



City of Lake City
Procurement

Brenda Karr, Procurement Director
205 N. Marion Ave., Lake City, FL 32055

[CREATIVE OUTDOOR ADVERTISING OF AMERICA INC] RESPONSE DOCUMENT REPORT

RFP No. 008-2026

Public Seating and Bench Advertising Program

RESPONSE DEADLINE: March 10, 2026 at 2:00 pm

Report Generated: Monday, April 27, 2026

Creative Outdoor Advertising of America Inc Response

CONTACT INFORMATION

Company:

Creative Outdoor Advertising of America Inc

Email:

johnapostolopoulos@creativeoutdoor.com

Contact:

John Apostolopoulos

Address:

8875 Hidden River Parkway, Suite 300
Tampa, FL 33637

Phone:

N/A

Website:

www.creativeoutdoor.com

Submission Date:

Mar 10, 2026 1:28 PM (Eastern Time)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Mar 9, 2026 4:23 PM by John Apostolopoulos

QUESTIONNAIRE

1. Table of Contents*

Pass

Please upload your Table of Contents here.

Table_of_Contents.pdf

2. Acknowledgement*

Pass

By checking yes, the Respondent acknowledges the following:

The information provided in the response is true and correct, and the response submission is final. Respondent agrees to all terms and conditions contained in the Solicitation.

Yes

3. Documents Requiring Notorization*

Pass

Please download the below documents, complete and have notarized. An online notarization option will be provided for you when responding.

- [Public Entity Crimes Statem...](#)

- [Drug Free Workplace Certifi...](#)
- [Non-Collusion Affidavit.pdf](#)
- [Conflict of Interest Statem...](#)

Drug_Free_Workplace_Form.pdf
Conflict_of_Interest_Statement.pdf
Non-Collusion_Form.pdf
Sworn_Statement_Form.pdf

4. Scrutinized Companies Certification*

Pass

Per State of Florida Statute s. 287.135(5) Suppliers (companies) must acknowledge and agree to the 'Certification Regarding Prohibition Against Contracting with Scrutinized Companies' paragraph listed below. Respondents shall agree by marking the option below. Respondents neglecting to respond may be disqualified from consideration of award and deemed non-responsive.

I hereby certify that neither the responding entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit have been placed on the Scrutinized Companies That Boycott Israel List created pursuant to s. 215.4725 of the Florida Statutes, or are engaged in a boycott of Israel.

In addition, if this Solicitation is for a contract for goods or services where the total contract value is one million dollars (\$1,000,000) or more, I hereby certify that neither the responding entity, nor any of its wholly owned subsidiaries, majority- owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit are on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to s. 215.473 of the Florida Statutes, or are engaged in business operations in Cuba or Syria as defined in said statute.

I understand and agree that the County may immediately terminate any contract resulting from this Solicitation upon written notice if the responding entity (or any of those related entities of respondent as defined above by Florida law) are found to have submitted a false certification or any of the following occur with respect to the company or a related entity: (i) it has been placed on the

Scrutinized Companies that Boycott Israel List, or is engaged in a boycott of Israel, or (ii) for any contract for goods or services of one million dollars (\$1,000,000) or more, it has been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or it is found to have been engaged in business operations in Cuba or Syria.

By selecting "Yes", the respondent acknowledges and agrees to the 'Certification Regarding Prohibition Against Contracting with Scrutinized Companies'.

Yes

5. Human Trafficking Affidavit*

Pass

Please download the below documents, complete, and upload.

- [Human_Trafficking.docx](#)

Human_Trafficking_(1).pdf

6. Disputes Disclosure Form*

Pass

Answer the following by selecting which, if any, pertain to your organization. . If you answer "YES", please explain in the Disputes Disclosure Explanation question. If you answer None of the Above, please type "N/A" in the Disputes Disclosure Explanation question.

None of the Above

7. E-Verify Affirmation Statement*

Pass

Please download the below documents, complete, and upload.

- [E-VERIFY AFFIRMATION STATEM...](#)

E-VERIFY_AFFIRMATION_STATEMENT_(1)_4).pdf

8. Statement of Qualification Document*

Pass

Please upload your COMPLETE Statement of Qualifications

Creative_Outdoor_-_Lake_City_Proposal.pdf

PRICE TABLES

PRICING PROPOSAL

The Pricing Proposal is provided for evaluation purposes only and will be considered as part of the “Additional Information (Revenue/Value-Added)” evaluation criterion.

Line Item	Description	Unit of Measure	Percentage
1	Percentage of gross advertising revenue paid to: City of Lake City, Designated nonprofit or third party approved by the City, or a combination of both.	%	23%

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DRUG FREE WORKPLACE CERTIFICATE

I, the undersigned, in accordance with Florida Statute 287.087, hereby certify that, Creative Outdoor Advertising of America, Inc. (print or type name of firm) publishes a written statement notifying that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace named above, and specifying actions that will be taken against violations of such prohibition.

- Informs employees about the dangers of drug abuse in the work place, the firm's policy of maintaining a drug free working environment, and available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug use violations.
- Gives each employee engaged in providing commodities or contractual services that are under bid or proposal, a copy of the statement specified above.
- Notifies the employees that as a condition of working on the commodities or contractual services that are under bid or proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, plea of guilty or nolo contendere to, any violation of Chapter 1893, of any controlled substance law of the State of Florida or the United States, for a violation occurring in the work place, no later than five (5) days after such conviction, and requires employees to sign copies of such written (*) statement to acknowledge their receipt.
- Imposes a sanction on, or requires the satisfactory participation in, a drug abuse assistance or rehabilitation program, if such is available in the employee's community, by any employee who is so convicted.
- Makes a good faith effort to continue to maintain a drug free work place through the implementation of the drug free workplace program.

"As a person authorized to sign this statement, I certify that the above named business, firm or corporation complies fully with the requirements set forth herein"

[Signature]
Authorized Signature

3/9/2026
Date Signed

State of Florida

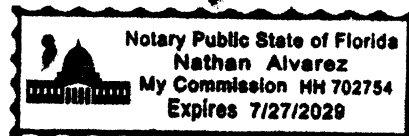
County of Hillsborough

Sworn to and subscribed before me this 9 day of March, 2026.

Personally known _____ or Produced Identification Driver's License
(Specify type of identification)

[Signature]
Signature of Notary

My Commission Expires: 7/27/29



CONFLICT OF INTEREST STATEMENT

STATE OF FLORIDA, ^{County} CITY OF Hillsborough

Before me, the undersigned authority, personally appeared Jerry R. Prasley, who was duly sworn deposes and states:

1. I am the President & Chief Municipal Contracts Officer of Creative Outdoor Advertising of America, Inc with a local office in N/A and principal office in Tampa, FL and principal office in N/A.
City & State City & State
2. The above named entity is submitting a Proposal for the City of Lake City **RFP-008-2026** described as **Public Seating and Bench Advertising Program**.
3. The Affiant has made diligent inquiry and provides the information contained in the Affidavit based upon his/her own knowledge.
4. The Affiant states that only one submittal for the above proposal is being submitted and that the above named entity has no financial interest in other entities submitting proposals for the same project.
5. Neither the Affiant nor the above named entity has directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraints of free competitive pricing in connection with the entity's submittal for the above proposal. This statement restricts the discussion of pricing data until the completion of negotiations if necessary and execution of the Contract for this project.
6. Neither the entity nor its affiliates, nor anyone associated with them, is presently suspended or otherwise ineligible from participation in contract letting by any local, State, or Federal Agency.
7. Neither the entity nor its affiliates, nor anyone associated with them have any potential conflict of interest due to any other clients, contracts, or property interests for this project.
8. I certify that no member of the entity's ownership or management is presently applying for an employee position or actively seeking an elected position with the City of Lake City.
9. I certify that no member of the entity's ownership or management, or staff has a vested interest in any aspect of the City of lake City.
10. In the event that a conflict of interest is identified in the provision of services, I, on behalf of the above named entity, will immediately notify the City of Lake City.

DATED this 9 day of March 2026.

Jerry R. Prasley
(Affiant)

Jerry R. Prasley, President & Chief Municipal Contracts Officer
Typed Name and Title

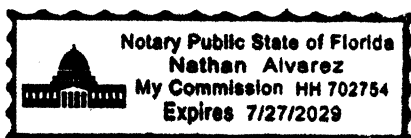
Sworn to and subscribed before me this 9 day of March 2026. Personally Known Or produced identification Driver License

Identification type: Driver License

Notary Public-State of Florida

Printed, typed, or stamped commissioned name of notary public.

My commission expires 7/27/29.



Nathan Alvarez

NON-COLLUSION AFFIDAVIT

STATE OF Florida

COUNTY OF Hillsborough

Jerry R. Presley, being duly sworn, deposes and says that:

1. He/She is President of Creative Outdoor Adv. of America, Inc.
Title Company Name
that has submitted the attached proposal;

2. He/She is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;

3. Such Proposal is genuine and is not a collusive or sham proposal;

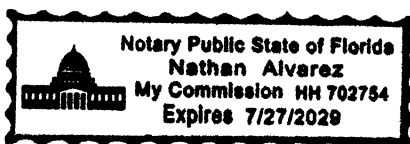
4. Neither the said Bidder nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, connived, or agreed, directly or indirectly, with any other Bidder, firm or person to submit a collusive or sham Proposal in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm, or person to fix the price or prices in the attached proposal or any other Bidder, or to fix any overhead, profit or cost element of the proposal price or the proposal price of any other Bidder, or to secure through any collusion, connivance, or unlawful agreement any advantage against the City of Lake City, Florida or any person interested in the proposed Contract; and

5. The price or prices quoted in the attached proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

SIGNED [Signature]
TITLE President

SUBSCRIBED AND SWORN TO BEFORE ME THIS 9 DAY OF March, 2026.

