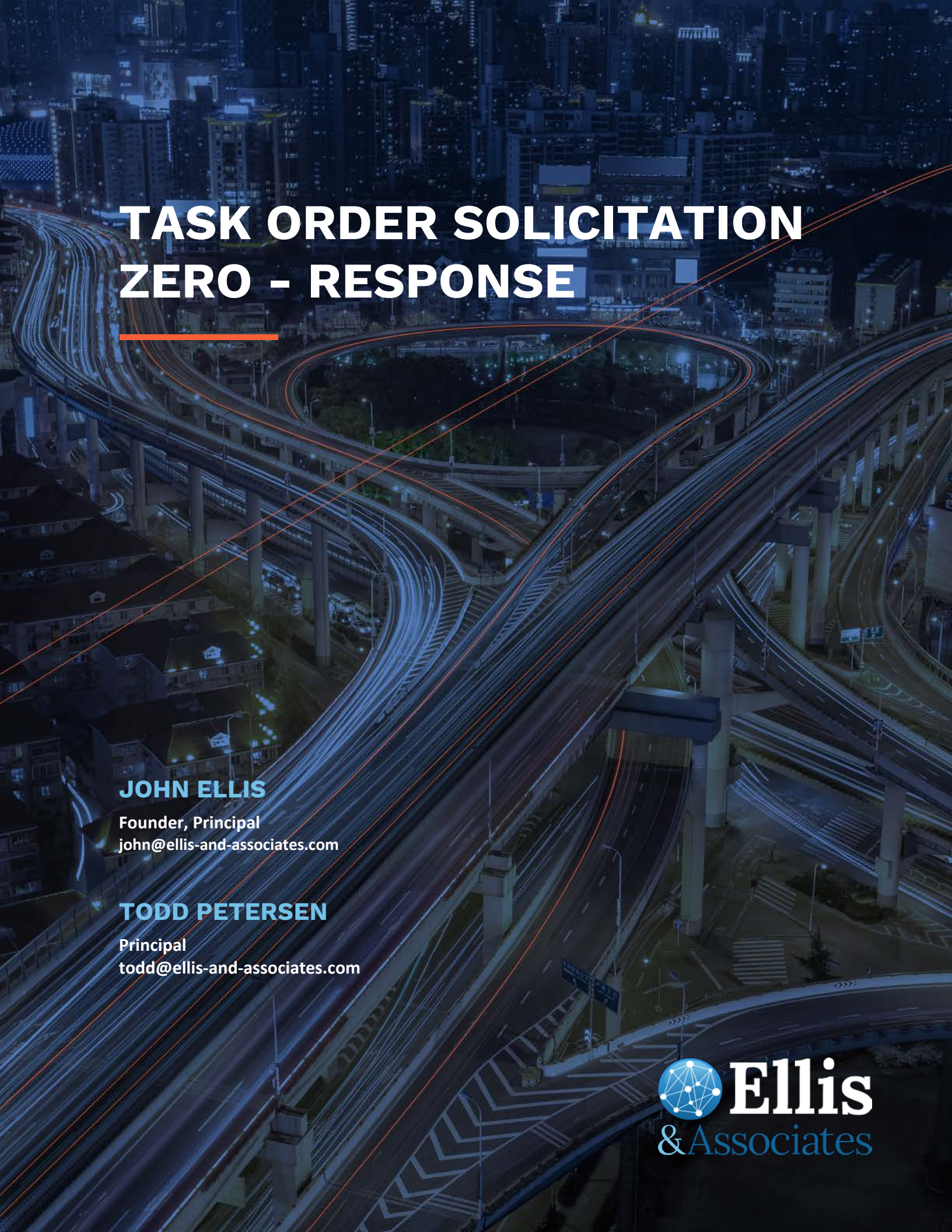

TASK ORDER SOLICITATION ZERO – RESPONSE

JOHN ELLIS
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Ellis & Associates

April 30, 2018

Los Angeles Department of Transportation
Attn: Angela de la Rosa
Contract Administration
100 S. Main Street, 10th Floor
Los Angeles, CA 90012

Dear Ms. Angela de la Rosa,

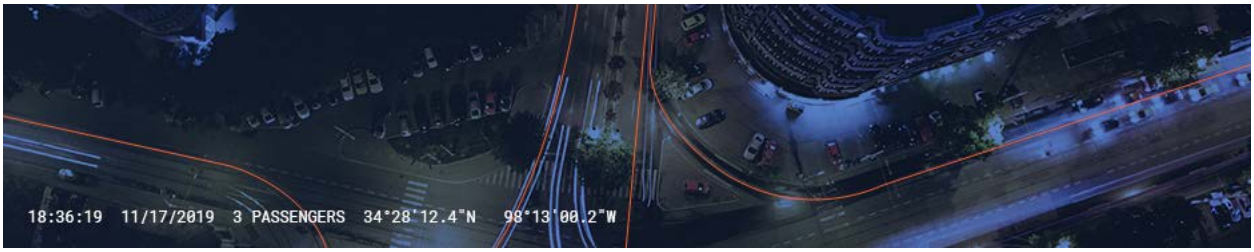
Thank you for the opportunity to submit our proposal for the LADOT Program Manager for Transportation 2.0. The entire team at Ellis & Associates is excited to present our capabilities for your review.

We feel uniquely qualified to assist the LADOT as it leads the City of Los Angeles into a new age of transportation. Ellis & Associates has an unparalleled understanding of how Transportation 2.0 will impact the movement of vehicles, people, and goods in metropolitan areas around the world. We have demonstrated experience in critical areas such as transportation system design/engineering and product design & development. The team at Ellis & Associates has proven success in future planning, facilitating partnerships and financing mechanisms. Our affiliation with CityFi and CCgroup for this project provides us with relevant and timely access to additional resources and data.

All of us at Ellis & Associates are excited to put our collective knowledge and expertise to work for you. Thank you for your consideration.

Sincerely

John T. Ellis
President
Ellis & Associates



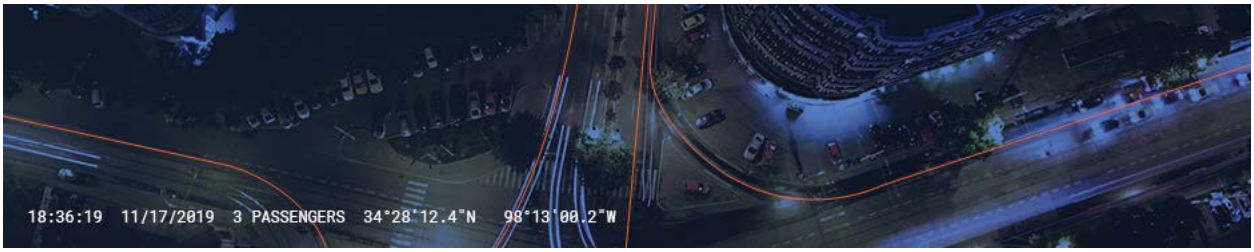
ELLIS & ASSOCIATES

Ellis & Associates (E&A) is a team of transportation technology professionals with deep knowledge and subject matter expertise in software, technology, and mobility. We are product people who specialize in the identification, architecture, and construction of technology ecosystems that solve transportation problems.

Over the past two decades, the Ellis & Associates Transportation Think Tank has identified threats and opportunities surrounding transportation value chains and policy. During that same time, we have educated transportation related companies, government entities, and trade associations on products, strategies, scenario planning, business development, turnaround management, risk management, and digital business transformation.

Ellis & Associates has demonstrated success in deploying open source projects that solve complex technically-driven business problems. Examples include our work in Ford Motor Company's open source connected car solutions including Sync Gen 3, Sync services, as well as SmartDeviceLink, the API system for integrating mobile into passenger vehicles and which is the genesis for Apple's CarPlay and Google's Android Auto. Also, while working with MSD Performance, Ellis & Associates launched Brainwave, an open platform for connecting vehicles in the automotive aftermarket.

We understand that the Transportation 1.0 assumptions of the individually owned, human driven, combustion-based vehicle are quickly crumbling and the inevitable shift to Transportation 2.0 (shared, autonomous, electric vehicles) requires critical thinking, envisioned with inventive products, and managed through innovational private / public partnerships.

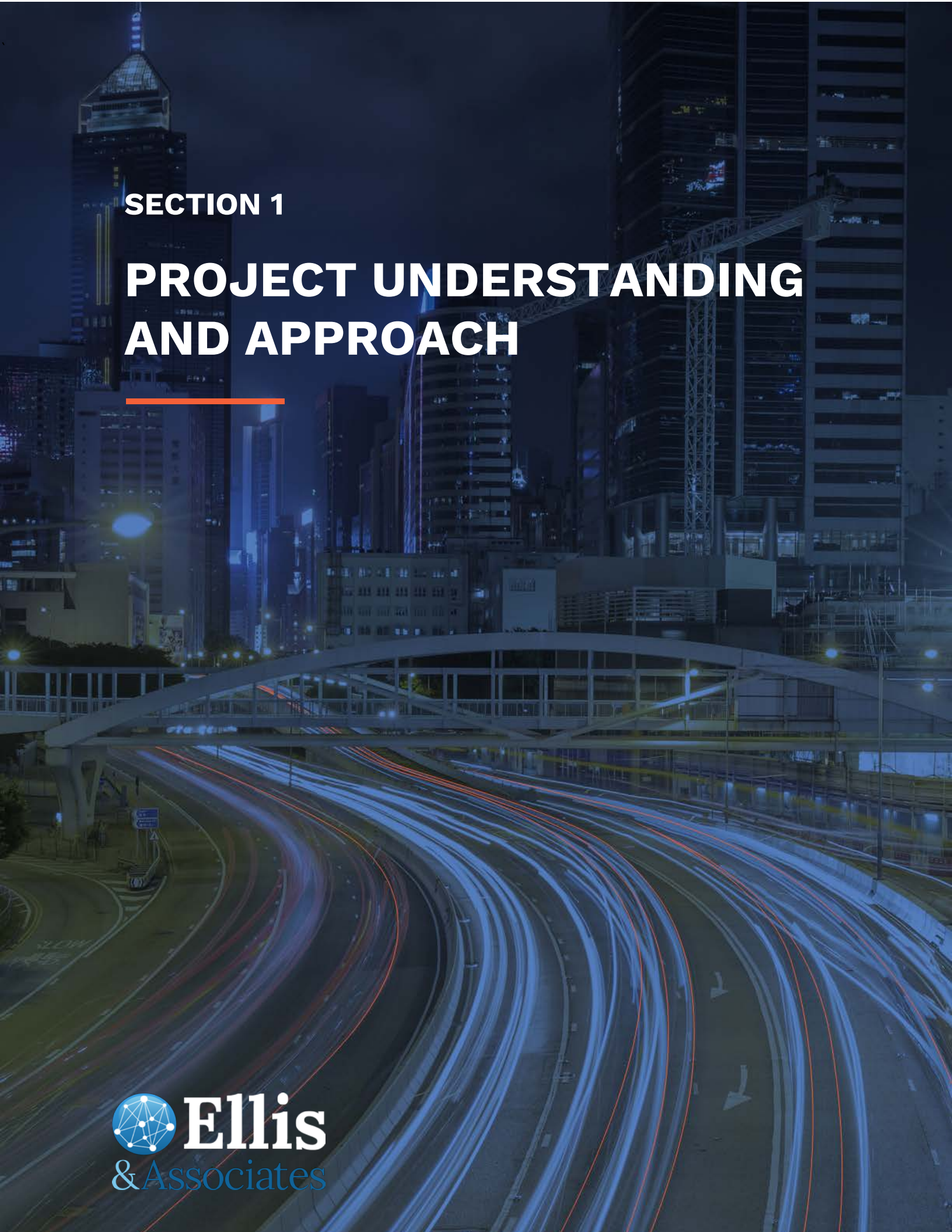


CITYFI

The CityFi team has been leading groundbreaking efforts from Singapore to Denver to New York City to look at the varying possible outcomes and impacts resulting from the convergence of shared, electric, active, and autonomous technology on our urban landscape. We believe that with the right combination of policy, co-creation, new business models, and appropriate layering of technology and data agreements, win-win-wins with triple bottom line outcomes are possible.

There are opportunities to drive change, and to shape change. What there is not time for is sitting on one's hands with the pace of innovation in the private sector. We believe in starting with core values and working towards resources, with a strategy to clearly define desired outcomes for our clients, in this case LADOT. We then define a process to allow the private sector to harness innovation in outlining a response as to how they will meet the cities objectives vs. the city forced to react to product, service, or technological innovations; avoiding a massive distraction. In a nutshell, we believe in proactive movement vs. reactionary cycles. When forced to react, it is within a flexible framework for innovation created for such circumstances regardless of the technology.

CityFi team members have also been instrumental in building or innovating upon some of the sharing economy and new mobility business models taken for granted today, from traditional car sharing, to free-floating, to docked bikesharing and microtransit.



SECTION 1

PROJECT UNDERSTANDING AND APPROACH

Ellis & Associates

PROJECT UNDERSTANDING

Ellis & Associates and CityFi[1] are knowledge leaders in Transportation 2.0 which allows us a deep understanding of the Program Manager project and all the related critical issues. We know that it is imperative that the LADOT quickly, deliberately, and methodically adapt new systems, risk management, technology, and business models all while ensuring the City fulfills its promise of racial and socioeconomic equity.

