



CITY OF BEVERLY HILLS STAFF REPORT

Meeting Date: May 17, 2011
To: Honorable Mayor & City Council
From: Cheryl Friedling, Deputy City Manager for Public Affairs
Subject: FY 2011-12 Tourism/Marketing Budget and Programs –
Recommendations from CVB/Marketing Liaison Committee
Attachments: 1. 2011-12 Tourism and Marketing Budget Spreadsheet
2. Proposal Submissions

INTRODUCTION

Each year, the City Council allocates funding to the Beverly Hills Conference and Visitors Bureau and a variety of dedicated tourism and marketing programs which promote Beverly Hills. Funding for these programs is derived from the City's Transient Occupancy Tax (TOT) which is collected by local hoteliers. Of this overall amount, 2% of gross hotel revenues (or 1/7 of actual TOT collected) is typically allocated for the above-mentioned programs.

During FY 2011-12, the projected TOT is \$4,034,286. Of this amount, \$420,000 results from an anticipated budgetary "carryover" from unused FY 2010-11 funds. The Beverly Hills Conference and Visitors Bureau is the primary recipient of the TOT marketing budget.

In recent years, neighborhood-specific associations, including the Rodeo Drive Committee, have requested City funding to conduct marketing events on behalf of merchants, restaurants and property owners. These associations seek to enhance their local brand, promote visitor spending, or develop into recognized shopping/dining/tourism destinations within Beverly Hills. Funding for these purposes has been provided from the City's 2% TOT allocation funds.

Additionally, funding for special events and holiday décor is also a key component of the 2% TOT marketing budget.

Finally, the City Council has in the past utilized additional funds to cover budget shortfalls in critical areas impacting the community. During FY 2010-11, part of

the 2% TOT marketing funds were re-allocated (at the Council's direction) to community-based grants and the City Library.

DISCUSSION

The City Council CVB/Marketing Liaison Committee (Vice Mayor Brien and Councilmember Mirisch) met during the months of April and May, 2011 to review the projected TOT budget for FY 2011-2012, and to evaluate funding proposals regarding marketing initiatives. The Liaison Committee emphasized three ongoing themes during its deliberations:

- 1) **Funding Reserves:** The Committee maintained a separate fund account to cover TOT revenue shortfalls that may occur over the course of the fiscal year, and to establish an annual 'reserve' (or 'smoothing') account to ensure that City funds are not fully expended year-over-year. A contingency fund was also recommended to address unexpected opportunities as they emerge;
- 2) **Matching Grants:** Recognizing that the best investments in marketing result from committed stakeholders, the Liaison Committee recommended that City funding for community-specific associations be matched via a 'challenge grant' format;
- 3) **Metrics and City ROI:** Recipients of City funding will be required to provide detailed information regarding measurable outcomes and data to demonstrate the success of each program as it relates to the City's return-on-investment. In particular, the City is interested in measuring increased visitor spending, additional hotel nights, or other quantifiable data highlighting revenue to the City. The Liaison Committee also predicated its funding to ensure that retail establishments open earlier (or close later) to maximize City-funded promotions or special events.

The Liaison Committee's recommendations are outlined on the attached spreadsheet, and can be summarized as follows:

Beverly Hills Conference & Visitors Bureau:

Amount Requested: \$2,050,100 for operational expenses and \$300,000 for expenses associated with opening a new Visitor Center/CVB Offices.

Amount Recommended: \$2,050,100 for operational expenses and \$100,000 for expenses associated with opening a new Visitor Center/CVB Offices. Additional "carryover" funding from the CVB is recommended to be used for this purpose as well (see notes on attached spreadsheet).

Rodeo Drive Committee:

Amount Requested: \$370,000 for 2011-2012 events including Walk of Style event; Fathers' Day Concours d'Elegance, Fashion's Night Out, and SNOW 90210.

Amount Recommended: \$195,000 for Walk of Style event; Fathers' Day
Concours d'Elegance, Fashion's Night Out, and
SNOW 90210, and one additional event to be
approved by the City Council.

Holiday Décor/Special Events

Amount Recommended: \$505,000 for holiday décor and special events, to be
designated for initiatives/events recommended by the Rodeo Drive/Special
Events/Holiday Program Liaison Committee.

Community Associations: \$10,000 matching challenge grants each to the
Canon Drive Association, South Beverly Association and Brighton Way
Association for marketing or events.

Re-Allocation–Anniversary Funds and Community Assistance Programs:
\$470,000 for Council re-allocation purposes, to establish an Anniversary
Promotional Fund leading to the City's 100th anniversary in 2014, along with
funding in the amount of \$220,000 for community-based grant programs and
Crisis Response Team funding.

FISCAL IMPACT

The City's Finance Department projects \$23,700,000 in TOT revenue for the
2010-2011 fiscal year, resulting in a 2% TOT budget of \$4,034,286. This amount
includes \$420,000 in budgetary carryover from FY 2011-2011, as well as
\$200,000 to cover City staff costs to administer this entire program.

Once the Council provides direction, staff will develop a complete scope of work
and agreement in conjunction with each recipient organization.

RECOMMENDATION

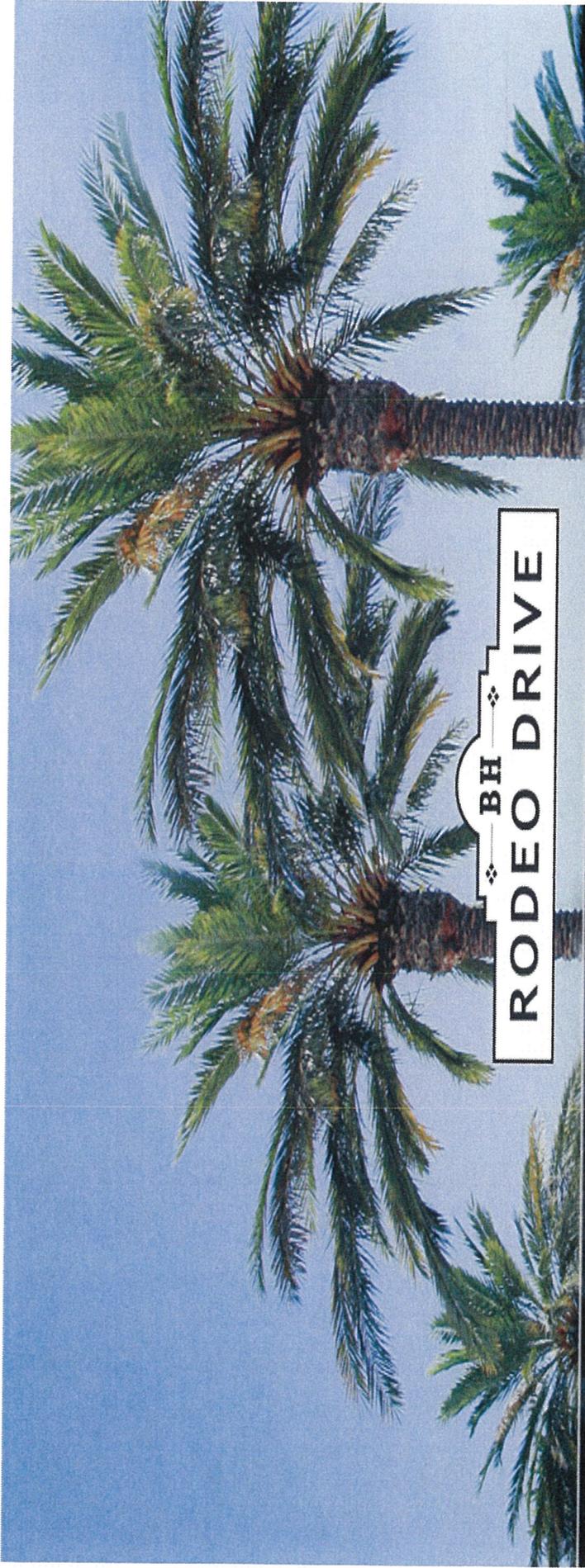
That the City Council accept or modify the CVB/Marketing Liaison Committee's
funding recommendations for fiscal year 2010-2011, and provide staff with
direction regarding marketing initiatives for the upcoming year.

Cheryl Friedling
Approved By



Attachment 1

Attachment 2



**Rodeo Drive Committee
2011-2012
Funding Proposal**





BH RODEO DRIVE

RODEO DRIVE COMMITTEE MEMBERSHIP 2011

Rodeo Drive Committee, Inc. is an association of merchants and landowners on Rodeo Drive that spearhead the marketing, special events and publicity efforts for the street.

Anne Fontaine	Ermenegildo Zegna	Montblanc
Avakian	FENDI	Omega Boutique
Bally	FRETTE	Porsche Design
Barton Trust	Gearys Beverly Hills	Prada
Battaglia	Georg Jensen	Profiy International Corp.
Bebe	Giorgio Armani	Ralph Lauren
Beverly Hills Hotel	Gucci	Richard Mille
Bottega Veneta	Guess	Roberto Cavalli
Breguet	Harry Winston	Rodeo Collection
Brooks Brothers	Hershenson Investment	Rodeo Enterprises
Bulgari	ILORI	Salvatore Ferragamo
Canali	IWC Schaffhausen	Sanborn Family Trust
Cartier	Jimmy Choo	Solange Azagury Partridge
CHANEL	Judith Leiber	Stephen Webster
Chopard	Judith Ripka	St. John
Christofle	Juicy Couture	Stuart Weitzman
Coach	La Perla Boutique	The Beverly Wilshire
Damiani USA Corp.	Lacoste Boutique	Tiffany & Co.
David Orgell Inc.	Lladro	TOD'S
David Yurman	Loro Piana	Two Rodeo Drive
DIOR	Louis Vuitton	Valentino
Dolce & Gabbana	Luxe Hotel Rodeo Drive	Van Cleef & Arpels
Donald Tronstein Trust	MaxMara	Versace
Eres	Mikimoto	Westime

**Current members as of December 2010*



RODEO DRIVE CONCOURS D'ELEGANCE

- Celebrated 75 years of Jaguar and the launch of the company's new XJ model.
- Secured \$110,000 in sponsorships.
- Sponsors included the Jaguar, City of Beverly Hills, Brooks Brothers, Gearys, Luxe Hotel Rodeo Drive, Lladro, and the Beverly Wilshire.
- Event drew an estimated 30,000 people.
- Featured in the LA Times, KABC TV, Motor Trend Magazine, Classic Drives, Car Buyers Notebook, the Huffington Post, and many other publications.
- 2011 celebrates Italy's 150th Anniversary of its Unification with 'La Dolce Vita' theme.



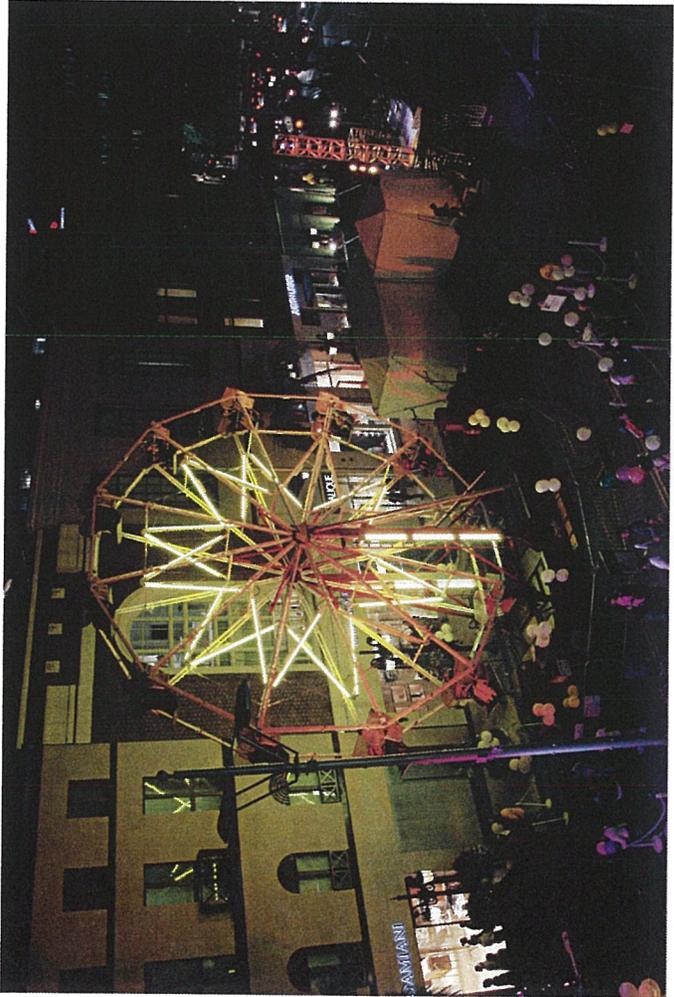


RODEO DRIVE COMMITTEE



FASHION'S NIGHT OUT

- Unprecedented global initiative created to celebrate fashion, restore consumer confidence and boost the industry's economy.
- Featured a four-story Ferris Wheel, celebrity appearances, 80 in-store events, and 7 gourmet food trucks. Invited non-Rodeo stores and non-members to participate.
- Secured over \$3 million in national publicity, through print, broadcast and social media outlets.
- Press included a headline story in the Wall Street Journal and inclusion in the 1 hour CBS special.
- Sales garnered for the Ferris Wheel rides ranged from \$22,000 to \$2.75 with an average purchase of \$502 per shopper.
- In discussion with Cirque du Soleil for 2011. Planned for September 8.