[Signature] Nathan Alvarez
Notary Public, State of Florida My Commission Expires: 7/27/29



**SWORN STATEMENT UNDER SECTION
287.133(3)(n), FLORIDA STATUTES ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid No. _____.
2. This sworn statement is submitted by Creative Outdoor Advertising of America, Inc whose business address is 8875 Hidden River Parkway, Ste 300 Tampa, FL 33637 and (if applicable) its Federal Identification No.(FEIN) is 52-2284776. If entity has no FEIN, include the Social Security Number of the individual signing this sworn statement _____.
3. My name is Jerry R. Presley and my relationship to the entity named above is President & Chief Municipal Contract Officer
4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to, and directly related to, the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentations.
5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or nolo contendere.
6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes means:
 - a. A predecessor or successor of a person convicted of a public entity crime; or
 - b. an entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agents who are active in the management of an affiliate. The Ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair

market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in Paragraph 287.133(1)(c), Florida Statutes, means any natural person or entity organized under the laws of any state of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members and agents who are active in management of an entity.

8. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies)

☒ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in management of the entity, nor any affiliate of the entity have been charged with or convicted of a public entity crime subsequent to July 1, 1989.

☐ The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members or agents who are active in management of the entity, or an affiliate of the entity has been charged with, and convicted of a public entity crime subsequent to July 1, 1989, and (Please indicate which additional statement applies)

☐ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order)

☐ The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order)

☐ The person or affiliate has not been placed on the convicted vendor list. (Please describe any action taken by, or pending with, the Department of General Services)

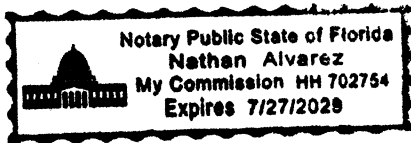
Signature: *Jerry R. Presley* Date 3/9/2026
STATE OF Florida
COUNTY OF Hillsborough

Personally appeared before me, the undersigned authority, Jerry R. Presley who
after first being sworn by me, affixed his/her signature in the space provided above on
this 9 day of March 20 26.

Nathan Alvarez

Notary Public, State at large

My Commission Expires: 7/27/29



HUMAN TRAFFICKING AFFIDAVIT

1. I am over the age of 18 and I have personal knowledge of the matters set forth except as otherwise set forth herein.
2. I currently serve as Director of Municipal Relations (Role) of Creative Outdoor Advertising of America Inc (Company).
3. Creative Outdoor Advertising of America Inc (Company) does not use coercion for labor or services, as those terms are defined in Florida Statute 787.06.
4. This declaration is made pursuant to Florida Statute 92.525. I understand that making a false statement in this declaration may subject me to criminal penalties.

Under penalties of perjury, I John Apostolopoulos, Director of Municipal Relations (Signatory Name and Title), declare that I have read the foregoing Human Trafficking Affidavit and that the facts stated in it are true.

Further Affiant sayeth naught.

COMPANY

Creative Outdoor Advertising of America Inc

NAME OF BUSINESS ENTITY

SIGNATURE

JApostolopoulos

John Apostolopoulos, Director of Municipal Relations

TYPE NAME AND TITLE

E-VERIFY AFFIRMATION STATEMENT

RFP/Bid /Contract No:

RFP 008-2026 Public Seating and Bench Advertising Program

Project Description:

Provide and manage a bus bench advertisign program for the City of Lake City.

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/ Bidder Company Name:

Creative Outdoor Advertising of America Inc

Authorized Company Person's Signature:

J. Apostolopoulos

Authorized Company Person's Title:

Director of Municipal Relations

Date: March 9, 2026

THIS FORM MUST BE INCLUDED WITH YOUR SUBMITTAL

RFP Response to:

RFP #: 008-2026 Public Seating and Bench Advertising Program

For The City of Lake City

From:

Creative Outdoor Advertising of America



Address:

8875 Hidden River Parkway, Suite 300,
Tampa, FL 33637

Email:

Municipal@CreativeOutdoor.com

Contact:

John Apostolopoulos, Director of Municipal Relations

Phone:

1- 800-661-6088 x 307



Tuesday, March 10, 2026

City of Lake City
205 N. Marion Ave
Lake City, Florida
32055, USA

RE: RFP 008-2026 Public Seating and Bench Advertising Program

On behalf of Creative Outdoor Advertising, I am pleased to submit this proposal for the Lake City Public Seating and Bench Advertising Program. We are excited about the opportunity to continue our long-standing partnership with the City and to build upon the success of the existing program.

Creative Outdoor Advertising has proudly operated the Lake City bus bench program for many years through our subsidiary, Metropolitan Systems Inc. In 2020, we upgraded the program by installing new concrete pads and replacing the previous benches with the modern Lexington style benches that are currently installed throughout the City. These benches have been very well received and have proven to be an attractive and durable amenity for Lake City residents and transit riders.

COA has over forty years of expertise in the street amenities business, which has made us one of the most reliable and efficient on-street advertising firms in operation today. COA holds service contracts with over 300 municipal and public transit clients throughout North America and provides marketing, sales, and maintenance for more than 35,000 amenity units. COA effectively manages over 12,000 sponsorship clients, enjoys a 75% advertiser renewal rate, and maintains an 85% occupancy level, resulting in a strong and sustainable program for advertisers, the City, and its transit system.

Our proposal will continue utilizing the Lexington benches that are currently installed throughout the City. COA will continue to maintain these amenities in locations approved by the City while managing sponsorship and advertising on the units. In return, the program will continue to generate revenue for the City through sponsorship of the benches.

We are confident that this proposal demonstrates COA's proven operational experience, long-standing relationship with Lake City, and our ability to continue providing high-quality street furniture and service for the community.

Thank you for considering our submission. Please do not hesitate to contact me should you have any questions or require any additional information regarding this proposal.

Sincerely,

A handwritten signature in black ink that reads "J. Apostolopoulos".

John Apostolopoulos

Director of Municipal Relations

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CONTACT INFORMATION

COA prides itself on delivering the utmost in customer service to each and every municipal client it serves. As such, any of our Municipal Relations staff can assist City of Lake City in addressing any questions or concerns relating to our program.

FLORIDA OFFICE

Address:

8875 Hidden River Pkwy. Suite 300
Tampa, FL 33637

- Phone: 1-800-661-6088
- Fax: 1-866-426-2237
- Email: Municipal@CreativeOutdoor.com

PRIMARY CONTACT

For information related to this RFP response, your contact information is as follows:

- John Apostolopoulos Director of Municipal Relations
- Office: 1-800-661-6088 x 307
- Email: RFPResponses@CreativeOutdoor.com

CONFIDENTIALITY AND TRADE SECRETS

The information herein is considered proprietary and confidential and are considered Trade Secrets. Particularly information pertaining to:

- The marketing procedures which COA use
- The maintenance procedures which COA use (MDaCS), and
- WebPortLive

QUALIFICATIONS AND EXPERIENCE

COMPANY INFORMATION

- | | |
|---------------------------------------|------------------------|
| • Established | 1984 |
| • Incorporation Date | February 14, 1984 |
| • Total Employees | 120 Full and Part Time |
| • Client Renewal Rate | over 75% |
| • Occupancy Rate | over 85% |
| • Units in place across North America | > 35,000 |
| • Municipal and Transit partners | > 300 |

COA is an industry leading innovator in transit seating, public space recycling, newspaper and publication amenities, bike racks and other streetscape products.

CURRENT WORKLOAD

COA is managing programs across North America in over 300 territories, including numerous U.S. states such as Florida, New Jersey, Connecticut, Idaho, South Dakota, Arkansas, California, Washington, Colorado, Maryland, New Jersey and New York, to name a few.

In Florida specifically, we hold contracts with Pasco County, Hernando County, Hillsborough County, Miami-Dade County, Palm Beach County, Brevard County, Charlotte County, and Polk County, along with the cities of Tampa, Tarpon Springs, Port Richey, New Port Richey, Hialeah, West Palm Beach, Orlando, Lauderdale Lakes, Lake City, Miami Gardens, Dania Beach, Daytona Beach, Edgewater, Fort Myers, Jacksonville, Kissimmee, Lake Worth Beach, North Miami Beach, North Miami, Oakland Park, Pinellas Park, South Miami, Sweetwater, Titusville, and Cutler Bay.

HISTORY

COA's only business over the past 40 years has been the successful implementation of public amenities advertising programs. Being focused on just public amenity advertising programs has allowed COA to reach growth rates that are unmatched in today's advertising industry!

COA's growth has come as a result of **having a thorough understanding of its primary client sponsorship base** and developing operational systems that have created **a 75% renewal rate and an 85% occupancy rate**. Collectively, this has translated into an extremely successful organization. It has allowed for ongoing reinvestment in product development and the creation of leading-edge outdoor amenity designs for use by local businesses.

Our record of accomplishment speaks for itself. COA has never lost a Municipal contract and has never missed a payment to any Municipality, City or Transit Authority.



REPORT OF REPUTATION

In the past 5 years, COA has enjoyed an unprecedented growth rate of 13% per year. This can be attributed to our excellence in the following areas:

Our Product Offerings - Are functional, evolutionary, and aesthetically pleasing

Our Maintenance Procedures - Apply extensive experience and we integrate the latest technology

Our Marketing/Sales Strategy - Yields the highest occupancy and satisfaction rate in the industry (+98%)

OUTSTANDING PERFORMANCE

- COA delivers to its advertising clients, 97% of its product on time on all units, and over 99% on pre-installed units
- COA handles every aspect of the commercial client's investment from design to installation
- COA promises production of tough, durable vandal resistant second surface Lexan fronted signage
- COA provides service, cleaning and maintenance of clients sign for the duration of the contract
- COA will identify and refine advertising messages, ensuring only the best suited for its amenities and local area, are put in place
- COA provides as quoted on-time delivery and installation of signs to GPS coded amenity site
- COA provides their clients with expedient delivery of color matches and quality graphics
- COA ensures that both its municipal and commercial clients have up-to-date and accurate information through its interactive secure web and telephone portals
- COA bills advertising clients properly. Any discrepancies are willingly corrected immediately

Nothing is left to the small businessperson, since for the most part they are not accustomed to buying advertising, and they will often "drop the ball". We provide a FULLY managed program intended to make their investment simple and effective!

FINANCIAL STABILITY

Strong capital presence allows COA to master all programs and deliver superior product and service to all its municipal partners.

COA has never taken part in any bankruptcy procedures and has an established bonding facility, and regularly obtains bonds required.



