



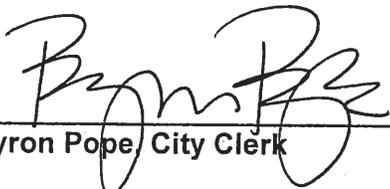
Beverly Hills City Council Liaison / Strategic Planning Committee will conduct a Meeting, at the following time and place, and will address the agenda listed below:

CITY HALL
455 North Rexford Drive
2nd Floor, Council Chamber
Beverly Hills, CA 90210

Thursday, August 2, 2018
4:00 PM

AGENDA

- 1) Public Comment
 - a. Members of the public will be given the opportunity to directly address the Committee on any item not listed on the agenda.
- 2) Overview Economic Sustainability Plan
- 3) Committee's Work Plan for the Business Triangle
- 4) Overview of MotionLoft
- 5) Alternative Date for August 16, 2018 Meeting
- 6) Informational Item
 - a. Mission and Vision Statement
- 7) Adjournment



Byron Pope, City Clerk

Posted: July 31, 2018

A LIAISON AGENDA PACKET IS AVAILABLE FOR REVIEW IN THE LIBRARY AND CITY CLERK'S OFFICE



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Item 2



CITY OF BEVERLY HILLS
POLICY AND MANAGEMENT

MEMORANDUM

TO: City Council Strategic Planning Committee

FROM: Cynthia Owens

DATE: August 2, 2018

SUBJECT: Overview Economic Sustainability Plan

ATTACHMENT:

1. Economic Sustainability Plan
2. Summary of Achievements Associated with Pillars
3. Request for Proposal – Economic Sustainability Plan

BACKGROUND

On November 30, 2010, City staff gave a summary presentation of the findings of draft Economic Sustainability Plan (“Plan”) to the City Council at a study session. This report provided an overview of the principal elements of the Plan which includes an outline of the foundations and pillars for economic sustainability.

DISCUSSION

The foundations of the Plan (Attachment 1) determine City efforts towards economic sustainability, and are reflected in all initiatives that are included in the pillars. The foundations in the current Plan include:

1. Beverly Hills Brand
2. Fiscal Stewardship
3. Quality of Life Stewardship
4. Communication and Outreach
5. Friendly, Smart, Green, Safe City

The four pillars of economic sustainability are groups of initiatives, projects, and programs that could have a long-term impact on the City’s revenue streams. These pillars are:

1. Clientele Attraction/Business Development
2. Infrastructure
3. City-Owned Asset Enhancement
4. City Service/Process Enhancement

The Plan identified primary, secondary, and tertiary priority programs that were needed in order to maintain economic sustainability in Beverly Hills from 2011-2015. City staff reviewed the 26 projects and initiatives identified in the Plan (Attachment 2). Of these projects, 15 of them were considered Priority 1, seven were considered Priority 2, and four were listed as Priority 3.

Update on the Priority Initiatives and Programs

Some of the completed priorities include:

- ❖ Supporting the Beverly Hills Conference and Visitors Bureau (“CVB”) in implementation of Marketing Strategic Plan;
- ❖ Creating "welcoming" retail districts, including "Disney-level" way-finding;
- ❖ Raising the City’s virtual profile;

- ❖ Developing on-line public zoning and land use information; and
- ❖ Maximizing the benefits of projects under construction.

Staff found that several priorities will always be in progress in the City. Therefore, staff provided examples of projects that were accomplished under these pillars but did not consider them complete as they are ongoing today. This includes:

- ❖ Support CVB in design and development of signature Visitor's Center – the CVB refreshes their brand annually;
- ❖ Produce broader platform of signature events and destination promotions;
- ❖ Continue to actively manage and develop City trademark license program as a vehicle to brand awareness; and
- ❖ Continue to invest in upgrades at Greystone that will increase the viability of public and private uses.

Finally, a few priorities were not undertaken as, when the initiatives were further investigated, there was a desire by Council to not proceed with them at that time. This included:

- ❖ Complete review of and begin implementation of Business Attraction Strategy, including attracting both high-end and unique-local businesses along with community serving businesses. Consider financial incentives; and
- ❖ Review business tax and permit fee structure with a view to developing potential business attraction/retention incentives; attract both high-end and unique-local businesses along with community serving businesses. Consider financial incentives where appropriate.

Next Steps

On June 21, 2018, the City released a request for proposal (Attachment 3) to hire a consultant and/or company to either develop or update the City's Economic Sustainability Plan. The City has scheduled interviews with three companies on Friday, September 7, 2018. The intent is to have the selected Consultant meet with the Committee during the planning process.

Due to the interviews being conducted on September 7th, it is likely that the contract will not be awarded until October. Therefore, the months identified as part of the milestones on page 6 of Attachment 3 will be adjusted.

Attachment 1

Economic Sustainability Plan

Programs and
Priorities
2011-2015



CITY OF BEVERLY HILLS



Jeffrey Kolin, City Manager, City of Beverly Hills

A Message from the City Manager

We are pleased to present the City's Economic Sustainability Plan – Program and Priorities 2011-2015.

With such pressure on City budgets, we felt the time was ripe to develop an Economic Sustainability plan for City Hall that would provide a framework for us to prioritize and focus our programs on those that most support the economic vitality and attractiveness of Beverly Hills.

We consulted with City staff and officials, our economic partners, residents and businesses. We examined existing economic studies and City programs. At the end of this process we realized two things – first, there were no “magic bullets” for economic sustainability and second, that the City and its partners were already engaged in important economic sustainability work. Missing were priorities, focus and measurement, as well as a lexicon for economic development as it pertained to Beverly Hills.

This plan addresses these issues and has already provided the basis for the 2011 City Council priorities, and principal elements have been incorporated into the City's Strategic Planning effort.

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EXECUTIVE SUMMARY



VISION

Foster a vibrant, sustainable economy, and stimulate sufficient City revenue to maintain the character and quality of the community



The severe economic recession of 2007 – 2010 caused disastrous reductions in state and local government revenues. Beverly Hills has responded to that crisis by reducing its General Fund budget by more than \$27 million over the past three years, ensuring budgets and strategic plans focus squarely on efficiency and new revenue opportunities, and prioritizing City programs on the basis of economic sustainability.

It is evident that the City cannot rely only on expense reductions to close its budget shortfall without sacrificing its traditional high standards of service. This Plan, representing the third element, presents an array of City programs that support economic activity. They strengthen the revenue sources that are the primary support for the City General Fund: transient occupancy taxes, sales taxes, property taxes, and business taxes.

Beverly Hills does not use redevelopment areas or enterprise zoning, the traditional tools of economic development. Its new General Plan left the areas of scale, height, density, and community character essentially unchanged. Recognizing these policy directives, the City team prioritized programs on the basis of their contribution to economic sustainability. The City also sought feedback from residents and businesses. The Plan outlines both a set of priorities and a set of measures to help the City track its progress going forward.

Descriptions of these elements, and the associated priorities, can be found on pages 10 - 19.

The plan uses a metaphor of “Foundations” and “Pillars” to organize its efforts. Foundations are themes that underlie and inform all of the City’s work, especially economic sustainability. Pillars are groups of programs, projects and activities that seem likely to improve revenues, although that may not be the only justification for them.

MEASUREMENT

A critical element of the plan is to measure and report on how implementation affects City revenues. There will be two program-wide measures:

- 1 WHETHER AND HOW MUCH REVENUE STREAMS INCREASE, WITH AN ATTEMPT TO SHOW WHETHER THE INCREASES OR DECREASES DIFFER FROM WHAT WOULD OTHERWISE BE EXPECTED.
- 2 BI-ANNUAL SURVEYS TO MEASURE BUSINESS, RESIDENTIAL AND VISITOR SATISFACTION LEVELS

In addition, a program of more specific measures, intending to evaluate the performance of individual initiatives and Pillars, will attempt to measure how well plan elements are being implemented, and the extent of their effect on program-wide goals.

2011
ESTABLISH BASELINE DATA AND DEVELOP THE MEANS TO TRACK INDICATORS

2012 and beyond
PROVIDE REPORTS THAT SHOW HISTORICAL AND CURRENT INFORMATION

NEXT STEPS

The City is already incorporating this economic sustainability approach into its decision-making processes. As the plan was being completed, the City launched a more comprehensive strategic planning effort that incorporated economic sustainability principles and goals.

MANY OF THE PROGRAMS AND PROJECTS IN THIS PLAN WERE IDENTIFIED AS HIGH PRIORITIES BY THE CITY COUNCIL FOR THE COMING FISCAL YEAR. THE CITY WILL IDENTIFY RESOURCES AND DEVELOP FUNDING SCHEDULES FOR THEIR INCLUSION IN THE BUDGET.

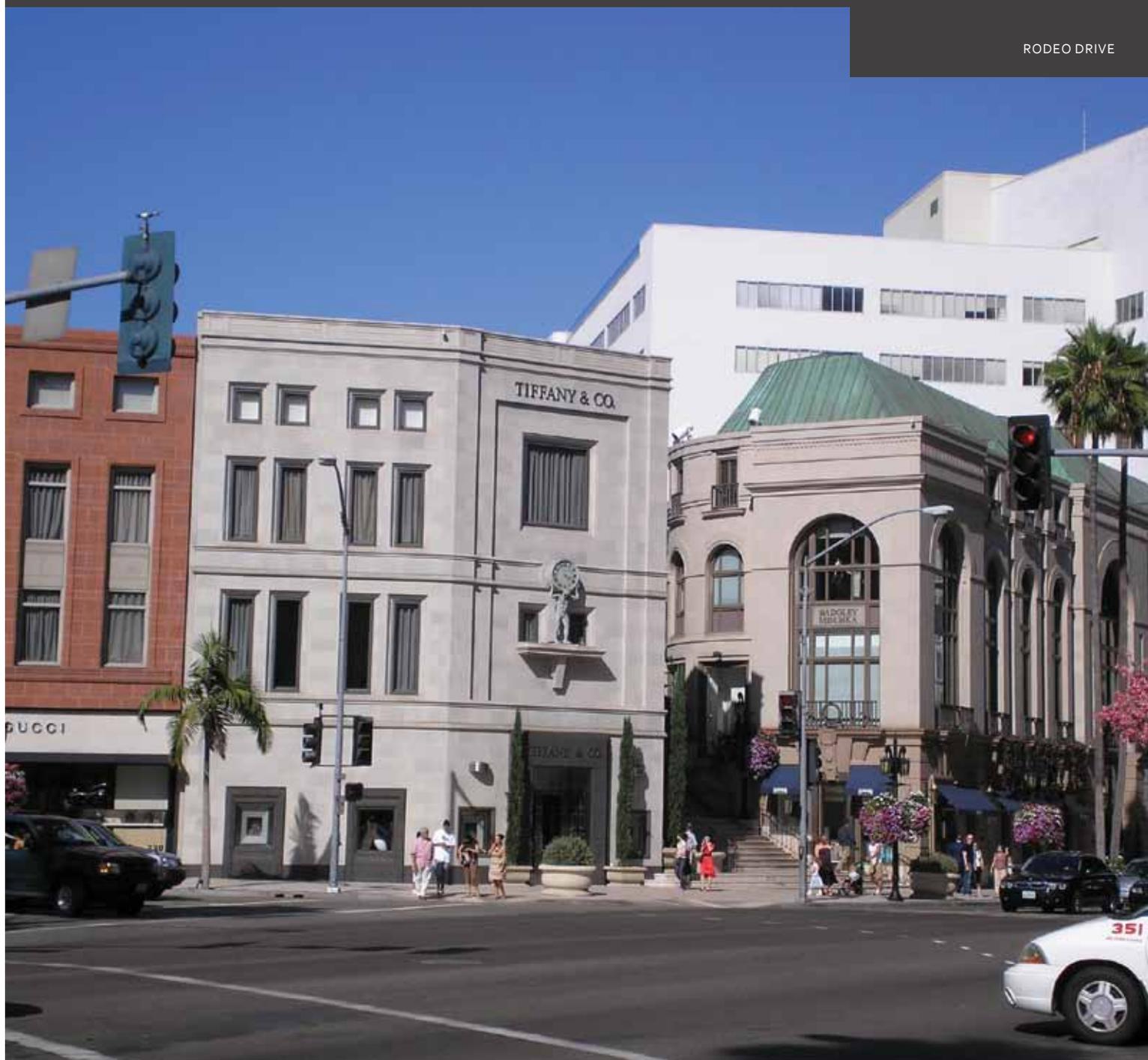
GOING FORWARD THE PLAN WILL BE REFINED BY:

- IMPROVING THE WAYS THE CITY MEASURES THE EFFECTS OF PROPOSED AND ADOPTED INITIATIVES ON ECONOMIC ACTIVITY AND CITY REVENUES
- COMPLETING CURRENT EFFORTS TO IMPROVE THE CITY’S REVENUE FORECASTING, TO OFFER MORE SPECIFIC PROJECTIONS THAT REFLECT A BETTER UNDERSTANDING OF THE CITY’S ECONOMY
- INTEGRATING ECONOMIC SUSTAINABILITY AS A FACTOR IN THE CITY’S STRATEGY AND BUDGET FRAMEWORK.

1

PURPOSE AND BACKGROUND

RODEO DRIVE



The Context

Current projections indicate a shortfall between General Fund revenues and expenditures in excess of \$5 million by FY 2014/15. To address this issue, the City needs to continue action on three fronts – building the “three-legged stool” of fiscal stability.



BUDGET CUTS: The City of Beverly Hills has already reduced its budget by more than \$27 million over the past three years, including furloughing staff, postponing maintenance and equipment replacement, addressing labor cost and pension reform, and rethinking service levels.



INCREASING REVENUE SOURCES: The current Strategic Planning effort is continuing efforts started during budget reviews to identify appropriate revenue increases.



DEVELOPING ECONOMIC SUSTAINABILITY INITIATIVES THAT WILL INCREASE ECONOMIC ACTIVITY AND RELATED CITY REVENUES: This Plan, mandated by the City Council, is designed to address a strategic method of revenue generation.

The City does not have access to the traditional tools of redevelopment or enterprise zoning, and the City has made a strategic policy decision not to modify the General Plan regarding scale, height, density, or community character. Rather, by providing base services and programs at the highest level, the City intends to provide a platform upon which businesses can prosper. In this way, the City hopes to generate the revenues necessary to support the quality of life expected by businesses and residents in Beverly Hills.

Building on previous plans, such as the Economic Profile, the Business Attraction and Retention Plans and the Marketing Strategic plan, the City’s executive management team has taken a long, hard look at much of the City’s existing workload and established priorities and opportunities for programs that directly support the City’s brand, character and other critical areas unique to businesses success and economic development in Beverly Hills.

.....
The Economic Sustainability Plan has been developed with the understanding that Beverly Hills is limited in the actions it can currently take in the economic development field.
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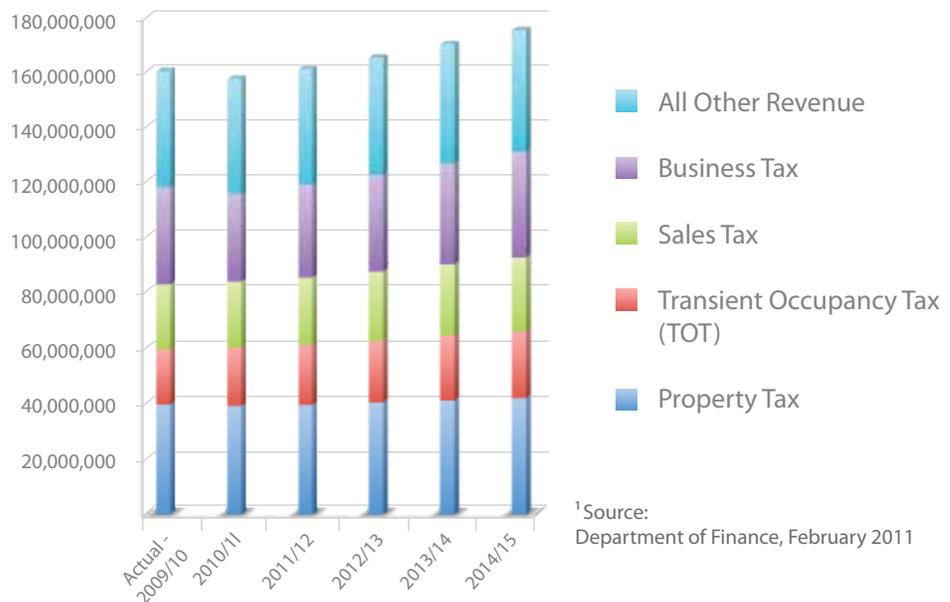


The City has made a strategic policy decision not to modify the General Plan regarding scale, height, density, or community character.

City Fiscal Structure

The fiscal structure of the City relies on four main sources of revenue: property taxes, sales taxes, transient occupancy taxes, and business taxes. Residents are the primary source of property taxes; the remaining revenue streams are functions of a healthy business community. Approximately 9% of the City’s land is zoned for commercial use; that land, however, produces 75% of the City’s general fund revenues.

Projected General Fund Revenues¹



In order to achieve economic sustainability and maintain its level of services, the City must retain or increase funding from all sources, especially businesses.

Assuming that current strategies remain unchanged, revenues are projected to increase only slightly as the economy recovers from the most severe recession in recent history. Sales tax and transient occupancy tax revenue will likely track the economy as it improves, while property tax revenue will follow trends in property valuation, though on a more muted basis as result of Proposition 13.