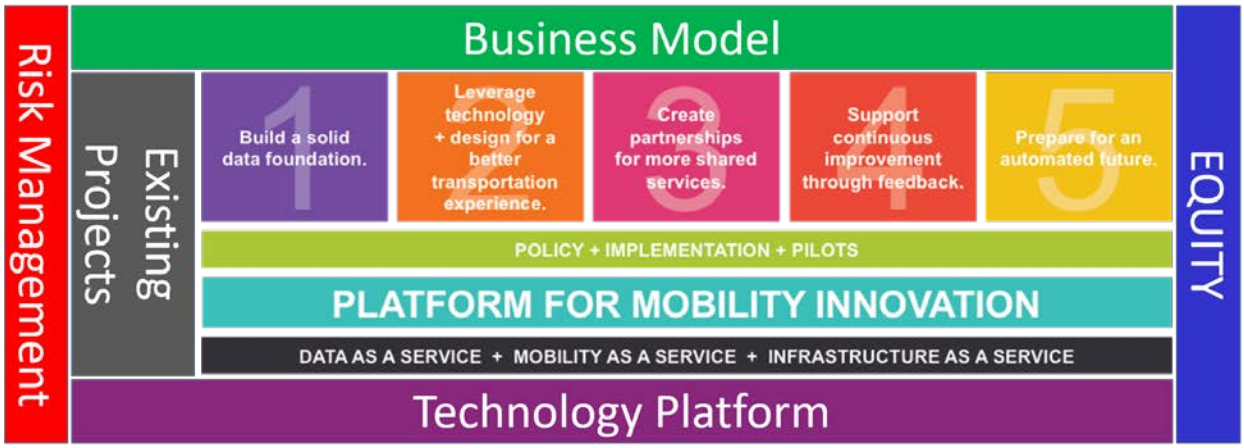


Figure 1 - Ellis & Associates' Understanding of the Program Manager Role

Figure 1 visually describes our overall understanding of the LADOT Program Manager project. Building on and around the framework developed in the *Urban Mobility in a Digital Age* project, the LADOT Program Manager will own and deliver across five areas as outlined below.

1. Business Model
2. Technology Platform
3. Existing Projects Integration
4. Equity
5. Risk Management

Our understanding of the project is based on identification of three key problems, that when solved will constitute a successful implementation, and represents the foundation on which our proposal is based.

[1] The use of "we," "us" or "our," unless otherwise noted, means Ellis & Associates and CityFi.

System Efficiency: The City of Los Angeles transportation network is becoming more strained every year. The LADOT needs to address the capacity and flexibility of its transportation network without having to add infrastructure or expand roadways through imminent domain or creating decked or subterranean features.

Business/Financial Model: The decline in gas tax revenue requires a new mechanism to fund transportation infrastructure, now and into the future.

Policy and Procedures: Preparing policy for an autonomous future that balances the needs of the public with those of the private sector.

We fully comprehend the LADOT vision for Transportation 2.0 and its foundation of a Shared, Autonomous, Active, and Electric mobility system. We see these areas are of critical importance as we develop solutions for urban mobility in the digital age. Shared and ride-share vehicles, offered through technology companies like Uber and Lyft, are conditioning the riding public to abandon their reliance on individually owned automobiles.

Autonomous/active vehicles are removing the human factor of driving which decreases collisions and increases mobility for people who currently cannot drive because of age, disability, or other limiting factors. Electrification of the fleet is improving air quality while decreasing maintenance and fuel costs. And when combined, we anticipate a decrease in direct vehicle operating costs from roughly $0.60 per mile to as low as $.068 per mile.[2] This and other data suggests there is a business model to enable a new generation of Mobility-as-a-Service (MaaS) companies.

> "Transportation 2.0 implementation success hinges on addressing System Efficiency, Business Model, and Policy."
>
> -Ellis & Associates, 2018

[2] Seba, T., & Arbib, J. (May 2017). Rethinking Transportation 2020-2030 (p. 17, Rep.). ThinkX.

In parallel to the terrestrial vehicles, fast-paced developments are in motion for low altitude aerial vehicles. A burgeoning Unmanned Aerial Vehicle (UAV) market is using electrification/battery and communications technologies to accomplish tasks that were once impossible. Future UAVs promise to incorporate autonomous technologies that enable Beyond-Visual-Line-Of-Sight (BLVOS) flights which will eventually allow for a new means of parcel delivery. There is also compelling evidence that these technologies and others will mature to enable a market for human occupied autonomous air-taxis which will enable a new MaaS business model to take passengers to and from newly created vertiports.

Adding to the complexity of Transportation 2.0 are the communications and electrification technologies enabling a new type of pay-per-use MaaS model that features dock-less bikes and scooters. These modes offer riders more diverse options for local transportation, alleviate the “final mile” challenge, and help minimize traffic on the roadways. However, they introduce a new set of problems for municipalities who are responsible for maintaining clean, safe, and barrier-free public spaces and rights-of-way.

Municipalities are taking widely different approaches to understanding and adapting to the evolving vehicle and mobility technologies. A few municipalities have decided to focus their resources on setting up test beds, with an eye towards economic development. Other municipalities focused on making headlines, but without a real direction or purpose. Our position is this: Proving these technologies is a critical function but only a small part of the equation. At Ellis & Associates, we know that the bulk of the work comes when these new transportation technologies are integrated into the fabric of existing and future transportation networks and infrastructure. We recognize that how and when this integration happens is key to long term success.

Data sharing efforts, and after-the-fact relationships result in piecemeal and latent policies which force cities to focus efforts on knee jerk reactions to a barrage of

> “Not every innovation in transportation is going to come from government or even a large enterprise.”
>
> -Anthony Foxx
> Former U.S. TRANSPORTATION SECRETARY

problems caused by one-sided integration from the private sector. Furthermore, these same cities are constrained by an outdated business model and the dwindling financial resources from the inevitable decrease of gas tax revenues.

RISK MANAGEMENT & INSURANCE

Considering the recent incident in Tempe, Arizona, when an autonomous vehicle operated by Uber fatally struck a pedestrian, it is imperative to manage all aspects of risk. Our study of the universal impact of Transportation 2.0 shows that the insurance industry will undergo an inevitable and transformational shift. There are several major factors that will drive change in the business model for the automotive insurance industry. Individual vehicle ownership will dwindle and autonomous vehicles will remove the human error factor of driving. This results in a liability shift from individuals to automotive OEM's, and MaaS companies, and possibly even to municipalities.

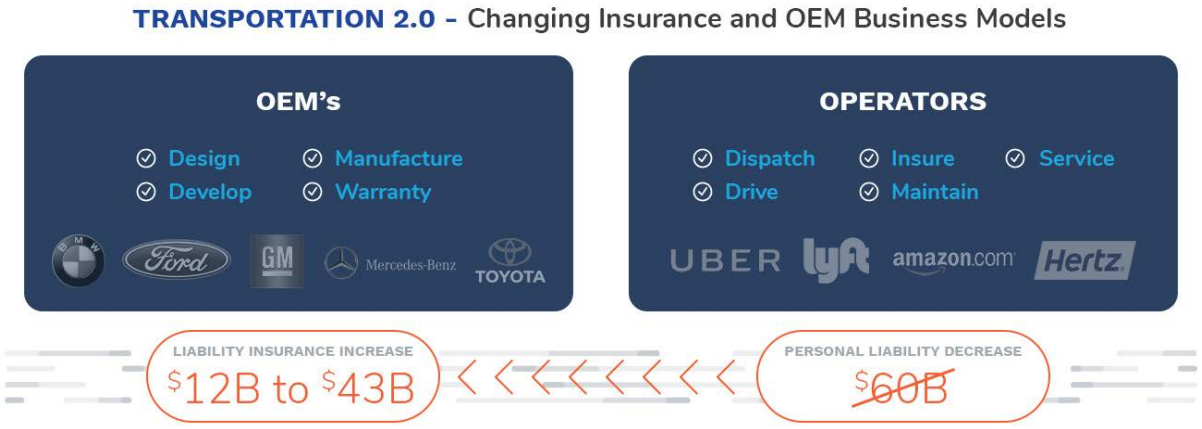


Figure 1.2: KPMG, Automobile insurance in the era of autonomous vehicles

We suggest that the Program Manager needs to carefully monitor the autonomous landscape so that Los Angeles does not become ensnared in burdensome risk due to poor business decisions by automotive OEMs and MaaS companies.

TECHNICAL APPROACH

Our technical approach starts with the premise that the LADOT transportation system is a *product that then facilitates services with varying impacts to the system.* Today, the LADOT product consists of rights of way, roads, walkways, bike

paths, bridges, as well as accompanying signs, and paint (directional and curb) provided to the public and enabling travel from place to place. The government-granted public rights of way allow personal, unfettered access to the entirety of the transportation system which includes freely walking, biking, riding, or driving from Point A to Point B.

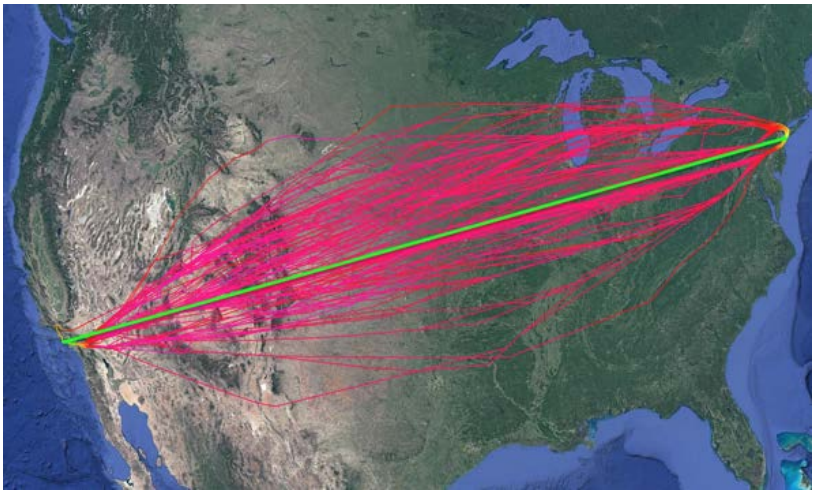
We have a vision of the future of Transportation 2.0 where fees, rights of way, and access grants are re-organized to accommodate shared, autonomous, active, and electric modes of transportation. Our plan will introduce a new business model that ensures long term sustainability in an equitable fashion. The following describes how the future of transportation will come together.

We developed our view of Transportation 2.0, in part, by our study of how other transportation networks operate. One of these is the National Air Space (NAS) as managed by the Federal Aviation Administration (FAA). The NAS does have similarities to the hardscape LADOT provides. However, the NAS hardscape is defined by airports, terminal control areas, airways, and navigational aids rather than concrete roadways. And unlike the LADOT, the FAA controls the routing of individual aircraft operating within the controlled Class A and Class B airspace. The FAA accomplishes this through a network of Air Traffic Controllers (ATC) whose primary responsibility is to maintain separation of aircraft in-flight. This system is very effective and in 2017, achieved zero commercial fatalities.

Part of the reason for this safety record is the fact that the system manager, the FAA, is responsible for routing individual commercial aircraft. This level of control allows the FAA to not only keep aircraft from flying into each other, it also allows the FAA to address several variables to maintain a balanced system.

To illustrate this point, Figure 1.0 depicts six months of routing of American Airlines Flight 133 as it flies across the country. The aircraft's route varies greatly from the "ideal" path shown in green. Our research shows that this active management effectuates a desired outcome whether that is to ease congestion, increase separation of aircraft, minimize fuel burn, weather avoidance, or system outage avoidance. We know that it is a regular practice of the system manager, and it is effective. Our Program Manager strategy proposes a future system where the LADOT

offers routes as a product. Not just for low-altitude airspace, but for the entire Transportation 2.0 system, both aerial and terrestrial.



AMERICAN FLIGHT 133

Over a six-month period, AA133 was routed from the ideal path based on traffic, weather, and other factors

Figure 1.0 American Airlines Flight 133 [3]

> "We suggest that the LADOT offer routes as a product for the entire Transportation 2.0 system, both aerial and terrestrial."
>
> -Ellis & Associates

We believe the routing concept can be applied in new and innovative ways. Our example considers the management of an autonomous vehicle. The rider will determine the start point and destination while the entire point-to-point route including turn-by-turn navigation is administered as a product by the LADOT. Through the administration of millions of routes a day, the city then has the ability to affect and improve the capacity of the system through improved efficiency.

The implications of this scenario are appreciable. We have reviewed multiple University studies which suggest that controlling a mere 8-10% of the routing within a transportation network results in a significant reduction in congestion. This shows

[3] Air Traffic Control Enters the 21st Century Jon Kelvey - https://www.airspacemag.com/flight-today/air-traffic-calming-devices-180967713/

that a city can enhance traffic efficiencies and therefore increase safety with minimal hardscape improvements, and without the full adoption of autonomous vehicles.

As the private sector continues to create new transportation products, Ellis & Associates proposes a routing program designed to be adaptive to non-traditional uses. For example, in the case of a dock-less bike share, LADOT administers the destination, or end parking space of the bike, effectively controlling where riders park bikes at the end of rides. Through thousands of transactions, the LADOT uses its authority to incentivize, through pricing, when, and how many of these assets occupy city spaces. This allows the LADOT, through technology rather than enforcement, to keep streets and sidewalks clear from Transportation 2.0 clutter.

Most people use routing products in one form or another. Whether it is for walking, driving, biking, or navigating public transit, they are a click away on any smart phone app provided by companies like Google, Waze, and Bing. While these products are useful for navigation, they typically display the shortest or fastest route. We envision routing products that identify options/solutions for different variables and provide alternative types of routes for MaaS companies and their customers. Some examples are as follows:

- Least Cost Route
- Scenic Route
- Emergency Route
- Guaranteed Arrival Time Route
- Safest Route

These routing products are offered in response to a movement request by a MaaS operator or even the vehicle itself on behalf of a rider. In real-time, a route, or combination of routes is presented to the rider who then selects the route most appropriate for their personal needs. This is similar to the way MaaS works in commercial air travel today.