DEMONSTRATED SUCCESS

From a financial perspective, COA's program provides value in two important ways: through the revenue it generates and the cost savings it delivers to our municipal partners. By supplying, installing, and maintaining the amenities at no cost to the City, COA eliminates the need for municipalities to allocate capital funds or ongoing maintenance budgets for these assets. At the same time, the program creates a reliable revenue stream through advertising. As a result, COA's **"No Cost Amenity"** program provides municipalities with thousands of dollars in combined revenue and avoided costs over the life of the agreement, allowing communities to enhance public infrastructure without placing additional burden on taxpayers.

COMPETITIVE ADVANTAGES

Listed below are some aspects of the program that will set COA apart from the competition.

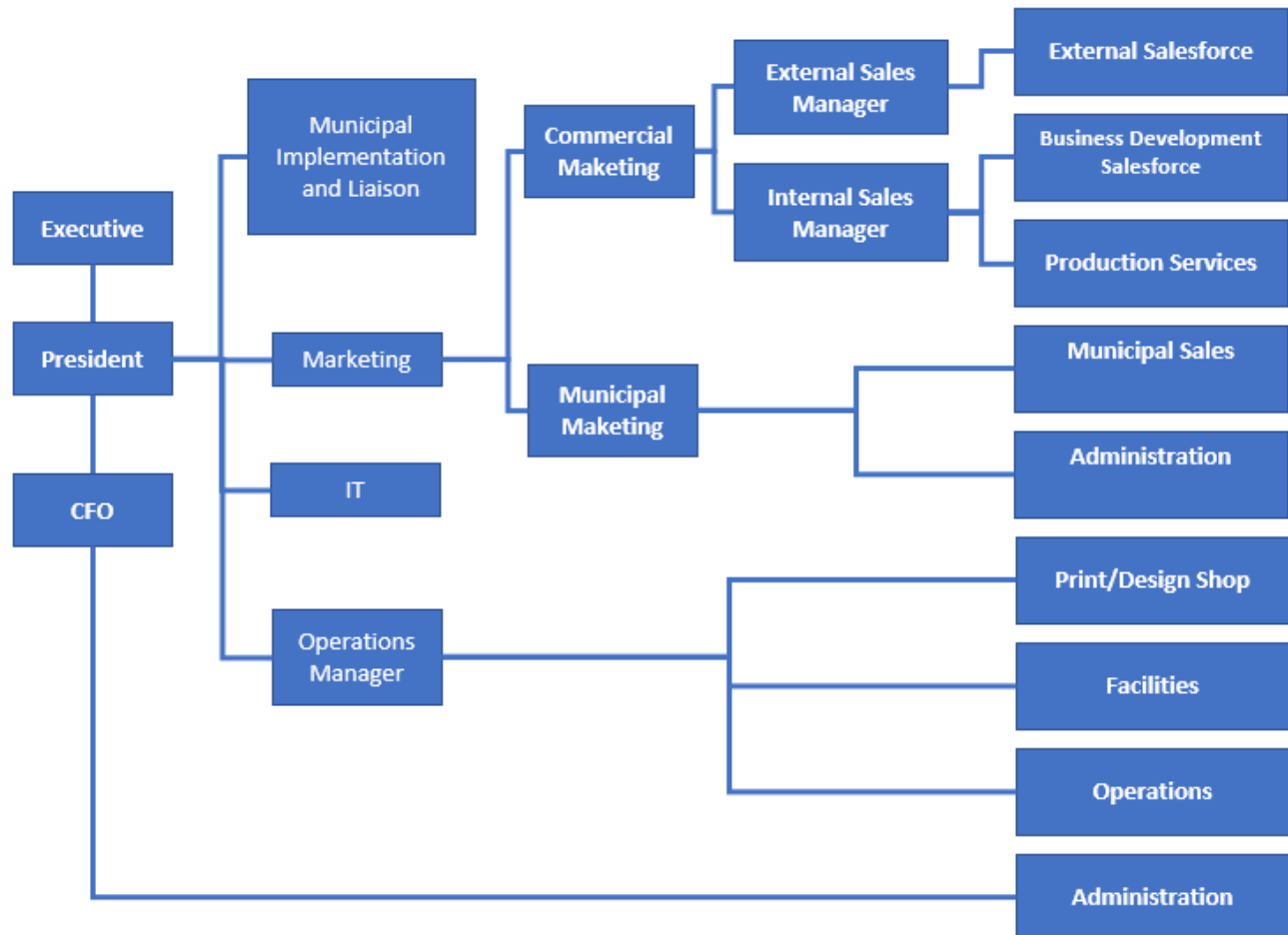
A State-of-the-Art Maintenance Program (MDaCS) - GPS verified and Bar-Coded, our program will provide transparent reporting of service and maintenance activity to Lake City.

Automatic Data Distribution systems (ADDs) to ensure that people that require information – have it when they need it!

A Sales/Marketing Program that provides a unique and effective form of advertising solely to small local business owners with 75% Renewal Rate and 85% Occupancy Rate.

Industry Superior Interactive Website (WebPortLive) allows on-line monitoring and contact with COA Municipal Operations.

ORGANIZATION CHART



COA'S MANAGEMENT TEAM

COA's only business is the successful implementation of Public Amenities sponsorship programs. Our offices are fully staffed and are on call 24 hours a day to look after the needs of our municipal clients, the paying customer, and the public. Our management team assumes responsibility for all municipal Partners.

Our product is on the street 24 hours a day, so it's very important that we as contractors are available, and capable of looking after it during that entire period.

Matthew Kearney, CEO

Matthew brings over 30 years of leadership experience in high-growth Out-of-Home advertising businesses, including serving as CEO of Screenvision, Executive Chairman of GSTV, and currently CEO of COA Group. He combines strategic vision, operational expertise, and a deep understanding of the industry to drive company growth and innovation. Matthew also contributes to nonprofit initiatives, serving on boards dedicated to the arts and financial education.

Marc Oosterholt, VP of Sales & Marketing

Marc Marc Oosterholt has been with COA for over 22 years, beginning his career in retail sales before advancing into senior sales leadership roles. Today, as Vice President of Sales and Marketing, Marc leads COA's local sales division, overseeing strategy, performance, and team development across the department.

He manages, trains, and mentors sales representatives, ensuring they are equipped with the tools, knowledge, and support needed to succeed. Marc is responsible for driving revenue growth, strengthening client relationships, and maintaining high performance standards throughout the sales organization. His hands-on leadership style, deep industry knowledge, and commitment to excellence have played a key role in building and sustaining a strong, results-driven sales team.

Jerry Presley, Vice President – U.S. Division

Jerry Presley, a Tampa area resident, is the primary contact for any issues or concerns at hand. If in doubt, contact Mr. Presley and he will locate the resources needed to resolve any concerns. Mr. Presley has 22-years of experience in government including specializations in government relations, community planning, economic development, transportation & transit infrastructure, and public administration. Mr. Presley provides on-going sales and account management expertise to COA's municipal partners.

John Apostolopoulos, Director of Municipal Relations

Mr. Apostolopoulos leads COA's Municipal Relations Division and serves as a key member of the organization's management team. In this role, he oversees the strategic direction, administration, and coordination of all municipal partnerships and related contractual engagements. His responsibilities include cultivating and strengthening relationships with municipal and transit agency partners, guiding partnership development initiatives, and ensuring the successful implementation of projects from inception through completion. He also manages the day-to-day oversight and coordination of all municipal contract obligations to ensure operational excellence and compliance. As COA's primary point of contact for municipal and transit agency partners, Mr. Apostolopoulos plays a central role in fostering collaboration, driving performance, and maintaining strong, long-term public sector relationships.

Karl Rumeo, Municipal Operations Manager

Mr. Rumeo is an integral part of COA's growth and success. Mr. Rumeo has had a hand in every single piece of COA's street amenity since 1991. Mr. Rumeo is continuously developing new systems and processes to improve our efficiency. His commitment, knowledge and experience are unparalleled in the industry.

- Involved in every piece of COA's street amenity programs since 1991.
- Integral part of the management team overseeing trash collection activities in various municipalities.
- Provides a broad knowledge of ADA requirements and installation expertise to ensure a safe and timely implementation of the installation schedule.
- Knowledge and understanding of the required permitting on a state and local level.

MARKETING SYSTEMS

EXCELLENT RESULTS

Our system has resulted in the highest occupancy rate, and most importantly, **yield** in our industry.

Our target market is small and medium independent businesses in the local area. While other media may be cost prohibitive for such businesses, our media and rates allow them to enjoy an excellent return on their investment.

COA's success has come from its very powerful marketing philosophies. With some 35,000 faces in over 300 markets, we have learned that there are three major ingredients that contribute to our phenomenal success.



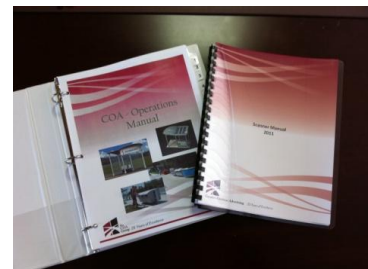
Training - COA invests in its people. People are not only the most expensive resource in any organization; they are also its most important resource. Poorly trained or untrained people will prevent any business from developing to its potential.

- Before a salesperson can even approach a potential client, they must spend a full 80 hours in a classroom. New client representatives will “unlearn” anything they thought they knew about selling to small business, and they will learn how an individual must approach a small business to effectively gain the trust, and finally the business relationship from that business.
- Each week, every agent must participate in a 1-hour audio training session. Skills are refreshed, philosophies re-enforced, and experiences shared.
- Finally, COA holds two training conferences each year where agents are again encouraged to enhance their skills and the skills of those around them. They are also tested on their skills and knowledge.

Core Philosophies - at the center of our training are the following philosophies:

- An agent works for his client NOT for COA.
- The client is purchasing an intangible product that they must understand, and that it is our agents role to teach them about the product they are considering.
- The sign message must be balanced and composed of the proper ingredients. COA has turned away business on a regular basis because of poor or ineffective ad panel design.
- All agents are paid based on the longevity of their clients and not on simply “signing them up”.

Finally, all COA's employees are rewarded on the overall success of the company through a healthy profit-sharing program. This encourages everyone to work in harmony toward organizational success.