Sales tax revenues, transient occupancy taxes, and business taxes are all related to the City’s ability to attract and retain a vibrant business community, which in turn requires attracting clientele to City businesses. Property taxes are sustained by preserving the City’s stature as a premiere residential location. The City will continue to contribute to this by prudently maintaining its physical assets, continuing a high level of public safety and municipal services, and supporting educational excellence in the School District.

Current Efforts to Address Competition

Beverly Hills is in competition with high-end malls featuring luxury retailers; with other municipalities for prestige-address business clusters; and with other premiere residential communities. Recognizing that competitors are improving their products and outreach, Beverly Hills has commissioned the development of research and plans to guide efforts to attract and retain targeted businesses.

Five key reports formed the central part of this effort:

- ▶ Beverly Hills Economic Profile (2006)
- ▶ Beverly Hills Retail Behavioral Study for 2006
- ▶ Beverly Hills Economic Strategy – Approaches for Business Retention (2007)
- ▶ Beverly Hills Economic Strategy – Approaches for Business Attraction (2010)
- ▶ Conference and Visitor’s Bureau Strategic Plan 2010
(Also known as the Marketing Strategic Plan)

Consistent with these reports, the City manages several activities and programs that bolster revenues from hotels and businesses. The design of City marketing events highlights Beverly Hills’ advantages.

Examples of these efforts include:

- ▶ Signature functions such as: · the annual Walk of Style · Affaire in the Gardens · Greystone Concours d’Elegance · Concerts in the Park · and the more recent 90210 event
- ▶ The 2011 Rose Parade float, which won the Mayor’s Trophy for the Most Outstanding City Entry
- ▶ Holiday programs and decorations

Implementing the marketing plan for the Conference and Visitors Bureau will place additional focus on developing and promoting events to create “street-life” in order to give visitors – especially LA County residents – a reason to visit Beverly Hills. Recent studies show that nearly 35% of the money spent by shoppers in the City comes from Beverly Hills residents, and that an additional 25% originates with residents of the LA Metro area.

The most recent retail behavioral study showed that Beverly Hills’ attractiveness to retail patrons is due to the “walkable” village atmosphere, luxury environment, and uniqueness of the shops.



TASTE OF BEVERLY HILLS

In addition, the City has identified clusters that are central to commercial property tax revenues, especially entertainment services, finance, and professional services. Maintaining a business-friendly city government and partnering with business organizations to maintain open lines of communication are ongoing citywide efforts intended to support these business sectors.

FOCUSING THE "LENS"

There is no shortage of energy or inventiveness in proposed initiatives to support clientele and business attraction. Recognizing this, the Economic Sustainability Plan has not made its primary focus the generation of new projects or programs. Rather, this report seeks to provide a “lens” to focus on implementing existing plans and programs that provide the best overall contribution to the City’s long-term economic sustainability.

Stakeholder Input

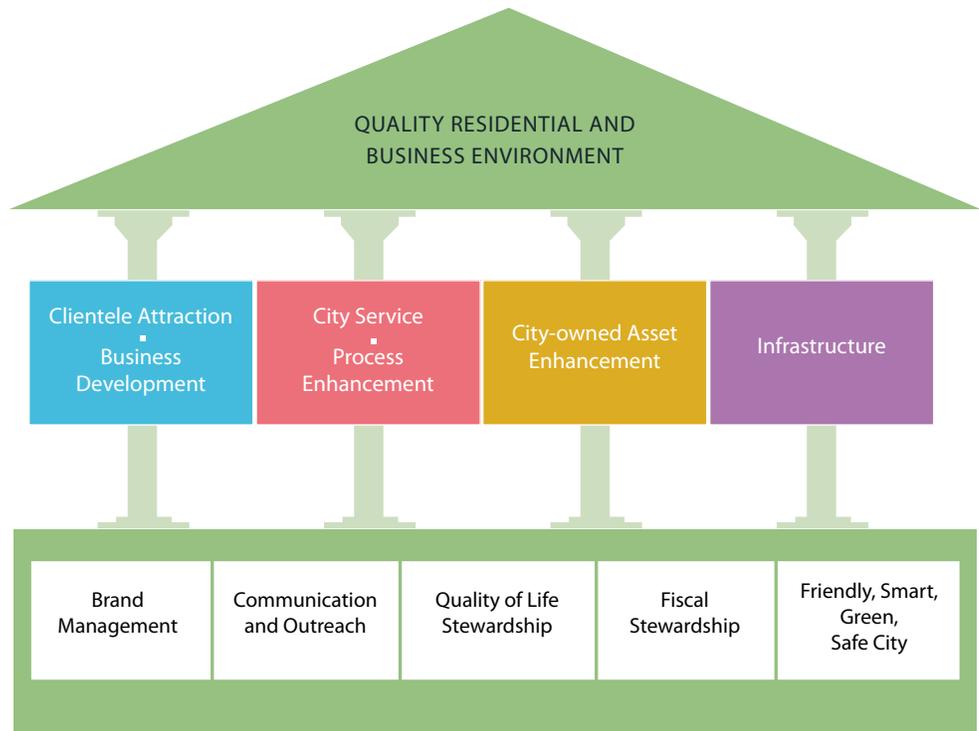
To validate City staff priorities, outreach meetings were held with a Homeowners Association, board members of the Conference and Visitor’s Bureau and a cross-section of stakeholders from the Chamber of Commerce, the Citizen’s Budget Group, and the Mayor’s Cabinet. Participants, who represented residents, businesses, and commercial property owners, were chosen because of their interest in the City and their knowledge of its economy and finances. Their comments, reflected in this report, have improved its focus and strengthened its priorities.

STRATEGIC DIRECTION



THE CITY'S 2011 ROSE PARADE FLOAT, WHICH WON THE MAYOR'S TROPHY FOR THE MOST OUTSTANDING CITY ENTRY, HEIGHTENS AWARENESS OF THE BEVERLY HILLS BRAND.

ECONOMIC SUSTAINABILITY MODEL



10

THE CITY HOLDS THE FOLLOWING VISION FOR ECONOMIC SUSTAINABILITY POLICIES AND PROGRAMS:



Foster a vibrant, sustainable economy, and stimulate sufficient City revenue to maintain the character and quality of the community



To realize this vision, the plan adopts a metaphor of “Foundations” and “Pillars.” Foundations are strategic themes that underlie and inform all of the City’s work, especially the efforts described in the Pillars. Pillars include programs, projects and activities intended to improve both the City’s economy and its business revenues.

PILLARS

The FOUR PILLARS of economic sustainability represent central areas where the government of Beverly Hills has significant ability to support local economic activity and City revenue streams. Many of the initiatives included within the pillars are included in the current Budget and Capital Improvement Plan (CIP). Priorities were ranked according to their anticipated impact and are not time related; many will stretch over several years.

Pillar Initiatives | PRIORITY PROJECTS

Clientele Attraction /Business Development

The City partners with the Conference and Visitors Bureau (CVB), the Chamber of Commerce and its business community to encourage clients or customers to patronize Beverly Hills businesses. In addition, business retention and attraction efforts have identified kinds of businesses that fit well with the City’s brand, and with its existing commercial mix. The Business Attraction Plan calls for diversifying revenue streams through attracting “gap” businesses – especially upscale food markets and furniture/appliance stores. The City is also expanding efforts to attract businesses that appeal to younger consumers and grow nightlife in the City.

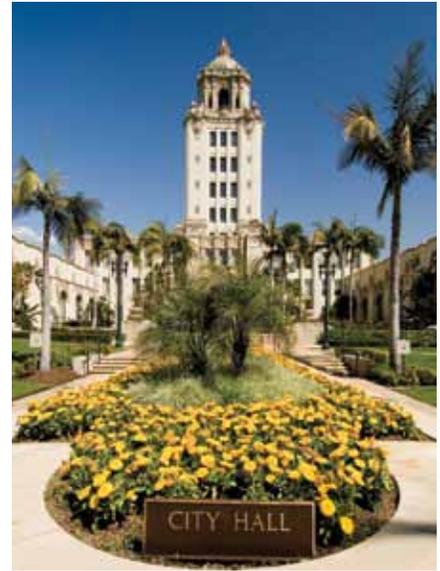


AFFAIRE IN THE GARDENS



City Service and Process Enhancement

Maintaining a business-friendly City government is a priority of economic sustainability. Beverly Hills takes pride in the friendliness and quality of its municipal services, seeking a “Disney” level of satisfaction. One element of these high standards is a commitment to continuous improvement. As part of this effort, Beverly Hills is developing and expanding its e-Gov capability, making it easier to do business with the City on the Internet.



BEVERLY HILLS CITY HALL

2

PRIORITY PROJECTS ▶

City Service and Process Enhancement Initiatives

Policies and strategies that minimize the amount of time and effort businesses must spend to comply with City permitting and other requirements. Initiatives that reflect the dedication of the City to provide excellent customer service.

- Review business tax and permit fee structure with a view to developing potential business attraction/retention incentives; attract both high-end and unique-local businesses along with community serving businesses. Consider financial incentives where appropriate
 - Identify, prioritize and develop 5-year schedule to eliminate obsolete zoning provisions and remove obstacles to development, including modification of nightlife/entertainment regulations and fees
 - Develop eGov initiatives associated with on-line public zoning and business permit process:
 - Development Review process
 - Electronic Review of Planning & Building documents
 - Evaluate and implement strategies that streamline the development process, including Commission review processes
 - Install new Finance and HR Enterprise-wide computer system
 - Automate billing and tax payment
-
- Develop on-line public zoning and land use information, e.g., ZIMAS
 - Evaluate establishing a Concierge for City Hall to assist applicants for complex development/permits, especially for proposals and projects targeted in Business Attraction and Retention strategies

Priority 1

Priority 2

City–Owned Asset Enhancement

The City owns real estate assets within Beverly Hills that serve multiple civic purposes. Parking structures are visible examples of the use of City assets to increase the convenience and ease of access of residents and visitors to Beverly Hills business establishments. Beverly Hills also uses its real estate assets to attract business clusters that are important to the economic life of the City and to enhance the quality of life for residents. The 331 Foothill project in the entertainment district is an example. Such holdings are strategic assets that should continue to be used to support commerce and generate City revenues.



331 FOOTHILL PROJECT

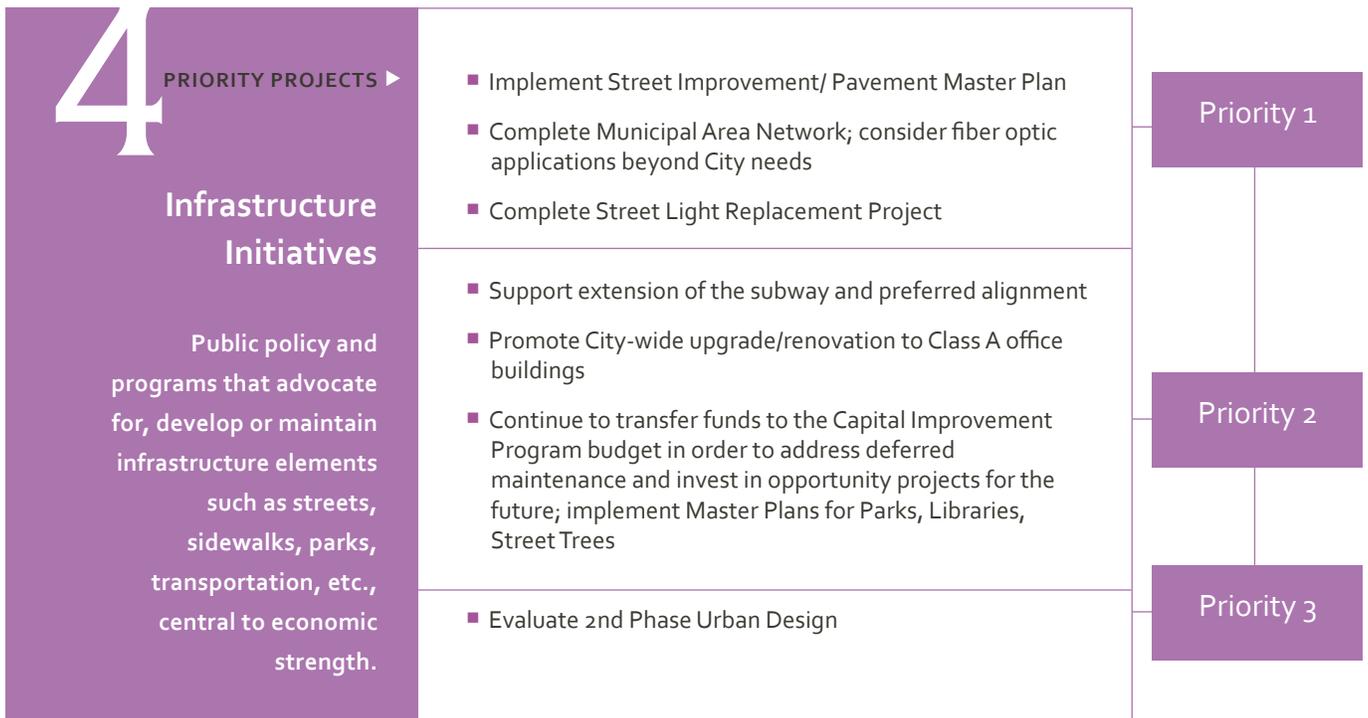


Infrastructure

The City’s ongoing ability to provide infrastructure – streets, water systems, sewers, traffic systems, parks, libraries, public transportation, etc., that supports its “premiere” brand is central to its economic sustainability. Those services are critical to maintaining the property values that, under current California law, have decades-long implications for a primary revenue stream of the City. Businesses, too, expect their patrons to be impressed with the quality of infrastructure – clean, well maintained streets and sidewalks, well-appointed public areas with high-quality lighting and trees, and available parking. Parking can also be viewed as a city-owned asset, as set forth in the previous section. These structures and systems are central to maintaining the City’s brand. Knowing this, the City commits \$10 million annually in funding for the Capital Improvement Plan and seeks the maximum impact on economic sustainability from that investment.



PUBLIC FOUNTAIN





FOUNDATIONS

1. Brand Management
2. Communication and Outreach
3. Quality of Life Stewardship
4. Fiscal Stewardship
5. Friendly, Smart, Green, Safe City

In order to keep Beverly Hills a world-class community, the City must consistently emphasize central foundational principles. These principles underlie all of the actions of the City, including economic sustainability efforts.

As part of the evaluation of the Foundations, the City identified areas where enhanced focus or attention to the foundations will affect fiscal sustainability. Many of the programs and initiatives in the Pillars were developed with the understanding that they would also provide support to the foundations, especially where gaps were identified.

1

BRAND MANAGEMENT

Protecting and promoting the City's globally recognized brand throughout all City services and programs. Striving to ensure that City employees, residents and businesses identify with and help promote the Brand. For Beverly Hills, this Foundation is perhaps the most important driver of economic strength.



PEOPLE IDENTIFY WITH THE BEVERLY HILLS BRAND AS A SYMBOL OF THE PLACE TO LIVE THEIR DREAMS.

It is widely held as self-evident, and supported by available research, that the Beverly Hills brand is a key element in attracting the visitors and businesses that support the fiscal strength of the City.

Known internationally for its outstanding residential neighborhoods, distinctive hotels, retail stores, restaurants and premiere business locations, Beverly Hills must maintain its position as a premiere community and destination.

The Beverly Hills brand is an important driver of economic strength, and should be honored in everything the City undertakes.

As examples, going forward:

- *As the City implements clientele marketing and business attraction initiatives, it will coordinate its message with the "living the dream" brand*
- *As the City reviews and develops its cultural event initiatives it will strive to ensure that programming and presentation exceed expectations of participants*

- *As the City improves its services and processes, it will design user-friendly applications and aim to exceed user expectations of friendly, efficient services*
- *As the City implements asset management initiatives, it will build, upgrade and maintain real estate assets to high level of physical appearance and efficiency*
- *As the City implements infrastructure initiatives, it will ensure that they reflect high design standards, including the pedestrian experience and signage needs*

All participants in the study agreed that the brand must be continually renewed and refreshed, attracting multiple generations, and providing an environment that beckons new residents, visitors and businesses.

The City will conduct regular and consistent outreach to key communities, including two-way conversations with:

- The residential community, to assure that the character and quality of Beverly Hills are maintained and enhanced
- The business community, to assure that Beverly Hills remains an economically healthy and profitable place in which to do business
- The visiting public, to maintain the attractiveness of Beverly Hills as a desirable place to visit and shop.

The review of this Economic Sustainability plan, itself, embodied this foundation; the recommendations and priorities were vetted by a variety of communities, and resident and business suggestions were incorporated throughout.

Going forward:

- As the City streamlines its services and processes, it will establish partnerships with the residential and business communities to reflect their needs
- As the City implements clientele and business attraction elements, it will base its decision-making on visitor and business opinions
- As the City implements asset management initiatives, it will work with the business, residential, and visitor community to identify the optimum use for facilities
- As the City implements infrastructure initiatives, it will inform communities of and solicit support for infrastructure maintenance plans

The primary goal in this area is to maintain property values and property tax revenues by maintaining important City services at a high level. Of primary importance to high residential satisfaction and consistent high property values is the quality of fire and police services. Those, however, by themselves will not suffice. The City's excellent library and park services, as well as the cleanliness and repair of its streets and sidewalks, must be preserved to maintain the character of the city. In addition, residents frequently cite outstanding K-12 schools as central in

2 COMMUNICATION AND OUTREACH

Managing regular and consistent outreach to key communities, including two-way conversations with residents, businesses, and the visiting public to assure that the City maintains and enhances its quality, and remains a premiere place to live, do business in, work and shop.