RODEO DRIVE COMMITTEE



SNOW 90210 RODEO

SNOW 90210

- Featured snow on all 3 blocks of Rodeo, 4 horse drawn carriage rides, 52 in-store events, live entertainment and gourmet food trucks.
- Secured sponsorships with the BHCVB, UNICEF, Los Angeles Times, Beverly Hills Courier, The Hollywood Reporter and Coca-Cola.
- Sales from carriage rides were \$64,000 with an average sale of \$539 per group of riders.
- Average purchase amounts ranged from \$4,000 to \$4.
- More than 50 Rodeo Drive retailers supported the event with contributions of \$1000.
- \$120,000 in-kind advertising, including: 2 full-page ads in the Los Angeles Times, an ad in The Hollywood Reporter, 2 full page ads in the Beverly Hills Courier plus a special edition, an ad in the Beverly Hills Weekly, and inclusion on the BHCVB website and in their radio ads, RDC website, Facebook and Twitter.



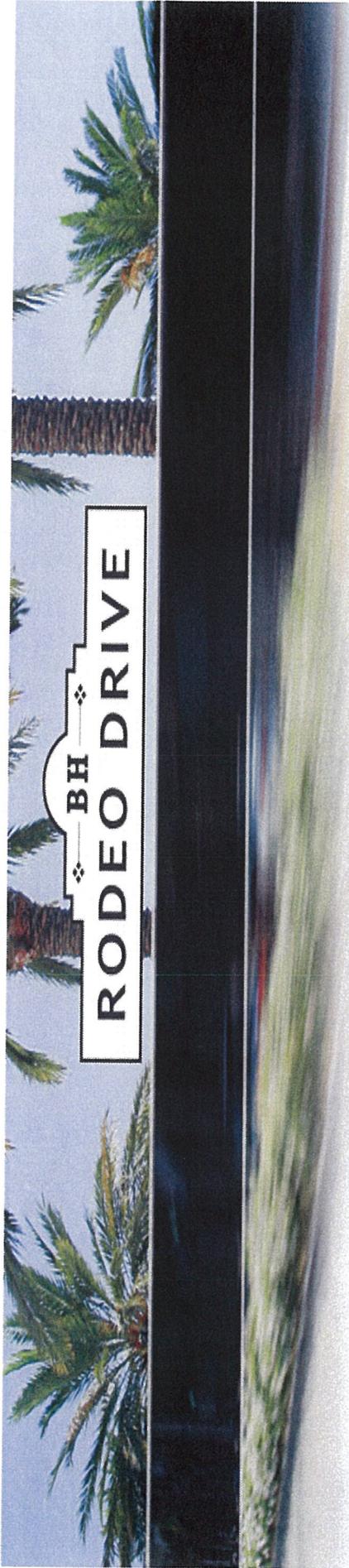


2010 RODEO DRIVE HOLIDAY SURVEY

DECORATIONS:

Please rate the Holiday decorations at various shopping areas in Southern California for 2010 on a scale of 1 to 10 (10 being best).

Fashion Island	10
South Coast Plaza	9
The Grove	8.75
Westfield Century City	7
Westfield Topanga	7
Beverly Center	6.5
Beverly Hills Golden Triangle	6.5
Wilshire Boulevard/BH	6.5
Rodeo Drive	5.3
Santa Monica Place	NA



2010 RODEO DRIVE HOLIDAY SURVEY

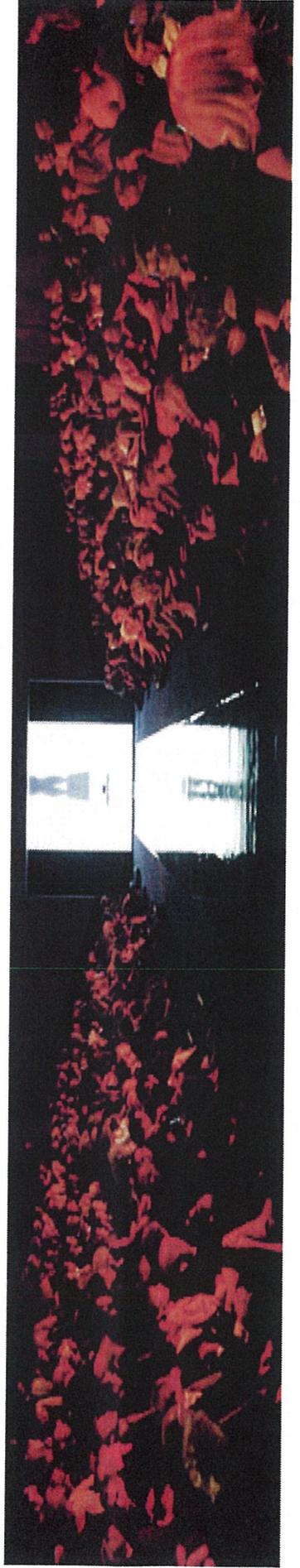
SNOW 90210:

	yes	no
1. Did you participate in the SNOW 90210 promotion?	85%	15%
2. SNOW 90210 was a positive community effort that bridged the retail and residential community.	85%	15%
3. SNOW 90210 was better than the traditional lighting ceremony.	88%	12%
4. SNOW 90210 increased traffic for my store.	71%	29%
5. SNOW 90210 increased sales the night of the event.	42%	58%
6. People who attended SNOW 90210 came back after the event to shop.	28%	72%
7. SNOW 90210 created energy and excitement on the street.	100 %	0
8. I would participate again in SNOW 90210.	85%	15%
9. SNOW 90210 should replace the annual Lighting Ceremony of year's past.	71%	29%



RODEO DRIVE WALK OF STYLE®

- **Introduced in 2003** by the City of Beverly Hills and the Rodeo Drive Committee to honor style legends for their contributions to the worlds of fashion and entertainment.
- **Honorees have included: Valentino Garavani, Manolo Blahnik, James Galanos, Gianni Versace and Donatella Versace, Salvatore Ferragamo, Edith Head, James Acheson, Milena Canonero, Herb Ritts, Mario Testino, Tom Ford, Giorgio Armani and Princess Grace of Monaco and Cartier.**
- **Walk of Style Honoring Cartier and Princess Grace** garnered approximately **72,980,936** impressions.
- **Advertising Value Equivalency** for last event of approximately **\$9,400,723**. **1 to 31** investment ratio.
- **Grand total impressions** for Walk of Style approximately **823** million, since the program's inception.





**RODEO DRIVE UPCOMING EVENTS
2011**



RODEO DRIVE WALK OF STYLE®

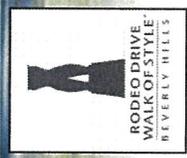
METRICS Versus IMAGE

- **Content and context influence the way an audience receives key messages, whether through public relations or advertising. Walk of Style brands Rodeo Drive and Beverly Hills in fashion, retail and entertainment while creating a unique tourism destination for the city similar to the Hollywood Walk of Fame.**
- **Public relations provides the opportunity for third-party endorsements and creates tremendous value through strategic positioning of brands/events.**
- **Public relations helps to shape a brand/event's public image, while advertising only allows brands/events to disseminate information without third-party credibility.**



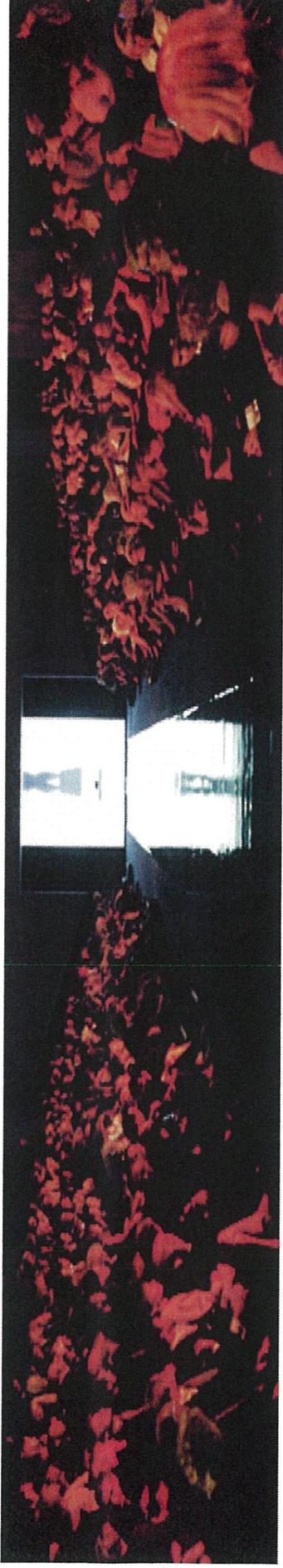


**RODEO DRIVE UPCOMING EVENTS
2011**



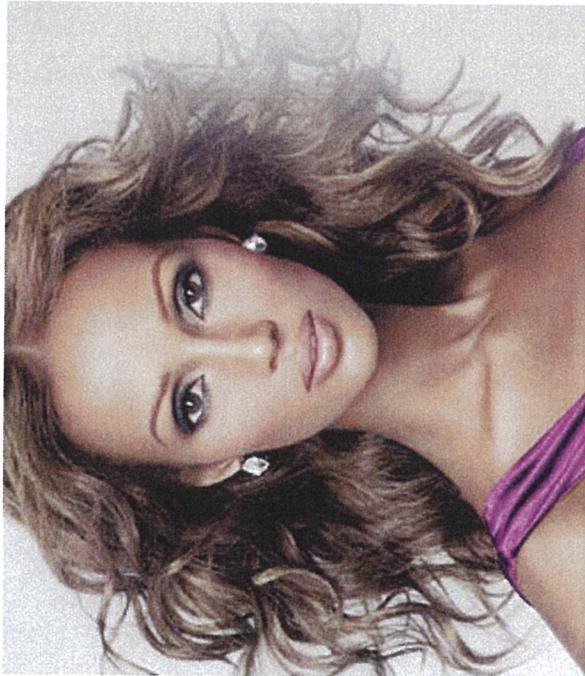
Honoring Fred Hayman

- **Timed to release of his biography.**
- **Founded Rodeo Drive Committee.**
- **Conceived the Rodeo Drive Walk of Style.**
- **Founder of Giorgio Beverly Hills.**
- **June 10 or 15 as press event.**



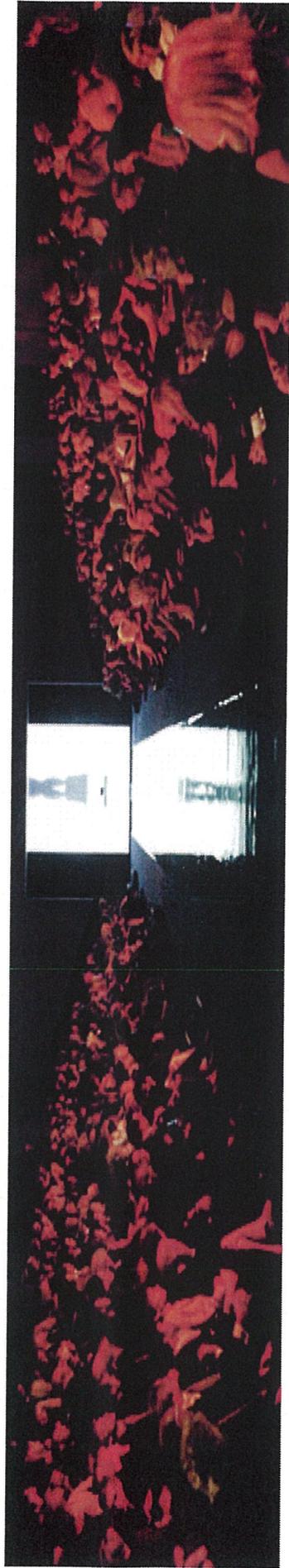


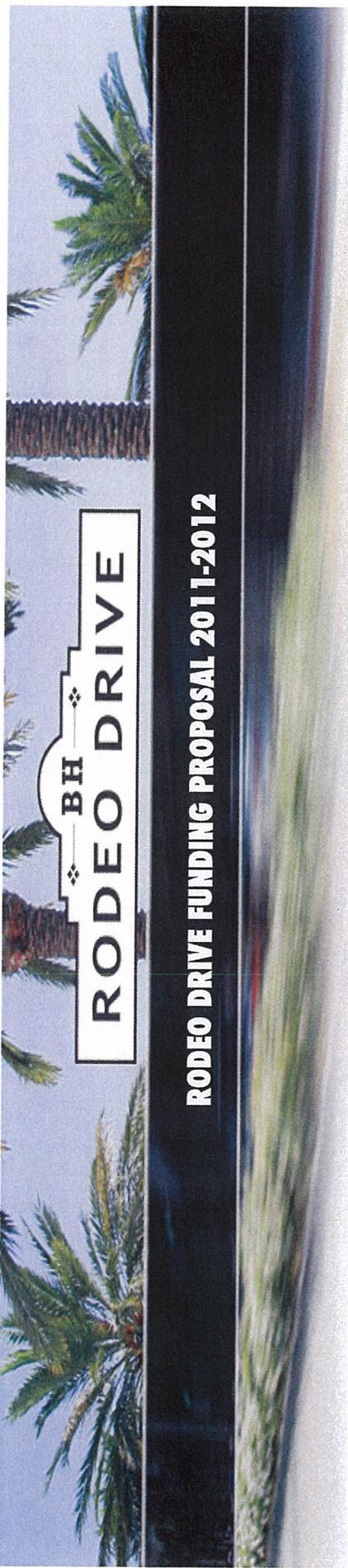
**RODEO DRIVE UPCOMING EVENTS
2011**



Honoring Iman – October 21 or 23

- **One of the first supermodels in history.**
- **First living “icon” honored.**
- **Host of Bravo’s THE FASHION SHOW with Isaac Mizrahi.**
- **Married to David Bowie.**
- **Possible multi honoree event with photographer and designer categories.**





