,007	1,449,217	1,492,694
Standard - Eco:grid static	1,292	282	2,736,788		3,098	243,979	279,984	288,383	297,035	305,946	315,124	324,578	334,315	344,345
Standard - Eco:solar static	-	-	-		-	-	-	-	-	-	-	-	-	-
Non-viable - Pillar	-	-	-		-	-	-	-	-	-	-	-	-	-
Panels (static ad wrap)	956	208	119,458		10,420	10,733	11,055	11,387	11,728	12,080	12,443	12,816	13,200	13,596
Kiosks (digital ad screen)	8,175	1,782	2,834,527		-	279,013	287,384	296,005	304,885	314,032	323,453	333,157	343,151	353,446
Lockers (digital ad screen)	5,820	1,269	639,976		55,825	57,500	59,225	61,002	62,832	64,717	66,658	68,658	70,718	72,840
Docks (digital ad screen)	9,835	2,144	2,285,838		199,395	205,377	211,538	217,884	224,421	231,153	238,088	245,230	252,587	260,165
Total Energy		TRUE	24,658,160		1,668,053	2,237,896	2,333,719	2,403,730	2,475,842	2,550,117	2,626,621	2,705,420	2,786,582	2,870,180
Megawatt Hours			113,111		7,652	10,266	10,705	11,026	11,357	11,698	12,049	12,410	12,782	13,166
Other Direct Expenses														
IT Support		200	per unit 6,793,871		221,800	399,434	581,161	729,723	751,615	774,163	797,388	821,310	845,949	871,328
Network - Public WiFi Basic		120	per unit -		-	-	-	-	-	-	-	-	-	-
Network - Public WiFi Fast		360	per unit -		-	-	-	-	-	-	-	-	-	-
Network - LoRaWAN Network		-	per site (520) -		-	-	-	-	-	-	-	-	-	-
Marketing/ Promotions		160,000	1,834,221		160,000	164,800	169,744	174,836	180,081	185,484	191,048	196,780	202,683	208,764
Office expense		40,000	458,555		40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
Professional services		80,000	917,110		80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382
Bonding		-			-	-	-	-	-	-	-	-	-	-
Insurance - Annual		45,000	515,875		45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715
Insurance - Construction			25,000		6,250	6,250	6,250	6,250						
Total Other Direct Expenses		TRUE	10,544,631		553,050	740,434	932,204	1,091,109	1,117,405	1,150,927	1,185,455	1,221,019	1,257,649	1,295,379

TRUE

	Total	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Megawatt Hours	113,111		7,652	10,266	10,705	11,026	11,357	11,698	12,049	12,410	12,782	13,166
New Bus Shelters	3,000	-	770	1,600	2,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Other STAP Elements	339	-	339	339	339	339	339	339	339	339	339	339

			Total	31-Dec-2021	31-Dec-2022	31-Dec-2023	31-Dec-2024	31-Dec-2025	31-Dec-2026	31-Dec-2027	31-Dec-2028	31-Dec-2029	31-Dec-2030	31-Dec-2031
EXPENSES BY SUBCONTRACOR		,	/ear	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CAPITAL	Labor	Non-Labor	Total											
Tolar (shelters)	Labor	\$67,534,617	\$67,534,617		\$16,194,753	\$15,492,712	\$19,952,367	\$15,894,785	\$0	\$0	\$0	\$0	\$0	\$0
VConn (digital screens)		\$40,604,321	\$40,604,321		\$26,031,926	\$0	\$0	\$0	\$0	\$14,572,396	\$0	\$0	\$0	\$0
Smiota (lockers)		\$442,138	\$442,138		\$442,138	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Swiftmile (scooter dock)		\$977,616	\$977,616		\$977,616	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tranzito (shelter components)		\$21,230,300	\$21,230,300		\$6,299,980	\$4,205,215	\$4,174,815	\$3,225,045	\$0	\$1,944,109	\$1,381,136	\$0	\$0	\$0
Total Equipment			\$136,791,058		\$50,383,867	\$21,714,319	\$26,128,999	\$20,666,233	\$0	\$16,516,505	\$1,381,136	\$0	\$0	\$0
Tranzito (instalaltions)	\$4,586,748		\$4,586,748		1,399,750	1,316,546	1,077,132	793,320	-	-	-	-	-	-
AP Construction (construction)	\$70,666,357		\$70,666,357		27,916,331	17,932,126	14,023,507	10,794,394	-	-	-	-	-	-
Total Construction			\$75,253,105		\$29,316,081	\$19,248,672	\$15,100,638	\$11,587,714	\$0	\$0	\$0	\$0	\$0	\$0
SOM	\$1,032,750		\$1,032,750		1,032,750									
Black & Veatch	\$775,000		\$775,000		775,000									
BMW Designworks	\$850,000		\$850,000		450,000	400,000								
Fehr & Peers	\$1,590,100		\$1,590,100		1,000,000	590,100								
Studio 111	\$690,000		\$690,000		300,000	140,000	50,000	50,000	50,000	50,000	50,000			
Tranzito CMS	\$775,000		\$775,000		775,000									
Total Design & Consulting			\$5,712,850		\$4,332,750	\$1,130,100	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0
TBD		\$24,658,160	\$24,658,160		1,668,053	2,237,896	2,333,719	2,403,730	2,475,842	2,550,117	2,626,621	2,705,420	2,786,582	2,870,180
Total Energy			\$24,658,160		1,668,053	2,237,896	2,333,719	2,403,730	2,475,842	2,550,117	2,626,621	2,705,420	2,786,582	2,870,180
Maint CapEx - TBD (assumed by Tranzito)		\$19,049,494	\$19,049,494		788,702	1,505,905	1,752,712	1,861,725	1,997,997	2,116,222	2,160,441	2,223,576	2,287,938	2,354,275
Total Maintenance CapEx			\$19,049,494		788,702	1,505,905	1,752,712	1,861,725	1,997,997	2,116,222	2,160,441	2,223,576	2,287,938	2,354,275
OPERATIONS														
	Labor	Non-Labor	Total											
Tranzito (Maintenance)	43,914,523		\$43,914,523		1,518,240	2,796,574	3,673,600	4,688,586	4,829,243	4,974,120	5,123,344	5,277,044	5,435,356	5,598,416
Tranzito (Executive Staff)	8,569,961		\$8,569,961		747,562	769,989	793,089	816,881	841,388	866,629	892,628	919,407	946,989	975,399
Tranzito (Systems Integration)		12,516,816	\$12,516,816		772,932	943,163	1,117,437	1,263,730	1,301,642	1,340,691	1,380,912	1,422,339	1,465,009	1,508,960
Smiota (Locker - Systems Integration)		314,752	\$314,752		27,456	28,280	29,128	30,002	30,902	31,829	32,784	33,767	34,780	35,824
Swiftmile (Dock - Systems Integration)		852,913	\$852,913		74,400	76,632	78,931	81,299	83,738	86,250	88,837	91,503	94,248	97,075
Tranzito (Other Direct Expenses)		10,544,631	\$10,544,631		553,050	740,434	932,204	1,091,109	1,117,405	1,150,927	1,185,455	1,221,019	1,257,649	1,295,379
Incidentals - TBD (assumed by Tranzito)		10,137,176	\$10,137,176		536,169	759,297	895,811	1,037,534	1,068,016	1,100,056	1,133,058	1,167,050	1,202,061	1,238,123
Total OpEx			86,850,771		4,229,809	6,114,368	7,520,199	9,009,141	9,272,334	9,550,504	9,837,019	10,132,129	10,436,093	10,749,176
Ad Commissions - Vector Media		\$140,816,589	\$140,816,589		5,497,919	11,524,303	13,273,744	13,151,631	14,612,138	15,817,922	16,038,766	16,497,834	16,961,882	17,440,450
Total Ad Commissions			140,816,589		5,497,919	11,524,303	13,273,744	13,151,631	14,612,138	15,817,922	16,038,766	16,497,834	16,961,882	17,440,450
EQUIPMENT														
Shelters														
Super Premium - Icon static			-		-	-	-	-	-	-	-	-	-	-
Super Premium - Base digital			3,892,331		3,892,331	-	-	-	-	-	-	-	-	-
Premium - Icon static			1,716,204		1,716,204	-	-	-	-	-	-	-	-	-
Premium - Base digital			2,594,887		2,594,887	-	-	-	-	-	-	-	-	-
High-Quality - Icon static			-		-	-	-	-	-	-	-	-	-	-
High-Quality- Base digital			30,308,280		30,308,280	-	-	-	-	-	-	-	-	-
Standard - Eco:grid static			24,580,599		279,398	21,714,319	2,586,882	-	-	-	-	-	-	-
Standard - Eco:solar static			44,208,350		-	-	23,542,117	20,666,233	-	-	-	-	-	-
Non-viable - Pillar			-		-	-	-	-	-	-	-	-	-	-
Additional Shelters			-		-	-	-	-	-	-	-	-	-	-
Total Shelters			107,300,651		38,791,100	21,714,319	26,128,999	20,666,233	-	-	-	-	-	-
Other Equipment														
Panels (static ad wrap)			893,367		893,367	-	-	-	-	-	-	-	-	-
Kiosks (digital ad screen)			5,764,516		5,764,516	-	-	-	-	-	-	-	-	-