The pricing of these routes is based on an asynchronous algorithm solving for one or more real-time observers of the system. This would most likely, at least in the beginning, be a measure of system load (i.e. traffic or congestion). It could also solve for other variables that represent a value based on real-time input from the LADOT.

EXECUTION

The foundation of our approach involves a control loop. Webster defines a control loop as “an automatic control system in which an operation, process, or mechanism is regulated by feedback.” Control loops exist today in a variety of ways including controlling traffic lights, internal combustion engines, and aircraft autopilots. They are also a key component in autonomous vehicles. For the purposes of this bid response, we will use the term control loop to describe how our proposed system will be executed technically and commercially.

The control loop’s components include a route controller, real-time sensing (observer) and a pricing engine. Figure 1.1 presents a generic control loop model.

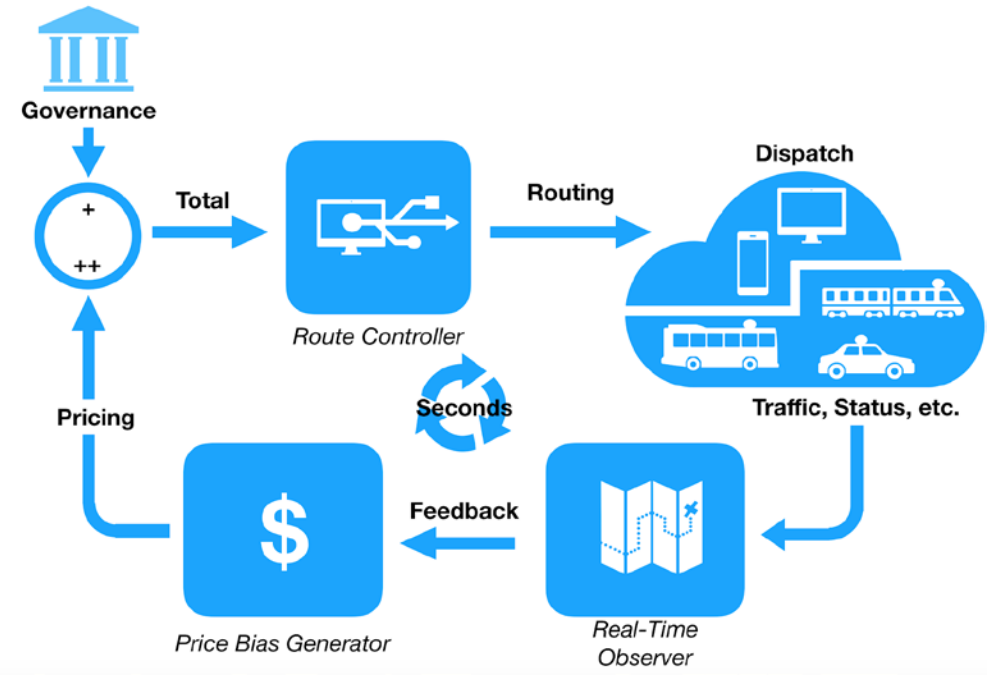


Figure 1.1 - Ellis & Associates 2018

Each block within the control loop represents a high-level application class or group of application classes where the LADOT or the private sector contribute product. The boundaries between the blocks are defined by Application Program Interfaces (API) under the direction from the Program Manager.

ROUTE CONTROLLER

The route controller is a high-level application class within the control loop. Within the class, several types of route controllers will include several types of routes and applications from disparate companies. The route controller will, among other things, receive input about the vehicle, such as type, size, number of occupants, amount of cargo, amount and type of energy used (gas or electric), etc. The behavior of the application in terms of route selection is based on a number of these selectable variables based on input from the LADOT. For instance, a fire truck, a commercial delivery vehicle, or a single occupant autonomous vehicle are presented with different routing options, or automatically assigned a specific route.

REAL-TIME OBSERVERS

System Observers is another type of high level application class. This class takes inputs from real-time sensors that measure traffic volume and congestion, or any number of inputs that may affect how the LADOT wishes to manage the network. For

example, a traffic sensor is an example of a system observer, and can be implemented in any number of ways using traffic cameras, loop sensors at intersections, roadside sensing technologies or feeds from private companies like Google, Bing, etc. This measurement may occur in real-time or be forward looking using predictive analytics.

PRICING BIAS GENERATOR

The pricing class takes data from the system observer and couples it with programmed inputs required to achieve a bias to affect an outcome. For instance, if the City of Los Angeles wants to minimize thru traffic in a certain area in preparation for a major event like a baseball game, the pricing module would bias pricing higher to incentivize passengers not going to the baseball game to avoid this area. There are countless possibilities using pricing as a mechanism to control traffic in the City of Los Angeles in ways never before considered.

BUSINESS MODEL

When our team researched the optimal way to execute such a system we investigated the financial challenges that face other large-scale efforts. Traditionally, governments build infrastructure using public dollars collected through taxation, or fund raising through municipal bond sales, debt, etc. Projects like this are administered through a vertically oriented process that defines, procures, and maintains these large systems. This is typically how most current transportation systems are built and managed, and while proven, it is expensive to build and maintain. It is also failure intolerant and invites a great deal of public scrutiny when inevitable failures occur.

In contrast, private sector technology approaches are much different. For example, the Android mobile ecosystem consists of hardware, apps, a development

community, and development tools. Google, the parent of the Android operating system, manages the operating system as a platform, where technology companies convene to add value to the platform through applications. These applications or Apps are sold on the Google Play Store generating revenue for the app developers as well as Google as compensation for creating and managing the system. This approach enables a business model for apps where winners and losers are determined by market forces, thus making the system failure tolerant. Google, in this example, could have decided to take a vertically integrated approach whereby they control the entire experience from hardware up to apps. Had they taken this route the system would be much less rich than it is today with fewer choices for both hardware and app solutions.

Our approach to implementation includes this concept of a technology platform where the LADOT has the option to play the part of Google, thereby establishing the boundaries of the system and thus defining, through the development of API's and Application Classes, how the private sector will participate. Revenue will be generated for both the DOT and its partners through the administration of routes, parking fees, etc. Winners and losers will be determined by the effectiveness of these applications in a designated test bed environment, certified by the LADOT according to specifications and a process defined and managed by the Program Manager.

Furthermore, by leveraging the CityFi experience practically implementing P3's as government officials (as CIO's, CTO's, Transportation Commissioners and Directors of New Urban Mechanics), as well as on the private sector side (Zipcar, Positive Energy Practice, various startups), the combined team will bring a combination of technical understanding, financial modeling experience and pragmatic, real-world city implementation experience to design the 21st century systems needed for Transportation 2.0.

> "Revenue will be generated by the administration of routes, parking fees, etc."
>
> -Ellis & Associates

LEVERAGE

Vertically integrated platforms like the current transportation system are a one-for-one investment for the LADOT. Every dollar spent represents a dollar of installed hardscape, which begins to depreciate immediately. The entire system is in a constant state of construction or decay, investment or depreciation. A vertically integrated system requires a constant supply of capital and a maintenance budget to keep the system running and growing. Often growth in these systems is non-linear with the funding mechanism.

Technology platforms such as the one being suggested are different. For the platform owner/architect, LADOT in this case, the up-front investment is in establishing technical, legal, and commercial structures that enable a business model for the private sector. Investment in these structures is a one-to-many relationship. In other words, for every X dollars in investment, it enables Y dollars in commerce. To illustrate this point, let us consider the previous Android example. Google built the App Store as part of the Android technology platform with X ≃ $50M, that has now enabled Y = $60B in annual app sales as of year-end 2017. The upfront capital investment was made one time and the ecosystem continues to provide annual revenue. We recognize that additional dollars are deployed yearly to enhance, support and grow the ecosystem, but these investments yield a positive return on investment in the form of future sales growth of the app store.

Our approach to the business model for the Transportation 2.0 platform product will be as a technology platform company, where X dollars invested in the proposed platform through this task order, the incubator, and future task orders will enable Y dollars in revenues collected from the administration of routes, parking, etc. The leverage ratio (Y/X) continues to increase as autonomous Vehicle Miles Traveled increases and as aerial vehicles join the system. Furthermore, this approach permits LADOT to spread the costs of maintaining the system across future city partners as they adopt the system.

LICENSING AND LEGAL

We have tested the hypothesis that the public right of way granted to individuals for traveling on a public roadway does not necessarily extend to autonomous vehicles,

especially those without passengers. Our research suggests that rights-of-way are a legal mechanism to offer routes-as-a-product within the Transportation 2.0 technology platform. However, there are potential holes in this strategy that LADOT will need to supplement. For instance, in the case where the city may not own the fee title to the underlying property associated with the public right of way, new constructs are needed to modify the law governing the easement used for public travel. We understand these complexities and are prepared to work as the Program Manager with the appropriate city resources to create or modify any city statutes necessary to enable Transportation 2.0 in all terrestrial and aerial modalities.

The previous text provides our general understanding of the transportation market & industry, where they are going and our proposal for how LADOT can respond with a product-focused technology platform approach that is economically sustainable and positions LADOT as the control authority for the movement of goods and people on the streets and in the air of Los Angeles. The following text outlines our specific understanding and commitment to delivering the Program Manager tasks.

TASK 0: TRANSPORTATION 2.0 PROGRAM MANAGER

We proposes to manage the technology platform as a living product rather than a project. Living products are in a constant state of evolution and are managed using tools that enable a continuous development and innovation cycle. Figure 1.2 shows the Ellis & Associates product management process. It starts with the technology platform product which is defined technically by the Program Manager (Development Program and Infrastructure) and published through regular releases. The commercial development community use these definitions to make product. Companies release products into operations according to a validation process defined by the LADOT. LADOT learns through real-time operation of the control loop, feeds back into the platform development effort which is considered by stakeholders, and the process continues.

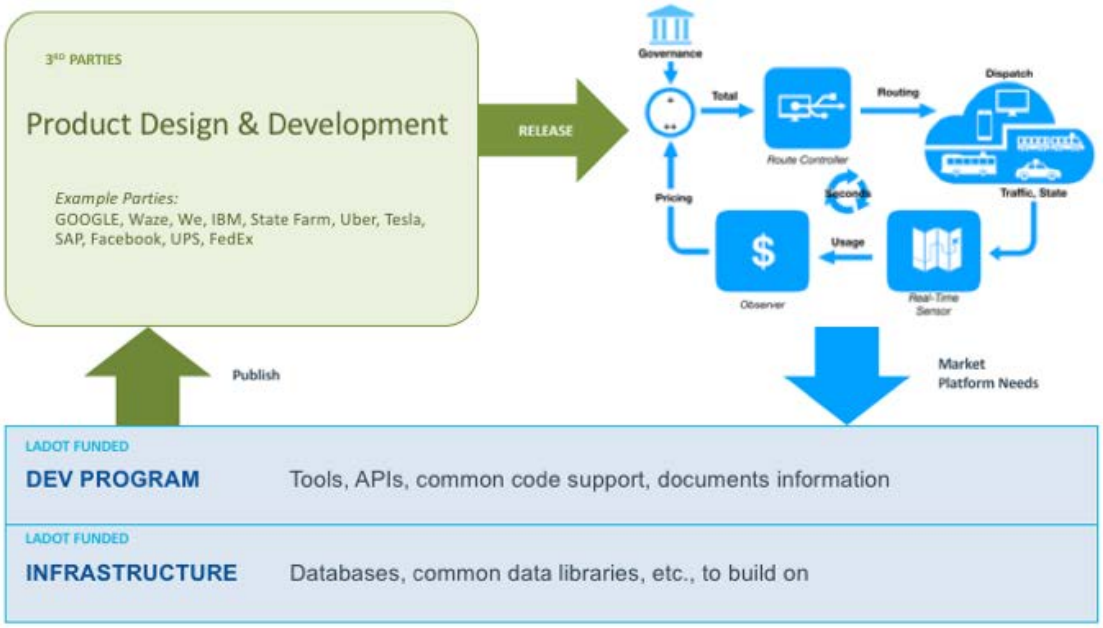


Figure 1.2 Ellis and Associated proposed product management process

The Program Manager will own the LADOT platform product over the duration of this TOS contract. However, we believe LADOT needs to develop this type of management competency within the organization so that the LADOT platform is viable long-term. Therefore, while not a listed deliverable, we will define training and competency frameworks to help LADOT make this competency transition.

TASK 1: EXISTING PROJECTS

We anticipate using a four-phase framework for managing each project in Task 1 over the three-year contract. We expect that the proposed framework is robust enough to incorporate the dynamics and issues that any of the projects will present.

We describe the four-phase framework below. While each project will start with Phase 1, we believe each project will need a different amount of time for each phase and thus, different overall schedules. We welcome discussion with the LADOT team as to how we might modify the framework based on their experience with these existing projects.

Phase 1 - Learning. In Phase 1 we discover and understand the project. This starts with a review of the project formation charter including but not limited to the structure, deliverables, goals, team members and budget. Acknowledging that each project is unique, we anticipate the duration of Phase 1 to vary project to project.

However, based on an initial analysis, we suggest that the minimum amount of time for Phase 1 on any project is about three months.

Phase 2 - Gap Analysis. Once a project discovery is complete, the next step is to measure the project against the technology platform deliverables identified in Task 0. We understand that the Task 0 deliverables are living documents and therefore expect the gap analysis to be somewhat fluid in terms of execution and timing. The goal for Phase 2 for each project is a complete list of areas where LADOT will need to adapt the project to align with the overarching technology platform project from Task 0.