3 QUALITY OF LIFE STEWARDSHIP

Preserving City services at a high level – especially library and park services, the cleanliness and repair of its streets and sidewalks –in order to maintain the character of the city.

4

FISCAL
STEWARDSHIP

Managing resources in the most cost-effective manner possible; making prudent investments when there is a sufficient probability of a substantial return, measured in increased revenue, reduced costs, and improved quality of life.

maintaining the quality of life. Although education is outside its direct responsibility, the City has a strong and supportive relationship with the Beverly Hills School District to maintain a high quality of education.

Going forward:

- As the City improves its services and processes, it will balance efficiency and revenue potential with the desire to maintain the character and quality of the community
- As the City implements clientele and business attraction elements, it will seek to manage the impact of visitors on residential communities, and design programs that attract residents as well as visitors.
- As the City implements asset management initiatives, it will balance the demand for space with the desire to maintain the low-rise ambiance of the City
- As the City implements infrastructure initiatives, it will work with County and State agencies so that their plans and programs support City goals

Fiscal stewardship calls for wise financial decision-making. The City manages its operating reserves primarily to provide for continuation of necessary services in the event of a severe disaster that might impact revenue sources. The City invests in capital improvements to generate increased revenues, to avoid costs such as escalating maintenance expenses, and to enhance the quality of life for businesses and residents. To the extent that the perceived quality of life results in higher levels of business activity and sustained property values, it is a significant element of fiscal stewardship.

This Foundation will be supported by the development and continued maintenance of improved financial modeling and forecasting currently underway.

Going forward:

- As the City improves its services and processes, it will seek to reduce costs, or improve services at the same cost

- As the City implements clientele and business attraction elements as well as asset management initiatives, it will assess the economic impact on revenue streams
- As the City implements asset management initiatives, it will consider both the need to generate City income and the need to enhance the brand in ways that the private sector cannot
- As the City implements infrastructure initiatives, it will assure the long-term viability of City assets, and make replace/repair decisions that optimize investment and performance

.....

This foundational element speaks to the importance of Beverly Hills leading the way as a Smart City. It is smart to continually seek ways of improving customer service; smart to adopt strategies such as the Sustainable City Plan (SCP), which enshrines the City’s commitment to environmentally friendly policies; smart to integrate new technologies and media into City programs; and smart to ensure that the community is well protected and prepared to respond to emergencies at a sustainable cost.

Going forward:

- As the City improves its services and processes, it will offer residents and businesses choices regarding personal and technology options when possible
- As the City implements clientele and business attraction elements, it will emphasize the welcoming spirit of the community, and highlight the safety and security of visitors and residents
- As the City implements asset management initiatives, it will include new technology and earth-friendly technologies in its design
- As the City implements infrastructure initiatives, it will use ecologically responsible technologies and ensure new technology is part of its infrastructure priority discussions
- As the City invests in employee development, it will continue to include “Disney Level” customer service and management training

5 FRIENDLY, SMART, GREEN, SAFE CITY

Ensuring a friendly, welcoming City that exceeds customer service expectations; integrating green technologies and policies into every level of City programming; continually updating technology and media to improve services and productivity; providing residential and visitor security and safety levels that are among the highest in the nation.

3

DASHBOARD MEASURES

- ▶ The City will track the success of this program by establishing a “Dashboard” to track changes as they are made to programs and initiatives. The dashboard will be refined as the City learns from its experiences going forward.



PLATINUM EQUITY COURTYARD

The Dashboard will include both overall measures, and Pillar-specific measures.

Overall measures ▶ will track the success of the Plan.

Pillar-specific measures ▶ are needed for two reasons:

The Pillars represent the best current thinking available about how to achieve program goals.

- By tracking Pillar success, the City will have advance warning of potential problems, and can act more quickly to address them.
- Also it is possible that the City will be able to document success in implementing pillar measures, but the economic sustainability of the City may still be threatened. In that case, it will be necessary to reconsider current assumptions about the importance of the Pillars to the City’s overall fiscal health.

Establishing baseline data and developing the means to track key indicators will be the focus of the measurement effort during 2011. In 2012 and beyond, the City will provide reports that show both current and historical information. The City can then understand and report how programs perform over time, and can include relevant performance information in decisions to keep, modify or abandon specific economic sustainability efforts.

Overall Measures

The overall program will be measured in two ways. Keeping in mind the program's vision – *fostering a vibrant economy while maintaining the character and quality of the community*, the City plans to track revenue streams as well as business, residential, and visitor satisfaction.

Revenue Stream Measures

The ultimate measure of any economic sustainability strategy will be how well the City's revenues support the character and quality of the community. The City will track how well the completion of priority projects affects its revenue streams, and whether those changes are larger or smaller than expected. While it is difficult to isolate the impact of individual projects, the City anticipates that the implementation of the economic sustainability program will increase revenues from the four principal revenue streams. This will be supported by the development and continued maintenance of the financial modeling effort currently underway. In addition, disciplined attention to the economic impacts of City initiatives may help avoid circumstances in which the City unintentionally takes actions that impair its economic growth.

Beverly Hills intends to benchmark its performance against other jurisdictions in order to separate the impact of implementing this Economic Sustainability from the ups and downs of the overall economy. The Plan will go a long way to succeeding if Beverly Hills can show higher percentage gains than competing jurisdictions in similar revenue streams. Beverly Hills will start by identifying which comparable jurisdictions it can best gather data on, and will benchmark:

Property Taxes ▶ Year-to-year change in assessed value of Beverly Hills residential and business properties as compared to year-to-year change in other Los Angeles County communities such as Bel Air, Brentwood, Holmby Hills, San Marino, and Santa Monica.

Transient Occupancy Taxes ▶ Changes in revenues generated through transient occupancy taxes, as compared to increases or decreases in competitive national and international luxury destinations. Monitoring revenue per available room in Beverly Hills and comparing it to competing locations.

Business Taxes ▶ Increases or decreases in revenues drawn from clusters important to the economic health of Beverly Hills, such as entertainment and finance industries seeking to understand how those changes relate to the overall health of the industries in Los Angeles.

Sales Taxes ▶ Changes in revenues generated through sales taxes compared to sales tax revenues in areas that draw similar shoppers, such as West Hollywood, Santa Monica, Costa Mesa and Newport Beach.

By gathering data on competitors, the City will attempt to account for the impact of factors, such as the overall health of the Southern California economy, over which the City has no control.

Residential, Business and Visitor Satisfaction Measures

From time to time in the past, the City has solicited business and residential views on a variety of subjects. It will be important to regularize those efforts to assure that these programs achieve the intended goal of enhancing the quality of life in the City. In 2011 and 2012, the City will design surveys to gather baseline data on resident and business satisfaction. Of particular interest in survey design will be questions that reveal whether economic sustainability initiatives are successful, or whether changes are warranted. Thereafter, surveys will be administered on alternating years to track and understand how businesses' and residents' opinions are changing.

In addition, the City will seek to combine an opinion survey of visitors and shoppers with the visitor impact analysis, coordinated bi-annually by the CVB. It will be important to expand the scope of that effort beyond historical measures to include shopping, spending, and length of stay for non-local visitors. The City will also seek to learn about shopping patterns of residents, local, and regional visitors, as well as their level of satisfaction with City amenities.

PILLARS	<i>Questions the Survey Will Cover:</i>
CLIENTELE ATTRACTION/ BUSINESS DEVELOPMENT	<ul style="list-style-type: none"> ■ Visitor opinion of Beverly Hills as a destination compared to benchmarked cities ■ Business satisfaction with events and holiday decorations ■ Percentage of residents that have attended at least one event
CITY SERVICE AND PROCESS ENHANCEMENT	<ul style="list-style-type: none"> ■ Business and community satisfaction with City processes, using International City Management Association or equivalent survey standards
INFRASTRUCTURE	<ul style="list-style-type: none"> ■ Business, residential satisfaction with physical infrastructure
FOUNDATIONS	
BEVERLY HILLS BRAND	<ul style="list-style-type: none"> ■ Residential understanding of and support for the Beverly Hills Brand ■ Business understanding and support for the Beverly Hills Brand
COMMUNICATION AND OUTREACH	<ul style="list-style-type: none"> ■ Survey responses showing changes in awareness of City programs ■ Survey responses soliciting how well the City has responded to requests/ concerns voiced by the businesses and residents
QUALITY OF LIFE STEWARDSHIP	<ul style="list-style-type: none"> ■ Business, residential and visitor satisfaction with overall BH experience ■ Business and residential satisfaction with parks and library facilities and services
FRIENDLY, SMART, GREEN, SAFE CITY	<ul style="list-style-type: none"> ■ Visitor and business satisfaction with directional signage/way-finding ■ Residential satisfaction with police and fire services ■ Satisfaction with the level of technology in the City ■ Business and residential awareness of and satisfaction with City's Green program

Pillar Measures

In addition to the overall measures, the City will track the success of some pillars and, within each, selected individual initiatives. Some measures, such as visitor metrics and investment in infrastructure, are already being tracked. The City will benefit from that reporting in the context of its economic sustainability program. Other indicators will require more complete definition and development. As an example, the City must establish the capacity to conduct impact assessments for its signature event programs, and measure the effect of its asset enhancement projects on targeted businesses and sectors.

For each of the pillars, the City will include satisfaction questions in the bi-annual surveys that will be administered as described on the opposite page.

Examples of supplemental measures include:

PILLARS	<i>Measures to Supplement Satisfaction Measures</i>
CLIENTELE ATTRACTION/ BUSINESS DEVELOPMENT	<ul style="list-style-type: none"> ■ Number of visitors to Beverly Hills/Average length of their stay and spending ■ Revenues from targeted development areas or clusters, e.g., nightlife ■ Number of new nightlife-related businesses and businesses offering extended hours ■ Economic impact assessment for signature events
CITY SERVICE AND PROCESS ENHANCEMENT	<ul style="list-style-type: none"> ■ Cycle times for processes ■ Quality measures such as <ul style="list-style-type: none"> · Letters of commendation or complaint · Results of "mystery" shopping · Percentage of staff decisions reversed on appeal
CITY-OWNED ASSET ENHANCEMENT	<ul style="list-style-type: none"> ■ Impact assessment for City-owned real estate investments ■ Parking and lease revenue generation
INFRASTRUCTURE	<ul style="list-style-type: none"> ■ Net value after depreciation of real estate and infrastructure assets ■ Percentage of Class A office buildings/Increase in new/renovated Class A square footage ■ Average age of utility infrastructure

4

IMPLEMENTATION

The City is already incorporating this economic sustainability approach into its decision-making processes.

- As the plan was being completed, the City launched a more comprehensive strategic planning effort that incorporated economic sustainability principles and goals.
- The City Council priority-setting process incorporated economic sustainability as one of four criteria for priority allocation; Council Members rated many of the programs and projects in this plan among the highest priority for the City in the coming year, elevating relevant projects (such as Greystone Maintenance and Improvement) to a primary level.
- The City will translate Council priorities into reality by identifying resources and developing funding schedules for inclusion in the budget.

These are important first steps. Going forward, the City will continue to include economic sustainability assessments in its budget process as a significant factor in budgeting and resource allocation. City staff will update recommendations for economic sustainability projects in each City Council priority-setting meeting. In addition, several refinements and improvements are planned, specifically:

- Integrating economic sustainability assessment into the City's Strategic Plan
- Building an assessment tool for economic sustainability benefits that will produce more precise and reliable forecasts
- Completing the development of a refined revenue forecasting model that will provide more specific projections, based on a deeper understanding of the City's economy
- Providing more refined forecasts for economic sustainability initiatives, including the specific revenue streams they are expected to impact.



CITY HALL TOWER

Costs associated with implementing this plan will be managed through the City's annual work program and budget process. Existing staff will be responsible for overall program management. The City may require additional funding for advisory services associated with certain measurement activities such as:

- Developing and enhancing financial modeling and forecasting systems
- Designing assessment systems that the City can regularly apply to gauge the economic impact of signature programs and events
 - Refining existing measurements and designing the effective reporting systems
- Enhancing the bi-annual visitor impact analysis, coordinated by the CVB, to include satisfaction measures, and targeting local and regional clientele in the scope
 - Creating professional survey instruments.

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Attachment 2



Update to the 2011-2015 Economic Sustainability Plan
Summary of Pillar Initiatives and Priority Projects
March 6, 2018

The four pillars of the City of Beverly Hills' 2011-2015 Economic Sustainability Plan ("Plan") represented the central areas where the City had a significant ability to support local economic activity and City revenue streams during the period covered by this Plan. The four pillars, and their priority projects, are listed below along with their accomplishments.

Pillar 1: Clientele Attraction and Business Development			
Marketing, public relations, communications and other strategies or policies that attract national, international, regional and local customers to business in the City			
Item #	Project	Priority	Accomplishments/Activities
1	Support CVB in implementation of Marketing Strategic Plan.	1	City supported the CVB's efforts through funding. The funding source is the Tourism & Marketing budget. This budget receives 2% of the City's transient occupancy tax (TOT) each year. Of that, the City spends between 47.8% and 68.8% on the CVB Marketing Strategic Plan Activities.
2	Create "welcoming" retail districts, including "Disney-level" way-finding.	1	Completed in 2013 in the business district. In 2017 began year-round audio in the business district and added year-round warm LED lights.
3	Support CVB in design and development of signature Visitor's Center.	1	Refresh of merchandise occurred in 2016. This is ongoing as designs are reviewed annually.
4	Produce broader platform of signature events and destination promotions.	1	Ongoing task for staff. Events produced included Next Night, Centennial Celebration, CVB Future of Luxury event, Holiday Lighting, summer and holiday BOLD 2017, and Runway to Rodeo Walk of Styly Over 50 Years of Luxury.
5	Continue Implementing key strategies of Business Retention Plan.	1	Ongoing task for the CVB. The CVB continues to promote the City as a premier destination for tourism and business activity, and through its initiatives, attracts and retains luxury businesses in the City.
6	Continue to actively manage and develop City trademark license program as a vehicle to brand awareness.	1	City has trademark license agreements with many businesses including Geary's of Beverly Hills, Williams Sonoma, Kelly's Fudge & Coffee, Antos, and Universal City Development Partners, Ltd (for use of the shield by Universal Studios Florida. This is an ongoing activity by staff.

Item #	Project	Priority	Accomplishments/Activities
7	Complete review of and begin implementation of Business Attraction Strategy, including attracting both high-end and unique-local businesses along with community serving businesses. Consider financial incentives.	1	Not implemented as strategy was not supported by a majority of City Council.
8	Revitalize Southeast Beverly Hills. Identify projects such as an Art District, Parking, Open Space, etc.	2	Community Plan under development for Southeast Beverly Hills and is a deliverable as part of the FY 17\18 City Council Priorities. In 2017, holiday lights were installed on La Cienega and Robertson. Staff has started the process to install year-round warm, white LED lights on La Cienega and Robertson.
9	Raise Beverly Hills virtual profile, e.g., Google/City of NY cooperative effort by improving functionality of current website.	3	The City launched the current version of the website in 2012 and the Information Technology division has prioritized the development of a newly designed website as one of its FY 2017/18 initiatives. In 2015 the City was granted the statewide Google e-City award in recognition of its outstanding online business services. Additionally, from 2014 to 2017 the City's website traffic increased by approximately 78%. In January of 2014 the website had 117,194 unique visitors, whereas in January of 2017 the website had 208,831 unique visitors. The City has been offering a series of interactive mapping applications for the public, known collectively as Virtual Beverly Hills, which in 2011 won the ESRI International Special Achievement in GIS (SAG) award.

Pillar 2: City Service and Process Enhancement Initiatives

Policies and strategies that minimize the amount of time and effort businesses must spend to comply with City permitting and other requirements. Initiatives that reflect the dedication of the City to provide excellent customer service.

Item #	Project	Priority	Accomplishments
10	Review business tax and permit fee structure with a view to developing potential business attraction/retention incentives; attract both high-end and unique-local businesses along with community serving businesses. Consider financial incentives where appropriate.	1	Staff in ASD advise that there have been no revisions to the business taxes or permit fees charged by the City. It is generally understood that City Council tabled the pursuit of incentives as businesses, in general, are doing well.

Item #	Project	Priority	Accomplishments
11	Identify, prioritize and develop 5-year schedule to eliminate obsolete zoning provision and remove obstacles to development, including modification of nightlife/entertainment regulations and fees.	1	Adopted an ordinance to allow pet boarding to create more flexibility for businesses. Adopted an ordinance to amend regulations related to lunch room roof tops for businesses. Made modifications to signage ordinance to allow for additional business signage during the Metro Purple Line Extension construction.
12	Develop eGov initiatives associated with on-line public zoning and business permit process: <ul style="list-style-type: none"> ▪ Development Review process ▪ Electronic Review of Planning & Building documents. 	1	In March of 2012 the City implemented Beverly Hills Electronic Review to reduce costs and streamline operations, standardize correction checklists, improve internal coordination, and enhance customer communication. Additionally, building inspections may be scheduled online.
13	Evaluate and implement strategies that streamline the development process, including Commission review processes.	1	City hired an Urban Designer in 2011 to facilitate the architectural review program which helps facilitate the permit process. The Restaurant Subcommittee is also available to businesses to expedite architectural review.
14	Install new Finance and HR Enterprise-wide computer system <ul style="list-style-type: none"> ▪ Automate billing and tax payment 	1	In 2011 the City entered into an agreement with Tyler Technologies for the provision of an integrated municipal enterprise resource planning system, Munis Software Solution. Business tax automation has been fully implemented and includes online business registration, tax certificate applications, renewals, and business tax payment. Phase 1 of utility billing automation has been implemented and customers may now pay bills online. Phase 2 will additionally include automation of backend processes and also allow customers to set up automatic recurring payments.
15	Develop on-line public zoning and land use information, e.g. ZIMAS	2	City has a public accessible GIS portal that provides property information to the public. The current system was deployed in 2011.
16	Evaluate establishing a Concierge for City Hall to assist applicants for complex development/permits, especially for proposals and projects targeted in Business Attraction and Retention strategies	2	The City is currently evaluating options to implement this program.