2011-2012 Funding Proposal

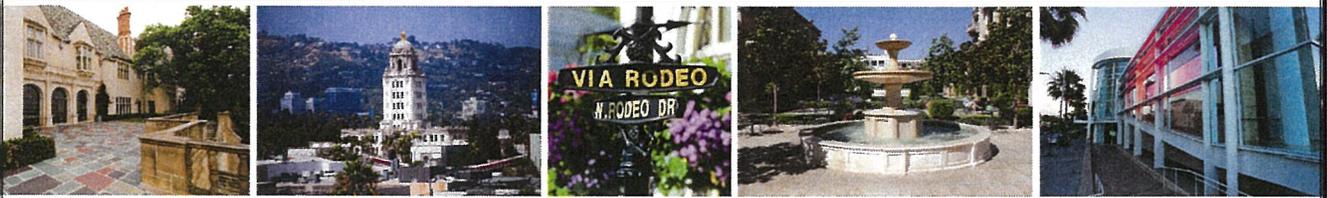
- *Rodeo Drive Walk of Style* \$ 280,000
- *Fashion's Night Out* \$ 30,000
- *SNOW 90210* \$ 30,000
- *Swarovski Holiday Décor & Launch* \$ 225,000
- *Concours d'Elegance* \$ 30,000

Total \$ 505,000



CONFERENCE &
VISITORS BUREAU

Love Beverly Hills



BEVERLY HILLS CONFERENCE & VISITORS BUREAU

FISCAL YEAR 2011/12
BUDGET PRESENTATION
TO CITY LIAISONS

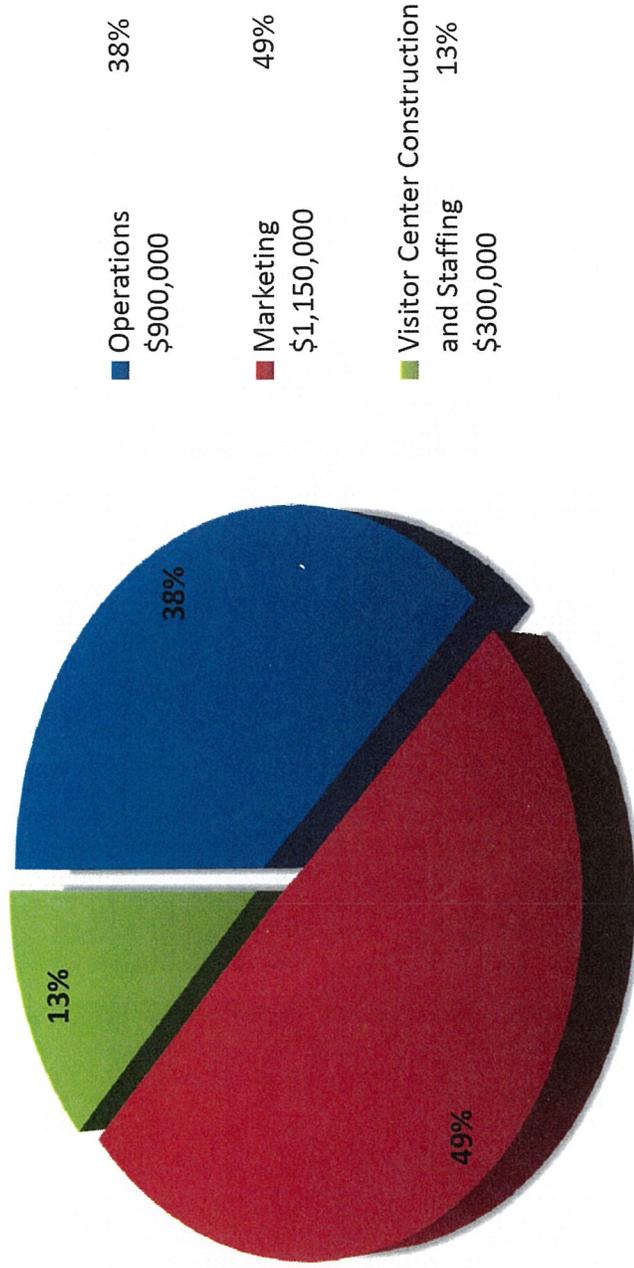
APRIL 28, 2011

FY 2011/12 Budget

FY 2011/12 Overview

\$2,350,000

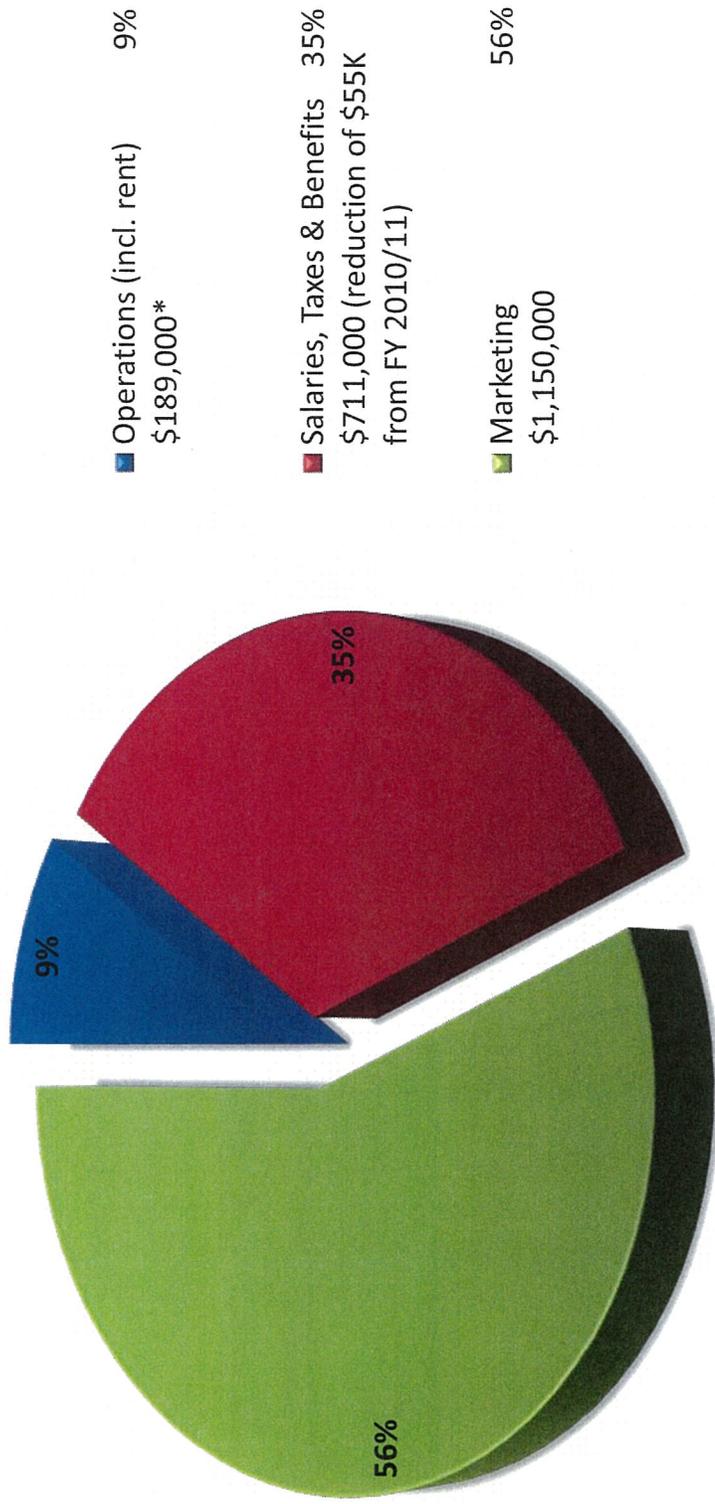
(Includes new Visitor Center)



FY 2011/12 Overview

\$2,050,000

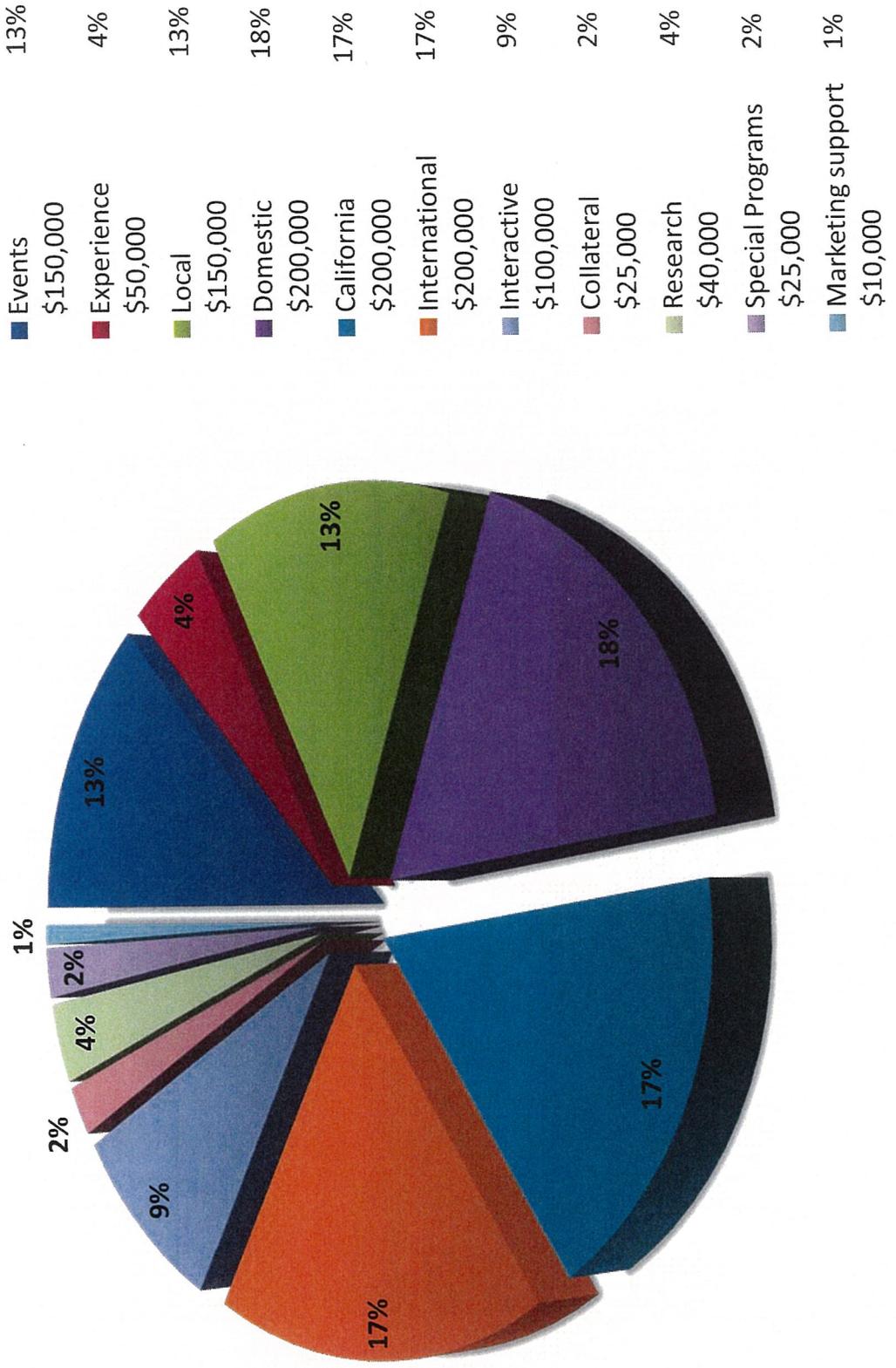
(same budget as prior year reflecting 5% reduction received in 2010)



*Assume 2/2012 delivery of 9400 space to BHCVB, 6 months free rent per lease proposal, paid rent begins 8/2012.