SALE OF SPONSORSHIP PANELS

LOCAL BUSINESS COMMUNITY

COA's client base is largely local. While we do serve several larger firms, we find that the average yield is higher with the smaller local clients. Larger clients do support higher rates, but the vacancy levels are MUCH higher as they only tend to buy brief periods.

With over 40 years in business, we have never had a year where yields from larger clients exceeded those of the local business. Generally, we enjoy a local client base of more than 80%.

TRAINING AND IMPLEMENTATION

Our Success flows from:

- Strongly entrenched policies
- Clear and concise procedure guides
- Easily accessible information for ALL employees
- The provision of the necessary tools
- The training necessary to use the tools provided
- Clear delineation of the services provided and the corresponding expectations
- Constant (weekly) training to keep information forefront in the minds of the individuals performing the fulfillment activities
- Continuous research and development to stay forefront on technology and products

COA is fully equipped and experienced to deliver the Scope of Work that City of Lake City will require.

The screenshot displays a software interface with a dark red header and a light gray background. The interface is divided into several sections:

- Category:** A list of modules including Sales Management, Adm - Common Menu, Adm - Accounts Receivable, Adm - Administrative Fns, Adm - Client Payment Admin, Adm - General Ledger, All - Purchase Order Sys, All - Client Services, Ops - Bar Code & Scanner, Ops - Recycling, Ops - Street Operations, Ops - Service Visit Act, Ops - Work Order Costing, Sales Commissions, Landlord & Municipal, Year End Activities, UT - Settings Files, and UT - Software Utilities.
- Choices:** A list of actions including Sales Contracts - Start a New Contract, File - New Clients, File - Outside Area Reservations, Queue - Admin Work Orders, Queue - Client Services, Queue - My Design Orders, Queue - My Admin Orders, Queue - Ops Admin Orders, Queue - Print Preparation, Queue - General Design, Queue - Physical Print, Queue - Mounting & Finishing, Queue - All Operations, Queue - Area Audits, Queue - Approval City, Queue - Shipping, Queue - Promo Signs, File - Suggestions and Concerns, Process - Respond to Suggestions and Concerns, Run Site Diagrams For an Area, Print My Sales Comms Report, and Open the Dashboard.
- Send SMS:** A button labeled "Send SMS".
- Accounting:** A button labeled "Accounting".
- Admin WOs:** A button labeled "Admin WOs".
- Reports:** A button labeled "Reports".
- Client Activities:** A button labeled "Client Activities".
- Email To Access:** A button labeled "Email To Access".
- New Client Contract:** A button labeled "New Client Contract".
- Service Areas:** A button labeled "Service Areas".
- Ops Work Orders:** A button labeled "Ops Work Orders".
- Employees:** A button labeled "Employees".
- Agendas:** A button labeled "Agendas".
- QS Areas:** A button labeled "QS Areas".
- QS Admin WOs:** A button labeled "QS Admin WOs".
- QS Ops WOs:** A button labeled "QS Ops WOs".
- QS Client:** A button labeled "QS Client".
- QS New Client:** A button labeled "QS New Client".
- QS Location:** A button labeled "QS Location".
- Quick Comms:** A button labeled "Quick Comms".

At the bottom, there is a status bar with the following information:

- Main Version:** 19.0826
- Your Version:** 19.0826
- ClientGraphics, GF**
- SQL**

POLICY AND PROCEDURE MANUALS

COA has extensive Policies, Procedures, and Expectation Guides for every aspect of the organization. The information is available as

- Field Manuals
- Internet Help Files
- Smartphone Applications

These procedure guides are made as accessible and "Search-able" as possible to encourage their use across the entire company.

COA equips its entire service staff and ALL of its sales representatives with Smart phones that allow web access to all of COA's data.

Our people have on-line guides and videos covering everything from taking photos to sales and marketing philosophies!

Weekly Service and Sales conferences attended by our cross-continent staff bring to light both challenges and solutions allowing us to not only develop as a company, but also to be prepared for, and adjust to, circumstances before they become problems!

Home	Table of Contents
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Contents	>
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Operating Software (181)	>
Municipal Affairs (4)	>

HIGHLY SOPHISTICATED MARKETING PROGRAMS

COA's Sales department is by far the best in the market today. The Sales department introduces COA in the new area establishing strong presence in the small business community learning about the current market and introducing its product to potential sponsors. With each new municipality COA enters, the success rate is unmatched with very low vacancy rate.

Sale of sponsorships is all managed by customized software which increases efficiency while reducing and eliminating error.

Marketing is all about maximizing the revenues generated from the project. The price of an individual face is not indicative of the gross revenue generated from the program. The ONLY number that has meaning is YIELD, or the average revenue generated for every face for every month it is available for sale.

We have the highest yield in the industry in North America. Regardless of the claims made by any other firm, every time this has been tested or questioned, COA has proven to be higher and by a substantial margin.

Many firms, especially those that sell primarily to national clients, are very comfortable with "Client Churn". Generally, this means that clients come and go as they "need" the advertising. While this is in fact the case with the national advertisers, it is NOT the case for the small business community.



This community is highly elastic and will quickly put their money elsewhere if they perceive the marketing tool such as the bench signs as too expensive for the value generated. Further, they will NOT return to the program. Once gone it is VERY difficult to persuade this client base to "try" again.

We have seen this happen in many communities, Advertising companies bid on projects, substantially raise the rates, then are mystified as the clients depart in droves.

Unfortunately, the long-term negative **accrues to the transit system**; especially in smaller communities where there are a limited number of smaller businesses, who communicate widely and freely their negative impressions of the media.



Client Churn may work in larger communities where there is an endless supply of clients, but not an area where the small and mid-sized business base is limited and largely unchanging!

Bench face revenues are derived from 3 sources:

- Small local businesses
- Regional Businesses
- National Advertisers

In smaller communities such as Lake City, ***the largest part of the revenues for bench advertising comes from the local business community.*** This is primarily because the price of more effective media is quite low relative to the larger markets. TV, newspaper, radio, billboards are much more affordable and therefore more coveted by the national advertisers.

REACHING POTENTIAL SPONSORS

COA employs highly sophisticated marketing programs to reach the potential advertisers. Marketing is one of COA's highest investments. We own a complete database of every business in the Lake City area. From the 1-person business to the 100,000-employee business, we buy the very best business databases.

We run our own call center which we use to communicate with every one of the businesses in Lake City. The call center introduces the program, and briefly highlights the benefits of having a sign. With over 40 years of experience, we know how to reach and speak to the area business community. Our effective communicate circumference is around 75%!!

We monitor all communications using Salesforce.com. This is integrated with our corporate database so that all metrics are constantly monitored. This is important in always ensuring a high level of occupancy. We have a set of well-established expectations and any deviation is immediately addressed. We sell time, and lost time cannot be recovered!

We follow the introduction of the concept with a highly sophisticated (and VERY expensive) email campaign marketing and web monitoring and reaction system.

Our system:

- Tracks, manages, and reports on marketing campaigns

- Identifies campaign efficacies at each stage and manages each campaign through its entire cycle
- Scores campaign responses and ensures responses receive follow-ups
- Generates marketing analytics reports
- Maps ROI for marketing campaigns
- Tracks deals from inception to sale
- Provides accurate campaign forecasts
- Generates AND nurtures leads
- Website monitoring
- Email marketing

This is a small sampling of 1 branch email campaign: (Note that the system knows the company in the last example, even though it has no contact information!)

ssage  Web_Activity_From_Drip_Email_Campaigns__Jun_2_2014_4_24_AM.EDT.xls (24 KB)

Saf Anhed ?	Apr 18, 2014 09:36 PM	2	http://mkto-d0177.com/530HAM13000003q000AU601	/COAMaster_SpecialOffer1.html	Coquitlam
Michael - Manticore Books	Apr 19, 2014 05:07 PM	1	http://mkto-d0177.com/530HAM13000003q001Itq1c	/COAMaster_SpecialOffer1.html	Orillia
Heather Rothman Royal LePage Team Realty - Heather Rothman	May 02, 2014 07:07 AM	1	http://mkto-d0177.com/530HAM13000003q001KAp02	/COAMaster_SpecialOffer1.html	Montréal
Diana Sneddon Royal LePage Team Realty - Diana Sneddon	May 02, 2014 07:46 AM	2	http://mkto-d0177.com/530HAM13000003q001KAw02	/COAMaster_SpecialOffer1.html	Ottawa
Barb Haggar Barb Haggar Real Estate	May 02, 2014 10:23 AM	2	http://mkto-d0177.com/530HAM13000003q001J6F04	/COAMaster_SpecialOffer1.html	Sioux Falls
Rhiannon Cook Manager Auto Xperts Service Centre	May 02, 2014 10:25 AM	1	http://mkto-d0177.com/530HAM13000003q004Iiv0b	/COAMaster_SpecialOffer1.html	Hamilton
Tyler Verheul Remax Affiliates Realty - Tyler Verheul	May 16, 2014 08:47 AM	1	http://mkto-d0177.com/530HAM13000003q001L1402	/COAMaster_SpecialOffer1.html	Ottawa
[not provided] Courtyard Condo Assn	May 30, 2014 05:25 AM	2	http://mkto-d0177.com/u/y0140U7x0duMH60A42k000	/COAUnsubscribePage.html	Hendersonville

This system is so sophisticated; it monitors visits to our website and then contacts the sales rep to communicate with a lead who has been investigating the bench advertising program. The system can trace the individual to the company even without contact information by using the return IP address.

It's all about maximizing YIELD not price...

ACCURATE AND TIMELY DELIVERY

- COA delivers 97% of its product on time on all units, and over 99% on pre-installed units.
- COA bills properly and should there ever be a need to, we will correct any billing or delivery errors.
- COA ensures that both its municipal and commercial clients have up to date and accurate information through its interactive secure web and telephone portals.
- COA handles every aspect of the commercial client's investment from design to installation. Nothing is left to the small businessperson.

Marketing and sales expertise is a key ingredient in maximizing the returns to both the proponent and the municipality. COA's expertise is tried and true and has led to the highest per face yield in North America.