Pillar 3: City-owned Asset Enhancement Initiatives

Management of City-owned assets so that they act as a catalyst for economic vitality, business attraction and retention, visitor marketing, or revenue generation.

Item #	Project	Priority	Accomplishments
17	Acquire the median portion of the former railroad right of way at Santa Monica and Doheny in order to implement Gateway improvements at that location; continue to press for state completion of remediation plan for parcels 12 and 13 and identify funding source for acquisition	1	To be determined. Project is approximately 50% complete.
18	Maximize benefits of projects under construction <ul style="list-style-type: none"> ▪ 9400 Santa Monica Boulevard ▪ Crescent Garage 	1	Both projects are complete.
19	Continue to invest in upgrades at Greystone that will increase the viability of public and private uses	1	Upgrade projects such as an HVAC upgrade, firehouse seismic upgrade, second floor office renovations, and ground floor restroom renovations have been completed between 2011 and 2015. The focus of programmatic development over the last few years has been on events which do not adversely affect the Mansion. The City has increased revenues while protecting the historic nature of the property. Overall revenues for Greystone have grown 91% over the last 5 years, and the revenues from outdoor weddings alone has grown 75% during the same period. Most recently in 2017, a historical preservation consultant completed a master plan for maintenance and restoration of the mansion.
20	Complete plans for interim re-use of Chamber of Commerce building pending initiation of long-term redevelopment for public parking	1	Building has been refurbished and is currently leased.
21	Develop City property leasing Master Plan	2	City owned property is approximately 95% leased. Options for program enhancements are under consideration.
22	Actively pursue entertainment district build-to-suit opportunities at Foothill Road and Third Street	3	Building is completely leased out. Staff is still considering opportunities for the east side of Foothill (the former Virgin Records site).
23	Increase parking opportunities on the southeast side of Beverly Hills	3	The City undertook an in lieu parking study which led to the expansion of the in lieu parking to include Robertson in 2014. This study made recommendations about public/private partnerships in the Southeast for parking. Currently, Community Development is completing the Southeast area community plan which is expected to address parking.

Pillar 4: Infrastructure Initiatives

Public policy and programs that advocate for, develop or maintain infrastructure elements such as streets, sidewalks, parks, transportation, etc., central to economic strength.

Item #	Project	Priority	Accomplishments
24	Implement Street Improvement/Pavement Master Plan	1	The Public Works Department has a Pavement Management Program which evaluates City streets every two years and identifies maintenance strategies based on the findings of the evaluations. Since FY 2010/11, the City has paved approximately 25% of its 107 centerline miles of roadway and 45 miles of alleys (combined). According to the latest Pavement Management Analysis report completed in December 2016, the quality of the City's road network is currently well above the national average. In FY 2017/18 the City intends to pave 8.5 centerline miles of roadways and 3.5 miles of alleys. The project is projected to begin in early 2018, pending coordination with other Public Works assignments.
25	Complete Municipal Area Network; consider fiber optic applications beyond City needs	1	The MAN is the Municipal Area Network, a buildout of fiber optic cabling throughout the City Hall campus. Throughout the years, it has been extended to the business triangle (CCTV & Wi-Fi), large intersections (CCTV/ALPR initiatives), the BHUSD, and now, with the FTTP project, extending to residential neighborhoods. In the past, the City has provided fiber / internet service to BHUSD. The City is now planning and building out the MAN to offer residents and businesses access to the City's Municipal Area Network (internet services and potentially TV and telephone). This is known as the Fiber to the Premise Project (FTTP).
26	Complete Street Light Replacement Project	1	Street lights on select major thoroughfares and commercial districts have been upgraded with light-emitting diode (LED) luminaires. Plans to upgrade luminaires in residential areas are in development. Funds for this project have been earmarked in Capital Improvement Program #0200, LED Street Light Replacement Program.
27	Support extension of the subway and preferred alignment	2	Metro Purple Line Extension is underway with the alignment under Wilshire and a station at Wilshire/Reeves.
28	Promote City-wide upgrade/renovation to Class A office buildings	2	Planning is processing new projects in that are adding office space in the City.

Item #	Project	Priority	Accomplishments
29	Continue to transfer funds to the Capital Improvement Program budget in order to address deferred maintenance and invest in opportunity projects for the future; implement Master Plans for Parks, Libraries, Street Trees	2	<p>While there are currently no comprehensive Master plans for the City's Parks or Library, the City continues to improve these amenities for the benefit of the community. In April of 2014, the new Roxbury Park Community Center opened, which included the development of an on-site satellite library. Further, in 2015 the playground equipment and park restrooms were replaced and a new Picnic Pavilion was added. The roof of the Roxbury Clubhouse is currently undergoing replacement. A community input meeting to discuss potential improvements to the La Cienega Park and Tennis Center sites occurred in December, 2015. Additionally, a meeting was conducted in early 2016 by the Community Development Department for the Southeast area of Beverly Hills, which included the Park and Tennis Center. Plans are underway to resume community outreach on this project beginning in late 2017. Additionally, the City continues to invest in upgrades and improvements to its Library including a new children's area, opened in 2014. In 2015, CollectionHQ software was implemented which allows staff to analyze the collection, determine patron needs and preferences, and plan for future projects. New audio visual equipment was installed in the library auditorium in 2016, and renovations to the auditorium and the other meeting spaces are under consideration. The City continuously updates and maintains its trees on an ongoing basis. The park maintenance and urban forest divisions were moved from Community Services to Public Works in October of 2016. The Street Tree Master Plan continues, which includes the funding, maintenance and replacement scheduling for trees Citywide.</p>

Item #	Project	Priority	Accomplishments
30	Evaluate 2nd Phase Urban Design	3	<p>The City continues to implement policies that contribute to a cohesive urban design and a vibrant public realm, including the creation of the City Architect and Urban Designer positions which assist in managing the design of both public and private projects. These persons facilitate architectural review to ensure high-quality design of private commercial and residential buildings, and public spaces in the City. These practices directly support the goals of the City's General Plan to shape a livable City for future and existing residents and one that is attractive for future investment, through enhancing the livability of all neighborhoods by upgrading the quality of development and the quality of the public realm. Further, the City's Community Development division is currently working to create a community plan for the southeast area of Beverly Hills which could include urban design enhancements in areas such as the site of the La Cienega / Wilshire Metro Purple Line station and along other commercial corridors in the southeast such as Robertson Blvd.</p>

Attachment 3



City of Beverly Hills

Request for Proposals #18-56

**Notice Inviting Request for Proposals to
Develop and/or Update the City's
Economic Sustainability Plan**

Due Date: July 12, 2018

**City of Beverly Hills
Beverly Hills, CA**

**REQUEST FOR PROPOSALS
To Develop and/or Update the City's Economic Sustainability Plan
RFP # 18-56
Request Date: June 21, 2018
Due Date: July 12, 2018**

OVERVIEW

The City of Beverly Hills (herein after referred to as "City") is seeking to enter into a professional services agreement with a qualified, experienced firm to:

- Review the foundational elements of the City's 2011-2015 Economic Sustainability Plan (Appendix C) and update as appropriate;
- Examine the economic pillars established in the City's 2011-2015 Economic Sustainability Plan for relevancy and applicability for the next five years;
- Develop strategic deliverables for programs and/or projects to support the pillars in the City's 2011-2015 Economic Sustainability Plan if relevant;
- Provide assistance to the City in framing the outline of City-wide strategic plan and vision for economic development and economic sustainability, including an understanding of the critical components, methodology, necessary research and likely resources to develop the plan;
- Obtain and incorporate input from both internal and external stakeholders;
- Complete a strategic plan for economic sustainability that includes key elements of the Beverly Hills Destination Development Plan currently being under taken by the Beverly Hills Conference and Visitors Bureau; and
- Assist with developing metrics for tracking the success of program implementation.

BACKGROUND

Beverly Hills is located in the middle of Los Angeles County, surrounded by the cities of Los Angeles, West Hollywood, Santa Monica and Culver City. Within its 5.7 square mile radius, Beverly Hills has approximately 34,000 residents with a business and commercial base that ranks next to cities with a population of several hundred thousand.

Internationally recognized for its alluring retail stores, five-star hotels and exclusive attractions, Beverly Hills attracts visitors from around the world.

As a full-service community, police, fire, water treatment, refuse collection and building inspections, among other services, are provided directly by the City. Beverly Hills has its own school district with a reputation for some of the best schools in the nation.

In order to remain economically sustainable, the City seeks to capture widespread input and buy-in to the vision of the Economic Sustainability Plan by involving all stakeholders.

OBJECTIVES AND SCOPE

Upon acceptance of the successful response to the Request for Proposal ("RFP"), the selected firm will utilize the "Scope of Work" as part of the contract entered to with the City. The selected firm will be expected to perform all technical and other analyses necessary to complete the scope of work.

SCOPE: COMPLETION OF ECONOMIC SUSTAINABILITY PLAN

In order to remain economically sustainable, the City seeks to capture widespread input and buy-in to the vision and deliverables contained in the final Economic Sustainability Plan. The selected firm shall conduct discussions with City Manager, City Department Heads, key stakeholders and other people identified by the City Manager and/or his designee. The selected firm shall review the foundation and pillars identified in the City's 2011-2015 Economic Sustainability Plan for validity and propose revisions. These will be reviewed with the City and other entities as directed by City Manager and/or his designee. This will establish a foundation for conversations that will lead to a widely supported Economic Sustainability Plan. Next steps shall include, but not be limited to:

- Review, evaluate and suggest modifications to the current foundational elements and pillars in the City's 2011-2015 Economic Sustainability Plan and update as appropriate;
- Examine the economic pillars established in the City's 2011-2015 Economic Sustainability Plan for relevancy and applicability for the next five years;
- Develop strategic deliverables for programs and/or projects to support the pillars in the City's 2011-2015 Economic Sustainability Plan if relevant;
- Establish consensus of City Departments on goals and objectives for each of the Economic Sustainability pillars, as well as a limited number of planned or current initiatives that will be most critical for the attainment of those objectives;
- Provide assistance to the City in framing the outline of the city-wide strategic plan and vision for economic development and economic sustainability, including an understanding of the critical components, methodology, necessary research and resources needed to develop the plan;
- Obtain and incorporate input from both internal and external stakeholders;
- Develop a plan and vision, reflecting contributions from:
 - Residents and community stakeholders,
 - Commercial and retail leaders in the community including land owners and developers,
 - Strategic Planning Committee, and
 - Civic organizations such as the Conference and Visitors Bureau, the Rodeo Drive Committee, the Chamber of Commerce;
- Align the foundational elements, pillars, and strategic deliverables for programs and/or projects identified in the updated Economic Sustainability Plan with the objectives of the Strategic Planning Committee;
- Assist in the establishment of priorities for economic sustainability for the next three to five years;
- Examine the relevancy of including a component related to the uniqueness of the relationship of Beverly Hills to the entertainment industry;
- Develop an approach or mechanism to oversee plan implementation, updates and improvements;
- Complete a strategic plan for economic sustainability that includes key elements of the Beverly Hills Destination Development Plan currently being undertaken by the Beverly Hills Conference and Visitors Bureau; and
- Assist with developing metrics for tracking the success of program implementation.

KEY ASSIGNMENTS:**1: COORDINATE OUTREACH**

- A. Departmental Coordination – The chosen firm will begin the process by facilitating meetings with departments to:
- a. Gather information regarding current initiatives in support of economic sustainability;
 - b. Seek consensus about goals and objectives for each of the foundations and pillars;
 - c. Identify priority initiatives across departments for each of the pillars;
 - d. Begin discussions regarding coordinating mechanisms between and among departments for plan implementation; and
 - e. Identify departmental representatives who will act as coordinators for the balance of the effort.
 - f. Gather feedback from external stakeholders.

These meetings will serve to clarify achievable, measurable outcomes expected, as well as goals. The selected firm will use City Intranet capability, as appropriate, to facilitate solicitation of input from departmental representatives over the course of this planning effort.

KEY DELIVERABLES

- ❖ Departmental meeting plan
- ❖ Initial statement reflecting departmental input of key initiatives, goals, and objectives for each of the pillars to serve as basis for outreach
- ❖ Minutes for each of the departmental meetings

- B. External Stakeholder Outreach - As the elements of the plan take shape, the chosen firm will work with the City to design an effective outreach program, which could include group meetings, one-on-one interviews, and, if appropriate, on-line surveys. The firm may be requested by City to develop and deliver an educational component as part of this outreach.

The selected firm will gather and incorporate opinions of critical stakeholders, including the residential and business communities, as well as community leaders and organizations. For business input, the chosen firm will coordinate with the Chamber of Commerce, which has access to the broader business community. Outreach and two-way communication are fundamental elements of economic sustainability, and will be a central part of the development of the plan itself. The selected firm may also be requested to contact the Beverly Hills Conference and Visitors Bureau as well as the Rodeo Drive Committee to perform additional outreach to the business community.

The chosen firm will compile opinions, data, and information gathered from the outreach effort, and coordinate consensus-building meetings within the City. This will form the nexus of the written plan, and represent the beginning of the implementation effort.

The chosen firm may be requested by the City to provide an educational component to the Community. This shall be included in part of the base fee for service.

KEY DELIVERABLES

- ❖ Outreach Plan
- ❖ Compilation of comments of stakeholders with recommendations for which should be included

- ❖ Individual outreach meeting notes and/or survey result notes

2: DRAFT PROGRAM AND FINALIZE PLAN

As the outreach is completed, the selected firm will identify actionable items that might be useful in further refining City decision-making towards economic sustainability.

Using input from department meetings, departmental representatives and the outreach process, the selected firm will support the City in planning the integration of this effort with other key processes, including:

- City Council priority-setting efforts
- Budget process
- Capital planning process
- Strategic Planning Committee

The selected firm will support the City in designing and coordinating efforts required to both support implementation and revise the plan as needed. In order to stay relevant, the plan must be a living document that can accommodate changing circumstances and environments.

KEY DELIVERABLES

- ❖ Memo with identification of gaps, if any, and available data
- ❖ Initial draft plan
- ❖ Recommendations for ongoing plan management, including integrating plan into current City processes
- ❖ Final plan reflecting comments

3: PROJECT MANAGEMENT

The selected firm will provide regular status reports, meeting monthly with the City Manager and/or his designee and other City leaders as needed, identify any barriers to project completion that may arise, and work to assure on-time completion of the project.

KEY DELIVERABLES

- ❖ Monthly status reports
- ❖ Monthly project status meetings

Because of the importance of this project to the City's long-term fiscal health, it will be necessary to provide an opportunity for the City Council to review, provide input and accept the final product. The selected firm will be required to attend City Council meetings, provide an overview of the findings to the City Council, and answer questions. The firm may also be regularly reporting to the City's Strategic Planning Committee.

PROPOSED PROJECT SCHEDULE

The City has identified potential key milestones to ensure the project is completed to the satisfaction of the City. The project schedule on the next page is tentative. Tasks may be refined and deliverables reorganized upon mutual agreement between the City and the selected firm. This schedule serves as a guide only and is subject to change with the City's concurrence depending on what the selected firm may discover as they work on the project.

TASK NUMBER	DESCRIPTION
Task 1	Milestones
	Develop a Project Plan
	Prepare and Conduct Meeting with Key City Staff
	City Department Meeting Draft Plan
	Attend Meeting with Strategic Planning Committee
	September Task Status Report & Acceptance
Task 2	Milestones
	Complete Preparation for Department Meetings
	Prepare Materials for Potential City Council Presentation to Overview Project
	October Task Status Report & Acceptance
Task 3	Milestones
	Conduct First Round of Department Meetings
	Initial Plan for Community Outreach
	Initial Plan for Residential Outreach
	November Task Status Report & Acceptance
Task 4	Milestones
	Compile comments after First Department Meetings
	Conduct Second Round of Department Meetings
	December Task Status Report & Acceptance
Task 5	Milestones
	Update Planning Documents
	Complete Preparation for Business Outreach
	Complete Preparation for Community Outreach
	Provide Update to Strategic Planning Committee
	January Task Status Report & Acceptance
Task 6	Milestones
	Identify Action Plan for Initiative Integration
	Meet with Key City Staff
	February Task Status Report & Acceptance
Task 7	Milestones
	Complete Business Outreach
	Complete Community Outreach
	Meet with Departments to Review Changes
	Prepare and Submit Draft Report
	Review Draft Report with Strategic Planning Committee
	March Task Status Report & Acceptance
Task 8	Milestones
	Submit Final Report, Reflecting Comments by City
	Prepare Materials for City Council Review and Present to City Council
	April Task Status Report and Acceptance
Task 9	Milestones
	Complete Report to Client Satisfaction and Acceptance
	May Task Status Report and Acceptance

REQUEST FOR PROPOSAL SCHEDULE

The anticipated schedule is as follows:

Solicitation issued:	June 21, 2018
Deadline for receipt of questions	June 29, 2018
City response to questions	July 6, 2018
Proposal due date	July 12, 2018
Finalist contacted to schedule interview – if needed	July 2018
Conduct interview, recommend firm – if needed	August 2018
Anticipated award date	August 21, 2018
Anticipated start date	August 22, 2018

CONTENTS AND ORGANIZATION OF PROPOSAL

The intent of this RFP is to encourage responses that meet the outlined requirements.