	Total	31-Dec-2021	31-Dec-2022	31-Dec-2023	31-Dec-2024	31-Dec-2025	31-Dec-2026	31-Dec-2027	31-Dec-2028	31-Dec-2029	31-Dec-2030	31-Dec-2031
	Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
EXPENSES BY SUBCONTRACOR												
Lockers (digital ad screen)	1,160,656		1,160,656	-	-	-	-	-	-	-	-	-
Docks (digital ad screen)	3,774,229		3,774,229	-	-	-	-	-	-	-	-	
Total Other Equipment	11,592,767		11,592,767	-	-	-	-	-	-	-	-	-
Replacement Digital Products												
Replacement screens - Allure dual-sided (Base)	10,403,157							10,403,157	-	-	-	-
Replacement screens - Allure dual-sided (Kiosk)	2,230,296							2,230,296	-	-	-	-
Replacement screens - AZQ (Lockers)	574,354							574,354	-	-	-	-
Replcement screens - Allure dual-sided (Docks)	1,364,589							1,364,589	-	_	-	
Total Replacement screens (after 50,000 hours)	14,572,396		-	-	-	-	-	14,572,396	-	-	-	-
Replacement media player (Base)	2,762,271							1,381,136	1,381,136	-	-	-
Replacement media player (Kiosk)	296,097							296,097	-	-	-	-
Replacement media player (Lockers)	85,712							85,712	-	-	-	-
Replcement media player (Docks)	181,164							181,164	-	-	-	-
Total Replacement media players (after 50,000 hours)	3,325,245		-	-	-	-	-	1,944,109	1,381,136	-	-	_
Total Replacement Digital Products	17,897,640		-	-	-	-	-	16,516,505	1,381,136	-	-	-

ROLLOUT SCHEDULE					2021		2022				2023			2	024			2	025	
Task	Phase	Start Date	Due Date	Months	7 8 9 10 11		6 7	8 9	10 11 12	1 2 3			10 11 12			9 1	10 11 12			9 10 11 1:
Transition Working Group	0	1/1/2022	6/30/2022	6																
Planning Working Group	0	1/1/2022	6/30/2022	6																
Technology Working Group	0	1/1/2022	6/30/2022	6																
Design Working Group	0	1/1/2022	6/30/2022	6																
Launch Working Group	0	1/1/2022	6/30/2022	6				l												
P1:RA Permits	0	1/1/2022	6/30/2022	6																
Phase 0: Planning A Complete		6/30/2022	6/30/2022	0																
Q1 Rollout: 110 shelters, 33 refurbs, 45 misc	1	7/1/2022	9/30/2022	3																
Q2 Rollout: 184 shelters, 55 refurbs, 75 misc	1	10/1/2022	12/31/2022	3				I												
Q3 Rollout: 220 shelters, 66 refurbs, 90 misc	1	1/1/2023	3/31/2023	3																
Q4 Rollout: 220 shelters, 66 refurbs, 90 misc	1	4/1/2023	6/30/2023	3				l												
Phase 1: Rollout A Complete		6/30/2023	6/30/2023	0																
SUM Zone Permit Playbook	2	7/1/2022	6/30/2023	12																
P3: RB Permits	2	7/1/2022	12/31/2023	18																
Site standalone Mobility Hubs w/SUM Zones	2	1/1/2023	12/31/2023	12																
City Integration Playbook	2	7/1/2022	12/31/2023	18																
Phase 2: Planning B Complete		12/31/2023	12/31/2023	0																
Q1 Rollout: 91 shelters, 27 refurbs, 36 panels	3	7/1/2023	9/30/2023	3																
Q2 Rollout: 91 shelters, 27 refurbs, 36 panels	3	10/1/2023	12/31/2023	3																
Q3 Rollout: 92 shelters, 28 refurbs, 36 panels	3	1/1/2024	3/31/2024	3																
Q4 Rollout: 92 shelters, 28 refurbs, 36 panels	3	4/1/2024	6/30/2024	3																
Phase 3: Rollout B Complete		6/30/2024	6/30/2024	0																
Coordination with World Cup and Olympics	4	1/1/2024	6/30/2024	6												l				
Goal Alignment w/public planning docs	4	1/1/2024	6/30/2024	6																
Plan coordinated grant funding opps	4	1/1/2024	6/30/2024	6																
Plan deployment of mobility data network	4	7/1/2024	6/30/2025	12																
Integration with ITA, LADOT, ATSAC 3.0, etc	4	7/1/2024	6/30/2025	12																
Phase 4: Planning C Complete		6/30/2025	6/30/2025	0																
Q1 Rollout: 100 shelters, 30 refurbs, 16 panels	5	7/1/2024	9/30/2024	3																
Q2 Rollout: 100 shelters, 30 refurbs, 16 panels	5	10/1/2024	12/31/2024	3																
Q3 Rollout: 100 shelters, 30 refurbs, 16 panels	5	1/1/2024	3/31/2025	3														İ		
Q4 Rollout: 100 shelters, 30 refurbs, 16 panels	5	4/1/2025	6/30/2025	3																
	5			0																
Phase 5: Rollout C Complete		6/30/2025	6/30/2025	U			 					i		i						