Phase 3 - Execution & Management. Phase 3 is about executing and managing the adaptations identified in Phase 2. In this phase, we expect there will be learnings from individual projects that will feed back into the technology platform deliverables from Task 0 forming a feedback loop between existing project implementations and the development of the Task 0 technology platform deliverables. We understand that the Program Manager role, in this phase, is about guidance and leadership to the LADOT program management team and associated project leads. Considering that, we anticipate regularly scheduled project briefing and update sessions. Ellis & Associates and LADOT will establish the mutually agreed-to specific frequency and duration prior to the start of Phase 3. In addition, we propose to use the same product release cycle approach as outlined in Task 0. This means there will be regularly scheduled releases of “product” for each existing project. Ellis & Associates, subcontractors, and LADOT will develop a mutually agreed-to release schedule after completing Phase 1 for each project.

Phase 4 - Sustaining. At this time, we are unclear if any of the existing projects are time limited or meant to be ongoing. Therefore, Phase 4 is about the ongoing sustainability of a given project or the graceful termination of the project. For those projects that are meant to end, this phase ensures that every project sponsor signs off on the project termination and archives all project material for future reference and study. For those projects that are meant to sustain, we will ensure a proper and timely handoff of responsibility to the appropriate new owner.

TASK 2: STRATEGIC IMPLEMENTATION PLAN EXECUTION

The Strategic Implementation Plan (SIP) identifies approximately 10-15 Task Order Solicitations initially needed to activate and deploy the technology platform outlined in Task 0 along with several Task Order Solicitations for anticipated services operating over the technology platform. We propose a three-phase approach to executing the Strategic Implementation Plan.

Phase 1a - Stakeholder Buy-In. Any technology implementation plan needs to have broad stakeholder buy-in. In this phase, we will assist LADOT in securing buy-in from departments, and agencies across the City of Los Angeles. We will also support LADOT in securing support from within the Los Angeles City Council.

Phase 1b - Update the Plan. Experience suggests that as part of the stakeholder buy-in exercise there will be updates and additions to the Strategic Implementation Plan. At this time, we are not sure how long this phase will take. But, as the SIP introduces a radically new approach for Los Angeles, we anticipate this phase could be about 4-6 weeks on the low end and up to 3 months on the high end.

Phase 2 - Execution. At the outset of this phase, we will create an order and schedule for publishing the Task Order Solicitations based on the initial work done in Task 0 as well as Task 1. Then, we will develop, package, and publish the Task Order Solicitations per the schedule.

Phase 3 - Versioning. Based on what we know, we anticipate the SIP evolving over time. Therefore, we will implement a product release cycle like the release cycle described in Task 0. The specific frequency of the release cycle will be mutually agreed-to by Ellis & Associates and LADOT.

Culture is a key determinant of successful DIGITAL TRANSFORMATION. We can change our technologies, our infrastructure, and our processes, but without addressing the human element, lasting change will not happen. Therefore, in addition to any technical Task Order Solicitations, and subject to approval from LADOT, we will issue a culture-change Task Order to develop and deliver the necessary culture training and materials to support LADOT as they transition to a world where code is the new concrete.

TASK 3: PARTNERSHIP DEVELOPMENT AND OUTREACH[4]

The City of Los Angeles wants to play a significant role in advancing technological best-practices as it becomes a world-leading smart city. The LADOT is a major catalyst for these advancements. Developments in transportation infrastructure and services deliver a wealth of evidence that proves Los Angeles is a pioneer in areas like autonomous cars, smart and multi-modal transportation and other IoT use cases.

However, neither Los Angeles or LADOT is receiving the recognition it deserves across the global technology industry. It is currently not involved in broader industry conversations about technology best-practices, has limited exposure to leading technology influencers and has no substantial presence at major technology events outside transportation.

LADOT needs to craft a compelling story and engage in the discussions where today LADOT is absent, understand the major commentary platforms available to spread LADOT's message, and identify the key influencers it must work to get to know that will carry its messages and stories to the technology world.

THE OBJECTIVE

Position LADOT as a driving force behind Los Angeles being widely *respected* and *recognized* as a leading global city and the center of Transportation 2.0 in terms of private sector innovation and public-private-partnership to bring bold ideas to the streets in record time over the next decade. From idea incubation, to piloting concepts, aligning new business models with public sector goals, then scaling on city streets (lacking today), and finally launching products and services to other cities that are tried and tested.

BUILDING RESPECT

Earning the respect of the technology industry is about:

- Establishing permission to speak;

[4] We have partnered with CCgroup and CityFi to deliver on this specific task.

- Proving LADOT is at the forefront of smart and equitable transportation innovation; and
- Developing thoughts and opinions that prove LADOT has a vision for the future of smart and equitable transportation, consistent with all technological developments.

ACHIEVING RECOGNITION

Winning recognition from the technology industry is about:

- Capitalizing on industry leadership platforms at major technology events;
- Encouraging the technology media to engage in and attend planned transportation events; and
- Leading a sustained media relations program with key technology influencers.

GAINING PARTNERS

Gaining technology and transportation partners is about:

- Being open to doing business differently;
- Being the convener of companies, organizations, and other cities to discuss and develop the new approaches and solutions required by Transportation 2.0;
- Having a place both virtual and physical for technology partners to congregate and interact; and
- Aligning incentives and outcomes for long-term partnership sustainability.

MESSAGING & POSITIONING WORKSHOP

This can be face-to-face (preferred) or remotely. The workshop is an opportunity to unite LADOT behind a set of compelling messages and a story it can use to build respect amongst the technology industry.

Our message to the industry will be the confluence of these four key elements:

About LADOT: What do we offer? What is our vision?

About what's happening: What have we deployed? What are we building? Why is LADOT doing it?

About the market: Why are we leaders in smart transportation? Why is this a significant element of becoming a smart city? How are we using technology and "smartness" to deliver meaningful and sustaining transportation equity?

How we work: How do we envision co-creating with the private?

Of these, Insight is the most differentiating:

What do we know about the industry, that nobody else does?

What is unique about Los Angeles and the opportunity it is providing?

How will this change the fortunes of other cities and smart transportation providers?

Key outputs:

City positioning document – differentiated from other transportation providers/smart cities, and building upon the *Urban Mobility for a Digital Age* and NACTO's *Blueprint for Autonomous Urbanism* documents, the city positioning document ensures a cohesive message for LADOT for all public facing opportunities (media engagements, speaking at industry events etc.) Selection of thought leadership ideas/stories for further development to secure ongoing industry/technology media profile and speaker platforms.

CAPITALIZE ON MAJOR INDUSTRY LEADERSHIP PLATFORMS AT MAJOR EVENTS TO ACHIEVE RECOGNITION

The following proposed plan is for the remainder of calendar year 2018 and through Q1 of 2019. Based on LADOT's experience with this event engagement, Ellis & Associates along with CCgroup and CityFi will develop a 2019 and 2020 partnership engagement strategy.

MOBILE WORLD CONGRESS AMERICAS

SPEAKING: The deadline for call for papers for the 2018, based in LA, is 11th May. CCgroup has received an early look at the proposed agenda and advancements in smart cities features prominently on it. We recommend following up with show organizers (we have already identified and spoken to the key decision makers) to secure LADOT a speaking slot as part of the smart cities focus. This will require devising a coherent story, pitching to the GSMA team, and then lobbying for subsequent inclusion.

MEETING THE TECH MEDIA: MWC Americas typically attracts a handful of influential technology and industry media. CCgroup will engage with these to set up interviews for LADOT during their stay. This would be in addition to any speaking engagement.

MOBILE WORLD CONGRESS, BARCELONA

SPEAKING: The same team that selects speakers for MWC Americas also selects the content for the showpiece Barcelona event. A formal process will take place over the summer for us to pitch for inclusion on the main agenda. CCgroup has an excellent record of accomplishment of success here having secured 11 separate speaking slots for its clients across the main conference, the Women4Tech Summit, the CMO Summit and the Ministerial Programme.

MEETING THE TECH MEDIA: MWC attracts more than 1,500 of the world's most influential technology and business media. CCgroup will set up interviews at the show to supplement any speaking engagements.

CONSUMER ELECTRONICS SHOW (CES)

SPEAKING: As with Mobile World Congress, there is a formal process to follow for people wishing to speak at CES. The process for CES 2019 begins in June 2018. As per the GSMA events, CCgroup will lead the process on behalf of LADOT and position the GM as a prominent speaker on consumer benefits related to smart and equitable transportation, autonomous vehicles, and smart cities.

MEETING THE TECH MEDIA: As above, CCgroup will identify all relevant media in attendance and create pitches to entice them to meet with LADOT.

LEADING A MEDIA RELATIONS PROGRAM WITH KEY TECHNOLOGY INFLUENCERS (ACHIEVING RECOGNITION). BUILD A STORY, TAKE IT TO THE TECHNOLOGY MEDIA IN THE US AND EUROPE

The story will form an introduction to LADOT and its key technological achievements to position it as the poster child within a thriving and respected smart city (Los Angeles). Challenge the industry's perception of smart cities by providing the reality behind perceived challenges and obstacles that prevent various use cases and services becoming reality.

LADOT GM to become the mouthpiece for the story and deliver a series of interviews to prominent technology, telecoms and IoT publications i.e. the global industry. Crucially the success of this activity does not rely on targeting media attending specific events but sees us going proactively to them at a time of our choosing, thereby mitigating all competition from a busy trade show.

This proactive engagement strategy will generate the necessary knowledge and excitement to cause technology companies and organizations to seek partnership

with Los Angeles. This coupled with any incubation-type work the City is contemplating will establish Los Angeles as the place to develop and deliver new products and services to improve the movement of residents, visitors, and goods throughout the city.

TASK 4: AS-REQUESTED STRATEGIC ADVICE

Through Ellis & Associates' recent AFE contract experience and CityFi's writing *Urban Mobility in a Digital Age*, we understand the type of strategic advice engagement that works for the LADOT team. In delivering this task as part of the Program Manager role, we anticipate a four-phase approach as outlined below.

1. **Phone calls**. We anticipate regularly scheduled phone calls between the LADOT and Mr. Ellis and Mr. Petersen. We also expect there will be "as-needed" phone calls outside of the regularly scheduled calls.

2. **Messaging**. Our AFE experience showed that email and other immediate messaging mediums (e.g., text, Whatsapp) were successful in addressing as-needed or in-the-moment questions and strategy requests for LADOT. As such, we expect a rich level of messaging interaction throughout this Program Manager contract.

3. **In-Person**. We expect that the LADOT and Mr. Ellis and Mr. Petersen will have regularly scheduled in-person meetings during those weeks where either Mr. Ellis or Mr. Petersen is in-office at LADOT.

4. CityFI and Ellis & Associates have created a partnership to make available the incredible transportation and strategy experience of the CityFi founders. Our respective teams expect to convene multi-day in-person meetings in Los Angeles for formal strategy discussions (about 4 a year) as well as maintain regular strategic advisory phone calls.

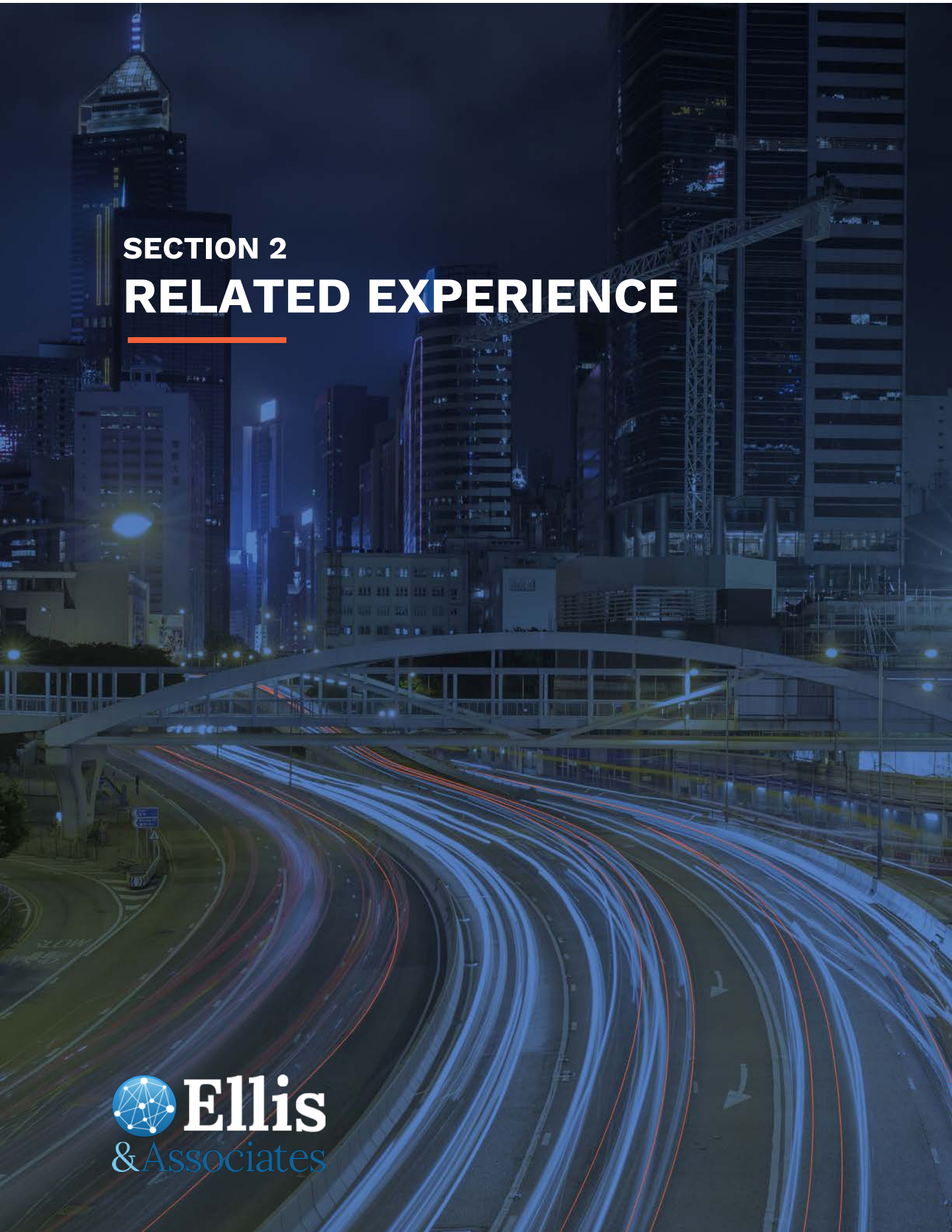
5. Additional in-person discussions and phone calls will also be available with members of both the CityFi affiliate network as well as the Ellis & Associates extended community.