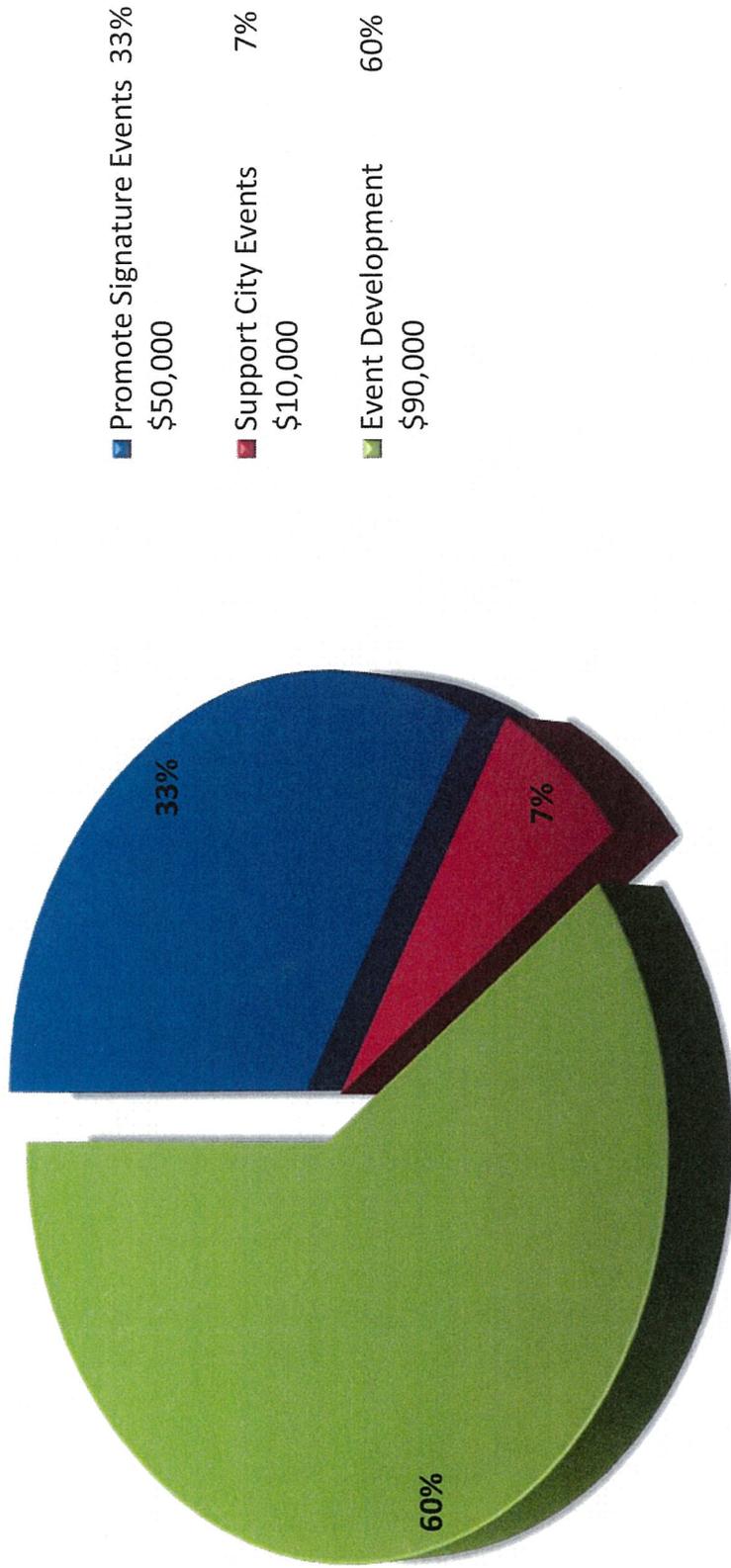
Marketing Programs Overview

\$1,150,000



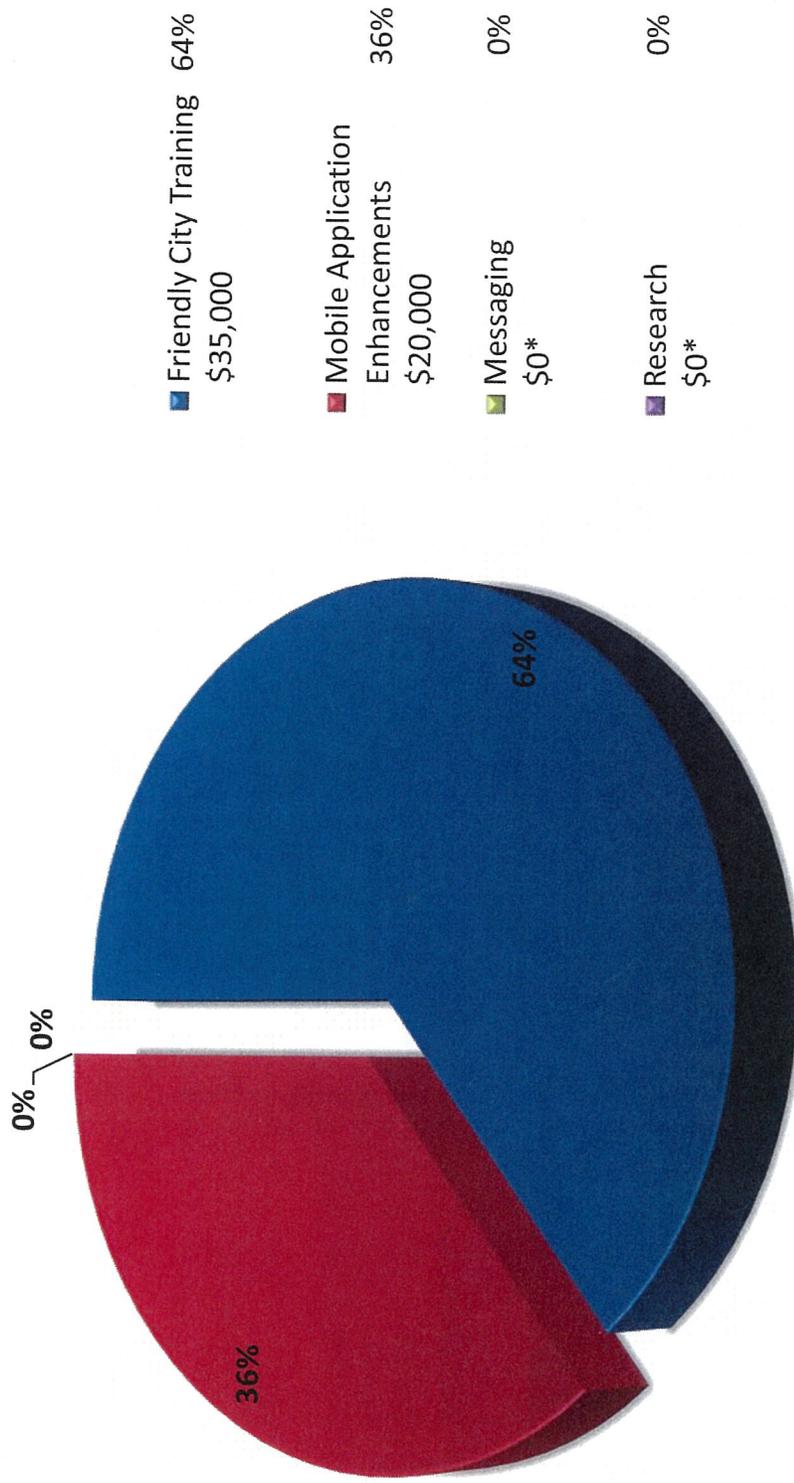
Develop and Promote Events

\$150,000



Experience

\$50,000

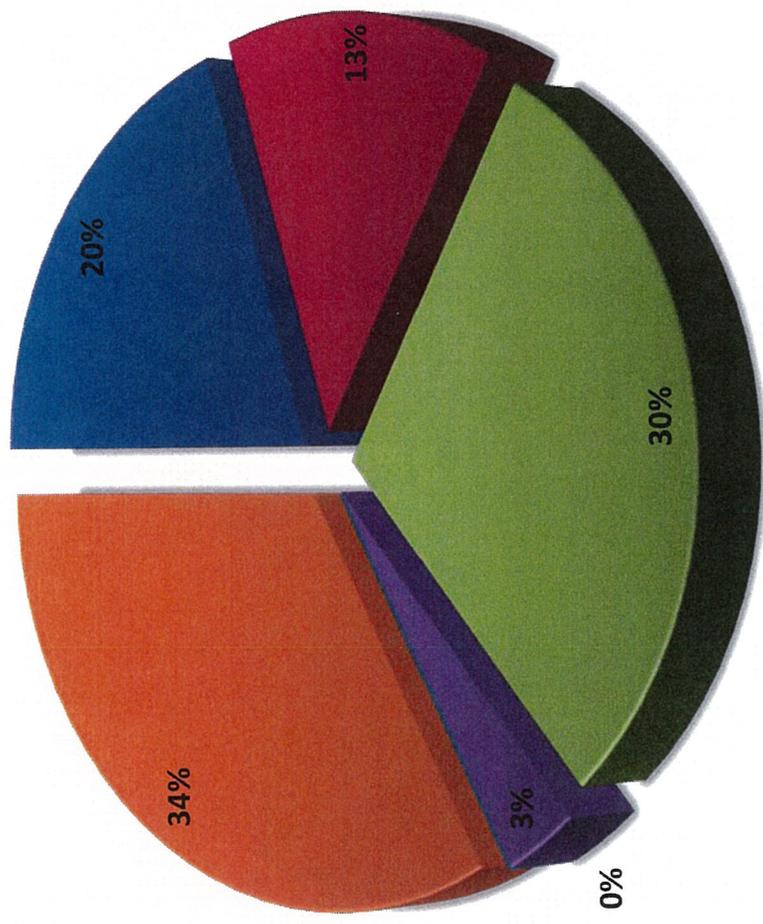


*Costs for messaging will be obtained from geographic budgets and collateral. Costs for research come out of a separate line item with a \$40,000 allocation.

Local Marketing

\$150,000

Event Marketing	20%
Tie-in with Overnight Campaigns	13%
Insider Program	30%
Consumer Marketing Tool Kit	3%
Local Partnership Marketing*	0%
Seasonal Offers (Holidays)	34%

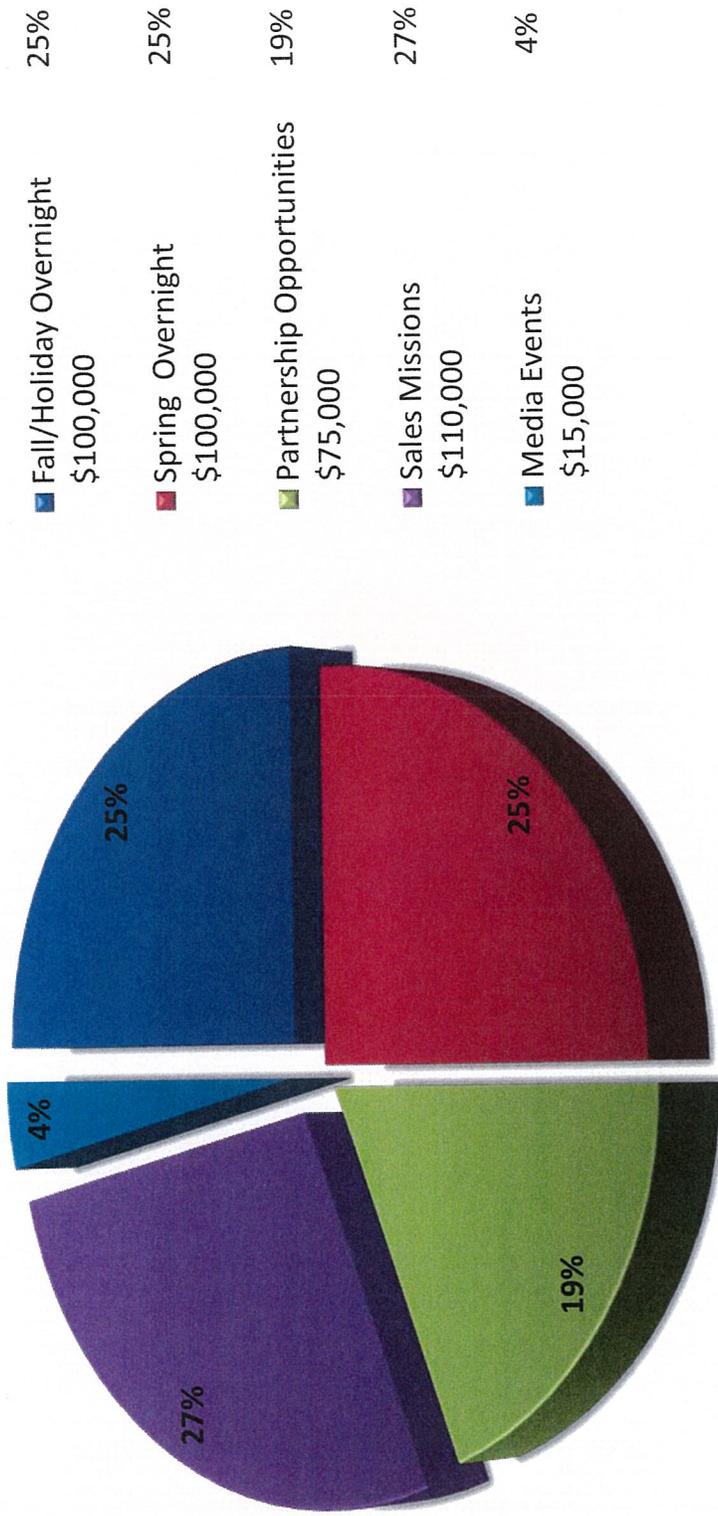


*BHCVB will work in collaboration with other organizations which will leverage BHCVB dollars to expand Beverly Hills' reach by marketing to their customers.