LA STAP BEST AND FINAL OFFER (BAFO) NARRATIVE

Submitted August 6, 2021 Amended Version 4.21, submitted August 16, 2021 (Amended pages 2, 8, 9 to show "Preferred" scenario alongside "Base" scenario)

Part 1 - Best and Final Offer Price Proposal

1. Submit a price proposal with only one scenario in which the City provides 100% CAPEx.

Our price proposal Best and Final Offer is submitted as a PDF copy entitled "LA STAP BAFO_Tranzito" (Version 4.2 Updated 8/6/21).

This document (herein referred to as "BAFO") is composed of the following tabs:

Scenarios: This tab is composed of various Project Options (see below) for the City to consider. It is intended to be a worksheet, whereby the City can see financial consequences in real-time, to assist in finalizing project parameters.

Summary: This tab provides a global project summary.

Assumptions: This tab contains all project parameters based upon confirmed information and best assumptions. The tab, combined with Project Options in the Scenarios tab, contain the entirety of information that is able to be inputted into the BAFO (denoted in **blue**).

Inventory: This tab provided detailed information on all shelters and other street furniture -- panels, kiosks, lockers, scooter docks, and legacy/ refurbished street furniture.

Revenues: This tab provides detailed information on Project Revenues.

CapEx: This tab provides detailed information on capital expenditures.

OpEx: This tab provides detailed information on operating expenditures.

Subcontractors: This tab splits all project costs by contractor / subcontractor.

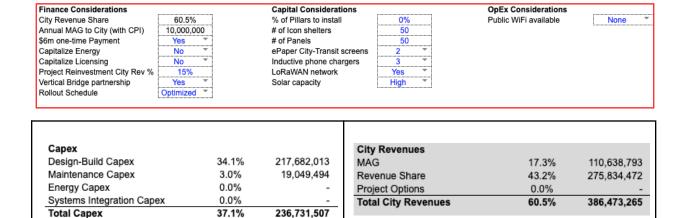


Schedule: This tab provides project rollout in a simplified gantt schedule overview.

The "Scenarios" tab contains Project Options, where the City may elect to fine-tune its preferred project parameters.

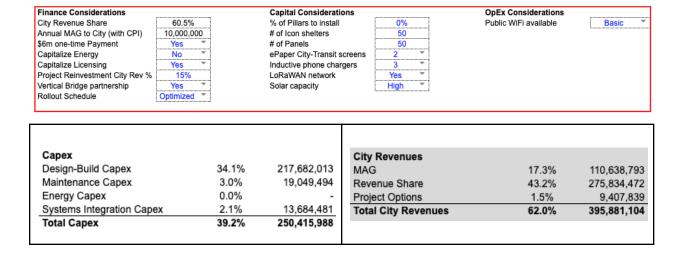
BASE SCENARIO

The PDF "LA STAP BAFO_Tranzito" presents a "base" BAFO; this corresponds to a "base" City Revenue Share of **60.5%**.



PREFERRED SCENARIO

Our preferred scenario is one where Licensing is capitalized and basic WiFi is offered at all locations (at 10 Mbps speeds, fast enough for non-streaming internet). This yields a City Revenue share of **62%**.





Finance Considerations

- <u>City Revenue Share</u>: The BAFO is set at a rate of sixty-point-five percent (**60.5%**) of Project Revenues to the City. This final rate may increase based upon Project Options (see below).
- <u>Annual MAG to City</u>: Minimum Annual Guarantee, with an assumed three percent (**3%**) CPI annual increase. The MAG will begin in Year 2 (assumed in the calendar year 2023).
- \$6 one-time Payment: A Yes/No toggle selection.
 - **Yes** pays the one-time payment upon future mutually-agreed upon terms, and acts as a Year 1 MAG.
 - **No** pays a Project Options of an additional one percent (1%) of Project Revenues beginning Year 2.
- <u>Capitalize Energy</u>: The possibility exists to pre-purchase energy in order to purchase certified green energy via PPA/ VPPA arrangements.
 - Yes pays energy costs through CapEx, and pays a Project Options equal to current energy cost expenses (plus portion of OpEx contingency) -currently projected as boosting City Revenues from 60.5% to 64.4%.
 - **No** pays energy costs through OpEx.
- <u>Capitalize Licensing</u>: The possibility exists to capitalize all licensing fees for the 10-year term (aka Systems Integration).
 - Yes pays licensing through CapEx, and pays a Project Options equal to current licensing cost expenses (plus portion of OpEx contingency) -currently projected as boosting City Revenues from 60.5% to 62.6%.
 - No pays licensing costs through OpEx.
- <u>Project Reinvestment</u>: Optional election to maintain a percentage of City Revenues directly back into the project. While this option requires further scoping, the intention is to ensure a portion of the Project Revenues is devoted to boosting the STAP project, potentially for:
 - Additional Shelters: Installing a cost-efficient shade element at existing bus stops, particularly stops with existing bus benches and other amenities.
 - Design Upgrades: Optional design elements such as adhesive wraps, upgraded roof materials, arts-related programs, etc.



- Feature Upgrades: Emerging features may include charging add-ons for wheelchairs (from scooter docks), emerging sensor technologies, and other amenities.
- **Infrastructure Upgrades**: Re-grading and re-paving of sidewalks adjacent to bus shelters, smart-cities upgrades, etc.
- <u>Vertical Bridge Partnership</u>: Our vision is for the City to control 5G deployment by owning compartments within select STAP furniture to lease out space to one or more vendors. Given a minimum required height of sixteen feet (16') above the ground, Icon shelters and panels must be installed.
 - Yes: Vertical Bridge offers \$25,000 one-time fee (to pay for additional capital construction costs to secure fiber to the location) and \$1,200 annual fee (plus assumed CPI increase) per site.
 - **No** means no Vertical Bridge partnership.
- Rollout schedule: A variable rollout schedule based upon three settings.
 Rollout speed positively affects Project Revenues (a faster rollout equals more revenues). It is implied that a faster rollout requires tighter City coordination and participation:
 - o Aggressive: A three-year rollout averaging 1000 shelters per annum.
 - o Optimized: A four-year rollout averaging 750 shelters per annum.
 - o Delayed: A six-year rollout averaging 500 shelters per annum.