ADVERTISING FACE PRODUCTION

COA has a centralized production facility, which manufactures all sponsorship panels for the more than 35,000 units within all the Municipalities that we operate in throughout North America.

The copy is reverse printed on the back of a Lexan panel to prevent vandals from having direct contact with the copy. The effects of vandalism are greatly reduced. As vandalism breeds vandalism, the need to keep each unit clean from day one cannot be overemphasized. More than keeping the City or the user happy, keeping the units clean keeps the sponsors using the product, and it keeps new sponsors interested. It is after all the sponsors through their purchase of the space who make the program possible.

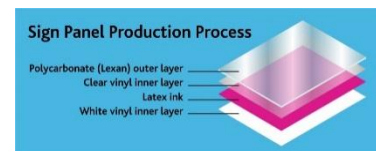


ADVERTISING FACE SPECIFICATIONS

Universal Sign Production COA:

- Live Area = 71" x 23" (x cm x y cm)
- Copy printed with 5-year exterior ink on 3 mil vinyl
- Copy reverse mounted on a 60 mil piece of UV protected polycarbonate
- Backed by a second 3 mil vinyl laminate

Each installation has a single compact sign face integrated into the structural frame of the unit. The net benefit to City of Lake City is a clean uncluttered look for its transit stops.



SPONSORSHIP CONTENT

COA reserves the right in our client contracts to refuse any sponsorship that is found to be:

- Unsuitable or inappropriate
- False, misleading or deceptive
- Relates to an illegal activity
- Depicts violence and/or anti-social behavior
- Hold-up individuals or groups of people to public ridicule, derision or embarrassment
- Includes language, which is obscene, vulgar, or profane

As a result, if any City of Lake City Official or Board is at any point uncomfortable with sponsorship content we can change or remove it without any legal repercussions.



COMMUNITY SERVICES AND PUBLIC SERVICE MESSAGES

During the term of the contract, COA will make available up to 10% of advertising units for the City's use to promote municipal initiatives, public service announcements, and community messaging. In the event that a paid advertiser purchases a location currently displaying a City message, COA will make every reasonable effort to relocate the City's message to a nearby available unit.

COA is also committed to supporting local non-profit and community organizations by providing complimentary message space, subject to availability, to promote community events and initiatives. When requests are received from charitable organizations, COA will work collaboratively with them to help share their message with the broader community.

PROGRAM CONTINUITY, MAINTENANCE & OPERATIONS

COA is fully equipped and experienced to continue managing and maintaining the public space amenities program in the City of Lake City. In 2020, COA upgraded the City's bus bench program by installing the current Lexington benches, replacing the previous units and modernizing the program. These benches have been well received by the community and continue to provide both functional seating for transit users and valuable advertising opportunities for local businesses.

As the existing operator of the program, COA's focus moving forward will be on the ongoing service, maintenance, and responsible management of the currently installed Lexington benches throughout the City. Our experienced operations team will ensure that all units remain clean, safe, and in excellent condition while continuing to support the sponsorship and advertising opportunities that help fund the program.

PROGRAM MANAGEMENT

COA works closely with City staff to ensure the program continues to operate smoothly and in accordance with municipal requirements. Any adjustments to existing locations, requests for service, or potential additions or relocations will always be coordinated with and approved by the City of Lake City prior to any work taking place.

Our operations team regularly reviews all installed locations to ensure they continue to meet safety, accessibility, and aesthetic standards, while also serving the needs of both transit riders and the surrounding community.

AUDIT AND LOCATION REVIEW

From time to time, COA may conduct routine audits of existing locations across the City to ensure that the program continues to operate efficiently and that all benches remain properly positioned and well maintained. These reviews help identify any maintenance needs, location adjustments, or opportunities to improve service to the public.

When appropriate, COA welcomes the opportunity to conduct these audits alongside a designated City representative so that both parties can review locations together and ensure continued alignment with City expectations.

GPS UNIT IDENTIFICATION

Each bench within the program is tracked and managed through COA's internal asset management system. Units are GPS identified and bar-coded, allowing our operations team to accurately monitor locations, track service history, and maintain detailed records for every unit in the program.

COA's service team uses handheld scanners when visiting locations, allowing all service activity to be logged and documented, including photos when necessary.

WEB PORTAL (WEBPORTLIVE)

City officials will be provided access to COA's online operations portal, where they can review service history and operational records for each installed unit. Through this system, City staff may also communicate directly with COA's operations team and submit service requests if needed.

This system ensures that COA remains fully transparent, accessible, and accountable in maintaining the program.

PROGRAM GUIDING PRINCIPLES

Throughout the contract period, the program will continue to operate according to the following principles:

- Service to transit riders and pedestrians remains the primary priority
- Aesthetic quality and consistency of the installed Lexington benches is maintained
- Safety considerations guide all placement and maintenance decisions
- Advertising opportunities support the financial sustainability of the program
- The City of Lake City maintains full oversight and approval of the program

As the long-standing operator of the Lake City bus bench program, COA remains committed to ensuring the continued success of the existing system and maintaining the high standard established with the installation of the Lexington benches in 2020.

PRODUCT DESIGN PHILOSOPHY

COA is a pioneer in the development and implementation of local format advertising amenity programs. COA's success has come from its ability to address Cities' requirements and formulate an appropriate program that is tailored to each neighborhood's requirement.

COA can individualize the program to a specific area through the products it offers. All of COA's products are designed in-house and offered exclusively by COA.

All of COA's products made of high-quality durable materials, installed for ease of maintenance and repair, and are fire, animal, dent, and graffiti resistant. The unit offered is all designed to comply with wheelchair and accessibility regulations.

No other firm can provide any of these products. COA owns all of the molds and dies for all of its products and has never sold a unit on the open market.



DESIGN INNOVATION

COA's focus on new products has centered on three fundamental concepts: durability, consistency, and modularity. Each product that is introduced to the market has these three factors embedded in their design. COA understands the importance of having products that can withstand the extreme climates that are present in North America. COA uses only the highest quality products in producing their units and that has led to its products having an extremely long lifecycle.

COA believes that the amenities should not stand out on the streetscape but rather blend into their surroundings. Using this philosophy, COA has designed its product lines around the central concept of "consistency". All modular components share consistent design attributes and angles in order to present one uniform structure. No other products will have the common design elements and durability that these lines offer Lake City.



MAINTENANCE SYSTEMS, PROCEDURES AND SCHEDULING

COA leads the industry in providing their clients with state-of-the-art maintenance procedures, tracking and reporting systems. Lake City's personnel can quickly and easily determine the current maintenance status of any given amenity location on a 24/7 basis.

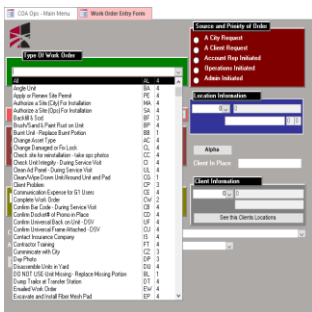
COA has built and maintains an extremely advanced proprietary computerized operational system that integrates maintenance, operations, media bookings, vacancies, changes client information, and financial record keeping, all within a single administrative system.



All units are GPS marked and bar-coded providing a unique identification for each unit, which allows the physical location and service record to be recorded.



COA Maintenance staff visit each location as required. They are equipped with a hand-held computer / GPS scanner. These portable units' interface with COA's main computer server to record the details of each visit.



The time and date of each visit is recorded along with maintenance that was undertaken and the amount of recycling and waste material collected. Any maintenance issues such as graffiti, vandalism or excessive litter around the unit is also recorded.



On a regular basis, each unit receives a thorough cleaning using COA's mobile Power Washing vehicle, completely removing any built-up dirt.



Special notations are made to record whether there was a large amount of litter in the surrounding area or if additional maintenance or repair measures are needed that will then be dealt with in future visits.



Recording any ongoing operational procedures such as sign replacement and weed removal or repairs recommended by either COA or City staff.



Information that is collected and entered into the portable computer / GPS unit at the time of the maintenance visit is downloaded to COA's main computer within 12 hours of the visit. City staff can access the database at any time via secure access on COA's website to inspect or confirm maintenance visits and records.



Detailed and customized maintenance reports can be easily extracted from COA's database and delivered electronically to concerned City contacts. Sales and financial reports that may also be required by City are also generated in the same manner.

UNIT VISIT FREQUENCY

Timing service visits is challenging. Different units across the City will require different frequencies.

Our Maintenance Data and Collection System calculate the number of visits required each week to keep the units clean and attractive. Calculated frequencies are always viewable on WebPortLive. Our minimum visit frequency is 1 per week and the maximum is as required.

We will schedule our visits generally for the same day each week, weather permitting, to ensure consistency. As we use low noise vehicles, our crews should be able to attend to the units between 7 pm to 7 am to avoid disrupting the public. We are sensible to the noise by-law and ordinances, and we have never received a noise complaint.

The Service Visit activities that are included in each visit are as follows:

- Clean the entire outside surface of the unit, wipe the bottom so that is free from mud, road salt, etc.
- Clean and wipe the advertising panel. Make sure the Ad is free of dirt and graffiti.
- Remove any overgrown grass or weeds from around the unit.
- Advise COA of, and repair, any structural damage or problems with regards to the unit or surrounding the unit.
- Make repairs to the unit. This may involve re-anchoring the unit in the event it becomes dislodged, angling the unit, or replacing damaged parts.
- Pressure Washing of units (at least on a semi -annual basis)

It will take maintenance personnel approximately 5 -10 minutes to service each location throughout the term of the contract.

COMPLAINT RESPONSE

Issues may come from a variety of sources. COA provides a variety of ways to "receive" complaints. At any time, 24/7 Municipal clients may enter Work Orders directly into COA's WebPortLive on the internet or may use the 24/7 hotline at our office number ext. 707. This line is monitored every 4 hours.

During regular business hours, all our office staff are trained to receive, and handle operations calls.

RESPONSE TIMES FOR REPAIRS

COA will manage the City of Lake City service area maintenance program by employing local constituents from within the immediate area. We see a great advantage in running our maintenance program with people who add their understanding of local communities to COA's expertise in managing amenity programs that are second to none!

All of our maintenance people undergo substantial training BEFORE they are allowed to work with the product on the street. (All key service requirements in COA's agreement with City of Lake City are also included in maintenance staff's employment contract.)