A. Proposal Content

Each proposal shall contain the following major sections:

- 1. Transmittal Letter.** The transmittal letter should include the name, title, address, phone number, and original signature of an individual with authority to negotiate on behalf of and to contractually bind the firm, and who may be contacted during the period of proposal evaluation. Only one transmittal letter need be prepared to accompany all copies of the proposal. The proposal shall clearly identify the firm's legal name and address; the legal form of the firm (e.g. partnership, corporation, joint venture, sole proprietorship). If a joint venture, identify the members of the joint venture and provide all the information required under this section for each member, and attach a copy of the joint venture agreement. If the firm is a wholly-owned subsidiary of a "parent company," please identify the "parent company."
- 2. Table of Contents.** List major sections in the proposal and the associated page numbers.
- 3. Introduction.** Demonstrate the firm's experience developing economic sustainability plans or similar types of plans. Experience in developing economic sustainability plans or similar plans to regional agencies, municipalities, agencies, and other governmental or non-governmental agencies should be highlighted. The description should, among other things, summarize capabilities/qualifications, experience/success with developing these plans and for whom they were developed for.
- 4. Project Management.** Describe the plans for accomplishing the required work and the firm's approach to developing an Economic Sustainability Plan for the City, including: the management approach to the work, responsibilities for coordination of work with City, and lines of communication needed to maintain required contact. Provide a detailed outline of the firm's previous and/or current client list and ability to provide timely services.
- 5. Staff.** Describe the qualifications and experience of each professional who will participate in the project, including a brief paragraph highlighting each member of the

project team's qualifications and experience. A Project Manager must be designated, and an organizational chart showing the manager and all project staff must be included, if applicable. A matrix must be presented indicating the effort, either in percentage of the total project or in person-hours, which will be contributed by each professional, during each phase or task making up the project.

- 6. Qualifications and References.** The proposal must describe the nature and outcome of projects previously conducted by the firm which are related to the work described within the RFP. Descriptions should include client contact names, address, phone numbers, descriptions of the type of work performed, approximate dates on which the work was completed, and professional staff who performed the work.

No sub-consultants will be allowed by the City unless prior approval is obtained and the necessity of use of a sub-consultant is explained to the City's satisfaction.

Up to two web links of the firm's work on closely related projects can also be included with the proposal, if available.

The proposal must contain at least three (3) references (including contact name, name of jurisdiction, project completed, and phone number) from cities that have used the firm's consulting services for similar projects within the past two (2) years and who are willing to discuss the work of your firm and/or performance. References shall include the names of the clients, contact names and phone numbers, addresses, and brief descriptions of the scope of services and funding accomplishments.

Submitting firms should have a minimum of five (5) years experience performing this type of work for other local jurisdictions. Submitting firms not meeting this minimum requirement may be disqualified from continuing in the process.

Submitting firms must already possess or be able to obtain a City of Beverly Hills Business License and be licensed to do business in the State of California by the Secretary of State unless the respondent is a sole proprietor.

Submitting firms must provide complete proposals, including all documents included in Appendix A. Submissions with incomplete questionnaires and pricing information are subject to rejection by the City.

- 7. Cost Proposal.** A description of the total costs and/or billing rates for services, staff time, equipment, materials, travel, administrative/clerical, overhead and other out-of-pocket expenses, if applicable to this contract. A sample form (Appendix A) has been included for your convenience. The responding firm shall include a list of position titles and hourly rates it anticipates to utilize on this project. **Please provide a detailed fee summary with a total annual not to exceed cost.** All figures entered on the cost sheets must be clearly legible and justified. The proposal shall include a total not to exceed cost. Any proposal that fails to contain a total not to exceed cost may be removed from consideration at the sole discretion of the City.
- 8. Additional Information.** Submit any additional information or recommendations supporting the proposal.

B. Proposal Format

Respondent's submission shall be a maximum of 20 pages in length. Any proposal in excess of this length, including attachments may be removed from consideration at the sole discretion of the City.

SUBMITTAL REQUIREMENTS

Proposals must be prepared in English. The submission requirements for the RFP are detailed below. Any submission shall constitute an irrevocable offer for ninety (90) days following the deadline for its submission.

A. Copies

The respondent shall submit one (1) original and five (5) non-laminated copies of the proposal and all subsequent information requested by City. The City will not accept any proposal submitted by facsimile or email. All submittals shall be unbound with the exception of staples and/or use of paper clips.

B. Contact

Firms shall not contact the City's Mayor or any Councilmembers during this RFP process regarding the RFP. Any firm who contacts the City's Mayor or any Councilmember during this RFP process will be disqualified.

Questions regarding the Requests for Proposal are to be submitted by email only to Cindy Owens at cowens@beverlyhills.org and copied to Logan Phillippo at lphillippo@beverlyhills.org, **no later than 4:30 PM PST on Friday June 29, 2018**. The subject title of such emails should read "RFP No. 18-56 Potential Respondent - (Insert Firm Name)." Any inquiry should state the question only, without additional information. Questions emailed by potential respondents and any additional information that the City provides in response to such questions will be posted on the City's website by **Friday July 6, 2018 at 6:00 PM PST**. Oral responses by any City employee or agent of the City are not binding and shall not in any way be considered as a commitment of the City.

C. Proof of Authority

The proposal will also provide the following information: name, title, address and telephone number of individual with authority to bind the firm and also who may be contacted during the period of proposal evaluation. The proposal shall be signed by an official authorized to bind the Consultant or consulting firm and shall contain a statement to the effect that the proposal is a firm offer for at least a ninety (90) day period.

D. Deadline

To be considered for this RFP selection process, the Bidder shall submit one (1) original, clearly marked as such, and five (5) copies **no later than 2:00 p.m. on July 12, 2018** to:

City Clerk's Office
City of Beverly Hills
City Hall, 2nd Floor, Room 290
455 N. Rexford Drive
Beverly Hills, CA 90210
Attn: Cindy Owens, Senior Management Analyst
Re: RFP 18-56

Proposals shall be submitted in writing to the address above, with Attn. Cindy Owens on the outside of the envelope or package. City Hall office hours are Monday through Thursday, 7:30 a.m. to 5:30 p.m. and Friday 8:00 a.m. to 5:00 p.m.

Any respondent may withdraw their response either in person or by written request, sent by mail or facsimile, at any time prior to the scheduled closing time for receipt of submittal. No proposal shall be returned after the date and time set for opening thereof.

E. Rejection of Proposals

Proposals received after 2:00 p.m. shall be considered late. Late submittals will be rejected and returned unopened. If mail delivery is used, the firm should mail the proposal early enough to provide for arrival by this deadline. The firm uses mail or courier service at its own risk. The City will not be liable or responsible for any late delivery of proposals.

The City reserves the right in its sole discretion to reject any or all submissions in whole or in part for any reason without incurring any cost or liability whatsoever. All proposals will be reviewed for completeness of the submission requirements. If a proposal fails to meet a material requirement in the Request for Proposal, or if it is incomplete or contains irregularities, the proposal may be rejected. A deviation is material to the extent that a response is not in substantial accord with the requirements in the RFP.

Immaterial deviations may cause a bid to be rejected. The City may or may not waive an immaterial deviation or defect in a bid proposal. The City's waiver of an immaterial deviation or defect shall in no way modify the RFP or excuse a respondent from full compliance with the remaining RFP.

Proposals that contain false or misleading statements may be rejected if in the City's opinion the information was intended to mislead the City regarding a requirement of the RFP. Bids may be rejected in any case where it is determined that the proposals are not really competitive, or where the cost is not reasonable.

F. Conflict of Interest

The firm shall have no interest in other projects or independent contracts that conflict in any manner with the interests of the City. The firm shall notify the City of any existing contracts or proposed new contracts which may conflict with the City's interests.

EVALUATION AND SELECTION PROCESS

A. Evaluation

If a firm submits a complete proposal by the City's deadline, an evaluation of the proposal will be performed, based on a competitive selection process. Each of the major sections of the proposal will be reviewed and evaluated with criteria designed to help judge the quality of the proposal. Evaluation of proposals will not be limited to price alone; technical merit, expertise, track record and references, completeness of proposal documents, and demonstrated successes will be strongly considered in the selection process. The following criteria may be used in reviewing and comparing the proposals:

1. Completeness of proposal documents. The ability, capacity, flexibility, and skill of the respondent to provide quality performance under the contract, as evidenced by the quality of any demonstration, client references, and any prior contracts with the City.

2. Experience – Firms should have a minimum of five (5) years experience performing this type of work for other local jurisdictions. Firms not meeting this minimum requirement may be disqualified from continuing in the process.
3. Understanding of the background and requirements of the Scope of Work.
4. The relative allocation of resources, in terms of quality and quantity, to key tasks including the time and skills of personnel assigned to the tasks and firm's approach to managing resources and project output. Education and experience of proposed personnel. Expertise, competence, experience, performance, solvency and responsiveness.
5. Responsiveness of proposal to specifications described in the RFP, including whether the respondent has agreed to the contracting requirements set forth in this RFP.
6. Demonstrated success in developing Economic Sustainability Plan and/or in projects similar to the one described in this RFP.
7. Cost and compensation required. Responding firms are required to fill out and return the cost sheet in Appendix A.

B. Precontractual Expense

Precontractual expenses include any expenses incurred by submitting firms and selected firm include the following:

1. Preparing proposals in response to this RFP.
2. Submitting proposals to the City.
3. Travel or accommodation to the City to participate in the interview process.
4. Negotiations with the City on any matter related to proposals.
5. Other expenses incurred by a Consultant or responding firm prior to the date of award of any agreement.

In any event, the City shall not be liable for any precontractual expenses incurred by any firm or selected Consultant. Submitting firms shall not include any such expenses as part of the price proposed in response to this RFP. The City shall be held harmless and free from any and all liability, claims, or expenses whatsoever incurred by, or on behalf of, any person or organization responding to this RFP.

C. Selection Panel

The Selection Panel may be composed of City staff and/or a Council-appointed subcommittee. They will evaluate the proposals and consider the scope of work and various evaluation criteria, as described above. The panel may at that point select a firm to recommend award of a contract to or they may elect to develop a "short list" of acceptable firms for interviews. Should interviews be desired, the selected firms will be contacted and an interview will be scheduled. Following interviews, candidate firms will be ranked. Upon determination of the top-ranked firm, the Panel will issue a recommendation to for award of a contract.

Respondents may be telephoned and asked for further information, if necessary, and may be expected to appear for oral interviews. Previous clients may also be called. The Panel may make recommendations to the City Council on the basis of the proposal, any oral interviews, and reference check. The City reserves the right to select firm based solely on written proposals and not convene oral interviews. The City Council and/or City Manager shall have final authority for the selection depending on the total cost of the proposal. It is anticipated that the City Council will consider awarding a bid at an August 2018 City Council Meeting. The Contract would then become effective as soon as it can be executed thereafter.

D. Negotiations

Negotiations will cover the scope of work, the contract schedule duration, contract terms and conditions, technical specifications, and price. If the negotiating team is unable to reach an acceptable agreement with the selected firm, the team will recommend to the City Manager that the negotiations be terminated and an alternative approach be attempted, including the possibility of entering into negotiations with the second ranking firm.

No contract or agreement, express or implied, shall exist or be binding on the City before the execution of a written contract by both parties. If agreement on the terms of such a contract cannot be reached after a period deemed reasonable by the City in its sole discretion or if, after the City and the Consultant agree to terms and execute a contract, that contract is terminated for any reason, the City may enter into negotiations and sign a contract with any other respondent who submitted timely, responsive and responsible proposals to this RFP, or issue a new RFP and begin the proposal process anew.

CONTRACT

The City will prepare an Agreement for implementation between the successful respondent and the City (See Appendix B for a Sample). **The selected firm's standard form contract will not be considered as an acceptable substitute.** The selected firm shall maintain, at a minimum, the insurance requirements specified in the sample Agreement. This includes, but is not limited to:

- Insurance shall be issued by an insurer admitted in the State of California and with a rating of at least a A+;VII in the latest edition of Best's Insurance Guide.
- A policy or policies of Comprehensive General Liability Insurance, with minimum limits of Two Million Dollars (\$2,000,000) for each occurrence, combined single limit, against any personal injury, death, loss or damage resulting from the wrongful or negligent acts by Consultant.
- A policy or policies of Comprehensive Vehicle Liability Insurance covering personal injury and property damage, with minimum limits of One Million Dollars (\$1,000,000) per occurrence combined single limit, covering any vehicle utilized by Consultant in performing the Scope of Work required by this Agreement.
- A policy or policies of Professional Liability Insurance (errors and omissions) with minimum limits of One Million Dollars (\$1,000,000) per claim and in the aggregate. Any deductibles or self-insured retentions attached to such policy or policies must be declared to and be approved by the City. Further, the selected firm agrees to maintain in full force and effect such insurance for one year after performance of work under this Agreement is completed
- Workers' compensation insurance as required by the State of California.
- All of the policies shall contain an endorsement providing that the policies cannot be canceled or reduced except on thirty (30) days prior written notice to CITY, and specifically

stating that the coverage contained in the policies affords insurance pursuant to the terms and conditions as set forth in this Agreement.

- All policies of insurance shall include provisions for waiver of subrogation.
- The general and auto liability insurance shall contain an endorsement naming the CITY as an additional insured.

GENERAL INFORMATION AND INSTRUCTIONS

All communications concerning this RFP should be directed to Cindy Owens, Senior Management Analyst by email at cowens@beverlyhills.org and copied to Logan Phillippo, Senior Management Analyst by email at lphillippo@beverlyhills.org.

No questions or comments are to be directed to the Mayor of the City of Beverly Hills, the Mayor's Office, Beverly Hills City Council, City Manager, any public official, or any City of Beverly Hills trustee.

Any information obtained by the selected firm is confidential, and the selected firm shall not release or use the information in conjunction with any other endeavor.

The issuance of this RFP and receipt of proposals does not commit the City to award a contract, which is at the sole discretion of the City Council and/or City Manager. The City reserves the right to negotiate with any firm which responds to this RFP. The City is not liable for any costs incurred by the proposer in the preparation and submission of a proposal.

City reserves the right to cancel or revise any section of the RFP prior to the due date, and further reserves the right to extend the due date. Any cancellations or revisions to the RFP will be published on the City's website at: <http://www.beverlyhills.org/business/bidlistings/>. The information will also be emailed to any firm who the City emailed a copy of the RFP to, as well as to any firm who has reached out to the City in regards to this bid as directed above. If any firm determines that an addendum unnecessarily restricts its ability to bid, it must notify the City no later than three (3) days following the receipt of the addendum.

The City expressly reserves the right to reject any and all proposals or to waive any irregularity or informality in any proposal or in the RFP procedure and to be the sole judge of the responsibility of any firm and of the suitability of the materials and/or services to be rendered. The City reserves the right to withdraw this RFP at any time without prior notice. Further, the City reserves the right to modify the RFP schedule described above.

The City will be the sole and exclusive judge of quality, compliance with RFP specifications or any other matter pertaining to this RFP. The City reserves the exclusive right to award this RFP in any manner it deems to be in the best interest of the City.

No prior, current, or post award verbal conversations or agreement(s) with any officer, agent, or employee of the City shall affect or modify any terms or obligations of the RFP, or any contract resulting from this RFP.

Responding firms are responsible for complying with all federal, state, and local rules and regulations. Responding firms agree that the City may, in its sole discretion, at any time prior to the execution of a final contract, accept, reject or cancel all or any part of a proposal, issue another proposal with terms and conditions similar or different to those set forth above, extend any deadline and/or supplement, amend or otherwise modify the proposal.

By submission of a proposal, responding firms acknowledge and agree that the City of Beverly Hills, as a public trust, is subject to state and local public disclosure laws and, as such, is legally obligated to disclose to the public documents, including proposals, to the extent required thereunder. Without limiting the foregoing sentence, the City's legal obligations shall not be limited or expanded.

Responding firms are advised to become familiar with all conditions, instructions and specifications governing this RFP. Once the award has been made, a failure to have read all the conditions, instructions and specifications of this RFP document shall not be cause to alter the contract or for respondent to request additional compensation.

The successful firm shall not assign the contract or subcontract, in whole or in part, without the prior written consent of the City. Such consent shall neither relieve the respondent from its obligation nor change the terms of the contract.

Each responding firm shall submit in full this completed original RFP document and all necessary catalogues, descriptive literature, etc., needed to fully describe the materials or work it proposes to furnish. **Respondent's failure to fully and adequately respond to this RFP may render the bid non-responsive and is grounds for rejection by the City.**

Upon the award of the contract to the successful firm, the City will require evidence of insurance coverage be furnished prior to issuing a purchase order. The amounts and types of coverage are specified in Appendix A, Section 11 of this RFP document. **All insurance forms must be in a format acceptable to the City.**

Every supplier of materials and services and all firms doing business with the City shall be an "Equal Opportunity Employer" as required by Section 2000e of Chapter 21, Title 42 of the United States Code Annotated and Federal Executive Orders #11375, and as such shall not discriminate against any other person by reason of race, creed, color, religion, age, sex or physical or mental handicaps with respect to the hiring, application for employment, tenure, terms or conditions or employment of any person.

Prices quoted herein must be firm for a period of not less than ninety (90) days after closing date of this RFP.