Rollout Schedules	2022	2023	2024	2025	2026	2027
Aggresive	1,000	1,000	1,000			
Optimized	770	830	800	600		
Delayed	616	664	640	480	300	300

Capital Considerations

- <u>% of Pillars to install</u>: We anticipate that a portion of station locations will be deemed to be highly desirable to add a shelter but be non-viable from a space-perspective. In these locations, a small-footprint Pillar will be installed.
- # of Icon shelters: Icon shelters have an advertising panel of at least sixteen feet (16') high with:
 - Dual-sided static advertising wrap (with potential for future digitization).
 - Up to two ePaper City-Transit ePaper screens.
 - o Smart cities sensors and safety light, City Light.
 - o Temperature-controlled cabinet to house 5G small-cell equipment.



- # of panels: Standalone Icon panel.
- <u>ePaper City-Transit screens</u>: ePaper screens are used for City-Transit information screens. These screens provide real-time bus departure information, pre-programmed and on-demand city messaging, and other information. ePaper screens are assumed to be installed at all 3000 bus shelters and Panels.
 - 2 means a dedicated screen each for real-time bus departures and real-time and/or pre-programmed information from the City and transit agencies. NOTE: Pillars and some Eco:solar shelter locations may have data and power capacity for 1 screen regardless.
 - 1 means a single screen shares all information on a rotating basis (say, every 10 seconds).
 - o **0** means no screens are installed.
- Inductive Phone Chargers: Smartphone dependence is greatest among many populations of concern, such as the visually-impaired and mobility-impaired populations.
 - o **3** means three inductive chargers at all grid-connected bus shelters.
 - o 2 means two inductive chargers at all grid-connected bus shelters.
 - o 1 means two inductive chargers at all grid-connected bus shelters.
 - o **0** means no chargers are installed.
- <u>LoRaWAN network</u>: Our vision is for the City to control Internet-of-Things (IoT)
 mobility -- such as shared scooters, shared bikes, and wheeled drones -- by
 offering and/or mandating use of a citywide Long Range WAN (LoRaWAN)
 network.
 - Yes means an increase in Capital costs for additional equipment and startup costs.
 - No means no LoRaWAN network.
- <u>Solar capacity</u>: All shelter locations without existing grid-power connections are pre-selected for photovoltaic solar cells. The selection of higher capacity panels enables a more stable present, and the headroom for future amenities and features:
 - **High** means installing high-capacity 510 watt panels.
 - High/Mid means installing 50% of locations with 510 watt panels and 50% of locations with 340 watt panels. This should be sufficient for most/all of the features submitted in our Proposal.



- Mid means installing mid-capacity 340 watt panels. In high sun areas, this is sufficient to power most/all of the features submitted in our Proposal.
- Low means installing low-capacity 170 watt panels. In high sun areas, this is sufficient to power some features submitted in our Proposal, and in others may only power a limited amount of features.

OpEx Considerations

- <u>Public WiFi available</u>: Public WiFi is an increasingly critical amenity. Additionally, public WiFi enables us to provide customized information and amenities (such as a native-language audio bus arrival time ticker) without asking users to provide the data.
 - **Fast** equates to approximately 100 Mbs speed, enough for multiple users to stream video and audio.
 - Basic means a 10 Mbs speed, enough for multiple users to download and upload emails, text-based webpages. Depending upon users and location-specific speeds, bandwidth may be sufficient for web-based phone and video calls.
 - None means no Free WiFi.
- Operating Costs must be itemized beyond general categories of Maintenance, Administrative, etc. The City's CAPEx commitment will include expenses such as traffic control, trenching and construction related costs. Please consider the impact of the City's assumption of these costs as you detail your Operating Costs.

Please see the BAFO tab "OpEx" for detailed information on Operating Costs.

3. Itemize costs associated with Systems Integration and Indirect Management.



Systems Integration charges are listed below (see BAFO for detailed breakdown of costs):

Systems Integration	Annual Cost		
CurbCMS	100	per unit	3,396,935
Curb App	100,000	per annum	1,146,388
Broadsign CMS License	504	per digital unit	5,766,240
ePaper License	36	per ePaper	2,207,253
Locker License	624	per unit	314,752
Scooter License	800	per unit	852,913
Total Systems Integration	TRUE		13 684 481

- <u>Curb CMS</u>: A custom CMS program built on top of our existing CurbOS to manage various shared-use mobility infrastructure assets. This CMS is meant to be lightweight and API-based to provide the City with a singular Dashboard, Notifications feature, and Reports.
 - Advertising: Connects to Broadsign and most other API-based platforms.
 - Telematics: Real-time device heartbeats and status monitoring, hard-reset capabilities, and surveillance features.
 - Customer Service: Support tickets and real-time monitoring of user-initiated communications.
 - Maintenance: Maintenance records and real-time monitoring of maintenance activities.
- <u>Curb App</u>: A lightweight application that is meant to facilitate interaction with the shelter via Bluetooth connection. This app will interact with various aspects of the shelters such as free WiFi, ePaper City-Transit info, digital screen info, and other emerging interactions.
- <u>Broadsign CMS License</u>: Annual license to Broadsign Sales Professional CMS platform. This includes the Control Administrator, Control Player, Live, Control API, Publish, Reach, and Direct features.
- <u>ePaper License</u>: Annual software license to ePaper firmware/ API integrations.
- <u>Locker License</u>: Annual software license to lockers.
- <u>Scooter License</u>: Annual software license to scooter docks.



Re: Indirect Management, please note that Project Admin has been removed from the BAFO.

4. Provide total annual Operating Costs based on your proposed implementation plan.

Please see total annual Operating Costs by summarized groupings and itemized charges in the BAFO "OpEx" tab.

BASE SCENARIO

OpEx	
Maintenance labor	43,914,523
Executive staff	8,569,961
Systems Integration	13,684,481
Energy	24,658,160
IT Support	6,793,871
Network Expenses	3,887,856
Marketing/ Promotions	1,834,221
Office expense	458,555
Professional services	917,110
Bonding	-
Insurance	540,875
Incidentals / Contingencies	10,525,961
Total OpEx	115,785,573

PREFERRED SCENARIO (Licensing is capitalized, Basic WiFi provided)

OpEx	
Maintenance labor	43,914,523
Executive staff	8,569,961
Systems Integration	-
Energy	24,658,160
IT Support	6,793,871
Network Expenses	3,887,856
Marketing/ Promotions	1,834,221
Office expense	458,555
Professional services	917,110
Bonding	-
Insurance	540,875
Incidentals / Contingencies	9,157,513
Total OpEx	100,732,644



5. Provide a schedule of annual guarantee payments and City revenue share based on your proposed implementation. Alternatively, explore options to increase the City's revenue share percentage without an annual guarantee; provide an annual schedule for such options.