City of Lake City may provide written notice to COA when any unit requires regular maintenance or repair and COA, as soon as is reasonably possible, generally within several hours, but certainly and not later than 24 hours after the giving of such notice, shall undertake the maintenance or repair required at COA's sole expense.

We also offer an Emergency Reaction Service 1 800 661 6088 x 707 tended 24/7.

Lake City may provide written notice to COA when any unit requires emergency maintenance or repair if its condition is such that, (in Lake City's sole opinion), the condition renders a danger to the public. In such an event, COA as soon as possible and not later than 4 hours after the giving of such notice, repair and make the unit safe at COA's sole expense and to the satisfaction of Lake City.

GRAFFITI REMOVAL

With more than 35,000 units in service across North America, COA has developed extensive experience and effective procedures for addressing graffiti quickly and efficiently. In most cases, graffiti can be removed in **just a few minutes** when handled with the proper cleaning methods and materials. Prompt removal and regular monitoring are key deterrents, helping to discourage repeat vandalism and maintain a clean, professional appearance throughout the program.

COA utilizes a range of proven cleaning solutions specifically designed to remove graffiti without damaging the Lexan advertising panels or bench surfaces. Our furniture and advertising displays are constructed with materials that resist absorbing paints and markers, allowing graffiti to be removed easily while preserving the integrity of the unit.

In the rare event that a component is damaged beyond repair, COA will replace the affected parts or advertising panels promptly and at no cost to the City, ensuring that all amenities continue to meet the high standards expected by the community.

CONVEYING INFORMATION TO COA

We COA is fully equipped to respond to service notifications through a variety of communication channels. The City may notify us of any issue requiring attention by phone, email, fax, or through our website, ensuring that reporting a concern is simple and convenient for City staff.

With more than 35,000 pieces of street furniture under management across North America, our operations team routinely handles service requests of all kinds, including urgent or exceptional situations. Our systems and staff are structured to respond quickly and efficiently to ensure that any issues are addressed promptly.

This flexibility allows municipal staff to notify COA from virtually any location using almost any device. In many cases, staff simply need to visit www.creativeoutdoor.com to quickly submit a notification, allowing our team to receive the request and initiate service without delay.

SAFETY PROGRAM

COA's Safety Program has been established through a combination of our acquired operational experience and continually updating and adhering to governmental safety standards. We are proud of our safety record, which has been unblemished since the company was established over 40 years ago.

COA always requires its entire operational staff to wear florescent safety vests and boots. Work gloves are also worn whenever possible during maintenance, repairs or installation of any unit.

COA schedules the actual installation or maintenance of its inventory of units during off-peak traffic hours to avoid potential congestion that might otherwise be caused to the flow of vehicular traffic on City streets. While operational procedures are undertaken, large orange "pylons" are placed the required distance behind the service vehicle and are angled toward the curb. A flashing, intermittent orange warning light is utilized on all service trucks and are used in conjunction to the vehicles 4-way flashers to further inform oncoming traffic of the work situation ahead. Safety pylons are also placed around any excavation sites that are being prepared for the installation of pads for the units. COA undertakes all "locates" before any excavations take place to identify any buried cables or obstructions.

COA adheres to all government safety advisories and regulations and would welcome learning of any additional safety requirements that City of Lake City would want the firm to be aware of and adhere to while fulfilling this program.



COA'S MAINTENANCE AND DATA COLLECTION SYSTEMS



Data Collection and Reporting are critical functions in ensuring that the street amenities are kept clean, functional and safe. Any system to be effective must be written and designed to meet the needs of the program it's meant to monitor.

COA began the development of just such a program over 10 years ago, and today boasts a state-of-the-art proprietary system designed solely to guarantee that the City's objectives for a street furniture program are met.

SYSTEM HIGHLIGHTS AND SAMPLES

In addition to a municipality's concerns for aesthetics and functionality, COA's data collection serves the sponsorship client with elements designed to ensure

- proof of performance
- location guarantees and confirmation
- Instant location circumstance information

The system serves the individuals performing the maintenance by:

- recording all activities
- creating "before and after" activity photographic evidence
- providing immediate feedback to operations dispatch
- assisting in planning time and money effective routing

The entire system is based on two core elements:

A Security Coded Bar Code tag riveted to each and every piece of street furniture

- An all-weather handheld scanner with specific hardware attributes, namely:
- Laser scanner
- Full color camera
- Legible and interactive screen
- GPS recording module
- Continuous cellular bi-directional communication connection
- Voice connection available



To be truly effective the system needed to be directly connected to the master database. Real time, 2-way data flow is the most important so that:

- Municipal clients can see service records to prevent redundancies
- Sponsorship clients can see proof of purchase activity

Maintenance people can get immediate concern work orders without delay and without interruption to their regular activities

USER SIMPLICITY

The Main Menu allows the user to select from a variety of functions, but key functions are integrated to make sure that the user does not “forget” specific actions required.

For example, a unit installation will require the user to:

- Install the unit
- Install the bar code tag
- Install a sponsorship panel
- Take photos of the unit

All GPS functions are automatic and built-in requiring no user interaction.

SIGN PLACEMENT CONTROL – CUSTOMER SATISFACTION

COA delivers over 99.8% of its client’s sponsorship panels on time and in the right place. This is unprecedented in the market segment and is made possible through the MDaCS system. The sign tracking and placement confirmation element is one of the most important aspects of the system.

Every aspect of design, printing, and placement (posting) is controlled by the MDaCS system to ensure customer on time accurate delivery. It is the sponsorship client that pays for the program and their satisfaction must be a paramount consideration for any program manager.

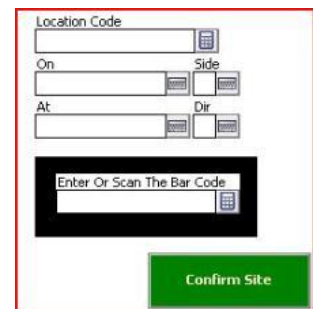
MAINTENANCE COURSES

The maintenance team follows a pre-established course. During this course (or service route), the units are scanned in succession.

Regular maintenance runs are “interrupted” by work orders as sites are scanned. Again, designed to force compliance, all work orders must be handled before the maintenance person can proceed.

Such Activities as:

- The various tasks completed by the maintenance person
- Brush removal
- Cleaning Activities
- Graffiti clearing
- Any Photos (full color) of the units and/or parts if required by the incoming data



These data collection scanners have bi-directional, real time communication through the cellular data network and the units are voice capable if we need to contact the maintenance person verbally. However, verbal communication is rare because service requests from our municipal and/or advertising clients are transmitted directly to the units for completion.

DATA AVAILABILITY

The data collected which currently feeds directly into our master databases, if needed can be easily exported to Excel, PDF or CSV files. It is our hope that working with any municipality, we will be able to move this data directly to any type of Asset Management System the municipality may incorporate.

In theory, this would also allow a municipality the opportunity to feed data back through our system for maintenance requests therefore minimizing the costs and errors associate with the data movement. (This can presently be done for municipalities without asset management systems through our Web Portal. (See our WebPortLive description.)

COA's application server retrieves the stored information and processes it, recording the site visit as completed, and posting the site visit information to:

- Primary database
- Web Portal
- Mobile Information Database

(These are all the same source, simply different ways of accessing and viewing the data).

FOLLOW UP AND EMAIL ALERTS

"Follow-Up Work Orders" automatically create email alerts to municipal and/or sponsorship clients upon completion.

This process may also generate new work orders for site/location requirements. In addition, a municipality may provide COA with an email address for electronic confirmation. In addition, once certain types of Work Orders are attached to the municipal account, they will automatically alert the email address of the completion or status of a given work order.

All the maintenance software, except for the operating systems is proprietary to and belongs to COA.

MobileFrame Client

WorkOrder	DocketNu	ActionCo	Comme
90720402	3300507	CC	
90730319	3300507	SA	
90730319	3300507	CS	
90731326	3300507	TP	

Up Down

Select

Location Code
40189410

Finished With WOs

MobileFrame Client

Location Code: 40189410 OpenWOWorkNum: 907204025504

TaskCode: 970 Action: CC Docket: 3300507

Action Text
Check Site or Construction

Description
Check Site for returnPlease check this loca

OpenWOComments

Delete Leave (Back) Done (Post)

MobileFrame Client

**Scan Bar Code,
Task Code, Or
Enter The
Location Code**

Make Order Finished Run

Sync All LastLocationCodeProce

Last Scan Type Last Scan Number

COA'S WEBPORTLIVE

COA has an industry standard on-line, interactive system to assist municipal officials in monitoring the amenity program. Each amenity can be viewed, and COA's ongoing service and maintenance work can be tracked.

"UP TO THE HOUR" REPORTING

Any municipality can secure many "UP to the Hour" Reports. This means that the data they are viewing is current and immediate. COA's Collection System combined with our Web Portal **WEBPORTLIVE**, brings literally live data directly to the municipal user.

There is NO human interaction required to put data directly into the municipality's hands, it comes directly from the scanners to the portal in no more than 1 hour!

Logging-in is simple, and information access is quick and efficient.

OPTIONS

"Site Photo": Clicking on the Icon will show photos taken on site

"Magnifying Glass": This icon brings up site info and recent service history

"Enter New Work Order": Brings up a drop-down menu for a specific site and allows you to request specific action is taken related to that site

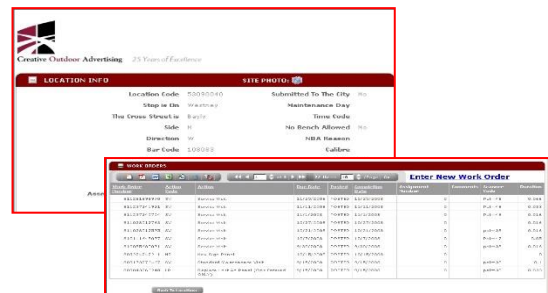
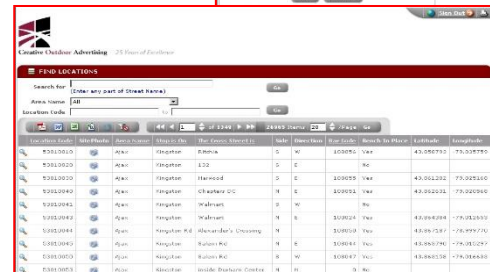
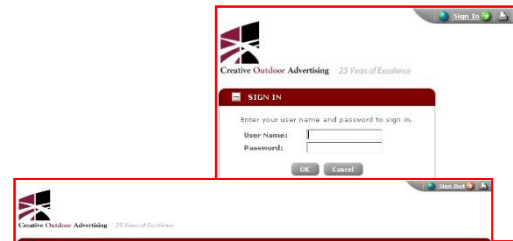
Readers are invited to look over this service innovation that we are pleased to make available to Municipal clients.