National Marketing

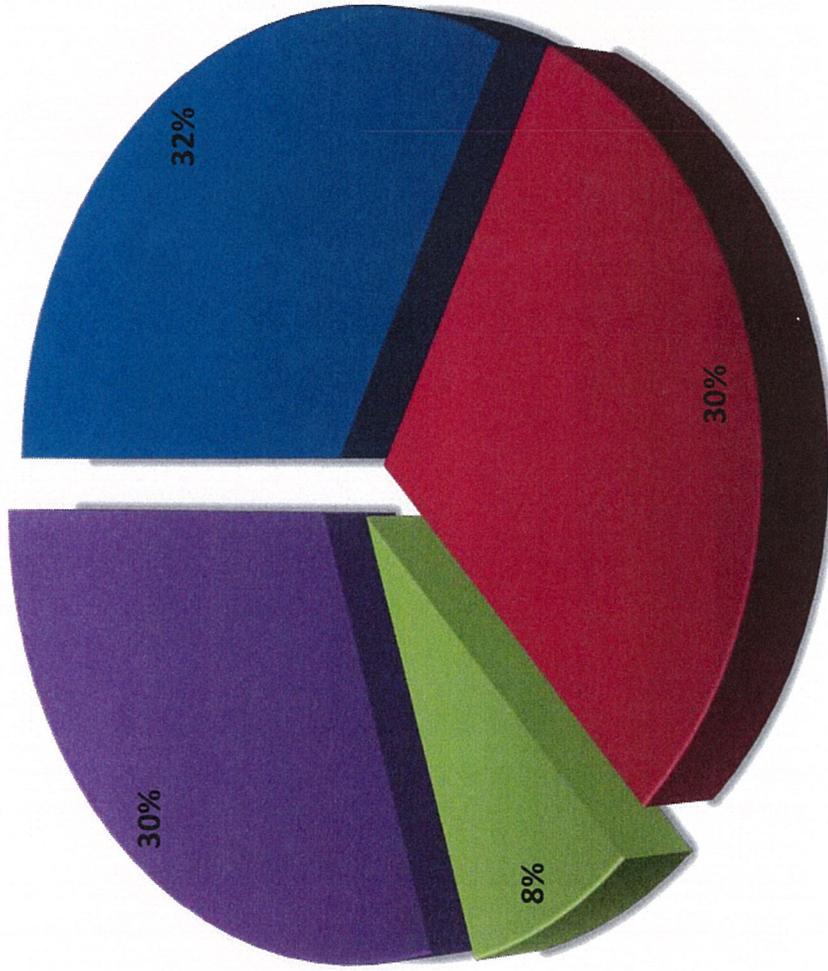
\$400,000

(California \$200,000 and Domestic \$200,000)



International Marketing

\$200,000



Trade Shows
\$65,000

32%

Sales Missions
\$60,000

30%

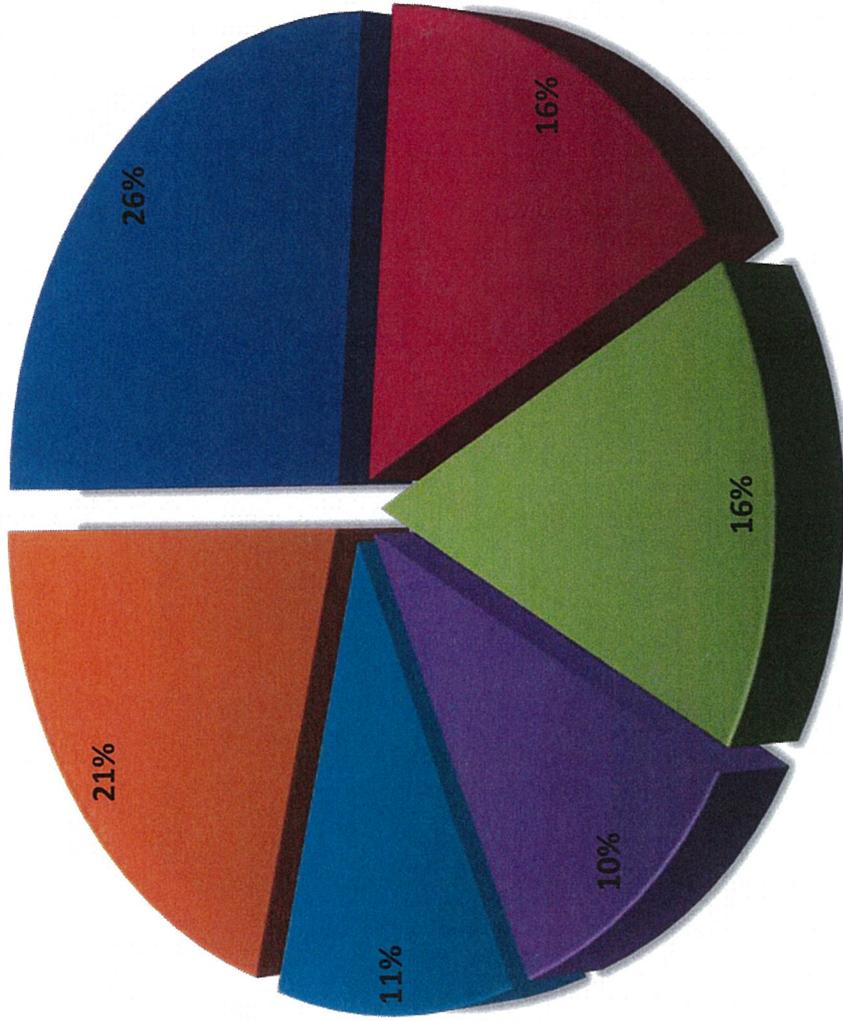
Educational Programs
\$15,000

8%

In-Market
Representation
\$60,000

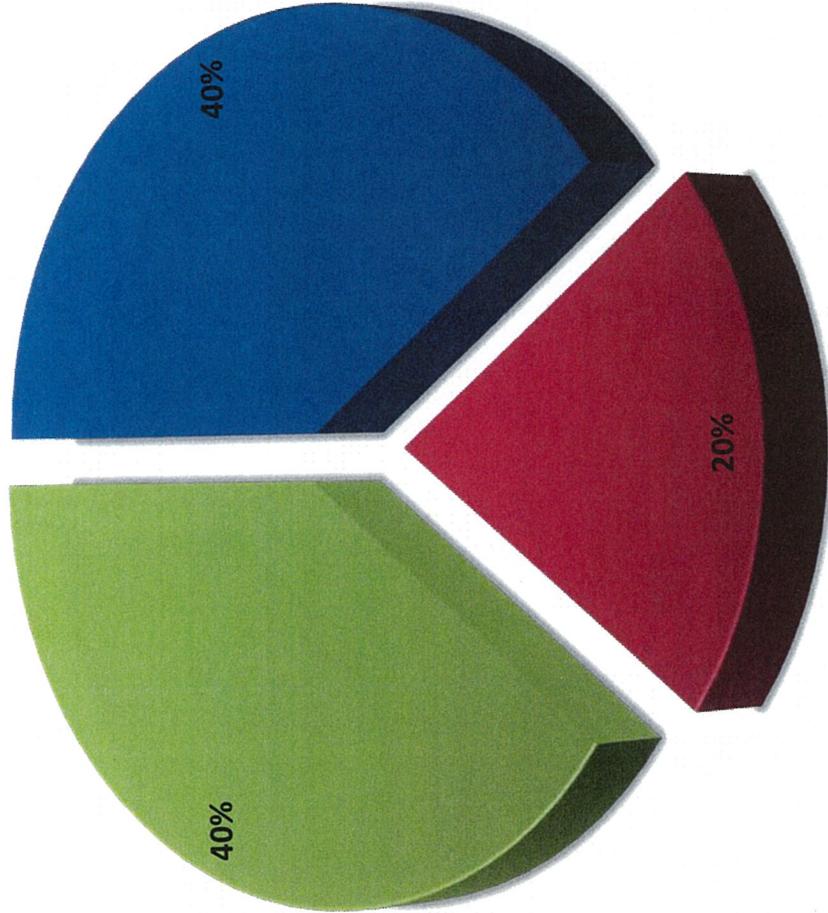
30%

Interactive \$100,000



■ Pay Per Click	\$25,000	26%
■ CRM	\$15,000	16%
■ eCommunications	\$15,000	16%
■ Social	\$10,000	10%
■ Maintenance	\$15,000	11%
■ International	\$20,000	21%

Collateral \$25,000



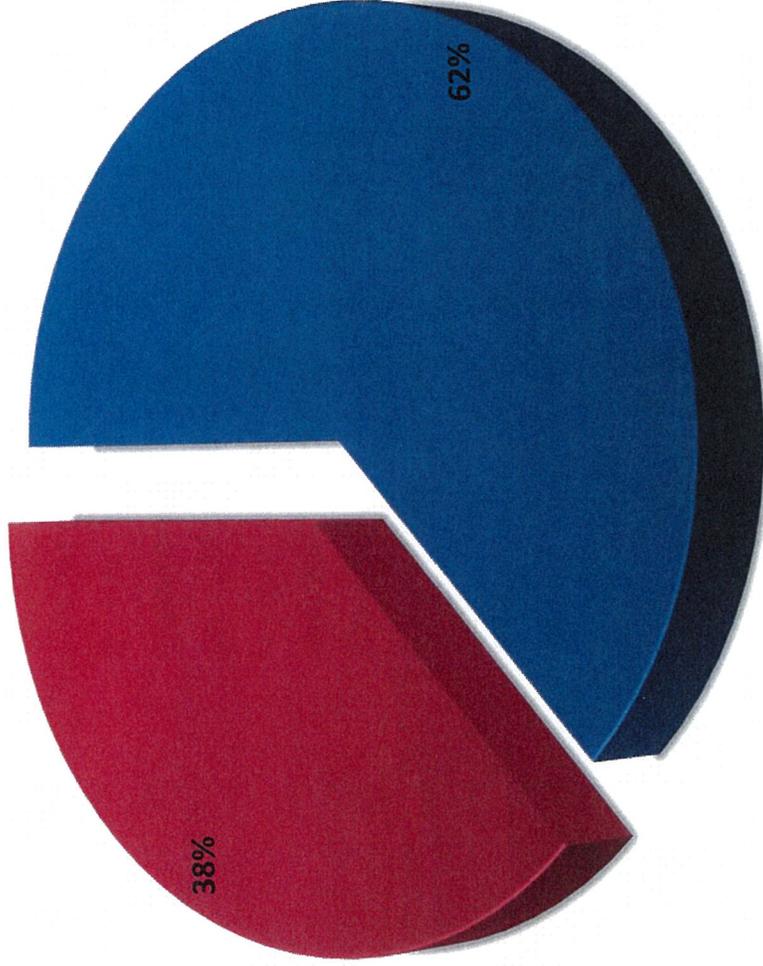
International Brochure Update
40%
\$10,000

Domestic Brochure Update
20%
\$5,000

Premiums
40%
\$10,000

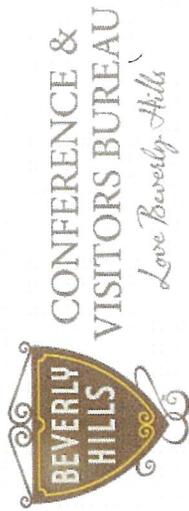
Research

\$40,000



Customer Focus Groups 62%
\$25,000

Event Data 38%
\$15,000



2011/2012 Budget Key Categories

	AMOUNT	PERCENTAGE
1. Marketing/Visitor Services	\$1,150,000	56%
• Events	\$ 150,000	
• Experience	\$ 50,000	
• Local Marketing	\$ 150,000	
• California Marketing	\$ 200,000	
• Domestic Marketing	\$ 200,000	
• International Marketing	\$ 200,000	
• Interactive	\$ 100,000	
• Collateral	\$ 25,000	
• Research	\$ 40,000	
• Special Programs	\$ 25,000	
• Marketing Support	\$ 10,000	
• Database		
• Association Dues		
• Professional development		
• Board Relations		
2. Salaries, Taxes & Benefits*	\$ 711,000	35%
3. Operations	\$ 189,000	9%
5. Visitor Center+	\$ 300,000	

*Includes shared positions.