Please see the BAFO Executive Summary section in both "Scenarios" and "Summary" tabs for a detailed breakdown.

BASE SCENARIO (Licensing in OpEx, no WiFi)		PREFERRED SCENARIO (Licensing capitalized, Basic WiFi)			
City Revenues MAG Revenue Share Project Options	17.3% 43.2% 0.0%	110,638,793 275,834,472	City Revenues MAG Revenue Share Project Options	17.3% 43.2% 1.5%	110,638,793 275,834,472 9,407,839
Total City Revenues	60.5%	386,473,265	Total City Revenues	62.0%	395,881,104

City Revenues are apportioned based on the following:

- Minimum Annual Guarantee (MAG) of \$10,000,000, with an annual CPI increase. The first MAG payment will be paid one full year after Phase 1 rollout commences. If selected, the one-time \$6,000,000 fee will act as the first year's MAG, due after Phase 1 rollout commences. Additionally, see Clarifications (below) for further information.
- Revenue Share is based upon an assured rate of sixty percent (60.5%) inclusive of MAG revenues, assuming no free WiFi. We are open to options where the City can achieve potentially greater Revenue Share by not setting an assured rate, but by making the rate variable, thereby increasing risk/ reward profile to the City.
- <u>Project Options</u> are additional Project Options that the City may elect to take on to increase its share of Project Revenues. Two options currently in the BAFO include:
 - \$6 million one-time payment: Declining this payment results in a Project Options of an additional one percent (1%) of Project Revenues beginning Year 2.



 Capitalizing energy costs: Taking energy off OpEx results in a Project Options equal to current energy cost estimates (plus portion of OpEx contingency) -- currently projected as boosting City Revenues from 60.5% to 64.4%.

6. Provide a formalized revenue proposal for Vertical Bridge's 242 locations (40% of the 655 high-value locations).

Vertical Bridge offers a one-time payment of \$25,000 and an annual payment of \$1,200 per location, with a CPI annual increase. The BAFO assumes that the \$25,000 one-time payment will offset additional costs at Icon Shelter and Panel locations to secure a high-speed data connection (presumed to be fiber-optics, cable, or satellite). These revenues are listed in the BAFO as "Other Revenues", and will be split proportionately.

Vertical Bridge takes responsibility to procure revenues to recoup its costs, presumably by securing leasing agreements to house one or more 5G small cell equipment. Vertical Bridge estimates that up to 20% of the 3000 sites (600 sites total) may be eligible for this sort of arrangement. However, we anticipate that only a select number of these sites will be economically feasible to implement once trenching and other startup costs are considered. Furthermore, we believe the max number of Icon shelters and Panels from an advertiser viability perspective may be less than this number as well.

5G small cell equipment must be installed at least 16' from the ground. We recommend a maximum number of 100 locations to start, with continuing dialogue to increase the eligible number based upon creative installation strategies and increasing City involvement to offset trenching costs.



Part 2 - Supporting Narrative

1. A. How your price proposal achieves the goals of STAP.

Our Proposal and accompanying BAFO is modular and agile in design to allow the City greater flexibility and control:

- <u>Fully detailed Excel program</u> offers full transparency and encourages a collaborative approach to the financial aspect of STAP.
- Reduced CapEx and OpEx eliminates expenses at the margins without sacrificing project quality or aims for Shelter-Shade-Safety-Comfort.
- <u>Project Options</u> provides built-in optionality of many aspects of the project in order to balance its capital investment to revenue maximization goals, and specific criteria as it relates to Rollout, Smart Cities development, and Amenities for users.
- Project Reinvestment % is considered to provide even greater options to the City. We've further scoped out a value-engineered Shelter option to help the City to commit to more shelter/ shade structures at other bus stops, specifically existing stops with bus benches. For example, fabricating and installing 2,000 Additional Shelters (estimated all-in cost of \$12,397) is budgeted at less than \$25 million, or about 6.5% of City Revenues.
- 1. B. How your price proposal is financially sustainable without compromising the issue of shade equity.

Equity is achieved by maximizing Shelter-Shade-Safety-Comfort at more locations with quick rollout options, and ensuring universal amenities across all shelters:

 Rollout options ranging from Aggressive, Optimal, and Delayed are all quick by default, with a rollout range from three to six years. Shelter rollout will prioritize areas tiered by maximum ad revenue viability (Super Premium sites, followed by Premium, High-Quality, and Standard), to ensure financial sustainability. But within these segments, we will work with our design team



members Fehr & Peers and Studio One Eleven to prioritize locations based upon passengers served, heat index, relative needs assessment, and location equity score.

- <u>Uniform amenities</u> and smart-cities features -- pending physical and power viability -- across all bus shelters to ensure equitable disbursement. All of our amenities have been designed and priced to ensure a uniform experience at all/ most locations regardless of neighborhood type or advertising viability.
- <u>Project Reinvestment</u> option reinforces the notion to keep Project Revenues within STAP to expand its total shelters, amenities, and services as the City and public dictate.
- 2. Detail and justify costs associated with Systems Integration and Indirect Management Costs.

The following Systems Integration deliverables are detailed above in question 3 and itemized in the BAFO "OpEx" tab. Their rationale is described below.

- <u>Curb CMS</u>: Annual licensing covers automated notifications, automated reports, feature upgrades, bug fixes, and ongoing development of the API integrations. This product allows all aspects of this project to be integrated: data, reports, dashboard, related databases such as support tickets and maintenance reports. The API-based structure enables a lightweight and agile footprint (ie relatively inexpensive and easy to maintain) and the ability to interact *interchangeably* with existing public agency and private company datasets. MDS and eventual ATSAC 2.0 integrations are on the roadmap. The City will retain ownership of the source code.
- <u>Curb App</u>: Annual license and customer support fee covers ongoing upgrades, bug fixes, and ongoing development of the API integrations. This product allows direct communication between the bus shelters (the City) and the public, and will be vital to offer universal amenities (such as free WiFi and user-specific alerts and notifications) and two-way communication and



interactions. We envision API-based integrations with 311 and the Angelino account. The City will retain ownership of the source code.