RFPs calling for other than a "lump sum" total may be awarded by single item, by groups of items, or as a whole, as the City deems to be in the best interest of the City.

The selected firm shall cooperate with the City in all matters relating to taxation and the collection of taxes. It is the policy of the City to self-accrue use tax associated with its own purchases. The City requests that the selected firm self-accrue their use tax, **when applicable**, and report the use tax to the State Board of Equalization with a City-assigned permit number. The City's own use tax, which is self-accrued by the City, will be remitted to the State of California pursuant to the City's permit with the State Board of Equalization.

All materials submitted in response to an RFP will become the property of the City of Beverly Hills and will be returned only at the City's option and at the expense of the responding firm submitting the proposal or bid. One copy of a submitted proposal will be retained for official files and become a public record. However, any confidential material submitted by responding firm that was clearly marked as such will be returned upon request.

Appendix A

Cost Sheet

Project Tasks	Consultant Hours	Administrative Support	TOTAL
Coordinate Departmental, Business and Community Outreach			
Finalize outreach planning			
Conduct up to 5 meetings with Departments			
Conduct up to 7 focus groups/interviews with departments, businesses residents			
Conduct up to 5 one-on-one interviews			
Facilitate up to 6 meetings with City to prioritize results of outreach			
Conduct up to 6 meetings with the Strategic Planning Committee and City Council			
Complete Sustainability Program and Plan			
Coordinate Department, Strategic Planning Committee, City Council and Stakeholder input into plan, using City's Intranet as appropriate			
Identify potential economic research required			
Draft initial plan			
Facilitate implementation planning			
Review and reflect comments on plan; submit final plan			
Project Management			
Prepare regular monthly status reports			
Conduct monthly status meetings with Project coordinator			
Total Hours			
PROJECT COST SUMMARY			
Hourly Rates			
Professional Fees <i>(Hourly Rate x Consultant Hours Column 1, Hourly Rate x Administrative Hours Column 2)</i>			
Expenses			
Total Project Costs			

Billable Hourly Rates

Position Title	Hourly Rate

Proposed total not to exceed amount of contract (without contingency): _____

Item 3



CITY OF BEVERLY HILLS
POLICY AND MANAGEMENT

MEMORANDUM

TO: City Council Strategic Planning Committee
FROM: Karen Orlansky, Facilitator
DATE: July 30, 2018
SUBJECT: Committee's Work Plan for the Business Triangle

ATTACHMENTS:

1. Explanatory Comments about Steps in the Proposed Work Plan
2. Summary of the Committee's June 21, 2018 Brainstorming Session on Information Needs and Issues to Explore

As discussed by the Committee, the purpose of developing a Work Plan (a "road map") for the next four to five months is to help the Committee make steady and tangible progress at every meeting. At the Committee's June 21st and July 5th meetings, the Committee discussed the parameters of the Work Plan. Following the July 5th meeting, Committee Members were invited to submit additional comments about stakeholder engagement.

This memo is for the Committee's continued discussion and action on the Work Plan for the Business Triangle. Specifically, it:

- Recaps actions already taken by the Committee as part of getting started; and
- Outlines a proposed Committee Work Plan for the Business Triangle (page 3).

Attachment 1 provides additional comments on the steps in the proposed Work Plan.

Attachment 2 summarizes the results of the Committee's June 21st brainstorming session on information needs and issues to explore.

Getting Started

During its initial meetings, the Strategic Planning Committee took a number of actions to get started. The Committee:

- Drafted the Committee's mission and vision statements;
- Agreed on a map of the City's commercial areas;
- Approved a schedule of Committee meetings through December 2018;
- Adopted Ground Rules; and
- Launched the process of developing a Work Plan.

Committee Decisions on the Work Plan (through July 5)

Listed below are the decisions that the Committee made at its June 21st and July 5th meetings about how to approach and organize its work:

- The Committee will conduct its business as the Committee-as-a-whole; at least for the foreseeable future, the Committee will not divide into subcommittees.
- The Committee will focus primarily on one commercial area at a time (the “vertical” approach). In sequential order, the Committee selected the following commercial areas as the first two to work on:
 1. The Business Triangle (the “Triangle”)
 2. The commercial area surrounding the La Cienega/Wilshire Metro Subway Station
- While working on any one commercial area, the Committee will flag issues or initiatives that apply to additional (or all) of the other commercial areas (the “horizontal” approach).
- The Committee will use the Business Triangle as both a laboratory and blueprint for approaching the other commercial areas.
- Ideas that are identified, studied, and formulated into recommendations will be categorized according to their estimated time frame for implementation, i.e., short, medium, or long term.
- The Committee’ work will be informed by subject area experts and coordinated with the City’s partner organizations, including the Rodeo Drive Committee, Beverly Hills Chamber of Commerce, and Beverly Hills Conference and Visitors Bureau (CVB). Specific initiatives to work collaboratively with include the CVB’s Destination Master Plan and the City’s update of its Economic Sustainability Plan.
- The Committee will structure its Work Plan to incorporate various modes of stakeholder engagement throughout the process, e.g., discussions with stakeholder representatives during Committee meetings; focus groups, and surveys. Where feasible, the Committee will take advantage of stakeholder feedback already compiled by the City or other entities.

Proposed Outline of Work Plan for the Business Triangle

Based on the Committee’s discussions and comments, a proposed Work Plan for the Business Triangle is outlined in the box on the following page. The proposed Work Plan includes the ingredients discussed as critical to developing a sturdy package of recommendations to submit to the City Council. These include:

- Developing a baseline of common information to work from;
- Getting good ideas on the table;
- Clarifying problems, choices, and opportunities;
- Making good decisions on how to proceed;
- Developing a shared understanding and commitment to direction chosen; and
- Developing a clear plan of recommendations for the future of the Business Triangle that contributes to a sense of purpose, movement, and accountability.

Proposed Work Plan for the Business Triangle (“Triangle”)

	Target Time Frame for Completion
Step 1: Situation Analysis	September 2018
<p>A. Learn about the Triangle today; compile necessary background information and baseline data.</p> <p>B. Conduct SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. The SWOT process will include learning about the goals and results of current initiatives, different vision(s) for the future of the Triangle, and views on the Critical Issues facing the Triangle. The process will incorporate:</p> <ul style="list-style-type: none"> • Receiving input from stakeholders, including landowners, merchants, residents, HOAs, the City, and City/community partners such as the Conference and Visitors Bureau, the Chamber of Commerce, and the Rodeo Drive Committee. • Obtaining advice from subject-area experts from both within the City (including City staff) and from outside the City. <p>C. Reach consensus on top four-five Critical Issues facing the Triangle.</p>	
<i>Submit first progress report (on May-September activities) to the City Council</i>	<i>October 2018</i>
Step 2: Set Direction for the Future of the Triangle	October 2018
<p>A. Based on the SWOT analysis, compile list of promising strategies/actions for answering, addressing, or resolving the Critical Issues (see 1C above).</p> <p>B. As needed, seek further input from stakeholders and subject area experts.</p> <p>C. Reach consensus on criteria for sorting and ranking the different strategies/actions identified.</p> <p>D. Reach consensus on specific strategies/actions for the Committee to recommend to City Council. Each recommendation should include the Committee’s:</p> <ul style="list-style-type: none"> • Rationale for the recommendation; • Suggestions for implementation; and • Suggestions on how to measure results. <p>Note: Once consensus is reached on the specific strategies/actions to recommend on the Triangle, the Committee’s attention can begin to turn to the area around what will be the La Cienaga/Wilshire Metro stop, which is the commercial area the Committee decided to focus on second.</p>	
Step 3: Submit Recommendations on the Triangle to the City Council	November 2018
<p>As the Committee comes to agreement on what to recommend to the City Council, the Committee and staff will be in a better position to make decisions regarding the review process and scheduling for submitting recommendations to the Council. Issues to consider will likely include:</p> <ul style="list-style-type: none"> • The length, format, and content of the Committee’s report to the Council; and • Whether the Committee should submit recommendations on the Triangle all at once or move forward with short-term recommendations on a faster track. 	
<i>Submit recommendations on the Triangle to the City Council</i>	<i>November/December 2018</i>

Attachment 1

Attachment 1

Explanatory Comments about Steps in the Proposed Work Plan for the Triangle

Step 1: Situation Analysis

A situation analysis (also referred to as “Taking Stock”) is a common first step in any strategic planning process. If done well, the result of Step 1 will be a common understanding of the Triangle as it exists today as well as the critical issues the Triangle faces going forward.

Compiling the Necessary Information. A primary task for the Committee’s situation analysis of the Triangle is to pull together the information that will help the Committee hold constructive and fact-based discussions about the past, present, and future. A balance should be struck between gathering enough information to make for well-informed discussions, but not so much that participants get overloaded or lost. In cases where the Committee wants information about the Triangle that is not readily available, decisions will have to be made about how (and whether) to collect it.

Note: Committee Members’ ideas shared to date regarding the group’s information needs are summarized in Attachment 2.

Conduct Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. The purpose of candidly assessing the strengths and weaknesses of the Triangle is to identify assets of the Triangle to build on; and new characteristics or qualities that are needed for the future. **The idea here is not to identify every possible opportunity, threat, or force that could influence the Triangle going forward, but to zero in on a selected number that will most affect the Triangle’s future.**

The Committee’s SWOT analysis will combine research and analysis from subject experts with input from the key stakeholders. The table below lists a candidate list of stakeholder groups for the Committee to engage with. The exact “how” input is obtained (e.g., Committee meeting discussions, focus groups, interviews, surveys) will be determined as the work proceeds.

Candidate Stakeholder Groups	
<ul style="list-style-type: none">• Landowners• Residents• Merchants• City• City/Community Partners- CVB, Chamber, RDC	<ul style="list-style-type: none">• Homeowner associations• School District• The "Public" in all miscellaneous categories

The Committee will also look outside the Triangle to identify opportunities and threats. These could relate to, for example:

- Evolving interests of potential visitors/customers from other locales.
- Major forces that could influence the future of the Triangle, e.g., future market/economic trends, new laws/political leadership, demographic changes, social/cultural trends, innovations in information and other technologies.
- Existing or emerging “competitors,” with acknowledgement of the Triangle’s competitive advantages/weaknesses.

Agree on the Critical Issues Facing the Triangle. The final task in the situation analysis is to summarize the critical issues or choices that the Triangle faces concerning its future. In doing this, the Committee will draw upon all of the work done to date – review of information and data about the Triangle past and present, the SWOT analysis, input from stakeholders, and any other factors the Committee decides are value-added.

Although the Triangle may face many important issues/choices, the best practice recommendation is to narrow the list down to four-five issues most crucial to the Triangle's future.

Note: Committee Members' ideas shared to date about issues to explore are summarized in Attachment 2.

Step 2: Set Direction for the Future of the Triangle

As noted above, by the end of the situation assessment (Step 1), the Committee will have identified the highest priority critical issues concerning the future of the Triangle.

Taking one or more issues at a time (depending on how inter-related they are), the Committee will then compile a list of promising strategies/actions for answering, addressing, or resolving the critical issues. Depending on the nature and volume of strategies/actions identified, the Committee will develop criteria or general principles for selecting among them.

As part of its deliberative process on potential strategies/action, the Committee may decide to seek input from another round of stakeholder engagement. The design of stakeholder involvement at this stage will be informed by what was learned during the SWOT analysis.

After considering a range of potential strategies/actions, the final task in Step 2 is for the Committee to reach consensus on a final package of recommendations to forward to the Council that address the critical issues concerning the Triangle's future.

Step 3: Submit Recommendations on the Triangle to the City Council

As the Committee comes to agreement on what to recommend to the City Council, decisions will need to be made on the process for writing and review of a draft report, as well as the schedule for submitting recommendations. Issues to consider will include:

- Who will prepare an initial draft;
- The length, degree of detail, and contents of the Committee's report;
- Whether to submit recommendations on the Triangle all at once or move forward with short-term recommendations on a faster track.

If requested by the City, the Committee will also develop a presentation of its recommendations to be delivered at a City Council meeting.

Attachment 2

Attachment 2

Committee Members' Ideas on Information Needed and Issues to Explore

On June 21st, Committee Members conducted a brainstorming session about the Committee's information needs and initial suggestions for issues worth exploring. Some additional items were identified at the July 5th meeting. Below is a summary of the ideas shared to date by Committee Members.

a. Ideas for Information Needed

The major themes of the brainstorm on information needed by the Committee were:

- Information on the status quo of the Triangle;
- Baseline data that will enable the City to measure results of the recommendations that are implemented; and
- Stakeholder input, market research, and comparative data to equip the Committee to generate and assess potential recommendations for changes/improvements.

Information on the Status Quo of the Triangle

Committee Members identified the need for all group members to work from a common base of knowledge about the Triangle as it is today. Below is a list of the information items suggested by Committee Members.

Data on what's currently located in the Triangle

- An inventory of buildings in the Triangle;
- An inventory of the businesses in the Triangle, including the ratio of unique businesses to chain stores;
- Information on vacancy and turnover rates in the Triangle;
- Information on per square foot rental and purchase costs in the Triangle; and
- A map that shows size/shape of buildings, other structures, sidewalks, green space, etc.

Note: At an earlier meeting, the Committee had agreed that a walking tour of the area should be arranged.

Planning and land use information

- Outline of the General Plan in the Triangle, including data on the "head room under current zoning;" and
- Background information on planning ideas for the Triangle that were vetted previously but never adopted.
- Insight from previous City officials about why and how certain decisions about the Triangle were reached.

Other information

- List of recurring special events that occur in the Triangle.
- List of activities in the Triangle that could be considered "experiential."
- The criteria for establishing "pedestrian scrambles" at City intersections.

Data for Measuring Results

Committee Members expressed interest in collecting data that will enable the City to measure the results of recommendations that are approved and implemented. Suggestions of baseline data and variables to track over time (“before” and “after”) in the Triangle included:

- Number of visitors;
- Data on foot traffic - a heat map of pedestrian activity;
- Measures of vehicles in parking structures - information on parking patterns;
- Sales receipts; and
- Spending patterns (with data collected by cohorts such as age groups).

The point was also made that there is a place for defining results and success in ways other than the number of visitors and measure of sales. For example, attending a cultural event could result in an increased “happiness” or “energizing” factor about living in or visiting Beverly Hills.

Information to Help Equip the Committee to Generate and Assess Recommendations

Stakeholder Input

- Find out what the different stakeholders (e.g., property owners; business owners; residents; hotel concierges; other local visitors; tourists) perceive as the strengths and challenges of the Triangle as it is today
- Engage with stakeholder organizations (e.g., the Conference and Visitors Bureau, Chamber of Commerce, Rodeo Drive Committee) to seek their input and to ensure coordination with any efforts they are undertaking, e.g., the Destination Master Plan.

The Committee mentioned focus groups and surveys as possible methods for obtaining stakeholder input.

Market/Comparative research

- What attracts people (locals and tourists) to the Triangle, and what motivates them to stay longer once they arrive;
- What motivates people to go to alternative locations, e.g., Century City, The Grove; and
- What are the incentives being used successfully by benchmark cities to energize their commercial areas.

Advice from subject matter experts

- Seek advice about the factors that encourage nightlife, meaning establishments that appeal to customers from the late evening to early hours of the morning, e.g., pubs, lounges, and music.
- Seek advice on what is needed to keep small businesses in the Triangle in the face of rent increases.

b. Committee Members’ Ideas on Issues and Specific Ideas to Explore

The predominant theme of this brainstorm were potential strategies to maintain the success of businesses in the Triangle by increasing the number of people who come to engage in enjoyable activities that motivate them to stay longer and make return visits. Below is a summary of the Committee’s ideas for issues to explore; they are organized by topics and listed in alphabetical order.

Topic: Advertising/Branding

Issues to explore:

- How Beverly Hills (in general) and the Triangle (in specific) should brand itself;
- How Beverly Hills (in general) and the Triangle (in specific) should differentiate itself from other nearby locations perceived as competition;
- How special events (one-time and recurring) can contribute to the Triangle's identity;
- Opportunities to make visiting the Triangle more "experiential";
- How CVB's project to develop a Destination Master Plan to attract more tourists and other visitors to Beverly Hills can best be coordinated with the Committee's work.

Topic: Arts and Culture

Issues to explore:

- Opportunities for locating more arts and culture enterprises in the Triangle, e.g., movie theaters, art museums;
- Opportunities related to historic preservation in some of the Triangle buildings; and
- Opportunities for scheduling more cultural events in the Triangle, e.g., concerts.

Topic: Dining (meals and refreshments)

Issues to explore:

- Ways to identify, attract, and facilitate destination restaurants;
- Ways to identify, attract, and facilitate nightlife/lounges;
- Ways to develop more variety of dining options by length of dining experiences; and
- Ways to expand the "busy times" of the day/week, e.g., expand hours of operation such as with BOLD.

Topic: Hotels

Issues to explore

- Ways to attract more conferences to book at the hotels, e.g., Milken Institute;
- Ways to attract more special events to book at the hotels, e.g., Golden Globes; and
- The potential for locating more hotels in the Triangle.

Topic: Pedestrian Traffic

Issues to explore:

- Ways to get people to linger after coming to Triangle;
- Ways to better direct pedestrian traffic;
- Ways to improve safety of pedestrian walkways; and
- The feasibility of designating street(s) as promenades where vehicles are prohibited.

Topic: Retail/Shopping

Issues to explore

- How to best deal with the challenges posed by e-commerce;
- Ways to model the future of luxury retail that's not limited to luxury chain stores;
- How to attract and retain unique boutiques in the Triangle ("the village look");
- Feasibility of locating boutique-type stores on the 2nd & 3rd floors of buildings; and
- Expand hours of operation; specifically stay open later, e.g. BOLD.