+Includes staffing and T.I.

15-Month Marketing Plan

Beverly Hills Conference and Visitors Bureau

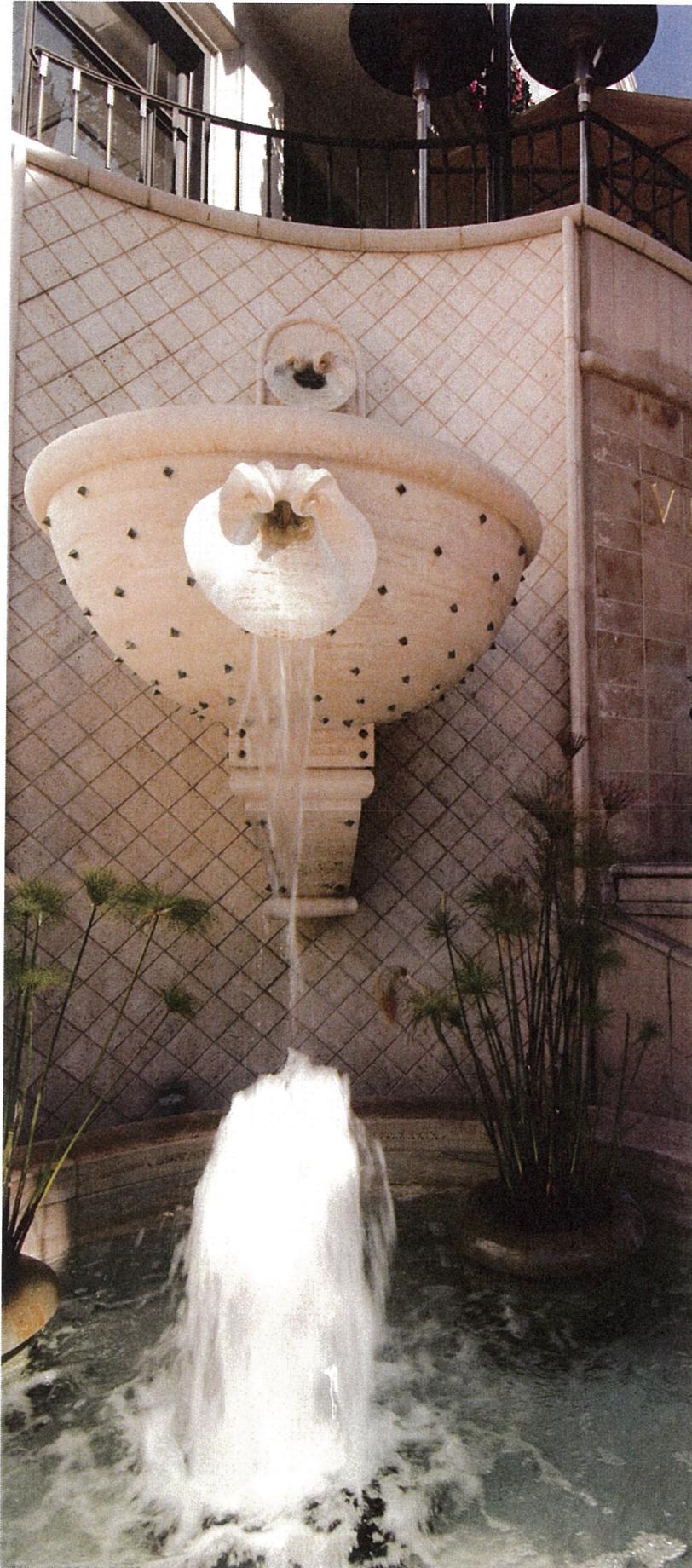


15 Month Marketing Plan

2011-2012



Love Beverly Hills



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Produced by
Beverly Hills Conference
& Visitors Bureau
239 S. Beverly Drive
Beverly Hills, CA 90212
(310) 248 - 1015
www.LoveBeverlyHills.com

Introduction

The Beverly Hills Conference & Visitors Bureau (BHCVB) 15-month marketing plan addresses specific tactics and efforts designed to bring the BHCVB Mission Statement to life:

Beverly Hills Conference and Visitors Bureau, the city's primary marketing organization, is dedicated to enhancing the community's economic and social vitality through the development and execution of one-of-a-kind, creative initiatives designed to drive incremental business to local merchants, restaurants, hotels and attractions.

Tactics and activities are broken out according to the strategies identified in the BHCVB strategic plan. Efforts target media, travel trade and consumers in the U.S. and internationally, taking into consideration the needs of each audience, the goals of the city and local businesses, historic response rates and behaviors, and the competitive environment. Most importantly the 15-month marketing plan specifically addresses the requisite to assess each initiative with specific practices that determine the metrics for each activity in order to define future strategies and tactics.

Guiding Principles of the Tactics and Plan: "Answering the Four Key Questions"

- 1) Who is our target audience? (who, where, demographics)
- 2) What is the value we create for each customer/visitor?
- 3) How do we reach the target audience with our message?
- 4) How do we measure or quantify the results?

STRATEGY 1:

Develop and promote events to create “street-life” in order to give visitors - especially LA County residents - a reason to visit Beverly Hills.

Rationale: According to research, LA County residents do not believe that “there is a lot of excitement in the city.” Stakeholders believe that in order to remain competitive in the local marketplace Beverly Hills must create “street life,” “bustling activity” and “buzz.”

Support Signature Events

March 2011	Los Angeles Marathon	Develop collateral to distribute prior to the event and in press kits promoting Breakfast in Beverly Hills.
June 2011	Italian Week/Rodeo Drive Concours d'Elegance/ Gran Fondo	Facilitate hotel room blocks for participants; create hotel packages and promotional tie-ins with retailers and restaurants; develop media plan; create collateral with QR codes (mobile bar code application) leading to event specific pages on BHCVB website; communicate through all BHCVB channels.
September 2011	Taste (Beverly Hills events)	Promote Beverly Hills events; work with local businesses to create additional value-added offers for attendees; develop media plan; create collateral with QR codes leading to event specific pages on BHCVB website; communicate through all BHCVB channels; tie into “A great meal” website theme with a social media campaign.
September 2011	Fashion's Night Out	Help promote and build awareness through BHCVB communication channels.
December 2011	Holidays	Partnerships (maximize existing and create new where possible); develop activities and promotional opportunities for local and visitor markets; Rose Bowl team alumni events ex: block party, photo opportunities, etc. (Refer to Seasonal section under Local on p. 5).
Ongoing	Evaluation	Measure traffic and revenue for each event to determine success. (Refer to Tracking section under Evaluation on p. 11).

Event Development

May 2011	Manager of Events and Interactive	Hire a marketing manager that can execute BHCVB events strategy.
December 2011; April 2012	Idea Generation & Cost Estimates	Explore opportunities with third parties that can develop ideas cost effectively; identify need periods and ideas to explore and pursue.
December 2011; Spring 2012	Event Implementation	Work with promotions company to develop key events unique to Beverly Hills that drive visitor traffic and revenue during need periods.

Support General City Funded Events

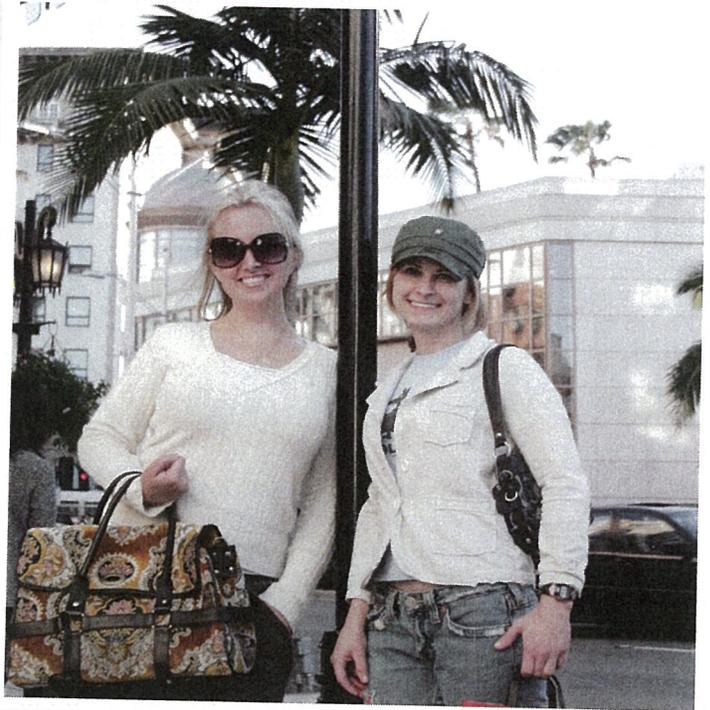
Ongoing	Greystone Concours d'Elegance, Farmers' Market, Woolstock, Affaire in the Gardens, etc.	Provide promotional support through BHCVB communication channels; leverage PR opportunities; promote at sales missions.
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Visitor Experience

STRATEGY 2:

Develop and implement a plan to improve the visitor experience.

Rationale: Survey results show that the main factors dissuading people from shopping in Beverly Hills are their perceptions of difficult parking and high prices. We believe the facts are different. An additional problem shown by the survey results indicate that only 25% of the participants rated the feature “The people who live and work in the city are extremely friendly” either a “9” or a “10.” When asked how believable was the statement “Employees in retail stores in Beverly Hills provide better service than similar stores found in other areas where I shop” only 26.1% rated this statement a “9” or “10.” The only statement with a lower “top-two” (percent rating a 9 or 10) was “It costs no more to shop in Beverly Hills than other places you shop.”



Mobile Application

- | | | |
|--------------------|---|--|
| <i>August 2011</i> | Create an application that customers can use to enhance their experience when in town and when at home. | Develop an interactive application with mapping, directions, parking, tours by activity, etc., that generates incremental revenue and is trackable. Promote in all BHCVB communication channels. |
| <i>June 2012</i> | Develop updates to mobile application | Update technology to promote the Visitor Center and reflect all of its programs, merchandise and activities. |

Visitor Experience Program

- | | | |
|---------------------|---|---|
| <i>January 2012</i> | Build upon Friendly City campaign by creating a program that trains local businesses to be experts in all things Beverly Hills. | Conduct competitive research; explore companies that offer a certification process; develop training program. |
|---------------------|---|---|

Messaging

- | | | |
|----------------|--|--|
| <i>Ongoing</i> | Incorporate key message points to dissuade negative perceptions. | Incorporate free parking message and convenience of parking lots throughout all communication channels including website mapping, mobile application, collateral, etc.; position Beverly Hills as approachable with “one-stop shopping” social campaigns and web messaging as well as communicating “there is something for everyone” across all customer touchpoints. |
|----------------|--|--|

Centennial Planning

- | | | |
|----------------|--|--|
| <i>Ongoing</i> | Create Marketing Plan to celebrate Beverly Hills’100 year anniversary. | Work with city to plan events, activities, branding and merchandise to celebrate the city’s centennial that can be executed across all customer touchpoints. |
|----------------|--|--|

Local Marketing



STRATEGY 3:

Local marketing to Los Angeles County and Beverly Hills residents.

Rationale: Interviews with different stakeholders revealed that the LA County market was being underserved. As one interviewee stated,

“My theory was always, who is going to be coming in on a rainy day in mid-February? If you don’t have local support, you’ve got a lot of trouble. And so, our core business was built around local customers.”

Some retailers interviewed attributed 50% of their business to the local markets. The results of the consumer survey indicated that 16.8% of LA County residents surveyed had not visited Beverly Hills in the past 90 days. Having additional patrons also creates excitement and a sense that activity happens in Beverly Hills, which is important to the overall customer experience in the city.

Tie-in with Visitor Campaigns

March 2011- June 2011	Breakfast in Beverly Hills	“Breakfast for Supper” PR event: breakfast served all day in Beverly Hills at participating hotel restaurants.
October 2011- December 2011	Fall overnight visitor offer (ex: incentive for booking online)	Meet with DOSMs to determine visitor campaign and specific need periods; work with Visitor Marketing Committee to develop integrated local offers; create QR coded collateral that will encourage people to come to the website and receive exclusive offers.

Partnerships

June 2011	The Getty	Dine around with French menu items available for those who show Getty tickets; French films and TV screenings; tie-in with hotel packages; event tickets for city VIPs; communication in Getty materials.
Fall 2011	Cirque du Soleil	Value added offers; dine before the show, French themed specials; Bastille Day event; show your tickets and receive value at local businesses.
Ongoing	Identify other strategic alliances	Tie in with “Love Beverly Hills” theme selectors on the website: Arts & Culture, Family, Romance, Pampering, Fashion, Dining and Hotel Stays. Seek out opportunities to obtain access to new customers (financial institutions, etc.).