- Broadsign CMS License: Annual license for Broadsign's media player provides access to its Supply-Side Platform and ad marketplace. There are other lower-cost options, which we have experience using and are open to exploring, but Broadsign's solution is an industry-standard and highly recommended..
- <u>ePaper License</u>: Annual license for ePaper firmware and API integrations. This
 license is required and ensures the ongoing graphical functionality of the
 ePaper screens. The ongoing API support ensures that the Curb CMS will be
 able to directly communicate with and control the screens.
- <u>Locker License</u>: Annual license for locker functionality and API integrations.
 This license is required and ensures the ongoing functionality of the digital touchscreen, backend delivery carriers' softwares, and phone-based customer communications. The ongoing API support ensures that the Curb CMS will be able to monitor and provide telematics support.
- Scooter License: Annual license for scooter dock functionality and API integrations. This license is required and ensures ongoing functionality of the scooter docks, backend mobility providers' softwares and apps. The ongoing API support ensures that the Curb CMS will be able to monitor and provide telematics support.

Re: Indirect Management, please note that Project Admin has been removed from the BAFO.



3. The advertising commissions (operating costs) at 28% is higher than the industry standard of OOH operating costs, which is 22%. The justification of this commission provided on February 17, 2021, included CMS (Content Management System) a cost that is contained under Capital Expenses at a price of \$400,000; a Supply Side Platform that appears to duplicate Demand Side Platform functionality and proof of play, which is a functionality that can be provided through the CMS. Provide details on how the advertising commission number can be lowered toward the industry average.

Re: Advertising Commissions, this figure has been reduced in the BAFO to target 22%. NOTE: this 22% target includes profit, thereby our offer comes in significantly below the industry standard.

Re: CMS, our proposal will utilize two related yet distinctly different CMS platforms:

- <u>Advertising CMS</u>: such as Broadsign, is a required element for digital advertising. This CMS requires the purchase of:
 - Media players (included as a separate line item in the BAFO under the "Assumptions" tab, CapEx section).
 - Annual licensing fees (included as a separate line item in the BAFO under the "Assumptions" tab, CapEx section).
- <u>Curb CMS</u>: a custom-build from our existing CurbOS program, which is used to manage various shared-use mobility infrastructure assets. This CMS is meant to be lightweight and API-based to provide the City with a singular Dashboard, Notifications feature, and Reports.
 - Advertising: Connects to Broadsign and most other API-based platforms.
 - Telematics: Real-time device heartbeats and status monitoring, hard-reset capabilities, and surveillance features.
 - Customer Service: Support tickets and real-time monitoring of user-initiated communications.
 - Maintenance: Maintenance records and real-time monitoring of maintenance activities.



The referred to CMS Capital Expense (now listed as "Design & Consulting Services" for \$775,000) has been expanded after further project refinement post-demonstration:

- <u>Curb CMS</u> setup and configuration (Initial dashboard, notifications, reports setup based upon API integration and CurbOS customization).
- <u>Curb App</u> setup and configuration (Initial technologies selected, UI/UX development, API integration).
- Network setup and configuration (Data, LoRa, Bluetooth).
- 4. The Virtual Power Purchase Agreement (VPPA) is the highest capital expense in Tranzito's proposal; however, this expense aligns with City of Los Angeles' pLAn New Green Deal. Tranzito proposes that the VPPA would provide STAP with energy cost inflation protection. Please provide detailed estimates of those savings over the initial contract term of ten-years. Further, provide detail on the VPPA payment terms and conditions.

The energy futures market allows participants to hedge against future unexpected and dramatic price increases; the price for this hedge is a premium on current and future energy estimates based upon current inflation expectations. In essence, it's insurance.

On a net basis, the cost of insurance is more than the expected payout, that's how insurance companies stay in business. The same goes for the PPA/ VPPA market, but with infrequent and unpredictable moments when the price paid for energy -- even green energy, which yields clean energy credits -- remains lower than the market rate. This is because the other side of the ledger, the energy seller, are independent market participants.

Each project, such as a wind or solar farm, has its own financing needs and ROI expectations. Our goal is to find a project where STAP can purchase green energy at prevailing retail rates, and purchase it with capital rather than operating expenses.

The PPA/ VPPA space is quickly evolving, both in terms of regulation and the players/ products offered. At present, it is still in its infancy and as a result chaotic and fairly opaque. We have spent considerable time learning more about this emerging market, and present a broad summary based upon current conditions:



 Power Purchase Agreement (PPA): California voted in Direct Access¹ to allow non-residential customers to bypass incumbent electric utilities, but not in areas sold through municipally-owned utilities. The City of Los Angeles is governed through LADWP, therefore Direct Access does not automatically apply.

We would defer to the City to see if a special agreement can be forged with LADWP to allow STAP to utilize Direct Access, or inquire about other available options, in order to purchase green energy for this project.

• <u>Virtual Power Purchase Agreement (VPPA)</u>: In a VPPA, no energy physically flows from buyer to seller, but is rather settled monthly or quarterly in a "contract of differences", settling upon the difference between the agreed-upon price and current spot price. Finding a green project to supply the energy can be tricky, however, given the newness of the product. Because it is merely a financial contract, VPPAs are allowed in the City of Los Angeles.

Most VPPA projects have much higher energy needs than ours (slightly more than 100,000 Megawatt Hours), but based upon initial discussions we believe a successful VPPA partner can be established to purchase green energy at a price at parity to current retail rates. Finding a matching partner and project remains unpredictable; variables to consider include timing, rates offered, and risk-profile.

Both PPA and VPPA may provide LA STAP with three material benefits:

- 1. <u>Green energy</u>: Renewable energy credits (RECs) for every megawatt hour of energy that is consumed within the VPPA.
- 2. <u>Inflation protection</u>: A contract guarantees green energy at a predetermined price and/or pre-determined increase (typically 1% to 3% annual increase).
- 3. <u>Flexibility in classification</u>: Since a VPPA provides a predetermined energy price for the duration of the 10-year contract, the City may have the flexibility to classify energy costs as a capitalized (as opposed to an annual or operational) expense.

¹ California Public Utilities Commission website



With either a PPA or VPPA, we believe that the energy can be capitalized; thereby removing energy costs and its share of the 10% contingency from OpEx. Another option may be for the City to absorb the energy costs directly. In either case, our BAFO transfers 100% of the projected energy costs and its share of the 10% contingency directly to City Revenues as a Project Options. Energy costs are currently projected as additive to the City share by 4% (to boost the City's target share to **64.4%** of Project Revenues).

5. Provide a detailed Public Engagement Plan that supports the implementation of STAP based on your proposed schedule. Address specific areas of the program that must earn public support, such as the design of the elements and the use of digital.