TASK 5: LADOT SUPPORT

We will initially staff the Program Manager project with John Ellis, President of Ellis & Associates and Todd Petersen, Principle (bios attached in the team members section).

With the project spanning three years, we expect the amount of time physically in the LADOT office to change as the project evolves. At the outset of the project, we commit to Mr. Ellis being in the LADOT office 10 business days per month and “as needed” the rest of the month along with Mr. Petersen being in the office an additional 3-5 business days a month. Ellis & Associates and the LADOT will mutually agree to the specific days and weeks in any given month to ensure the most effective engagement for the LADOT.

After the initial six months and as the project evolves, Ellis & Associates will discuss in-office requirements with LADOT and commits to being in-office accordingly.



SECTION 2

RELATED EXPERIENCE

Ellis & Associates

ELLIS & ASSOCIATES EXPERIENCE

Ellis & Associates has extensive technology platform and product experience. From end points (phones, cars), to ecosystem programs, and mobile and roadway infrastructure, Ellis & Associates has a demonstrated record of accomplishment of project management and delivery to schedule and cost targets for both commercial and government customers. We are pleased to provide the following examples and references. More are available on request.

The Intelligent Transportation System - Joint Program Office (ITS-JPO), a department within the US Department of Transportation contracted Ellis & Associates as a subcontractor to Leidos (prime) to design and deliver a 3rd party ecosystem for the US DOT's connected vehicle program. A 3rd party ecosystem is a well-established business model within technology companies but very foreign to the transportation industry. While the design was well received and fully approved, federal budgetary issues precluded the program from being fully realized. The full report including the supporting financials can be found here[5]. Reference: Greg Krueger.

[5] https://www.dropbox.com/s/jv0ixdf6d9824i7/NHSTA_Discussion_21-May-2015-v2.pptx?dl=0

In 2011, Ford Motor Company hired Ellis & Associates to write a software strategy paper for the connected car division. The question Ford wanted to answer was "How do we develop this business and how do we make it sustainable and profitable?" The strategy report was so well received that Ford hired Mr. Ellis as Global Technologist, the highest-level software executive in the company. Mr. Ellis built a team that delivered platform technology along with a developer program that today has over 25,000 developers, has become an overarching automotive industry effort and is the genesis for Apple's Carplay and Google's Android Auto solutions. More information on Ford Motor Company's SmartDeviceLink program is available online[6].

Throughout his 20-year career at Motorola, Mr. Ellis was at the forefront of technology innovation and development. During the latter part of his Motorola tenure, Mr. Ellis was part of the leadership team that delivered the world's first mobile 3rd party developer ecosystem. At its peak, the MOTODEV program was home to over 25,000 developers and companies and was the genesis for both the Google Android ecosystem (today a $60 billion business) as well as the Apple iTunes ecosystem (today a $58 billion business). Google shuttered the MOTODEV program shortly after purchasing Motorola Devices in 2012. More information on the MOTODEV program is available on the Internet Wayback machine[7]. Reference: Christy Wyatt.

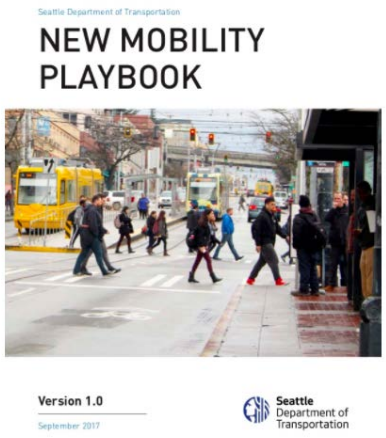
[6] https://smartdevicelink.com/

[7] https://web.archive.org/web/20081205010349/http:/www.motodev.com/

CITYFI EXPERIENCE

Government of Singapore – Creating Liveable Cities Through Car-Lite Urban Mobility
April - July 2016 and July 2018
Centre for Liveable Cities, Singapore

Gabe Klein served as a workshop facilitator between the Government of Singapore, the Centre for Livable Cities, the Urban Land Institute, and local stakeholders to develop a strategy for a multimodal, autonomous, connected future for a more livable Singapore. He employed a combination of demonstrations, breakouts, and thought leadership to guide the stakeholders towards a self-realized set of goals for quick implementation. The focus was on fostering a paradigm shift. The set of 10 recommendations the project has initially produced serve as practical advice to Singapore and other cities wishing to embrace a car-lite mobility future; these were designed to be a useful checklist for both what needs to be done to usher in a paradigm shift (i.e. specific strategies and initiatives needed to create people-oriented urban districts and mobility systems), as well as how to get these things done (i.e. the approach and mind-set required to get things done quickly and effectively). Gabe has continued to serve as an advisor to the Singapore Government as well as a Fellow and guest at the World Cities Summit. In 2018 Gabe will be back to continue the work and will advise the land-transport authority and planning department on technology integration, P3's, human centered design and coaching on internal change management within the government.



Seattle Department of Transportation New Mobility Playbook

Seattle Department of Transportation Fall 2015 - 2017 Strategic Plan Development and Implementation Recommendations; Public Policy Development; Partnership Development, P3 Interviews and Assessment

Seattle has a strong history of welcoming and fostering innovative mobility. With major shifts in options and expectations for getting around, and much more change on the way, Seattle is building its legacy by tackling one of the greatest challenges facing cities today: How can we ensure that the new wave of mobility innovations benefits the people in our city? That question is what drove Seattle to create the New Mobility Playbook, and it's what will motivate the City to continue the hard work of envisioning and creating a transportation system that works for everyone.

CityFi worked with a multi-dimensional consultant team to develop the Seattle Department of Transportation New Mobility Playbook. The playbook is a set of plays, policies, and strategies that will position Seattle to foster new mobility options while prioritizing safety, equity, affordability, and sustainability in its transportation system. With state-of-the-art infrastructure, community engagement, and thoughtful regulation, Seattle aims to balance the implementation of new technology with its essential commitment to equity and social justice.

The Playbook is as flexible as it is groundbreaking, with an extensive scope that addresses everything from shared transportation to data management to impacts on the local labor market. The playbook features 20 "first moves," a set of strategic actions that will test new ways of getting around while laying the groundwork for meaningful change. These strategic actions focus on establishing new policies, launching new programs, conducting new research, and prototyping and piloting new projects. These actions are rooted in organizational change management, as they involve rethinking how SDOT operates and building an internal capacity for understanding and managing new technology. Simultaneously, the playbook looks further ahead, by establishing policies now to prepare for automated vehicles, the evolving role of drones, and other innovations we cannot yet imagine or predict.

SECTION 3

PROJECT TEAM

Ellis & Associates

JOHN ELLIS

is the Founder & President of Ellis & Associates, the boutique consultancy focused on embedded software and software strategy for the IoT with a concentration in transportation and autonomous movement. Recently the firm has focused on presentations and projects directed towards the impact of autonomy within different parts of the global economy including retail, home building, convenience stores and municipal taxation.

TODD PETERSEN

is a serial entrepreneur with a background in technology, automotive and aviation industries. In 2014 Todd and John Ellis co-led a transportation think tank to identify opportunities and threats associated with the introduction of autonomous vehicles in cities. Since then Todd has co-authored several white papers identifying potential solutions to product liability insurance problems, problems administering and managing rights of way, and problems with operating drones and air-taxis within local airspace. Todd also coined the term Transportation 2.0 in 2016, which refers to the changes that are expected to occur to transportation value chains as a result of the introduction of disruptive autonomous technology. Since this time, Todd and his colleagues have spoken on numerous stages on the topic, consulted with municipalities, insurance companies, traffic control system companies, and consulted other professional consulting firms on Transportation 2.0.

SCOTT URSCHEL

With over thirty years of experience in the aviation industry, accumulating more than ten thousand flight hours flying fixed wing and rotary aircraft, Mr. Urschel is a noted subject matter expert in several segments of the aviation industry. His substantial skill set and knowledge base span various aviation fields that include experience related to manufacturing, ground and flight evaluation and testing, aircraft certification, training, sales, international operations and regulations, and a multitude of skills relating specifically to helicopter operations.

SHANE HIPPS

is a #1 best-selling author, speaker, and expert in executive leadership development and organizational transformation. His client list includes Apple among many others. Prior to this, he served as the Chief Leadership Officer of Aspen Heights Partners, a billion-dollar national real estate development company, where he was responsible for leadership development, vision and values, corporate communication, and strategic positioning. Mr. Hipps started his career in advertising as a strategic planner where he worked on brands like Porsche Cars North America helping to launch their SUV. Eventually, he left this career to attend seminary where he earned a Masters of Divinity. Eventually, he became the pastor of a 6000-member mega church, with a global online community of 25,000. After nearly a decade of serving as a pastor, Mr. Hipps transitioned into the world of executive coaching and leadership development. Through his distinct background and training, Shane brings rare insight, unique coaching methods, cut-through strategic thinking, and trainings designed to unlock the potential of organizations and individuals. He is also an award-winning author of four books.

CITYFI TEAM MEMBERS

Gabe Klein is the former Commissioner of the Chicago and Washington, DC Departments of Transportation. In both cities, he revamped technology platforms and processes while focusing on putting people first. This included the launch of two of the first and largest U.S. bikeshare systems; protected bike lanes and better pedestrian infrastructure; and private services like carshare and rideshare. Gabe honed his creativity and leadership skills working in business with Zipcar as Vice President, Bikes USA as national Director of Stores, and his own electric powered, organic food truck chain, On The Fly.

.**Ashley Z. Hand,** AIA, LEED AP BD+C recently served as the Transportation Technology Strategist for the City of Los Angeles Department of Transportation. As a fellow, she developed and is now implementing public policy recommendations, an organizational transformation action plan, and pilot project recommendations for transportation happiness, shared mobility, automated vehicles, and other technologies for a 21st century department of transportation.

CCGROUP TEAM MEMBERS

CCgroup is a B2B technology PR and marketing agency, headquartered in London, that trades on its deep specialist knowledge of four key tech markets: Mobile & Telecoms, Enterprise Tech, FinTech and MediaTech. We help our clients stay ahead, carve distinctive positions, creating the content and campaigns that enhance their market visibility and amplifies their uniqueness whether they are planning for growth, looking to attract investment or positioning for exit. We challenge convention, speaking with the confidence born out of deep knowledge, we embrace open dialogue and speak plainly whilst always staying focused on delivering results and a positive working experience.

Richard Fogg, CEO

With nearly 20 years of experience in the B2B technology PR and marketing space, Rich has worked with some of the world's largest tech companies and most interesting challenger brands. After cutting his teeth in mobile, where he claims to have influenced Iraq's choice of communications technology, Rich has also worked extensively across the enterprise tech and fintech industries. He is a member of the PRCA's PR and Communications Council and loves judging PR and marketing awards.

Paul Nolan, Chief Client Officer

Paul has worked in technology PR and integrated communications for more than fifteen years. His area of expertise is mobile and telecoms. Paul is the former telecoms practice lead at CCgroup – a role he performed for eight years. Paul retains a keen interest in the industry and plays a very active day-to-day role on a number of client accounts. Paul also has responsibility for ensuring the successful delivery of client services spanning all CCgroup's technology specialties. Paul focuses on sustaining high levels of client satisfaction and tenure.