Local Marketing

Seasonal Offers

November 2011 - December 2011	Christmas/Hanukkah Holiday Activity Support	Work with city and local partners to create activities and interest during the day; embody holiday spirit with enhanced decorations and signage; create special offers, giving shoppers a reason to come to the city; maximize partner activities; PR outreach; social campaign.
November 2011 - January 2012	Rose Bowl	Float promotion via social media; decorative attributes to BHCVB communication channels (team mascots, colors, etc.); team support incentives (wear your colors); showcase highlights from previous year; promote Lawry's The Prime Rib's Beef Bowl; hotel packages; section of Facebook page for Rose Bowl activities; block party, etc.
January 2012	Awards Season	Work closely with local partners to create events such as VIP screenings at The Paley Center or the Academy of Motion Pictures Arts & Sciences; viewing parties at local businesses; packages with hotels; social media voting campaign; PR outreach.
Ongoing	Ongoing Holidays	Collect and promote offers that coincide with ongoing annual holidays like Valentine's Day, Mother's Day, etc.; develop seasonal rituals that can be promoted year to year; PR outreach; social campaigns.

Partner Support

February 2011; September 2011; January 2012	Brainstorming Meetings	Brainstorm with Local Marketing Task Force, PR Task Force and the Visitor Marketing Committee to develop new ideas targeted to local audiences.
January 2012	Marketing Tool Kit/ Grass Roots Campaign	Develop a menu of opportunities for local businesses to reach consumers through BHCVB communication channels; meet with local businesses to educate on those opportunities; create partner newsletter to keep community up-to-date on BHCVB events and activities.
Ongoing	Insider Program/Shelf Offers	See Content Support and Development under Online Presence on p. 9.
Ongoing	New Business Offerings	Create welcome incentives/menu of offers to get new businesses to use services in the community (ex: MGM, Google).



National Marketing

STRATEGY 4 & 5: (California & Other Domestic Markets)

Domestic Marketing to residents outside of Los Angeles County in California and other major markets/states in the US including New York and Texas.

Rationale: One of the key findings in the Trends report was that more customers are traveling closer to home for their vacations. California is the largest feeder market for day visitors and overnight visitors (LA County, Bay Area, Santa Barbara, Orange County, Ventura County). New York and Texas drive significant overnight traffic, with pockets of significance such as Scottsdale, Arizona and San Diego.

Seasonal Campaigns

March 2011- June 2011	Breakfast in Beverly Hills	Work with DOSMs to create visitor campaign to drive traffic during spring shoulder season; develop online media plan; tie-in to launch of website; communicate through all BHCVB channels.
November 2011- January 2012	Fall/Holiday Offer (ex: online booking incentive)	In conjunction with DOSMs, create visitor campaign to drive traffic during fall shoulder period; develop online media plan; communicate through all BHCVB channels.
November 2011- January 2012	Rose Bowl	Contact alumni associations to determine opportunities; social campaign promoting float; produce collateral promoting the city for visiting teams/alumni to be distributed to them at their hotels; host Rose Bowl Wives group; develop hotel packages; create value-added offers for wearing team colors; PR outreach.

Partnerships

Ongoing	Partner with other CVBs	Attend WACVB events; cross promote with other CVBs in their communication channels.
Ongoing	Identify other strategic alliances	Ex: American Airlines — promote Beverly Hills in New York and Texas Admirals Clubs.

Sales Missions

October 2011	New York Sales Mission	Create task force to come up with unique approach to drive media and trade interest and bookings. Create system for measuring results.
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Consumer eCommunications Development

April 2011	Create consumer database	Build database to facilitate regular distribution of newsletter and targeted special offers bi-monthly.
July 2011	Hotel shelf offer (rate)	Solicit hotels for preferred rates that can be utilized when special needs arise (ex: Gran Fondo event packages). See Content Support and Development under Online Presence on p. 9.

California Tourism and Travel Commission (CTTC) Media Events

Spring 2011; Fall 2012	New York, Los Angeles and San Francisco	Work with CTTC to partner with other destinations to meet with in-market media reps to promote destination and drive bookings.
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International Marketing



STRATEGY 6:

International Marketing to residents outside of the US in major feeder markets.

Rationale: Over 40% of all visitors to Beverly Hills arrive from abroad, with hotel and other spend that is much higher than domestic counterparts; this contributes positively to the city tax base. As such, the international markets should be targeted on an ongoing basis based on current knowledge and in a fiscally prudent manner by leveraging partnerships in order to promote in key markets and anticipate emerging markets.

Sales Missions

Ongoing	Asia	Conduct local sales calls; host groups; partner with CTTC on in-country visits.
Ongoing	UK/Europe	Attend World Travel Market; conduct local sales calls; partner with CTTC to visit the UK (our top international market) and Europe.
Ongoing	Mexico/Latin America	Make local sales calls and partner with CTTC to visit Mexico and promote visitation from top media and trade.

Trade Shows

May 2011; May 2012	International Pow Wow	May 2012 will be in Los Angeles – look at increased presence at the largest international travel trade show with expanded booth, partner integration and interactive activities.
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Familiarization (FAMS) & Educational Programs/Workshops

May 2011	FAM guidelines and tracking	Create guidelines for FAM approval which include: 1) selection criteria 2) questionnaire for feedback 3) tracking mechanism.
Ongoing	All major markets including new markets	Develop modular educational programs involving partners for better understanding of Beverly Hills and what it has to offer.

Internet

Phase 1: April 2011 Phase 2: June 2012	International functionality on website	Create in-language landing pages for Spanish, Mandarin and Japanese in Phase 1; develop landing pages for Italian, Korean, German and French languages (representing key markets) as part of Phase 2 development; develop full functionality for Spanish, Mandarin and Japanese in Phase 2.
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In-Market Representation

Ongoing	Regularly scheduled visits and planned activities	Contract with third parties, CTTC and LA Inc. to promote travel and tourism to Beverly Hills. Work with in-country representatives to determine tactics and strategies.
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Online Presence

STRATEGY 7:

Leverage online presence as a key vehicle for marketing the city.

Rationale: Survey results revealed that 13.6% of participants claimed that their primary source of information when planning their last trip was “website of destination.” When considering all sources of information, this jumped to 28.6%. As a point of perspective, the website was the second most cited source. The first was “from friends” (all mentions 43.0%) and the third was “area attraction website” (all mentions 13.4%).

Website Launch Efforts

April 2011	Launch new site with tie-in offers	Work with local businesses to develop offers and initiatives for each of the Love filters: Cuisine, Family, Romance, Pamper, Fashion, Arts & Culture, Hotels. Offers will be promoted through online advertising, social campaigns and ecommunications.
April 2011	Social media campaign	Create acquisition and retention strategy to build prospect pool for targeted messages and offers designed to drive traffic and revenue; develop applications that allow consumers to identify with things to love in Beverly Hills (ex: shoes, food, hotel, etc.) that can be communicated virally; develop contests to award visitors for communicating their favorite things with giveaways from local businesses.

eCommunications

May 2011	Develop new templates to tie in with website creative	Transition from current creative to new creative that will maintain consistency with the new website.
July 2011	Launch new eNews versions	Create versions for Trade and Media (currently), Consumer (new) and Partner/Internal (new). Trade and Media to go out every other month and Partner/Internal to go out quarterly.
Ongoing	eMail acquisition	Develop ongoing sweepstakes/giveaways (ex: most insider tips, trivia contests, etc.) to incentivize consumers to come to the website and sign up for ecommunications.

Trade and Media

January 2012	Automated rfp process	Allow trade and media to request information that can be directly integrated with hotels, etc.
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BHCVB Revenue Generation

Phase 1: April 2011 Phase 2: May 2012	Hotel Booking Engine	Develop booking widget with Travelocity to allow online hotel booking functionality in Phase 1; create customized engine that allows consumers to book packages and promotions directly onto the site and drive third party revenue to BHCVB for Phase 2.
Ongoing	Pay Per Click (PPC) Strategy	Create PPC strategy that does not compete with the hotel programs, to drive bookings on the BHCVB website by purchasing the most popular search terms so website is listed first on Google, Yahoo, etc.

Online Presence



International

Phase 1: April 2011 In-language pages See Internet under International on p. 7.
 Phase 2: June 2012

Content Support and Development

January 2012 Partner content loading functionality Allow partners to directly input the latest specials and offers, event information, photography and copy on BHCVB website.

Phase 1: June 2011 Insider program Create menu of offers that are exclusive to consumers who opt-in; create coupon type functionality for tracking; create an automated system that allows partners to input information directly into the system; integrate into collateral to drive website traffic with QR codes; evaluate functionality and costs for automated fulfillment via bar codes.

Phase 2: January 2012

Ongoing Search Engine Optimization (SEO) Continually review and optimize all content to make sure that we are targeting the most popular search terms to drive traffic to the website.

Social Strategy

January 2012 Enhance BHCVB website social interactivity Give consumers the ability to share photos and itineraries; explore trip advisor tie-in; develop unique contests; create means of automated fulfillment of offers through bar codes, Foursquare check-ins, Facebook places, etc.

Ongoing Build fan/follower base on Facebook and Twitter Conduct regular sweepstakes/giveaways; incorporate Facebook ads into media strategy; develop programs that convey exclusive information and offers from local businesses.

Collateral Offerings



Love Beverly Hills

STRATEGY 8:

Improve collateral offerings.

Rationale: Survey results revealed that 38.7% (gave a score of a 9 or a 10) of the participants believe “there is more to Beverly Hills than just shopping.” In addition just 42.7% gave the statement “A place that offers a visitor a wide variety of things to do” either a 9 or 10 rating. Finally, only 22.5% rated the statement “It is convenient to park in destination” either a 9 or 10 rating. A well designed piece will improve customer understanding of the city and its convenience and offerings. It will also benefit all businesses by highlighting lesser known businesses and areas as well as be informative and educational for the city tourist.

Branding

April 2011 - July 2011	Branding to tie in with the City and create consistency	Revise BHCVB logo and marketing platform to use throughout all communications; develop graphics and identity guidelines; and brand manifesto.
August 2011	Lifestyle Photoshoot	Create a library of lifestyle photography that can be used in all communications, depicting people loving Beverly Hills.

Collateral Strategy

March 2011	In-language brochures	Create relevant materials for key international markets that position Beverly Hills in the brand voice and provide information to entice travelers to come to the city.
November 2011	Updated visitor guide with new photography and branding.	Utilize new branding and photography to promote Beverly Hills to all prospects.
Ongoing	Key message points	Make sure that key message points as referenced in Messaging under Visitor Experience (parking, convenience, approachability, etc.) are conveyed in all materials.



Why are your visits all so quick?



Take a stroll down Rodeo Drive. One of the most famous, and glamorous thoroughfares in the world. Drive to the reds, oranges and yellows with a collection of spectacular designs and shops, with the walk and see the sights, and then to the corner of Wilshire and Rodeo.



There's so much to see and so much. Here's a list of fun things you just can't miss.

Catch a show at The Paly Center for Music. Features a rich and varied program of over 5000 live and recorded performances. Be sure to check for special events and access to the theater. Located at 945 N. Beverly Blvd. 310.776.1000 palycenter.org



Evaluation



STRATEGY 9:

Regularly assess and evaluate all activities and identify and implement redirection as required.

Rationale: Each of the foregoing tasks and targets will be assessed each quarter. Metrics will regularly be reviewed and results will be evaluated for accuracy or completeness of measurement. City/BHCVB staff and stakeholders will be consulted whenever redirection is required and any changes or corrections indicated will be considered and, where appropriate, implemented.

Interactive

Ongoing	Reporting	Use Google analytics, customer feedback opportunities through social channels and reports from pay per click campaigns to determine if existing strategies are producing results and adjust accordingly.
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Tracking

April 2011	Marketing Index	Develop a list of local businesses spanning a broad range of price points and offerings to poll during events to determine event metrics; develop a questionnaire that can be regularly sent before each event through Survey Monkey; create a list of events and activities to measure impact on traffic and revenue.
July 2011	Credit Card Data	Work with a research company to purchase credit card data for Italian Week as a beta to determine if this will be a scientific and cost effective way to track event impact.
Ongoing	City Metrics	Work with city to obtain parking lot information, zip code feeder-market information based on license plate recognition, pedestrian counts, car counts at various intersections, tax information, etc.
Ongoing	Hotel Metrics	Contract with Smith Travel Research to obtain reports on hotel activity in Beverly Hills and competitive markets.

Customer Behavior

June 2011- May 2012	Tourism Impact Study	Conduct study with third party research company spanning 12 months to determine benchmarks for spend by market, season and activity as well as conversion rates.
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Visitor Center



STRATEGY 9:

Develop a visitor services plan that will raise awareness of Beverly Hills as a must see location and establish the city as a welcoming destination that is easy to see and experience.