Topic: Transportation and Parking

Issues to explore:

- Whether the current location of parking structures is the best use of that land;
- Cost/benefit of parking fees;
- Whether to link receipts from merchants with extended hours of free parking;
- Ways to improve the flow of vehicles;
- Ways to encourage/accommodate alternative forms of transportation;
- Feasibility of naming alleys; the example given was Charleston's practice of naming their alleys "lanes;" and
- Identify places for rideshare pick-up and drop-off; and related to this, study whether the increased use of rideshare services reduces the City's parking needs.

Other ideas

In addition to the ideas listed above by topic, Committee Members shared the following other suggestions:

- Explore alternative uses of rooftop space to activate the Triangle;
- Encourage the City to schedule annually recurring special events in the Triangle;
- Explore interest in locating a convention center in the City; and
- Develop strategies to invigorate the short blocks, e.g., the half-blocks north of South Santa Monica Boulevard.

Item 4



CITY OF BEVERLY HILLS
POLICY AND MANAGEMENT

MEMORANDUM

TO: City Council Strategic Planning Committee
FROM: Cynthia Owens
DATE: August 2, 2018
SUBJECT: Overview of MotionLoft
ATTACHMENT: 1. MotionLoft's Proposal

INTRODUCTION

The City Council has indicated at various Study Session meetings that there is an interest in developing metrics for determining the success of City programming such as the City's Holiday Lighting Celebration, Runway to Rodeo and Summer BOLD program. One such metric would be to examine how many people are attracted to the events the City hosts.

The Strategic Planning Committee mentioned at their June 21, 2018 meeting that it may be worth the City's time to investigate utilizing technology to gauge the attraction of people into an area as it relates to an event. This includes possibly utilizing a product that can detect people entering and exiting an area to generate a count of pedestrian traffic or purchasing a software program that functions in conjunction with the City's closed circuit television ("CCTV") program.

This report provides an update to the Committee on those efforts.

DISCUSSION

Background

On June 26, 2018, City staff received an email from the Beverly Hills Conference and Visitors Bureau ("CVB") that they were exploring using a company called MotionLoft. The CVB was investigating the option of entering into an agreement with MotionLoft to install sensors at Beverly Cannon Gardens, the Lily Pond, and the 3rd Street Tour Bus site to determine pedestrian traffic in those areas. The CVB was made aware of MotionLoft by Two Rodeo. This technology is in use on Two Rodeo to gauge pedestrian traffic. Other cities and business improvement districts who have utilized this technology include Las Vegas, New Orleans and Sacramento.

Staff then conducted two meetings with MotionLoft. The first meeting was on Friday July 6, 2018 and involved staff from Community Development, Public Works, Information Technology, and Policy and Management. The second meeting occurred on Wednesday, July 11, 2018. The attached proposal (Attachment 1) from MotionLoft is the approved scope of work for MotionLoft's sensors to be installed on Rodeo Drive and at the City's four social art installations.

Ultimately, the proposal and scope of work was approved on July 18, 2018 by the City Council Liaison/Rodeo Drive/Special Events/Holiday Program Committee (Mayor Gold and Councilmember Bosse). An Agreement, under the City Manager's signature authority in the amount of \$50,000 was executed on July 25, 2018 and the sensors were installed on July 26,

2018. Calibration of the sensors then began on July 27, 2018 and was completed prior to August 1, 2018.

MotionLoft Proposal

Currently, MotionLoft will be able to provide the City with the number of people who visit Rodeo Drive by time of day and day of the week. MotionLoft is able to determine how long an individual remains in one particular area as long as it is covered by one sensor, such as what will be set up to monitor the four social art installations; however, it will not be able to provide the City data on how long a particular individual remained in an area as large as Rodeo Drive. Presently, MotionLoft is still developing technology that, within the next six to twelve months, will be able to track the length of time someone was in an area covered by multiple sensors, like what has been installed on Rodeo Drive.

MotionLoft's services include the following items for the twelve sensors installed on Rodeo Drive for one-year and for the four sensors installed for the social art installations for ninety-days:

- Sensor Installation and Maintenance
- Technical Support and Training
- Access to real-time sensor data over any Internet connected device
- Data connectivity for the sensor
- Upgrades to the latest sensor software
- Unlimited downloads of raw traffic data and online reports from the Motionloft Application
- Unlimited user licenses
- Ongoing Account Management

As there was a desire to track pedestrian traffic related to Summer BOLD, other City events on Rodeo Drive, and to have pedestrian metrics available for the New York Sales Mission, MotionLoft was installed for a one-year pilot program on Rodeo Drive while staff continues to investigate other options. Staff anticipates utilizing MotionLofts' various reporting features, charts, and graphs to provide informational reports to the City Council on pedestrian traffic.

Attachment 1

Motionloft



Pedestrian Data Proposal
Rodeo Dr.
Beverly Hills, CA

7/20/2018
Prepared By:
Jonathon Davis
jonathon.davis@motionloft.com
Office - (415) 992.7129
Direct: (415) 794.5353
550 15th St. Suite 29 | San Francisco, CA 94103

Motionloft

Motionloft is the premier provider in the spatial intelligence market, using a sophisticated platform to collect and analyze real world data on pedestrians and vehicles. On behalf of Motionloft, we are honored to have the opportunity to propose a plan for optimizing the City of Beverly Hills' collection of traffic data. In this proposal, we have outlined how Motionloft's end-to-end solution will support the City of Beverly Hills' efforts to accurately document traffic data and trends.

Our patent-pending hardware yields easy-to-read data presented via the personalized dashboard in real-time. Our self-contained, weatherized ViMo Sensors are designed to be installed indoors or outdoors and require minimal infrastructure - simply a 110v power source per sensor. Data is processed using our edge processing ViMo sensor, before it is transmitted securely over an LTE or WiFi network for further processing in the cloud. The dashboard accesses and provides the digitized data as actionable insights for the user.

We have analyzed the project scope and have found that through the use of our service, The City of Beverly Hills can:

- Automate the data collection and analysis process by utilizing Motionloft's online dashboard
- Track total number of visitors to special events on Rodeo Dr.
- Measure impact of Marketing campaigns on attendance to special events
- Create detailed reports of total visitors with granularity down to the hour and identify traffic patterns and trends

After you have reviewed the proposal, please do not hesitate to contact us for further clarification so we can answer any questions you may have.

Thank you for your consideration,

Jonathon Davis
Motionloft, Inc

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Sample Traffic Report

36,990

Busiest Day (Sun., Jul 7)

187,290

Busiest Week (7/7 - 7/14/2013)

21,794

Average Day

152,559

Average Week

745,109

Total Visitors at 7pm-8pm Peak

7,953,976

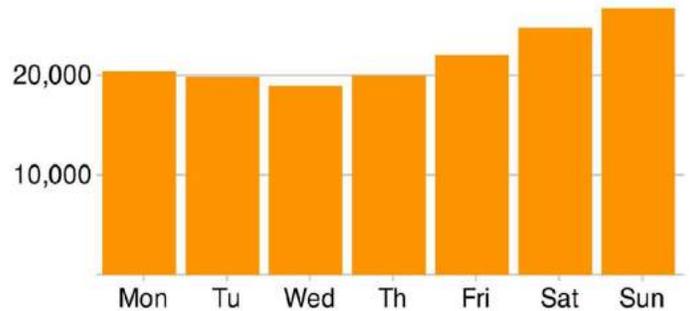
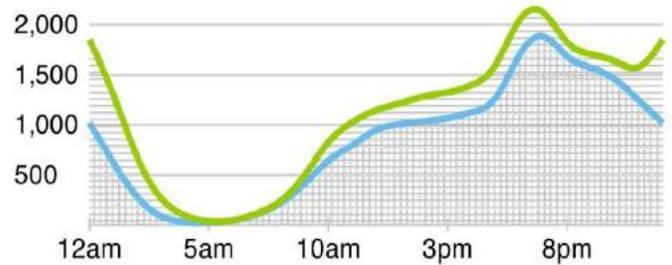
Total Pedestrians Counted

Average Daily Activity



Hours	%	Total
5am - 11am	4%	825
11am - 5pm	27%	5,911
5pm - 11pm	44%	9,671
11pm - 5am	25%	5,387

Weekday Weekend



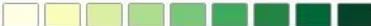
Data Overview

Motionloft sensors provide real-time and historical pedestrian and vehicle traffic data for each installed location. By having access to this data and the associated metrics, we provide our clients with the ability to identify trends, and make decisions based on real data. Our sensors are versatile; exterior sensors analyze pedestrians or vehicles outside a location, while interior-facing sensors can analyze customer foot traffic within the retail space.

Motionloft will be responsible for the following:

- Consultation for sensor placement
- Installation and maintenance of sensors using local technicians
- Processing, verification, and storage of the data
- Presentation of real-time data and final reports
- Dedicated client support including uptime and accuracy monitoring

Sample Time Density Report

Less activity  More activity

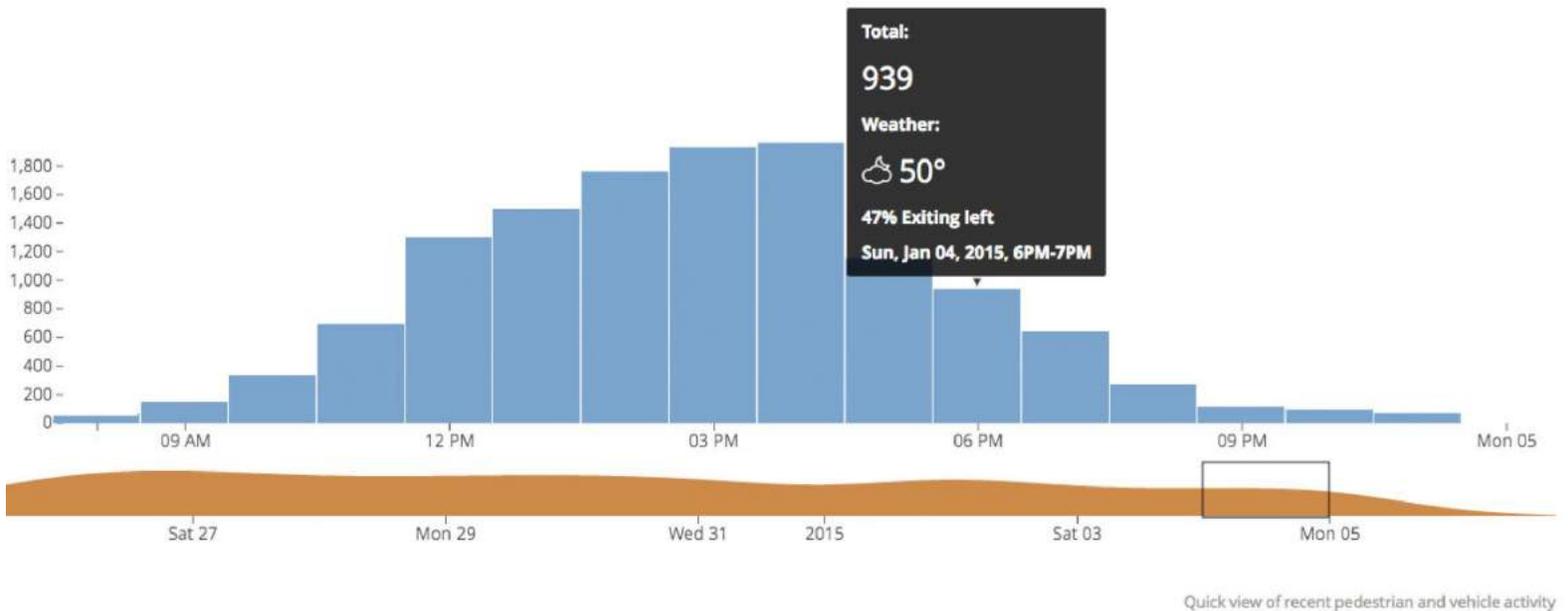
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Midnight – 1:00am	32	71	49	62	35	69	83
1:00am – 2:00am	9	17	30	27	35	55	59
2:00am – 3:00am	11	15	12	14	29	33	70
3:00am – 4:00am	3	10	10	11	16	12	70
4:00am – 5:00am	12	7	60	18	19	10	18
5:00am – 6:00am	10	19	62	28	29	13	96
6:00am – 7:00am	53	58	63	57	38	46	224
7:00am – 8:00am	482	527	501	512	479	375	430
8:00am – 9:00am	908	938	983	940	879	778	602
9:00am – 10:00am	970	883	916	1,007	954	992	926
10:00am – 11:00am	893	968	928	867	876	1,082	1,049
11:00am – Noon	976	939	1,020	932	1,003	1,172	1,127
Noon – 1:00pm	1,022	974	1,035	977	964	1,082	1,117
1:00pm – 2:00pm	1,086	1,040	1,042	1,102	915	951	1,077
2:00pm – 3:00pm	1,161	1,150	1,162	1,097	988	1,028	1,088
3:00pm – 4:00pm	1,014	1,662	1,357	1,211	1,121	1,094	1,052
4:00pm – 5:00pm	1,268	2,014	1,390	1,208	1,156	895	1,217
5:00pm – 6:00pm	1,402	1,396	1,350	1,311	1,042	899	989
6:00pm – 7:00pm	954	977	906	814	736	527	605
7:00pm – 8:00pm	208	203	227	217	224	185	214
8:00pm – 9:00pm	277	209	206	207	205	183	287
9:00pm – 10:00pm	192	159	172	190	192	211	123
10:00pm – 11:00pm	123	114	99	119	162	142	79
11:00pm – Midnight	73	76	56	88	115	105	49

Data Delivery

Data is transmitted wirelessly in real-time from each sensor using AT&T's wireless network. The data is transmitted to secure cloud-based storage where it is processed, stored and presented through multiple visualizations in our online interface, including real-time counts, historical trends, and statistics. We've developed comprehensive tools, designed to be easily exported and shared, that assist in accurately visualizing and analyzing each location's performance.

- Motionloft's proprietary reports are available in PDF and PNG formats and can be generated by day, week, month, or a custom date range. Additionally, the trends chart can be generated down to the hour and can layer in up to 10 different comparison data points.
- Data can also be exported in CSV or Excel formats for a specified time range. Data in this format is presented in an hourly format with total counts, directional counts, and weather information for each hour.
- Motionloft data can feed directly into an internal system or a third-party system via Json API.