Upon contract commencement, we will spend the first six months in Phase 0 and lead five parallel Working Groups -- Transition, Planning, Technology, Design, Launch -- of which three will have direct public engagement:

- <u>Technology Group</u>: Led by BMW Designworks with Tranzito, Complete Streets, ITS, ITA, MDS, ATSAC 3.0, DWP/BSL, utility providers, and CBOs.
- <u>Design Group</u>: Led by SOM with BMW Designworks, Studio One Eleven, Fehr & Peers, Tolar Manufacturing, EmpowerLA, and relevant Planning Group and community groups.
- <u>Launch Group</u>: Led by Studio One Eleven with Black & Veatch, Fehr & Peers, Vertical Bridge, DWP/BSL, Permits department, and EmpowerLA.

Technology Group

Goal: Coalition building with local technology infrastructure partners and technology departments within the City of Los Angeles, alignment of technologies, processes, goals, and vendors where advantageous to the City.

Leaders: BMW Designworks with support from Tranzito, LADOT, and ITS.

Relevant stakeholders:

1. <u>Key Stakeholders</u>: The following two working groups will inform each other and determine needs and requirements collaboratively between each other.



- a. Infrastructure Stakeholders: Fiber/Harline Data Providers, Mobile Service Providers (for LTE-M/ePaper displays off grid), Vertical Grid (potentially for micro cell service) Digital View (electronic packaging for eInk displays), VConn, Ad Provider(s), Tolar/SOM, Tranzito, HLB/City light manufacturer(s), Complete Streets, ITA, MDS, ATSAC 3.0, DWP/BSL, Accessibility Agencies
- b. Interaction Stakeholders: Complete Streets, ITA, MDS, ATSAC 3.0, DWP/BSL, Accessibility & Transit Agencies, VConn, Digital View, Ad provider(s), Agency 39a for App, Tranzito
- 2. <u>Utility providers</u>: Southern California Edison, cellular, broadband providers
- 3. <u>EmpowerLA</u> neighborhood coalitions
- 4. <u>Business Improvement Districts</u> (BIDs)

Format:

- 1. <u>UX Interactive Plan</u>: A core set of UX deliverables will be created and shared across the following touchpoints for STAP stakeholders:
 - a. Kick-Off Meeting between Infrastructure and Interaction stakeholder groups to set all key meetings and schedule for development of all interactive UX deliverables.
 - b. Interactive Stakeholder Interviews/Technology Exploration:

 Designworks and key partners will interview stakeholders over the course of the first 4-6 weeks either virtually or in person to engage in technology and strategy exploration, feasibility, and identification of constraints between physical and digital components, technology, and City owned systems.
 - c. Network / Data Stakeholders Interviews/Technology Exploration: Similar to above. with Tranzito as the lead.
 - d. UX Interactive Workshop: A full day workshop will be conducted at a location in Los Angeles or at Designworks headquarters in Newbury Park, CA to align and prioritize on process, timelines, and deliverables for Interaction UX.
 - e. Weekly/Monthly Meetings: After completion of the workshop, key stakeholders will be identified that are required to enable the deliverables outlined below, including approvals and/or enabling access to required components (API's, transit schedules, ADA requirements, local/emergency communications feeds, etc.) for development and testing.



- f. Design Development Reviews: Over the course of 3-6 months after the workshop we will develop physical and/or digital concepts and ultimately final designs that will be reviewed and approved by City Stakeholders.
- g. Refinement Review: Final review of interaction UX designs that will go live
- h. All decisions will be captured after meetings and distributed to relevant stakeholder groups by the project team.

Deliverable:

- 1. <u>Interactive UX Plan</u>: Interactive UX designs will be developed in-line with overall design aesthetics for key STAP components across the following user touchpoints:
 - a. Integrated UX Strategy for Smart City Nodes: UX Design team will develop an overall strategic approach to the ecosystem of STAP digital UX components (noted below) including the definition of visual language and interactions.
 - b. Ad Screen: Community messaging, emergency and public service information
 - c. ePaper Transit Screen: Transit information including real-time updates.
 - d. Kiosk: UX design for interactive kiosk and may include TAP or ticket purchase interactions to align with overall STAP design aesthetics
 - e. Mobile Ecosystem: Design of app, web, and wifi portal experience.
 - f. Physical to Digital Experience Design: Extension of UX interactive design to potentially include lighting, occupancy detection, open/closed status, and way finding depending on approved sensors and privacy/data permissions or challenges.
 - g. Ongoing UX Asset Creation: Interaction Design will include an ongoing bucket of design hours to enable City to add up to a specified level of additional content creation over the course of the first twelve months as launch assets and interaction playbook is being built.
- 2. <u>Data Privacy Plan</u>: A plan that details digital engagement strategies, technologies used, data privacy safeguards, reporting and audits plan, and scenarios plan in case of security breach.



3. <u>Network Design Plan</u>: A plan that details connection-to-endpoint plan, device connection plan, private network plan, private LoRaWAN plan (if applicable), public WiFi plan, and Bluetooth/smart sensors plan.

Design Group

Goal: Plan and complete detailed design for optimized shelter production and installation process.

Leaders: **SOM** with support from BMW Designworks, Studio One Eleven, Tolar Manufacturing, Fehr & Peers, and EmpowerLA.

Relevant stakeholders:

- 1. Planning Group
- 2. EmpowerLA neighborhood coalitions
- 3. Business Improvement Districts (BIDs)
- 4. Councilmember's Office
- 5. General public outreach

Format:

- 1. Weekly internal design workshops with STAP Design Group Leaders. The group then sets meeting goals and jumps into a creative working group session utilizing a shared software tool. The working group session ends with clear assignments for members with the expectation for action reports the following meeting.
- Participation in public engagement charrettes led by Studio One Eleven and coordinated by Empower LA and/or agency stakeholders. The format for these would typically be a design presentation by the Design Group, followed by Q&A and discussion.
- 3. STAP project design manager will record minutes and generate meeting agendas.
- 4. Each Design Group member acts as a representative for their respective organization, empowered as an officer of that organization or other role to make decisions during the meetings.

Deliverable:

- 1. Detailed design drawings
- 2. Finalize urban design plan, including Revitalization of refurbished shelters



3. Design direction for Phase 1: Rollout A

Our tight collaboration will ensure the aesthetic character guidelines developed and led by SOM in collaboration with Studio One Eleven and BMW Designworks are maintained throughout the design process. The aesthetic character guidelines and detailed documentation aim to ensure all future digital and physical expressions of mobility hubs are consistent, recognizable, and complement the existing built environment. We will maintain lighting, typeface, tone, and graphics for clear experience within both physical and digital planes.

SOM alongside Studio One Eleven will host a design charrette to refine high level concepts with relevant stakeholders, test the application of the draft STAP brand and identity style guide, as well as an early version of the Kit-of-Parts. This will inform our preliminary concepts for Phase 1: Rollout A.