Once logged-in the user will be exposed to our site **Search and Selection**. Users can search the locations by street name or location code.

By typing in only a portion of the name, the system will show the user all the possibilities. From these you can choose several options. Typing "bay" Brings up both the streets that matches "bay" and the cross streets that match "bay".

The user can see a site photo by clicking the camera icon and can see the site details by clicking on the magnifying glass on the far left of each site.

There are many details showing, but the user can see the Work Orders for this site by looking at the bottom of the page.



WORK ORDER HISTORY

This page shows all the work orders for this site for the most recent period. Please be aware that this is not quite real time, and that Service Visit Actions are NOT (but can be) all included. (This omission relates to the technology used for the creation of this data and a "drowning in data" issue for the user. To adjust your service reports please call the office.)

To enter a new Work Order, a user simply clicks on the New Work Order section.

This will take the user to an entry screen where they select an Action Code then simply submit the order. Put in a description, and the COA ops team will get to the order within 4 hours.

This system allows access to a variety of different information including:

- Employee completion ID
- Dates
- Work details
- Images of the units on site
- Longitude and latitude covering every site we have in COA's network

The screenshots illustrate the user interface for entering a new work order. The 'Find Locations' section includes search filters for 'Day', 'Area Name', and 'Location Code'. The 'Enter New Work Order' button is prominently displayed. The 'Service Request' form contains fields for 'Order Date', 'Ordered By', 'Contact Phone', 'Location Code', 'Area Name', 'Action Code', and 'Description'. A dropdown menu for 'Select Action Code' lists various service types such as 'AD - Change Asset Type', 'BA - Angle Bench', 'BT - Bench Installation', and 'RV - Remove Van'. The 'Required Fields' section indicates that the 'Description' field is mandatory.

☐	Location Code	Area Name	Stop On	Cross Street	Side	Dir	BIP	Longitude	Latitude	Map	Availability	Rate 1 (1 Unit)
☐	26000522	Brampton, ON	Sandalwood	Sunny Meadow	S	W	Yes	-79.73966	43.74909	MapIt	Available	\$149.00
☒	26000524	Brampton, ON	Sandalwood	Sunny Meadow	N	E	Yes	-79.7389	43.74929	MapIt	Available	\$149.00
☒	26000570	Brampton, ON	Sandalwood	Torbram	N	W	Yes	-79.74858	43.76544	MapIt	Available	\$149.00
☒	26000683	Brampton, ON	Peter Robertson	Mountainash	S	W	Yes	-79.73223	43.76047	MapIt	Available	\$149.00
☐	26003055	Brampton, ON	Williams Parkway	Chrysler	N	E	Yes	-79.714507	43.749175	MapIt	Available	\$149.00

The site is comprehensive and offers a municipal client extensive information.

This two-way communication has been a particular favorite for municipal clients as it allows municipal staff to input directly the location and work required.

All work orders record the source of the work request and naturally the public is a source. We can easily track both the complaints received and COA's response to the complaint through easy access to our work order records.

Activities carried out become easy to read with time organized line items. Each line contains the controls necessary to instantly access photos, geographic location images and much more.

SITE IMAGES

A full photo set exists for each location. Before and after photographs show the user how the site has changed with the installation. Digital Images are seen as thumbnails but can also be viewed and/or downloaded full size.

INFORMATION AVAILABILITY

Information can be requested in a variety of forms for the City to ensure that our clients can access and USE the information efficiently.

Reports and sets of data can be secured as PDF, Word, raw text, excel and/or mapped. This ensures that our reports cover all spectrums with regards to data accessibility. From this almost any data analysis can be done for the City.

The data is under a less than 1-hour delay, (for system protection) but users can bring "NOW" data to meetings and conferences.

City will have access to the system to monitor the condition of the units and advertising content and to:

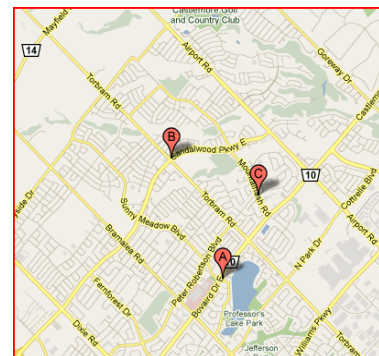
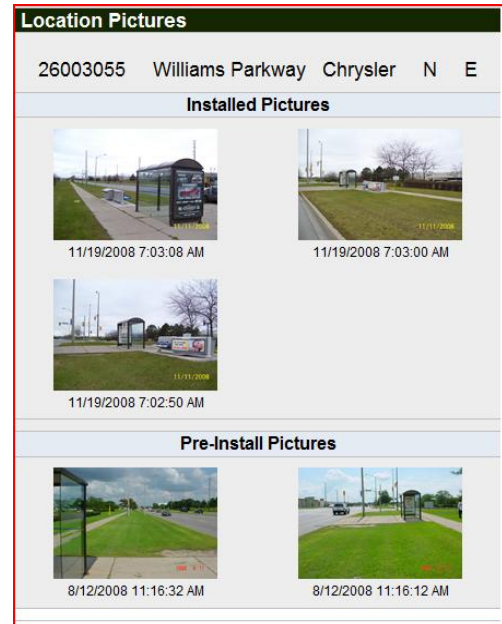
- Create single item work orders for expedited tasks or group similar tasks
- Easily download and upload maintenance tasks to a hand-held unit (Laser Scan technology)
- COA can define maintenance cycles and routine check routes
- Conveniently upload completed postings with proof-of-performance photos
- Capture complete history for analysis and forecasting (submitted to City to provide site by site analysis of historical data related to all maintenance)

Some examples of the reports that the City can draw from the portal include:

- Street furniture types and Street furniture locations
- Maintenance activities performed (daily, weekly, monthly)
- Location of site
- Staff member performed
- Activity performed (installation, cleaning, repair, etc.)
- Time performed, including time issue was reported, time at location, time to complete operation, and amount of time taken to complete the site
- Other problems, notes, issues, details by site, cost of repair, installation, parts, labor, fuel, etc.

MAPPING

Any set of data can be mapped to illustrate the geographic coverage. These maps aid our advertising clients in plotting out their message coverage giving them a solid sense of their reach to their audience. This is critical in offering our small business clients a close reach coverage program.



Our municipal clients frequently use this information to administer their programs and to ensure they have the service coverage they want.

WEBPORTLIVE SUMMARY

COA's web portal WebPortlive:

- Makes data fully available in all for the City
- Maps all or portions of the database
- Gives the user FULL access to COA's maintenance activities at ALL times
- Ensures that users have up to the hour data access

It's the answer to:

- Seeing
- Monitoring
- Controlling

The Activity on the street!

COA'S AUTOMATIC DATA DEPLOYMENT SYSTEM - (ADDS)

Municipal organizations may also request use of COA's Automatic Data Deployment System (ADDS). This system creates reports that can be formatted and emailed directly to the required person on a frequency as required by the organization or department.

Some examples of the reports that the City can automatically receive include:

- Inventory database by type
- Street furniture types
- Street furniture locations
- Maintenance activities performed (daily, weekly, and monthly)
- Date
- Location of site
- Staff member performed
- Activity performed (installation, cleaning, repair, etc.)
- Time performed, including time issue was reported, time at location, time to complete operation, and amount of time taken to complete the site
- Other problems, notes, issues, details by site
- Cost of repair, installation, parts, labor, fuel, etc.
- Reports by employee noting average work time, route, and maintenance duties performed, etc.
- Full mapping services by GPS location
 - By street furniture type
 - By maintenance issue



The ADDS system ensures that the people who need the information – Get the information, ACCURATELY and ON TIME!!

Auto Report Distribution Listing					
User ID	Report Literal	Run Code #	Day Of Period	ID	
Gray ▾	Units By Location	54	27	3246763765	
Gray ▾	Sites to Be Developed	54	18	911183852440	
Aruda ▾	Maintenance Required in Period	22	20	1011276961456	
▾					0

Appendix A

PRODUCT INFORMATION



The Lexington



ATTRACTIVE, DURABLE & MODERN STREET FURNITURE

Outstanding aesthetics and superior engineering have come together in the "Lexington". Corrosive-free, the Lexington is constructed of aluminum that is coated in Thermoplastic PVC. The Lexington is the strongest, most durable Thermoplastic-coated bench on the market today.

The Lexington's rugged all-weather construction and finish is ideal for regions with extreme weather conditions. It will not overheat on even the hottest days and has been tested to endure winter road salt, snow and ice. The Lexington will complement any streetscape and is an eye catching, worry-free bench solution for your community.

KEY FEATURES

- Functional design and innovative construction
- Smooth rounded edges and no exposed hardware to protect public
- Armrests assist seniors and discourage vagrancy
- Thermoplastic PVC Coating
- Ultraviolet stabilized, fused and baked to a 90% gloss finish which looks great and prevents fading
- Graffiti resistant, easy to clean

MATERIAL	COLORS	DIMENSIONS	INSTALLATION
Aluminum	Various (Gloss)	74" L x 44" H x 20 1/4" D	Anchored with lag bolts

Contact us for more information on this product or to hear more about our other product offerings!