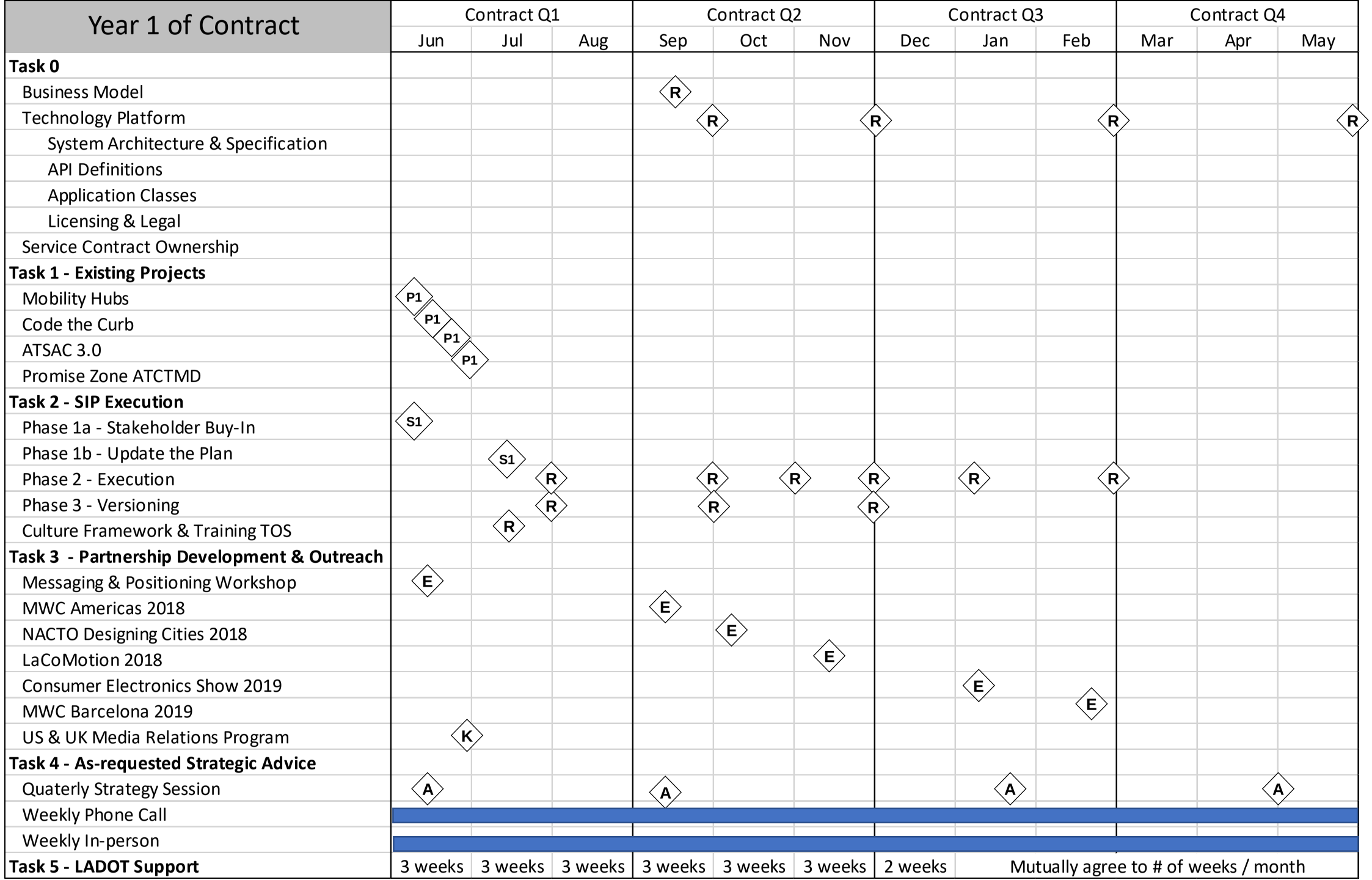
SECTION 4

DETAILED SCHEDULE

Ellis & Associates

Detailed Schedule Legend & Notes

1. We are only providing a detailed timeline for year 1 of the contract. We will deliver a detailed schedule for year 2 towards the end of year 1 and for year 3 towards the end of year 2. The detailed schedules for years 2 and 3 will include:
    a. Initiatives based on dependencies from year 1;
    b. Regular product lifecycle releases;
    c. Periodic public relation events; and
    d. In-person multi-day advisory sessions.
2. Time between product lifecycle package releases is spent working on the next iteration of updates. Specific content in each release will be discussed with LADOT and mutually agreed-to before a package release is published.
3. Task 0, 1, and 2 dependencies will be determined during first quarter of the contract. Some deliverables on this schedule may be delayed or pulled ahead based on these dependencies.
4. We are only indicating the proposed start of Phase 1 for each Existing Project as we do not know how long discovery will take. Once Phase 1 is completed for a project, we will update the schedule to reflect Phases 2-4.
5. We are showing all suggested PR events on the timeline. We have provided a detailed cost breakout for the events so it is possible for LADOT to pick and choose which events they want to pursue.
6. The sustained media relations program is recommended as it will allow LADOT to message externally and continue to build and expand the partner/incubator ecosystem.
7. The in-person multi-day advisory session dates are proposed. We anticipate working with LADOT to coordinate dates that work for all parties. The goal is an in-person advisory session every quarter.


Year 1 of Contract
Contract Q1
Contract Q2
Contract Q3
Contract Q4
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Task 0
Business Model
Technology Platform
System Architecture & Specification
API Definitions
Application Classes
Licensing & Legal
Service Contract Ownership
Task 1 - Existing Projects
Mobility Hubs
Code the Curb
ATSAC 3.0
Promise Zone ATCTMD
Task 2 - SIP Execution
Phase 1a - Stakeholder Buy-In
Phase 1b - Update the Plan
Phase 2 - Execution
Phase 3 - Versioning
Culture Framework & Training TOS
Task 3 - Partnership Development & Outreach
Messaging & Positioning Workshop
MWC Americas 2018
NACTO Designing Cities 2018
LaCoMotion 2018
Consumer Electronics Show 2019
MWC Barcelona 2019
US & UK Media Relations Program
Task 4 - As-requested Strategic Advice
Quaterly Strategy Session
Weekly Phone Call
Weekly In-person
Task 5 - LADOT Support
3 weeks
3 weeks
3 weeks
3 weeks
3 weeks
3 weeks
2 weeks
Mutually agree to # of weeks / month
R
P1
S1
E
K
A

SECTION 5

FEE ESTIMATE

Ellis & Associates

Ellis & Associates are pleased to present this Fee Estimate describing the number of hours we expect on a yearly basis for this project along with the direct costs. We are quoting this project using lump sum method and will report as a percentage complete for all tasks.

Ellis & Associates proposes we can accomplish all task orders with 2.1 full-time-equivalent personnel. This includes John Ellis and Todd Petersen working on a full-time basis with assistance from the subcontractor teams on Task 2 - Strategic Implementation Plan Execution (CityFi), Task 3 - Partnership Development and Outreach (CityFi & CCgroup), and Task 4 – As-Requested Strategic Advice (CityFi).

We will bill the CityFi team and Ellis & Associates' Shane Hipps at their market rates and the CCgroup on a fixed-price basis. In consideration of the three-year contract, both John and Todd will bill at $150 per hour representing just under a 65% discount on their $425 hourly rate.

We expect annual direct travel costs to be about $140K a year for travel to Los Angeles and other locations in support of the contract. Other direct costs include the 7% LA City tax.

The total anticipated fee including labor and direct costs for the LADOT Program Manager is $1,017,405.00.

CONSULTANT: Ellis & Associates, Inc. **SUBCONSULTANT:** CityFi & CCgroup

Task Description	Deliverable	Staffing & Title	Rates	Est. Hours	Fee	Staffing & Title	Rates	Est. Hours	Fee
Task 0.1.a Business Model	Development of the business model of the Transportation 2.0 system.	Ellis / Petersen	$150.00	102	$15,299.49				
Task 0.2.a System Architecture and Specification	Architecture and Specification of the Transportation 2.0 system.	Ellis / Petersen	$150.00	469	$70,377.66				
Task 0.3.a Application Program Interfaces (API)	Specification and lifecycle management of API's pertaining to the Transportation 2.0 system.	Ellis / Petersen	$150.00	408	$61,197.97				
Task 0.4.a Application Classes	Definition of application classes and responsibility for their specification and lifecycle.	Ellis / Petersen	$150.00	306	$45,898.47				
Task 0.5.a Licensing & Legal	Identification and management of the necessary licensing agreements for the Transportation 2.0 system.	Ellis / Petersen	$150.00	194	$29,069.03				
Task 0.6.a Service Contract Ownership	Architecture of specific terms within service contracts between LADOT or the City of Los Angeles and technology providers.	Ellis / Petersen	$150.00	316	$47,428.42				
Task 0.7.a Risk Management	Oversight of all risk management strategies and studies related to the deployment of autonomous vehicles.	Ellis / Petersen	$150.00	245	$36,718.78				
			SUBTOTAL	**2040**	**$305,989.83**		**SUBTOTAL**	**0**	**$0.00**
Task 1.1 Existing Projects and Initiatives	Assess projects against the Transportation 2.0 system architecture and implementation strategy and identify and propose projects that fill in the gap (if any) of elements in meeting the Transportation 2.0 goals.	Ellis / Petersen	$150.00	490	$73,437.56				

Task 1.2 Existing Projects and Initiatives	Provide ongoing direction and guidance to staff to ensure projects stay focused on overall goals.	Ellis / Petersen	$150.00	31	$4,589.85				
Task 1.3 Existing Projects and Initiatives	Identify and troubleshoot hurdles to delivery of the project.	Ellis / Petersen	$150.00	31	$4,589.85				
Task 1.4 Existing Projects and Initiatives	Provide project briefings to the LADOT General Manager on a regular basis.	Ellis / Petersen	$150.00	12	$1,835.94				
Task 1.5 Existing Projects and Initiatives	Direct the work of two LADOT staff who will execute day-to-day work to: i) create the tracking system; ii) gather and report project updates; and iii) perform supporting tasks as needed and identified by the Transportation 2.0 Program Manager.	Ellis / Petersen	$150.00	49	$7,343.76				
			SUBTOTAL	**612**	**$91,796.95**		**SUBTOTAL**	**0**	**$0.00**
Task 2.0 Strategic Implementation Plan Execution	Release a minimum of 5-6 Task Order Solicitations to the bench on an annual basis and managed in accordance with the expectation and direction of the LADOT General Manager.	Ellis / Petersen	$150.00	204	$30,598.98				
Task 2.0 Strategic Implementation Plan Execution	Release a minimum of 5-6 Task Order Solicitations to the bench on an annual basis and managed in accordance with the expectation and direction of the LADOT General Manager.	Hipps	$500.00	25	$12,500.00	CityFi	$300.00	50	$15,000.00
			SUBTOTAL	**229**	**$43,098.98**		SUBTOTAL	25	$15,000.00
Task 3.1 Partnership Development and Outreach	Curate and manage relationships between LADOT and its key technology partners.	Ellis	$150.00	102	$15,299.49				
Task 3.2 Partnership Development and Outreach	Collaborate with key technology partners on system architecture and development of standards.	Ellis/Petersen	$150.00	408	$61,197.97				

Task 3.3 Partnership Development and Outreach	Provide and curate introductions between technology companies working broadly in the transportation technology ecosystem and LADOT and other City of Los Angeles staff as directed by the LADOT General Manager.	Ellis	$150.00	102	$15,299.49				
Task 3.4 Partnership Development and Outreach	Develop and guide outreach at 2-4 technology shows annually, including CES, Mobile World Congress, and Mobile World Congress Americas.	Ellis	$150.00	204	$30,598.98	CCgroup			$74,200.00
Task 3.5 Partnership Development and Outreach	Deliver public presentations, articles, blogs and other such communications representing LADOT and the work to deliver the Transportation 2.0 system.	Ellis	$150.00	204	$30,598.98	CCgroup			$34,000.00
			SUBTOTAL	**1020**	**$152,994.91**		**SUBTOTAL**	**0**	**$108,200.00**
Task 4.0 As-Requested Strategic Advice	Example1 Evaluating new technologies.	Ellis/Petersen	$150.00	41	$6,119.80				
	Example 2 Delivering trainings/brown bags to LADOT and other public-sector stakeholders about the current and future efforts.	Ellis/Petersen	$150.00	20	$3,059.90	CityFi	$300.00	50	$15,000.00
	Example 3 Advising on regulatory matters related to autonomous transportation and rights of way.	Ellis/Petersen	$150.00	20	$3,059.90				
	Example 4 Identifying and, when requested, managing any mandates, regulations or legislation required in order to enable the Transportation 2.0 system.	Ellis/Petersen	$150.00	41	$6,119.80				
	Example 5 Reviewing relevant reports to Los Angeles City Council and Commissions.	Ellis/Petersen	$150.00	20	$3,059.90	CityFi	$300.00	22	$6,600.00
	Example 6 Monthly phone call w/ Gabe (60 mins)	Ellis/Petersen	$150.00	20	$3,059.90	CityFi- Gabe	$300.00	12	$3,600.00
	Example 7 In-person 2-day advisory session w/ Gabe	Ellis/Petersen	$150.00	41	$6,119.80	CityFi - Gabe / Ashley	$400.00	81	$32,400.00
			SUBTOTAL	**204**	**$30,598.98**		**SUBTOTAL**	**165**	**$57,600.00**
Task 5.0 LADOT Suport	Regular and in-person presence at LADOT along with regular weekly check-ins with the LADOT General Manager and other members of the LADOT Executive Team	Ellis/Petersen							
			SUBTOTAL	**0**	**$0.00**		**SUBTOTAL**	**0**	**$0.00**

SCOPE OF WORK SUMMARY TABLE AND COST PROPOSAL PROJECT: Transportation 2.0 Program Manager

TOTAL LABOR - HOURS & FEES	4105	$624,479.65

Direct Expenses (i.e. media purchase, travel, photocopies, printing, etc.)	**Fees**
Ellis & Associates Travel	$107,815.00
LA City Tax @ 7%	$71,218.35
Total Direct Expenses	$179,033.35

TOTAL LABOR - HOURS & FEES	190	$180,800.00

Direct Expenses (i.e. media purchase, travel, photocopies, printing, etc)	**Fees**
CitiFi Travel	$13,424.00
CCgroup	$19,668.00
Total Direct Expenses	$33,092.00

SECTION 6

NON-COLLUSION AFFIDAVITS

Ellis & Associates

NON-COLLUSION AFFIDAVIT

The appropriate, authorized operator's designate must sign and affix the corporate seal (see space below).