Sample Dashboard Report



Right Now



Total Visitors

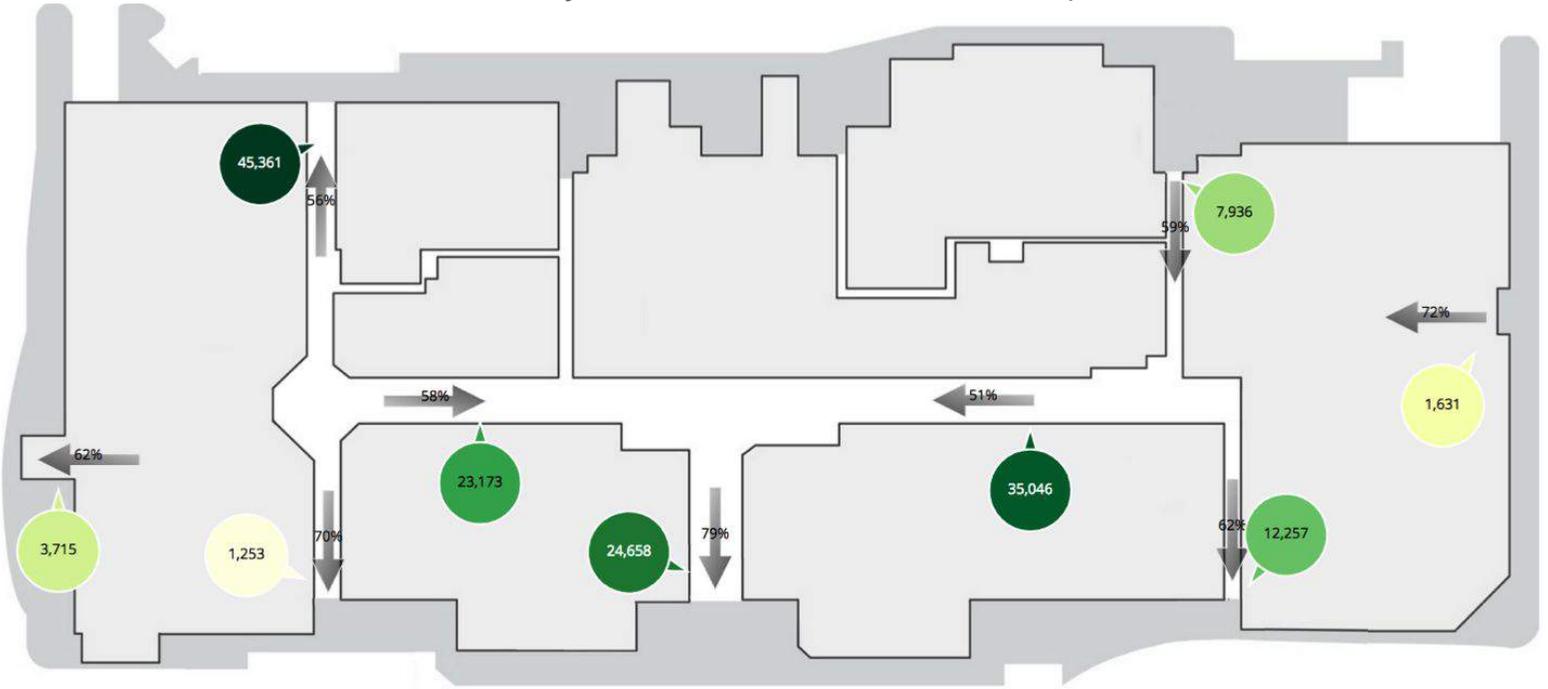
13,110

2015-01-04 to 2015-01-05

Data Delivery

Sample Bubble Map

Overlay count data over site/store map



Sample Trend Chart

Compare up to 10 sensors at once or period-over-period comparisons



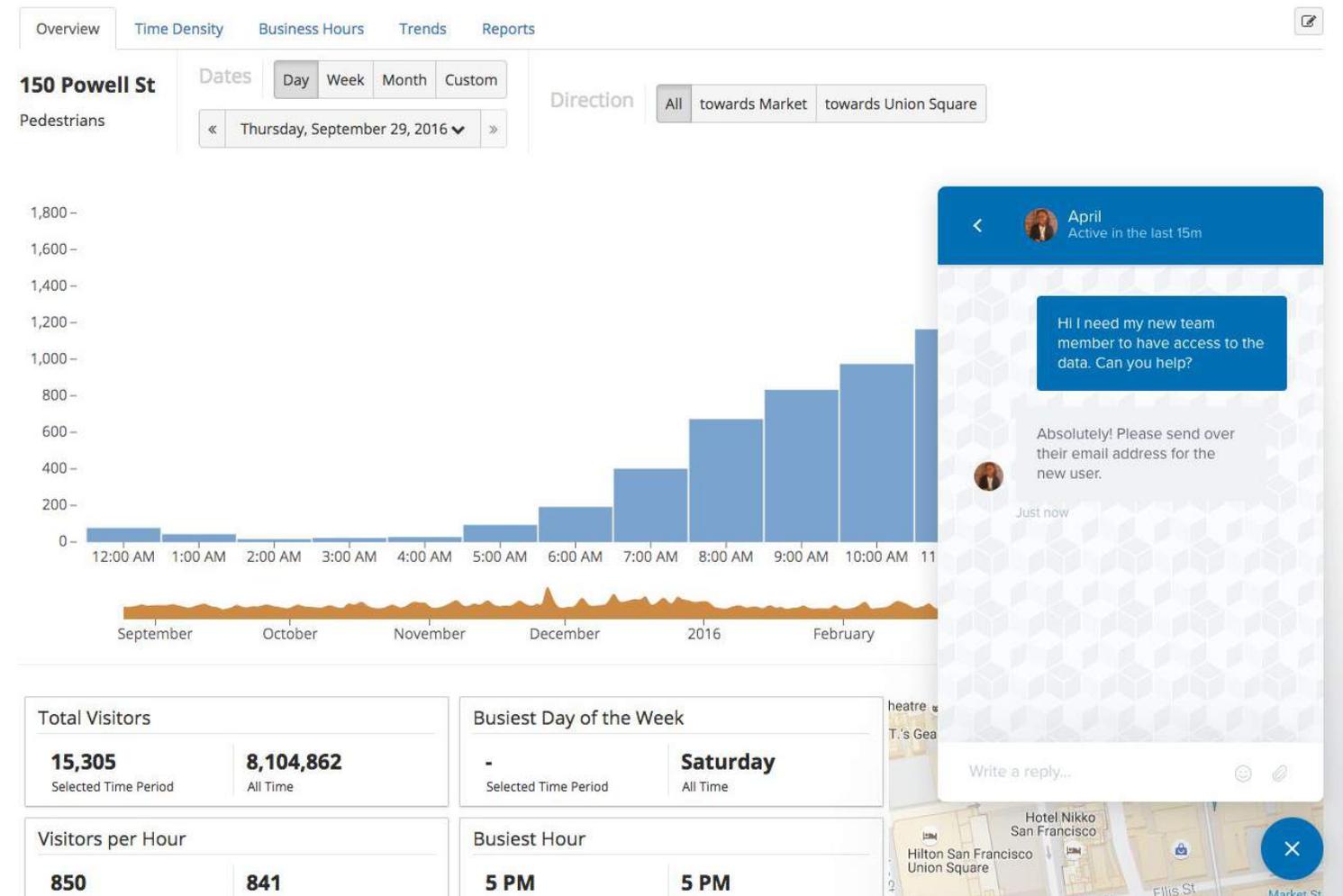
Customer Service

As part of our ongoing commitment to customer service, Motionloft has a skilled Account Manager assigned to every customer. In addition to the primary business contacts, Account Managers are an excellent resource for data analysis, data integrity, user access and strategic goal setting. We are committed to providing a quick response to customer service inquiries from 9am to 6pm PST Monday to Friday.

Instant Access via Dashboard Chat

In addition to reaching your business contact or Account Manager via phone or email we have built in a quick and easy way to get help via the chat function of our online dashboard. This online chat function allows us to engage, support and learn from our customers quickly and easily.

Example Dashboard Screenshot with Chat



ViMo Sensor Specifications



- Dimensions: 4.5" x 12.2" x 4"
- Power draw: 20 Watts standard 24 Volt AC adapter sourcing ~800 mA
- Mass: 1.09kg (2.4lbs)
- Mounting clearances: 50mm (2") on all sides
- Max ambient temperature: 50C (122F)

- Wireless Data Transmission
LTE, WiFi, Bluetooth
- Fully Weatherized
- Field of View: 120° horizontal, 90° vertical
- Install Height: 12 ft or higher
- Range: 65 ft
- Pedestrian or Vehicle data
- Highest Levels of Accuracy

Sensor Installation

Installation Process

Motionloft will install the sensors at your location using local technicians with support from our headquarters. In the event a preferred vendor that is familiar with the site can be used, Motionloft will make reasonable efforts to use that resource. The customer will be responsible for obtaining installation permissions and on-site contacts for each location. Additional requirements from the client are having a clear line of sight toward the area of interest and access to 110V power outlets for each sensor.

If power is not available at the installation location it will be the responsibility of the customer to cover the cost of installation for each outlet. For the data at the location to be delivered, the power supply must be continual and un-interrupted. Motionloft will monitor and calibrate each sensor subsequent to installation to ensure they are positioned and operating effectively. If uninterrupted power is not being delivered to all sensor locations on the installation date, and Motionloft must dispatch a technician on a later date to complete the installation, these additional costs will be charged to the customer.

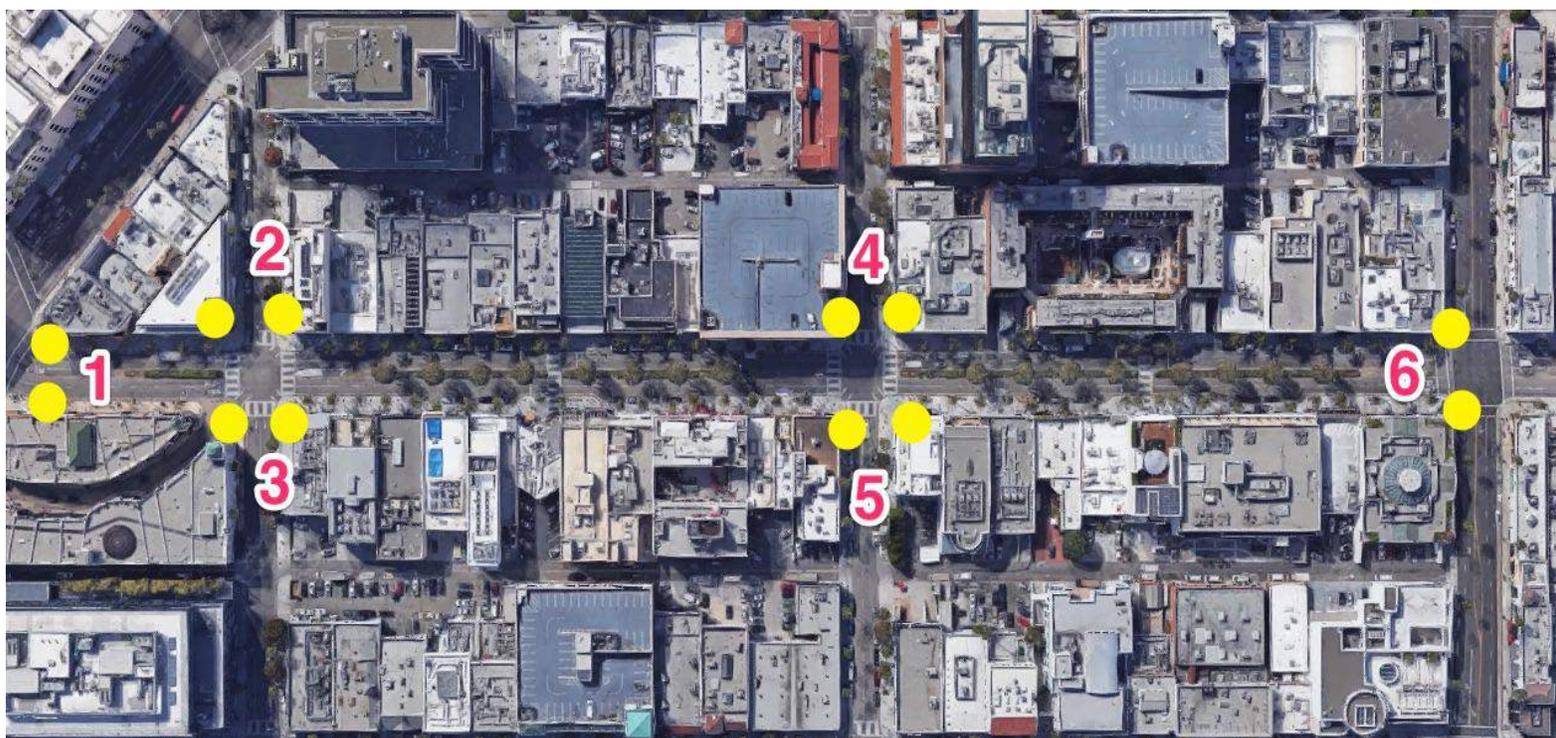
The price in this proposal applies to standard sensor installations. A standard installation example is defined as:

- Installation height is up to 14 feet (sensor location is ladder accessible)
- Sensor will be mounted on a window, wall, ceiling or light pole
- Installation Time (Local) is between 6am – 8pm.
- Standard 110v Power Outlet is within 15 feet of sensor install location.

Additional equipment or labor fees associated with a non-standard installation (i.e scissor lift rental, bucket truck, or additional labor hour(s) must be approved by Customer in advance and will be charged to Customer at an additional cost.

Sensor Installation

Sitemap with Recommended Installation Locations



Sensor Installation

Location #1- Rodeo Dr. and Wilshire Blvd.

Type: ViMo Core Analytics

Mount Type: Pole mount

Electrical Source: TBD

Data Capture: All pedestrians entering and exiting Rodeo Dr. from Wilshire Blvd.
All Vehicles entering and exiting Rodeo Dr. from Wilshire Blvd.



Sensor Installation

Location #2- Rodeo Dr. and Dayton Way West block.

Type: ViMo Core Analytics

Mount Type: Pole mount

Electrical Source: TBD

Data Capture: All pedestrians entering and exiting Rodeo Dr. from Dayton Way

All vehicles entering Rodeo Dr. from Dayton Way



Sensor Installation

Location #3- Rodeo Dr. and Dayton Way East block.

Type: ViMo Core Analytics

Mount Type: Pole mount

Electrical Source: TBD

Data Capture: All pedestrians entering and exiting Rodeo Dr. on Dayton Way

All vehicles exiting Rodeo Dr. on Dayton Way



Sensor Installation

Location #4 - Rodeo Dr. and Brighton Way. West block

Type: ViMo Core Analytics

Mount Type: Pole mount

Electrical Source: TBD

Data Capture: All pedestrians entering and exiting Rodeo Dr. on Brighton Way
All vehicles exiting Rodeo Dr. on Dayton Way



Sensor Installation

Location #5 - Rodeo Dr. and Brighton Way East block

Type: ViMo Core Analytics

Mount Type: Pole mount

Electrical Source: TBD

Data Capture: All pedestrians entering and exiting Rodeo Dr. from Brighton Way
All vehicles entering Rodeo Dr. from Brighton Way



Sensor Installation

Location #6- Rodeo Dr. and Santa Monica Blvd.

Type: ViMo Core Analytics

Mount Type: Pole mount

Electrical Source: TBD

Data Capture: All pedestrians entering and exiting Rodeo Dr. from Santa Monica Blvd
All vehicles entering and exiting Rodeo Dr. from Santa Monica Blvd. .



Sample Sensor Installation



Pricing Lease Model

	Price Includes	# of Sensors	Term	Price Per Sensor	Subtotal	Project Total
1 Year Commitment						
Core Analytics	Installation & Data Delivery	12	1 Year	\$3,292	\$39,500	
Analytics Plus	Installation & Data Delivery	4	90 Days	\$2,625	\$10,500	\$50,000

Service includes:

- Sensor Installation & Maintenance
- Tech Support & Training
- Access to real-time sensor data over any Internet connected device
- Data connectivity for the sensor
- Upgrades to the latest sensor software
- Unlimited downloads of raw traffic data and online reports from the Motionloft Application
- Unlimited user licenses
- Ongoing Account Management

Pricing valid 60 days from the date of this document

Executive Summary

Company Information

Founded:
2010

Location:
550 15th Street,
San Francisco, CA 94103

Company Officer/
Investors:

Joyce Reitman - CEO
Mark Cuban - Investor

Industry:
Data Creation
Data Analytics

Contact:
jonathon.davis@motionloft.com
office - 415.992.7129
direct - 415.794.5353
www.motionloft.com

Who We Are

Motionloft provides pedestrian and vehicle counts, collected and delivered in real time, for use in many types of data analytics by municipalities, real estate developers, retailers and real estate property owners. Motionloft uses a private LTE network, built on our own proprietary designed device, with technology to provide accurate information on activity at any location. Motionloft provides a dashboard, accessible by any computer, tablet or smart-phone and easy to read reports and files that can be used to determine pedestrian counts per hour/day, vehicle counts per hour/day, busiest day per week/month, and many up to the minute specifics on any location's activity.

What We Do

Motionloft services are offered over both short term and long term data plans, tailored to the need of the use case. Short-term site studies of 30 days or less are useful for site selection for events, analyzing permanent locations and specific shorter-term information gathering. Annual data plans are useful for providing foundational data in planning locations for buildings traffic patterns, and resource planning of people and equipment. Multi-year plans are utilized for comparison studies, longer-term development projects, strategic planning and operational decisions. All the data plans are useful in providing real data for marketing purposes and a credible source for proving the value a property.

How We Help You

- Establish benchmark data sets, inside and out, on traffic patterns
- Provide property specific reporting to enable commercial leasing
- Partner with your marketing analysts to increase shopper experience
- Offer a single-source platform with unlimited user licenses
- Assist retailers with site selection analytics and store performance

Item 5



CITY OF BEVERLY HILLS
POLICY AND MANAGEMENT

MEMORANDUM

TO: Strategic Planning Committee
FROM: Cynthia Owens
DATE: August 2, 2018
SUBJECT: Alternative Meeting Date for August 16, 2018 Meeting

The Beverly Hills City Council Liaison / Strategic Planning Committee Meeting ("Committee") reviewed the meeting dates for July - December 2018 on July 5, 2018. The Committee agreed to the list of dates below for the remainder of the year:

- July 19, 2018
- August 2, 2018
- August 16, 2018
- September 6, 2018
- September 20, 2018
- October 4, 2018
- October 18, 2018
- November 15, 2018
- December 6, 2018
- December 20, 2018

Mayor Gold will be out of town on August 16, 2018. Staff is proposing to move the August 16th Meeting to the week of August 20th as there are five Thursdays in the month of August; therefore, the Committee would not be meeting in back to back weeks. The available dates for the week of August 20th are:

- Monday, August 20, 2018
- Wednesday, August 22, 2018
- Thursday, August 23, 2018

Item 6



CITY OF BEVERLY HILLS
POLICY AND MANAGEMENT

MEMORANDUM

TO: City Council Strategic Planning Committee
FROM: Cynthia Owens
DATE: August 2, 2018
SUBJECT: Mission and Vision Statement
ATTACHMENT: None

The Challenges/Opportunities, Vision Statement, and Mission Statement listed below have been selected by the Committee members. These statements are living documents and can evolve as the Committee continues working through their strategic planning efforts for each area of the City.

Challenges/Opportunities

Beverly Hills is now, and has been for decades, the ultimate luxury destination in the world. This international reputation, which is based on our fine restaurants, hotels and stores, has generated City revenues that support the residential quality of life. The City's number one position as a luxury destination, and desired place to live, can be enhanced by encouraging unique development projects that attract people to our various commercial areas.

The City needs the addition of new commercial "experiences" that are in step with the changing demographics and needs of our time, yet are still respectful of our past. All stakeholders, including developers, residents and merchants, must come to a consensus-driven understanding of what new development can look like in the different commercial areas of the City. Our goal is to create that common understanding.

Vision

Preserve and enhance the beauty and attractiveness of Beverly Hills in order to build upon and increase its value as:

- An international shopping destination;
- A destination for dining, entertainment and cultural experiences;
- A leader in innovation, professional support and development;
- A livable, walkable and bike-able city; and
- A model as a safe and healthy destination.

Mission

To create a consensus-driven, citywide plan to enhance the attractiveness and experience within the different commercial regions to ensure Beverly Hills maintains its reputation as the ultimate luxury destination in the world as well as the City with the finest residential quality of life.