T: 1.800.661.6088 F: 1.866.426.2237 CREATIVEOUTDOOR.COM



Appendix B

MUNICIPAL REFERENCES

Contact	Name: John Lynch, Director of Administrative Services Phone: (201)547-4401 Email: jlynch@jcnj.org
Program	Installation, maintenance, and advertising for approximately 100 recycling receptacles.
Transit Entity/Municipality	Jersey City, New Jersey

Contact	Name: Marlene Alcaraz Phone: (714)949-0469 Email: malcaraz@santa-ana.org
Program	Maintenance and advertising for approximately 156 bus shelters
Transit Entity/Municipality	Santa Ana, California
Partnership Status	2012-2027

Contact	Name: Andrew Powell, Engineering II Phone: (407)836-7805 Email: micah.massaquoi@ocfl.net
Program	Conversion of over 600 old benches/sites to brand new ADA compliant benches. Installation, maintenance, and advertising for approximately 620 bus benches.
Transit Entity/Municipality	Orange County Public Works (Florida)

Appendix C

SAMPLE DOCUMENTS AND REPORTS SAMPLE SITE AUDIT REPORT

SITE AUDIT



Creative Outdoor Advertising

Infrastructure Proposal

COA Stop#:	465000150	City Stop #:	0
On-Street:	W US Hwy 90	At-Street:	Bascom Norris Dr
Facing Dir:	N E	Municipality:	Lake City, FL
Longitude:	-82.67506997	Latitude:	30.17975659



Concrete Pad Needed? (See Notes)	☐ Excavate / Form ☐ Pour 2% Slope ☐ 3" edging Brush finish ☐ Wire mesh or rebar enforced ☐ ¾" clear granular
--	---

Notes:
11'x4' pad to be poured flush with the sidewalk
CONCRETE: Photos of completed work clearly showing backfilling all sides and forms removed for inspection must be submitted to COA before work can be deemed complete for payment.
X _____

Proposed Amenity	
Lexington bench	
Proposed By	
Karl Rumeo COA	
TO BE COMPLETED BY CITY	
Approved:	
Returned w/o Action:	
Rejected:	
Date:	20/02/2020
SIGN HERE: _____	

Appendix D

INSURANCE INFORMATION

INSURANCE REQUIREMENTS

COA carries commercial general liability in the amount of \$2,000,000 per each occurrence. For the City of Lake City, we will also carry an umbrella liability for the remaining \$3,000,000 so that it covers the necessary \$5,000,000 per occurrence. This policy has a \$10,000 deductible per occurrence and includes the following terms:

- Cross Liability Clause
- Severability of Interest Clause and
- Contractual Liability Clause



BFL CANADA Risk and Insurance Services Inc.
101 University Avenue, Suite 1000
Toronto, Ontario M5H 1A7
Tel: (416) 598-0500
1-800-465-0001
Fax: (416) 598-0400

Certificate of Insurance			Revised N°: 2011 US - 28	
This is to certify to: City of Cedar Rapids Purchasing Service Department 3851 River Ridge Dr. N.E. Cedar Rapids IA 52402 that the following described policy(ies) or cover note(s) in force at this date have been effected to cover as shown below: Name of Insured: CREATIVE OUTDOOR ADVERTISING OF AMERICA INC. / THE BENCH PRESS LTD. Address: c/o 1930 Commerce Lane, Suite 1, Jupiter, FL 33458 Description of operations and/or activities and/or locations to which this certificate applies: Advertising Program for Bus Stations				
Type	Insurer	Policy N°	Policy Term (month/year)	Limits - Amounts of Insurance
Commercial General Liability	As effected with Certain Lloyd's Underwriters under Contract No. 10CPBA3148	05A.0031	08/17/2011 to 08/17/2012	\$2,000,000 Commercial General Liability including Bodily Injury & Property Damage \$2,000,000 Non-Owned Automobile \$2,000,000 Aggregate Limit - Products & Completed Operations Deductible: \$10,000 Each Occurrence
Commercial Automobile Liability	Hitac Insurance Company	7M0538903	12/11/2010 to 12/11/2011	\$ 5,000,000 Third Party Liability Deductibles: \$ 500 Collision/\$ 300 Comprehensive - Snowmobiles \$ 2,500 All Perils - Trailers and Light Commercial \$ 2,000 All Perils - Private Passenger vehicles
Umbrella Liability	GCAN Insurance	9138824	08/17/2011 to 08/17/2012	\$3,000,000 Umbrella Liability in excess of underlying primary General Liability
Excess Liability	Certain Lloyd's underwriters under contract 10CPBA3148	10A.0033	08/17/2011 to 08/17/2012	\$ 8,000,000 Follow form excess of underlying \$ 5,000,000 Umbrella Liability (GCAN Policy 9138824)

Additional Information: It is hereby understood and agreed that City of Cedar Rapids and its officers and employees are added as Additional Insured to the General Liability policy, but only with respect to the liability arising out of the operations of the Named Insured's work and/or services performed by for the city of Cedar Rapids, Iowa.

This certificate is issued as a matter of information only and confers no rights on the holder and imposes no liability on the insurer.

Should one of the above-noted policies be cancelled before the expiry date shown, the insurer(s) will endeavour to provide a 30 days written notice to the certificate holder but assumes no responsibility for failure to do so.

This certificate is subject to all the limitations, exclusions and conditions of the above-listed policy(ies) as they now exist or may hereafter be endorsed.

The above noted coverage is primary

Please note that the limits shown above may have been eroded by Claims or Expenses paid under this policy.

BFL CANADA Risk and Insurance Services Inc.

Signed in Toronto on August 24, 2011
Revised November 17th, 2011

per:
Authorized Representative

Corporation in the USA and Worldwide - International Insurance Broker

www.BFLCANADA.ca

Appendix E

OUR CORE PRINCIPALS



Creative **Outdoor** Advertising

COA Operations Principles

1. Complete Your Task Properly the First Time

- a. All units should be safe, clean and left in good condition with no graffiti or structural damage.
- b. All signs should be printed, shipped, installed with accuracy and on schedule.

2. Provide Complete and Accurate Information to Everyone

- a. All staff should always:
 - Report work order complete accurately and on time.
 - Provide feedback to other departments regarding changes and/or concerns.
 - Do as you say, say as you do

3. Demonstrate A Positive and Professional Attitude

- a. All staff should be dressed in proper attire at all times.
- b. All vehicles and work areas should remain clean and orderly.
- c. As COA representatives, it is imperative you remain courteous and respectful at all times.

4. Fulfill Your Responsibilities in a Timely and Accurate Fashion

- a. Organize and prioritize your work.
- b. Plan your work, work your plan.

5. Your Success is the Company's Success

- a. Know how to do your job and know your job scope. Ensure that you have the skills necessary to fulfill your role and if you do not, follow up and obtain them.
- b. You are responsible for ALL aspects of your job. Do not pass the responsibility to others.
- c. If you do your job well, COA can do its job well.



Creative Outdoor Advertising

Core Principles of the Sales Department

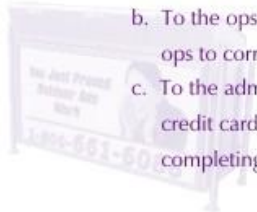
1. Complete Your Task Properly the First Time

- Sell for the renewal by knowing your inventory and the benefits to the client before you call/cold call your potential clients.
- Under promise and over deliver.



2. Provide Complete and Accurate Information to Everyone

- To the client re: location, rates, availability, delays, snow etc.
- To the ops department re: entering work orders. Confirm issues before asking ops to correct a problem.
- To the admin department re: entering work orders, feedback from clients, credit card and auto debit information, using the communications file tab, completing contracts accurately



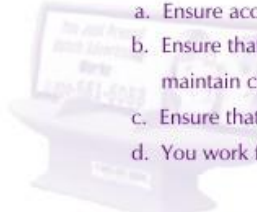
3. Demonstrate a Positive and Professional Attitude

- Take pride in your work through your dress code, voicemail messages, email, and tone of voice.
- Be polite in every situation.



4. Fulfill your Responsibilities in a Timely and Accurate Fashion

- Ensure accurate contracts are sent to clients and admin by deadlines.
- Ensure that COA fulfills its responsibility to create, print, install and maintain clients' signs.
- Ensure that COA responds to administrative and other needs of clients.
- You work for your Client



5. Your Success is the Company's Success

- Understand that your role is critical to the overall success of the company.
- You are COA





Creative Outdoor Advertising

Core Principles of the Administration Department

1. Complete Your Task Properly the First Time

- a. Understand that every client interaction presents you with an opportunity to create a loyal long-term customer; do your part to build that loyalty.
- b. Check the client's statement and payments to make sure they owe money before you call to follow up.
- c. Print the client's statement for write-off purposes when you are processing their credit, delay billing or other administrative request.
- d. Slow down for each transaction that you process and use our checklists to make sure that steps are not missed, knowing that one missed step will create problems and extra work for everyone.

2. Provide Complete and Accurate Information to Everyone

- a. Make sure that each email you send is clear and accurate. Look at the communications, administrative work order and operations work order sections of the client file, before sending any email or responding to an administrative work order.
- b. Document each action that is taken in the client file (unless it is clear from the work order or invoice) so that anyone reviewing the file will have a clear and up-to-date understanding of the client's circumstance.

3. Demonstrate A Positive and Professional Attitude

- a. Be professional in everything that you do, from the way you dress, to your behaviour and tone of voice, to your email signature, to the spelling and grammar used in your correspondence, and to your interaction with clients, co-workers and the general public.
- b. Ensure that anyone meeting you or speaking to you would come away from the encounter impressed with your professionalism and that of COA.

4. Fulfill Your Responsibilities in a Timely and Accurate Fashion

- a. Make sure that every client who calls with a financial problem speaks to someone in the Administration Department before they hang up.
- b. Make sure that every client who calls with a financial problem has their problem resolved before they hang up. If this is not possible, it should be resolved by the end of the business day. The resolution should then be executed in an accurate and timely manner.
- c. Aim for a 1 week turnaround time for the processing of all administrative requests: work orders, new contracts and renewal contracts.

5. Your Success is the Company's Success

- a. Know how to do your job and what your responsibilities are. Ensure that you have the skills necessary to fulfill this role and if you do not, follow up and obtain them.
- b. Accept responsibility for ALL aspects of your job. Do not pass the responsibility or the blame onto others.
- c. Provide continuous feedback on how to improve the systems and processes that you use in your daily activities.
- d. Know that if you do your job well, COA will do its job well.