I, John T. Ellis, depose and say that I am

President, of Ellis & Associates, Inc., 8429 Country Club Lane, Orland Park, IL 60462,
("President," "Vice-President," etc.) (Insert Name and Address of Organization

who submits this proposal to the City of Los Angeles, City Attorney's Office, and hereby declare that this proposal is genuine, and not sham or collusive, nor made in the interest or in behalf of any person not herein named and the proposer had not directly induced or solicited any other proposer to put in a sham proposal, or any other person, firm, or corporation to refrain from submitting a proposal, and that the proposer has not in any manner sought by collusion to secure for him/herself an advantage over any other proposer.

Date: April 30, 2018 at Orland Park, IL
(Month, Day, Year) (City, State)

(Corporate Seal)

I certify under penalty of perjury that the foregoing is correct.

(Signature)

79571

NON-COLLUSION AFFIDAVIT

The appropriate, authorized operator's designate must sign and affix the corporate seal (see space below).

I, Ashley Z. Hand, AIA, LEED AP BD+C, depose and say that I am

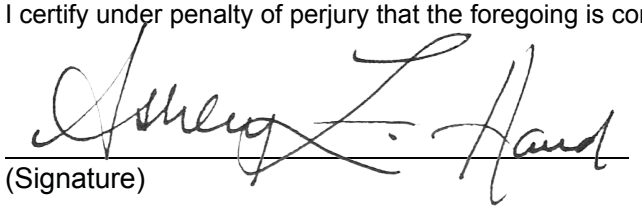
Co-Founder, of CityFi LLC, 1509 Walnut St, #301, Kansas City, MO 64108
("President," "Vice-President," etc.) (Insert Name and Address of Organization

who submits this proposal to the City of Los Angeles, City Attorney's Office, and hereby declare that this proposal is genuine, and not sham or collusive, nor made in the interest or in behalf of any person not herein named and the proposer had not directly induced or solicited any other proposer to put in a sham proposal, or any other person, firm, or corporation to refrain from submitting a proposal, and that the proposer has not in any manner sought by collusion to secure for him/herself an advantage over any other proposer.

Date: April 23, 2018 at Kansas City, MO
(Month, Day, Year) (City, State)

(Corporate Seal)

I certify under penalty of perjury that the foregoing is correct.



(Signature)

NON-COLLUSION AFFIDAVIT

The appropriate, authorized operator's designate must sign and affix the corporate seal (see space below).

I, PAUL NOLAN, depose and say that I am

CHIEF CLIENT OFFICER, of CCAROUP COMMUNICATIONS LIMITED, LONDON, UK
("President," "Vice-President," etc.) (Insert Name and Address of Organization

who submits this proposal to the City of Los Angeles, City Attorney's Office, and hereby declare that this proposal is genuine, and not sham or collusive, nor made in the interest or in behalf of any person not herein named and the proposer had not directly induced or solicited any other proposer to put in a sham proposal, or any other person, firm, or corporation to refrain from submitting a proposal, and that the proposer has not in any manner sought by collusion to secure for him/herself an advantage over any other proposer.

Date: 04 24 2018 at LONDON, UNITED KINGDOM
(Month, Day, Year) (City, State)

(Corporate Seal)

I certify under penalty of perjury that the foregoing is correct.

(Signature)

APPENDIX

STAFF COMMITMENT LETTER

Ellis
&Associates

ELLIS & ASSOCIATES, INC.

8429 Country Club Lane, Orland Park, IL 60462
+1 312-224-4604
john@ellis-and-associates.com

Ms. Seleta Reynolds
100 South Main Street, 10th Floor
Los Angeles, CA 90012
+1 213-972-8480
seleta.reynolds@lacity.org

April 30, 2018

Ms. Reynolds,

Ellis & Associates, Inc. hereby certifies that the proposed project team of John Ellis, Todd Petersen, Scott Urschel, and Shane Hipps from Ellis & Associates, Inc. along with sub-consultants CCgroup and CityFi will be retained on the Program Manager project for the duration of the contract. We acknowledge that any changes to the Program Management project team require your explicit approval before such changes are made.

I will serve as the lead Program Manager for the duration of this contract. My current client commitments are the National Association of Broadcasters (NAB) and a number of speaking engagements. If Ellis & Associates wins the Program Manager contract, I will reduce all client commitments so that I only have NAB and LADOT. My proposed time commitment to LADOT is 160-180 hours a month.

Thank you in advance for the opportunity to work with you and the LADOT team.

Sincerely,

John T. Ellis
President, Ellis & Associates, Inc.

Ellis & Associates

APPENDIX

RESUMES

Ellis
&Associates

John Ellis

Author, Futurist, TEDx Speaker, Board Member, Founder, Technologist, Engineer

john@ellis-and-associates.com

Summary

John Ellis is an expert in big data and how it will change the business models of the world's leading sectors like transportation, insurance, telecommunications, government, and home building. As a big data futurist, John speaks around the world about how data—from cars and all kinds of devices—will transform industries, business models, and our lives.

John is an engineer, software developer and business development veteran with over 25 years of experience. He founded and leads Ellis & Associates, a global management consultancy focused on embedded software and software strategy for the IoT with a concentration in transportation and autonomous movement. He actively consults to clients on the space where automotive, software, consumer and mobility intersect.

From 2012 to 2014, he was Ford Motor Company's global technologist and head of the Ford Developer Program. John was involved in the specification, design and initial development of Sync Gen 3, next generation Sync services (Ford's connected car+cloud service) as well as SmartDeviceLink, an API system for integrating mobile devices into the car and the genesis for Apple's Carplay and Google's Android Auto. Prior to that, John was an executive at Motorola Inc., where he delivered wireless software products and services to the mobile industry.

He has delivered award-winning products and programs including SmartDeviceLink, MyFordMobile, developer.ford.com, opensource.motorola.com and developer.motorola.

For more info on John's speaking, book and consulting visit www.johntelllis.com

Experience

Co-Founder at Movement.ai
June 2016 - Present

Founder, Managing Director
July 1997 - Present

- Ellis & Associates was founded as a boutique management consulting firm focused on international business and culture. In late 2010, Ellis & Associates expanded its reach to provide expertise and hands-on execution in a broad range of areas and now focuses on the world where

automotive, consumer, connectivity and software all intersect. Clients range from promising startups to Fortune 500 international corporations along with government agencies.

Business Trainer, Cartus (7/1997 – Present)
• Developed, and continue to deliver a course entitled “Conducting Business Effectively in” covering international relations, operations, marketing, branding, business fundamentals and business culture for 38 countries on four (4) continents. Clients have included such companies as Caterpillar, Bosch, Kellogg Company, GE, McDonalds, Ford, Whirlpool, John Deere, Tyco, Westinghouse, Schneider Electric, Nielsen, E-bay, General Motors, Square-D, and Pepsi-Co.

Licensing Executive, Open Invention Network, LLC (6/2011 – Present)
• License, transfer and manage intellectual property rights related to Linux and Linux System as defined at www.openinventionnetwork.com.

SPDX.org project (1/2010 - Present)
• Co-founder and member of the senior leadership team.

Consultant, Ford Motor Company (10/2011 - 1/2012)
• Connected Services

Consultant, Product Marketing, OpenLogic, Inc. (1/2011- 12/2011)
• Develop and deliver webinar and whitepaper on the subject of “Open Source Compliance in the Supply Chain: Managing Vendors and Satisfying Customers.”
• Delivered executive training and leadership seminars related to open source in embedded consumer devices.

Vice President, Business Development, Scanbuy, Inc. (1/2011 - 6/2011)
• Developed enterprise contracts, sell-in material, SDK license, and 3 party developer support. Developed channel partnerships to deliver the market-leading Scanlife solution.

Advisory Board Member
May 2014 - Present

Global Technologist and Head of the Ford Developer Program at Ford Motor Company
February 2012 - October 2014 (2 years 9 months)
As Global Technologist and Head of the Ford Developer Program, the automotive industry's first ever software developer program located at developer.ford.com, I am tasked with expanding Ford’s “brought-in” strategy of integrating mobile technology into the vehicle. I oversee a team of developers, engineers and marketers responsible for creating the “connected car” and striking the

right balance between embedded and off-board technology so that drivers can seamlessly extend their mobile lives into their vehicles.

Products within the Connected Services business include:

- developer.ford.com, the first-ever automotive industry developer program that enables mobile application developers to integrate their applications into vehicles (http://goo.gl/5gxvj4);
- MyFordMobile, an award winning mobile application that interacts with Ford's electric vehicles providing enhanced user experience (http://goo.gl/LNaEov#);
- Vehicle Health Report, an in-car and online service which provides vehicle diagnostic, maintenance, and recall information (http://goo.gl/lPzluR);
- Emergency Assist, an industry-leading mobile application-based 911 assist (http://goo.gl/xkZRO1);
- Sync Services, 411 Business Search, turn-by-turn directions, news, traffic, weather, sports, and more within reach of your voice (http://goo.gl/IU7FTE);
- Crew Chief, an award-winning fleet management service (http://goo.gl/nvgkp9); and
- Service Delivery Network, a global, robust vehicle gateway which allows Ford vehicles to be a part of the Internet of Things.

Partner at Clique Studios, LLC
August 2011 - January 2012 (6 months)

We design & build game-changing experiences for the web & mobile.

Director, Software & Services, The Americas at Motorola
January 2010 - November 2010 (11 months)

- Built and led a global organization of business development managers responsible to market and sell mobile device software and services to wireless carrier executives throughout the Americas and Europe.

- Owned and delivered a target of $10MM year-on-year services profit with carrier acceptance and uptake of Motorola Android mobile device software services including MOTOBLUR (www.motorola.com/motoblur), a new-to-world social-centric service.

- Defined and led carrier co-marketing efforts in the areas of marketing communications, management and strategy introducing new cloud service offerings to the developer and carrier communities as part of Motorola’s major carrier device launches.

- Primary speaker evangelizing Motorola’s Ecosystem & Cloud Services for all industry conferences, customer events, trade shows, and Motorola Developer Summits focused on developer education.

• Managed the business strategies of the corporate Open Source Review Board which allow Motorola to quickly deploy products using open source software.

• Co-founder and member of the senior leadership team responsible for SPDX.org (www.spdx.org), a Linux Foundation (www.linuxfoundation.org) project and industry-wide effort to standardize the format for communicating the components, licenses and copyrights associated with software packages.

Adjunct Faculty at University of Notre Dame (Notre Dame, IN)
December 2002 - January 2010 (7 years 2 months)

• Developed and taught a multi-module course entitled "Introductory Financial Mathematics" to Executive MBA students.

• Consistently receive high marks for outstanding communication, material and teaching style.

Director, Enterprise Product Management & Marketing at Motorola
January 2009 - December 2009 (1 year)

• Successfully built and led a product management and marketing team responsible for defining, launching and marketing enterprise-capable Android mobile devices to our worldwide customer base and delivering a 30% increase in revenue per handset sale.

• Defined, coordinated and delivered the Mobile Device Android enterprise strategy, including vertical market strategies, branding, sales strategies, integrated solutions offerings, professional services, event planning and management, product marketing and positioning.

• Developed and drove enterprise B2B marketing and sales to the top-20 worldwide wireless carriers including Verizon Wireless, AT&T, Telefonica/O2, Vodafone, and China Mobile.

• Managed the business strategies of the corporate Open Source Review Board which allowed Motorola to quickly deploy products using open source software.

Director, Carrier Market Development - Software Ecosystem at Motorola
June 2005 - January 2009 (3 years 8 months)

• Successfully built and led an organization of business development managers responsible for go-to-market sales strategies, marketing and branding, licensing, and partner and channel governance around and for Motorola’s $2BN Mobile Devices software platforms and third party applications and content. Delivered 250% growth in the 3rd party software partner program between the years 2006 – 2008 including such application and content areas as audio, video, enterprise, widgets, location-based services, and social networks.

- Developed and managed the business strategies of the corporate Open Source Review Board which allowed Motorola to quickly deploy products using open source software.

- Led Motorola's participation in the design, development and formation of the LiMo Foundation (www.limofoundation.org), a consortium of blue chip names in the mobile phone industry developing a Linux-based, open mobile phone software platform.

- Motorola representative to the LiMo Foundation Executive Council and responsible for the Ecosystem committee, Tools committee, Open Source Governance committee, Marketing committee, Licensing and Branding committee and the Technology Strategy committee.

Director, Product Management, Marketing and Strategy at Motorola
February 2002 - June 2005 (3 years 5 months)

- Directed a team of product managers in developing alternative sales channels delivering $100MM of revenues in the years 2002 – 2005.

- Developed and implemented a corporate-wide Innovation Management Program credited with increasing annual sector revenues by $150MM through commercialization of new products and services.

- Created long-term product strategy for the multi-billion dollar iDEN infrastructure business including product roadmaps, next-generation architecture, pricing, marketing, branding, product placement and evolution strategies.

- Senior member of the team that established and marketed MOTOHEALTH, a disease management project marrying mobile communication devices with health-related sensors to improve patient care and provide significant cost savings in the chronic health areas of obesity, diabetes and congestive heart failures. The project was dissolved in 2008 and the assets sold.

- Established and directed national and international competitive and market intelligence programs – operations, planning, collection, analysis and reporting – to support business development and marketing.

Senior Manager, Product Management & Marketing at Motorola
June 2001 - January 2002 (8 months)

- Senior member of the product management team and marketing team that managed the design, development, production and marketing of the multi-billion dollar iDEN infrastructure business.

- Coordinated cross-functional team including the development staff, marketing and sales organization to enhance our market-leading dispatch product.