We will incorporate feedback from the design charette to ensure the finalized Kit-of-Parts is customizable to reflect the surrounding community identity. We will also explore additional programming elements (kiosks, farmers markets, plaza, local vendors, art elements, etc) to enhance the transit user experience, and encourage the use of the space.

SOM and BMW Designworks will work closely with Tolar Manufacturing and other third party product suppliers to prepare construction drawings and specifications for the Kit-of-Parts meeting all relevant code and accessibility requirements within Phase 1. These permit documents will include the architecture, industrial design and engineering for Kit-of-Parts without reference to specific site location. Permitting the Kit-of-Parts as a stand alone system, will streamline the approval process for the site specific deployment to follow.

Launch Group

Goal: **Permit planning** to maximize early communication and establishment of parameters for a streamlined and expedited permit process.

Leaders: **Studio One Eleven** with support from Black & Veatch, Fehr & Peers, AP Construction, Vertical Bridge, DWP/BSL, and Permits department.

Relevant stakeholders:

- 1. StreetsLA STAP project manager and administrator
- 2. Planning Group
- 3. Council District Office staff/representatives
- 4. Utilities providers
- 5. EmpowerLA



Format:

- 4. Training and orientation session of program tools.
- 5. Permit planning agenda item on bi-weekly Planning Working Group meeting.
- 6. As-needed and ad-hoc meetings with relevant City departments, Council District Office staff or other stakeholders.

Deliverables:

- 1. Studio One Eleven, Permitting Plan
 - a. Permitting Plan including Expedited Site Approvals process and District-Wide Permit Process including timelines for approval.
 - b. Permit Application Packets for Phase 1, Rollout A
- 2. Black & Veatch, STAP Deployment Plan 1.0
 - a. Reporting and Asset Management Plan
 - b. Construction Best Practices and Scenario-Analysis document
 - c. Program Design
 - d. Program Rollout Schedule
 - e. Revitalization Plan
 - f. Install, Maintenance, and Replacement Plan

The primary purpose of the Launch Group is to identify a rollout target that is realistic and achievable, get multi-stakeholder buy-in on that target, and streamline the permitting process.



Clarifications

- Routine Maintenance is scheduled at 50% weekly cleanings and 50% 3x weekly "hot spot" locations, for a project wide average of 2x weekly per shelter. Garbage disposal is scheduled at weekly intervals. Schedule additions, at the request of the City, will be billed on a per-unit rate as indicated in the BAFO "Assumptions" tab and will be deducted from Project Revenues before revenue splits.
- 2. Maintenance of legacy equipment is assumed to be performed by the current contractor if the operator elects for their continuing use for ad revenue purposes.
- 3. City MAG and one-time city payment are based upon a "per unit" pro-rata share of planned advertising faces installed and operable based upon BAFO rollout. A delay in rollout will result in a concurrent pro-rata deduction in City MAG and/or one-time city payment.
- 4. All work -- including construction, installations, and maintenance -- is assumed to not fall within Davis-Bacon Prevailing Wages.
- 5. The City is assumed to accept Liability and Property Insurance once shelters are installed and ownership transfer is established.



LA STAP BEST AND FINAL OFFER AMENDMENT

Version 2.2 Submitted October 31, 2021

The following points add clarification or amendments to Tranzito Response to Proposal (Version 4.21, submitted August 16, 2021).

Digital clarifications

- Page 33 Networks "Our plan is to build a private CBRS network on top of our backhaul partner's end-points."
 - Modify to "Our plan is to <u>explore</u> the feasibility of building a private CBRS network on top of our backhaul partner's end-points"
 - Justification: This plan is contingent upon the City's discretion to install a 5G network to initiate a backhaul partner.
- Page 35 Data Sensors "Each Bus shelter will have Bluetooth Low Energy (BTLE) beacons and Near-Field Communication (NFC) readers, with additional capacity for LIDAR and air quality sensors (AQS)."
 - Amend to "Each Bus shelter <u>may</u> have Bluetooth Low Energy (BTLE) beacons and Near-Field Communication (NFC) readers, with additional capacity for LIDAR and air quality sensors (AQS), though exact sensor configuration will be determined as we continue through the hardware design process."
 - Justification: This plan is contingent upon final design considerations and the City's discretion of sensors.
- Page 37 "3. Curb App: The Curb App is a downloadable app that acts as a counterpart to bus shelter messaging."
 - Amend to: "The Curb App <u>may be</u> a downloadable app that acts as a counterpart to bus shelter messaging"
 - Justification: Final end-user communication method will be decided upon after further scoping with relevant City stakeholders.
- Page 37 Curb App "The primary architecture of the app will consist of a
 microservice framework. This architecture will allow the flexibility of adding in
 additional components in a modular way, removing the burden of
 maintaining a monolithic codebase, enabling new functions and features to
 be added as related projects and additional budgets allow."



- o Strike this paragraph.
- Justification: Final app architecture will be decided upon after further scoping with relevant City stakeholders.
- Page 39 Curb CMS "And the API/SDK map will show a live view of current connections."
 - Strike this sentence.
 - Justification: Live view of current connections will not be possible for all connected systems, as not all systems incorporated in the CMS support identification of connections in real time. Appropriate monitoring will be built to support the business need of understanding usage and uptime to deliver a high level of service.
- Page 40 "Movement and Interaction reports: All user interactions and anonymized pedestrian / vehicle movements are tracked and recorded to provide the City with useful information for planning purposes."
 - Strike this sentence.
 - Justification: This plan is contingent upon the City's discretion of data management and sensors and/ or third-party operator cooperation.
- Page 40 "5. Maintenance tracking: We utilize Connixt"
 - Add "or a similar product that digitally tracks maintenance events"
 - Justification: The City may require the use of Cartegraph for maintenance tracking.
- Page 40 "6. Help desk: We utilize Groove"
 - Add "but may transition to another vendor in the future"
 - Justification: The City may require 311 integration instead of a third-party support ticketing system.
- Page 40 "and low-energy LoRa routers and sensors."
 - Strike this sentence.
 - Justification: This plan is contingent upon the City's discretion to install and support LoRa routers and sensors.

Contractual Clarifications

- BAFO 4.2 Curb CMS charges are fixed by year total shown:
 - o Justification: Staffing minimums remain regardless of units installed.



- BAFO 4.2 Bonding requirements limited to construction related bonds.
 - Justification: Reduces total project costs; construction subcontractor has sufficient bonding to protect against construction-related liabilities at extremely favorable rates.
- BAFO 4.2 CPI is assumed at 3%. If year-over-year inflation of any OpEx category expenses is beyond 2.5-3.5%, a formal petition may be filed for early consideration of revenue share adjustments to compensate accordingly.
- BAFO 4.2 Executive staff allocation may be adjusted according to actual project staff allocation.