- Determined the technical and cosmetic specifications of all components within the system architecture and worked with suitable vendors to ensure delivery of production goods that met quality, schedule and margin requirements.

- Managed the entire product line life cycle from strategic planning to tactical activities.

Senior Staff Engineer at Motorola
October 1999 - May 2001 (1 year 8 months)

- Defined product requirements for packet-based common network infrastructure supporting wireless (GPRS, UMTS, CDMA) and cable access for multimedia services.

- Led multiple organizations within the company to create a packet-based, highly available, reliable and efficient, next generation communication switching element for cellular and IP communication networks.

- Provided technical insight and product management support to legal department in the drafting of contracts (license, product purchase, company acquisition).

- Evaluated companies/products that Motorola could license, purchase or acquire in order to provide packet-based common network infrastructure.

Senior Staff Engineer at Motorola
May 1996 - September 1999 (3 years 5 months)

- Expatriate assignment to the Motorola Cork, Ireland facility.

- Established, directed and marketed a product certification team to secure global in-country certification of the international switching product. This in-country certification allowed Motorola to realize over $100MM in revenues.

- Conducted the original, direct in-country certification testing for Brazil, Guatemala, Russia, Paraguay, Peru, Philippines, Thailand, successfully modeling the certification process for all trainees.

- Led a team of five engineers in developing a five-day training course to enable C7/SS7 certification, application development, deployment, and network design. Course continues to be utilized as the company certification training process.

Senior Engineer at Motorola
January 1994 - May 1996 (2 years 5 months)

- Expatriate assignment to the Motorola Beijing, China office.

- Senior technical member of the team that established Motorola’s software development center in Beijing, China, to support the company’s cellular switch product line and allow for more responsive service to in-country customers.

- Designed and built a $5MM in-house cellular network using all of the company’s technologies for the purpose of customer demonstration, employee/customer training, problem investigation and resolution enabling sales of $500MM in network equipment.

- Developed and deployed unique problem investigation policies and procedures for the Chinese market.

Software Engineer I & II at Motorola
July 1990 - December 1993 (3 years 6 months)

- Developed real-time signaling and routing software for highly available telecom network switches.

- Participated at the company’s request in sector-wide engineering team for the purpose of customer issue resolution, training support staff engineers, traveling to customer sites in support of engineering sales, network optimizations and problem resolution.

- Served as liaison between support and product development teams to help maintain the company's position in the pre-IP cellular market.

Translator
May 1992 - August 1992 (4 months)

- A volunteer member of the official Olympic Committee translation staff responsible for English/Spanish and Spanish/English translations both written and oral.

- Assigned to the volleyball, handball and soccer sub-committees responsible for athlete translation services.

Education

University of Notre Dame
MBA, 2002 - 2003
Activities and Societies: Beta Gama Sigma
Illinois Institute of Technology
MS, Computer Science, 1993 - 1997
Valparaiso University
BS, Mathematics, September 1985 - May 1990

Valparaiso University
BA, Spanish, September 1985 - May 1990
Valparaiso University
BS, Computer Science, 1985 - 1990

Todd Petersen

Entrepreneur and Technologist

toddapetersen@gmail.com

Summary

20 years of entrepreneurship, business, engineering, and marketing experience. Todd has a passion for automotive, aviation, business, and building teams that win.

Experience

Co-Founder at Movement.ai
June 2016 - Present

Co-Founder, CEO at Aviation Battery Systems LLC
January 2013 - Present

Founder, CTO at Milteq LLC
April 2012 - December 2016 (4 years 9 months)

CIO at MSD Performance
January 2010 - November 2014 (4 years 11 months)

President
January 2007 - January 2010 (3 years 1 month)

Founder, CEO
April 2002 - December 2006 (4 years 9 months)
Founded and exited

Engineer
January 2000 - September 2002 (2 years 9 months)

Automotive Engineer at General Motors Research and Development
January 1997 - January 1999 (2 years 1 month)

Education

University of Michigan
Master of Engineering (MEng), Automotive Engineering, 1999 - 2000
Activities and Societies: Formula SAE
Lawrence Technological University
Bachelor of Science (BS), Mechanical Engineering, 1992 - 1997
Activities and Societies: SAE Future Car

Honors and Awards

Recipient, 2013 SEMA Gen 3 Innovator of the Year Award, Nominee, 2012 SEMA Gen 3 Innovator of the Year Award

APPENDIX

CCGROUP PROPOSAL

Ellis
&Associates

PR Proposal to LA Department of Transport

ABOUT CCGROUP

CCgroup is a B2B technology PR and marketing agency, headquartered in London, that trades on its deep specialist knowledge of four key tech markets: Mobile & Telecoms, Enterprise Tech, FinTech and MediaTech.

We help our clients stay ahead, carve distinctive positions, creating the content and campaigns that enhance their market visibility and amplifies their uniqueness whether they are planning for growth, looking to attract investment or positioning for exit.

We challenge convention, speaking with the confidence born out of deep knowledge, we embrace open dialogue and speak plainly whilst always staying focused on delivering results and a positive working experience.

THE LEADERSHIP TEAM - BIOGRAPHIES

Richard Fogg, CEO
With nearly 20 years of experience in the B2B technology PR and marketing space, Rich has worked with some of the world's largest tech companies and most interesting challenger brands.

After cutting his teeth in mobile, where he claims to have influenced Iraq's choice of communications technology, Rich has also worked extensively across the enterprise tech and fintech industries. He's a member of the PRCA's PR and Communications Council and loves judging PR and marketing awards.

Paul Nolan, Chief Client Officer

Paul has worked in technology PR and integrated communications for more than fifteen years. His particular area of expertise is mobile and telecoms. Paul is the former telecoms practice lead at CCgroup – a role he performed for eight years. Paul retains a keen interest in the industry and plays a very active day-to-day role on a number of client accounts.

Paul also has responsibility for ensuring the successful delivery of client services spanning all CCgroup's technology specialisms. Paul is focused towards sustaining high levels of client satisfaction and tenure.

THE CHALLENGE

The city of Los Angeles is playing a significant role in advancing technological best-practice as it becomes a world-leading smart city. The Los Angeles Department of Transport (LADOT) is a major catalyst for these advancements. Developments in transportation infrastructure and services deliver a wealth of evidence that proves Los Angeles is a pioneer in areas like autonomous cars, smart transportation and other IoT use cases.

However, neither Los Angeles or LADOT is receiving the recognition it deserves across the global technology industry. It is currently not involved in broader industry conversations about technology best-practice, has limited exposure to leading technology influencers and has no substantial presence at major technology events outside transportation.

The industry agenda is very much pointing in LADOT's direction. The major technology influencers are desperate for real live examples about the critical gains that technology is delivering to drive operational efficiency, cost savings and optimizing the user experience for residents of smart cities.

The LA Department of Transport needs to craft a compelling story and engage with the discussions taking place without it, the major commentary platforms available to it, and the key influencers it must work to get to know that will carry its messages and stories to the technology world.

THE OBJECTIVE

Position the Los Angeles Department of Transport as a driving force behind Los Angeles being widely ***respected*** and ***recognized*** as a leading global smart city

BUILDING RESPECT

Earning the respect of the technology industry is about:

- Establishing permission to speak
- Proving LADOT is at the forefront of smart transportation innovation
- Developing thoughts and opinions that prove LADOT has a vision for the future of smart transportation, consistent with all technological developments

ACHIEVING RECOGNITION

Winning recognition from the technology industry is about:

- Capitalizing on industry leadership platforms at major technology events
- Encouraging the technology media to engage in and attend planned transportation events
- Leading a sustained media relations program with key technology influencers

TACTICAL PROJECTS

Earning the respect of the technology industry

Messaging & positioning workshop

This can be done face-to-face (preferred) or remotely. The workshop is an opportunity to unite LADOT behind a set of compelling messages and a story it can use to build respect amongst the technology industry.

Our message to the industry will be the confluence of these three key elements:

- About LADOT: What do we offer? What is our vision?
- About what's happening: What have we deployed? What are we building? Why is LADOT doing it?
- About the market: Why are we leaders in smart transportation? Why is this a significant element of becoming a smart city?

Of these, Insight is the most differentiating:

- What do we know about the industry, that nobody else does?
- How will this change the fortunes of other smart cities and smart transportation providers?

Key outputs

- Corporate positioning document – differentiated from other transportation providers/smart cities, ensuring a cohesive message for LADOT for all public facing opportunities (media engagements, speaking at industry events etc.)
- Selection of thought leadership ideas/stories for further development to secure ongoing industry/technology media profile and speaker platforms

Capitalize on major industry leadership platforms at major events (achieving recognition)

Mobile World Congress Americas

SPEAKING: The deadline for call for papers for the 2018, based in LA, is 11th May. CCgroup has received an early look at the proposed agenda and advancements in smart cities features prominently on it. We recommend following up with show organisers (we have already identified and spoken to the key decision makers) to secure Seleta a speaking slot as part of the smart cities focus. This will require devising a coherent story, pitching to the GSMA team and then lobbying for subsequent inclusion.

MEETING THE TECH MEDIA: MWC Americas typically attracts a handful of influential technology and industry media. CCgroup would engage with these to set up interviews for Seleta during her stay. This would be in addition to any speaking engagement.

Mobile World Congress, Barcelona

SPEAKING: The same team that selects speakers for MWC Americas also selects the content for the showpiece Barcelona event. A formal process will take place over the Summer for us to pitch for inclusion on the main agenda. CCgroup has an excellent track record of success here having secured 11 separate speaking slots for its clients across the main conference, the Women4Tech Summit, the CMO Summit and the Ministerial Programme.

MEETING THE TECH MEDIA: MWC attracts more than 1,500 of the world's most influential technology and business media. CCgroup would set up interviews at the show to supplement any speaking engagements.

CES

SPEAKING: As with Mobile World Congress, there is a formal process to follow for people wishing to speak at CES. The process for CES 2019 begins in June 2018. As per the GSMA events, CCgroup will lead the process on behalf of LADOT and position Seleta as a prominent speaker on consumer benefits related to smart transportation, autonomous vehicles and smart cities.

MEETING THE TECH MEDIA: As above, CCgroup will identify all relevant media in attendance and create pitches to entice them to meet with Seleta.

Encouraging the technology media to engage in and attend planned transportation events (achieving recognition)

- Designing Cities 2018 (NACTO), Los Angeles, October 2018
- LACoMotion, Los Angeles, November 2018

CCgroup is unfamiliar with these events and with the media they typically attract. Initial discussions suggest they are not well attended by industry/technology media and remain transportation-focused. CCgroup would therefore need to investigate this before being able to scope media engagement activity. If the technology media community are there, we can look to meet with them. If they're not planning to attend, we need to ask them why. Given the shortage of reporters and restrictions in travel budget, it is likely that travel and accommodation costs might need to be sponsored to get them there – on this basis, it's likely that US reporters would be prioritised.

Leading a media relations program with key technology influencers (achieving recognition)
Build a story, take it to the technology media in the US and Europe

The story could form an introduction to LADOT and its key technological achievements to position it as the posterchild within a thriving and respected smart city (Los Angeles). Challenge the industry's perception of smart cities by providing the reality behind perceived challenges and obstacles that prevent various use cases and services becoming reality.

Seleta to become the mouthpiece for the story and could deliver a series of interviews to prominent technology, telecoms and IoT publications i.e. the global industry. Crucially the success of this activity does not rely on targeting media attending specific events but sees us going proactively to them at a time of our choosing, thereby mitigating all competition from a busy trade show.

Indicative target media list is available upon request.

INDICATIVE BUDGET - PROJECTS

These are all indicative costs and could be subject to change on receipt of a clearer brief

Activity & indicative deliverables	Cost
Messaging & positioning workshop • 2 CCgroup attendees, one day workshop • Corporate positioning document • Messaging grid • Proactive story outlines for media engagement	$14,000* *not including travel if it's to take place in LA
MWC Americas, speaker submission (April/May 2018): • Pitch and proposal development • Draft and enter speaker submission • Lobbying	$5,600.00
CES 2019, speaker submission (May/June 2018): • Pitch and proposal development • Draft and enter speaker submission	$5,600.00
MWC Barcelona, speaker submission (July/August 2018): • Pitch and proposal development • Pitch and secure GSMA research briefing, prep and attendance • Draft and enter speaker submission • Lobbying	$8,000.00
MWC Americas, media and analyst engagement (September 2018): • Participation in moderator calls, liaison with GSMA team • Planning, pitch development • 4-5 media briefings, including staffing and follow-up	$12,000.00* *not including travel and accommodation
Media activity at Designing Cities 2018 and LACoMotion 2018 (Oct/ Nov 2018) • Investigate typical media attendance • Shortlist priority tech media to invite / scope budget requirements (sponsorship?) • Build stories, Secure interviews	**TBC**
CES 2019, media and analyst engagement (January 2019) • Planning, pitch development • 5-6 media briefings, including staffing and follow-up • On-the-ground support throughout	$12,000* *not including travel and accommodation
MWC Barcelona, media and analyst engagement (February 2019): • Participation in moderator calls, liaison with GSMA team • Planning, pitch development • 6-8 media briefings, including staffing and follow-up • Liaison with GSMA's media property Mobile World Live TV for additional show exposure • On-the-ground support throughout	$17,000
US and UK media relations program • Planning, story creation and pitch development • 6-8 media briefings (US and UK), including staffing and follow-up (interviews planned as phone interviews but could be done face-to-face if LADOT comes to London – US West Coast meetings could be delivered face-to-face) • Story to be built out into 2 opinion articles and placed with tech media (one US, one UK) • Coverage reporting • Ongoing admin and management	$17,000 - $20,000