Rationale: Consumers continue to have many misconceptions about the ease of visiting Beverly Hills. As sited in the Conrad Hilton School of Hotel Management study, many consumers still perceive Beverly Hills as unfriendly, hard to navigate and inconvenient. The opportunity exists to create a visitor services strategy that focuses on optimizing the visitor experience and rewarding the consumer for their patronage.

Development

May 2011 - June 2011	Visitor Center Competitive Analysis	Visit competitive visitor centers to fully understand baseline for what needs to be delivered. Estimate costs to match benchmark.
May 2011	Design Proposal	Once the 9400 building lease proposal is approved, BHCVB to interview designers that can work with the building architect to create a fully functioning space that will be user friendly and brand appropriate.
July 2011 - September 2011	Visitor Center Content	Develop a plan that outlines possible third party tie-ins and sponsorship (ex: Visa or Google); identify technology partner(s) to create a proposal for interactive stations at the Visitor Center; complete a merchandising plan that integrates Shop BH with one-of-a-kind options by local designers, retail partners, etc.; determine staffing plan; develop a strategy and tactics for renaming BHCVB in conjunction with the opening of the Visitor Center; implement refreshed branding.
January 2012	Loyalty Program	Develop plan and cost analysis for loyalty program to increase repeat visits and drive incremental spend which might potentially include incorporation of city gift cards and/or the Beverly Hills co-branded credit card.

Staff

JULIE WAGNER

Acting Executive Director

Wagner brings more than 20 years of luxury and hospitality marketing to her role as Acting Executive Director at BHCVB. She spent 17 years at Hilton Worldwide in a variety of marketing capacities, including director of international marketing and most recently as senior director of brand marketing for Hilton's luxury and lifestyle brands. In this role, Wagner oversaw the development and execution of marketing strategies for Hilton's three luxury brands and was charged with growing awareness and premium positioning.

STEPHANIE NAKASONE

Director of Business Development

In her role as director of business development, Nakasone oversees international and domestic travel trade outreach for the organization. With more than 20 years of travel and tourism experience, she most recently served as the operations and product development manager at Virgin Vacations – the airline's in-house tour operator – where she was primarily responsible for overseeing all contractor operations, including the expansion of the tour product into global destinations. Prior to her time at Virgin, Nakasone served in various capacities with the Hong Kong Tourist Association in Los Angeles.

SANFORD D. HOWIE, II

Controller

Howie began his accounting career at Turner Construction in the Western Finance Department and then moved to The Athens Group as the project accountant on the Montage Beverly Hills Hotel project. He is now the controller for BHCVB and in charge of all money matters for the organization.

KIMBERLI SAMUEL

Communications Manager

Kimberli Samuel began her hospitality career at Kor Hotel Group (Viceroy Hotel Group), managing public relations efforts for the western region of the company. As communications manager for BHCVB, she handles media outreach and press communications.

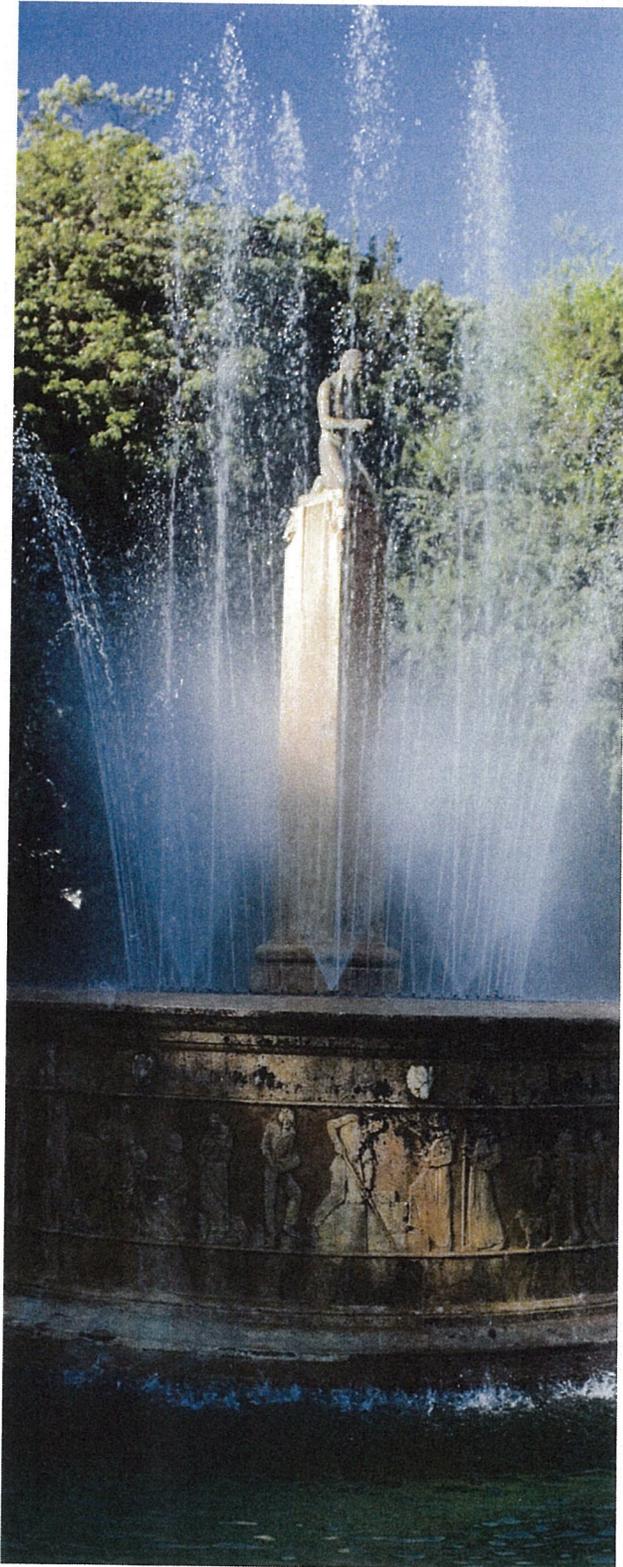
YANELL HUIZAR GUILLÉN

Marketing Manager

As marketing manager for BHCVB, Guillén manages collateral and product development for the organization. She joined BHCVB in 2007 after two years in the entertainment industry working for Univision and Telemundo. Guillén is also fluent in Spanish.



Board of Directors



THOMAS J. BLUMENTHAL

Thomas Blumenthal is one of the most respected gift and tabletop experts in the United States, having served a variety of positions in retailing over the past 30 years. Mr. Blumenthal is also a noted speaker on the history and trends of luxury tabletop design. As President – Chief Executive Officer of GEARYS Beverly Hills, Mr. Blumenthal oversees the merchandising, operation, marketing and financial aspects of the business. Mr. Blumenthal received a degree from Marymount College in Palos Verdes in 1985.

LINDA J BRISKMAN

The Honorable Linda J. Briskman (retired March, 2009) was elected to the Beverly Hills City Council in March, 2001. She served as Mayor in 2005. Prior to being elected as a council member, she was a City commissioner for 11 years. Briskman is a retired business executive with a 30-year professional career in the apparel industry. She has provided an active leadership role in many business, educational, civic, cultural and philanthropic organizations and groups. Linda and her husband, Gary, have resided in Beverly Hills for over 30 years.

CRAIG DONAHUE

Craig Donahue is President and CEO of TDG/The Donahue Group. Founded in 1989 in Beverly Hills, TDG has represented many bold-faced names in the fashion, automotive and lifestyle arenas. Since 1994, TDG has represented the Rodeo Drive Committee, the street's merchants' association for marketing, events and publicity leading to innovative programs such as the Rodeo Drive Walk of Style, the Rodeo Drive Concours d'Elegance and Fashion's Night Out – to name a few. He is a graduate of the University Wisconsin-Madison and is a frequent guest lecturer on creativity at UCLA Extension.

PETER GARLAND

As the owner and proprietor of Porta Via Beverly Hills, Peter Garland exemplifies what it means to be an entrepreneur, restaurateur, and a key member of the local community. Garland, a life-long Beverly Hills resident, dreamed of starting a business in his own backyard. His goal was to open a restaurant with a strong customer base, much like his mother, who owned a boutique on the famed Rodeo Drive. Garland first opened Porta Via on Canon Drive in 1994 as a "to go" restaurant; however, over the last fifteen years, he has worked to expand Porta Via from a neighborhood café to a beloved Beverly Hills landmark bistro.

CRAIG HITCHCOCK

Craig Hitchcock leads the entertainment sales team at The Hollywood Reporter as associate publisher. Hitchcock previously worked as vice president and executive director of the Paley Center for Media. In his 14 years of experience, he has held various leadership positions at Reed Business Information, including *Variety* and *Broadcasting & Cable*, and *Film & Video* magazine. He also served as sales director at THR from March 2008 until January 2009, before the magazine and website's recent re-launch under the ownership of Prometheus Global Media. Hitchcock received a Bachelor of Fine Art Studies from Guilford College.

Board of Directors

ALI V. KASIKCI

The Independent Hotelier of the World 2004 award winner, Ali Kasikci, is considered to be one of the industry's foremost pioneers. In 2011 Kasikci joined Hillcrest Country Club, one of the country's most prestigious private clubs, as CEO & General Manager to reposition, revitalize and lead a major renovation project for this pristine club. Prior to joining Hillcrest Country Club, Kasikci was Vice President of Strategic Planning & Development for Montage Hotels & Resorts. This position followed the successful launch of Montage Beverly Hills, which achieved five-star status in record-breaking time and became the only new hotel in California to receive the 2010 Forbes Five Star Award.

SANDY MURPHY

Sandy Murphy is the General Manager of the Beverly Hilton. She was most recently the Regional Vice President, Southern California, for Hilton. Her prior roles in the company included those of Area Vice President for Embassy Suites, Northern California, and Senior Director of Field Sales for the chain. Murphy attended Cal Poly Pomona and the University of California, Los Angeles with a concentration in finance, human resource management and marketing.

CHARLES E. NELSON II

Charles E. Nelson II is President and co-founder of Sprinkles Cupcakes Inc. Sprinkles Cupcakes was the world's first cupcakes-only bakery. Its flagship Beverly Hills store opened in April 2005 and Sprinkles has since expanded to 10 cities, including Chicago, New York City, Dallas and Washington DC. Prior to founding Sprinkles Cupcakes, Mr. Nelson worked in technology corporate finance at Alex Brown in San Francisco.

JAY NEWMAN

Jay Newman joined The Athens Group in 2000 as Chief Operating Officer. His focus includes the company's financial affairs and business development activities. He was also the principal in charge of the development of the Montage Beverly Hills. Mr. Newman has over 29 years of experience in commercial real estate including development, joint ventures, acquisitions, finance (including construction and permanent loan financing) and dispositions. Mr. Newman received his undergraduate degree in applied economics (summa cum laude and Phi Beta Kappa) from the University of California at Berkeley in 1978 and his MBA and Juris Doctorate degree from Stanford University in 1982.

OFFER NISSENBAUM

Offer Nissenbaum has been a leader in luxury hospitality since early in his career when, at the age of only 30, he was appointed the General Manager of the Doral Saturnia International Spa Resort. Today, as Managing Director of The Peninsula Beverly Hills, Nissenbaum continues his unique style of customer-focused leadership for this iconic luxury hotel. Prior to joining The Peninsula Hotels in December 2007, Nissenbaum was overseeing nine hotels as Regional Vice President of Operations for Omni Hotels, based in New York City. Nissenbaum was raised in Canada and studied hospitality management at Paul Smith's College in upstate New York.

CLIFTON S. SMITH, JR.

A California native, Mr. Smith has a dual career as both a practicing attorney, heading his own firm of Stanwood Smith - Lawyers, specializing in representing emerging growth and media companies, and also as publisher of the San Marino Tribune and the Beverly Hills Courier newspapers. Mr. Smith earned both his Bachelor of Arts and Juris Doctorate degrees at the University of Southern California.

RICHARD WEITZ

Richard Weitz is a partner at William Morris Endeavor and represents such clients as Tina Fey, Ricky Gervais, Seth MacFarlane (Family Guy), and Doug Ellin (Entourage). Weitz was promoted to partner in 2002, and continues to head the agency's television literary department.

BILL WILEY

In Bill's twenty five year commercial real estate career, he has worked for some of the top tier companies in a variety of roles. He has managed and leased office, telecommunications, retail and mixed use properties for Prentiss Properties, Insignia/ESG, Grubb & Ellis and CB Richard Ellis. In his role as Vice President at Grubb & Ellis he oversaw a 60-property portfolio and a staff of managers and leasing agents. Bill is currently a Director with CBRE and manages Two Rodeo, the premier shopping center on Rodeo Drive in Beverly Hills. Bill holds BS Degrees in both Finance and Economics from the Pennsylvania State University.



Love Beverly Hills

Visitor Center Cost Estimates

FY 2011/12 4th Qtr Staffing Estimates for Visitor Center

WEEKDAY INTERNS: \$10 / hr

The interns would rotate to cover the hours of 10am – 6pm Monday through Friday. The Marketing Coordinator would be available to fill in for lunch breaks, sick days, etc.

13 weeks, 40 hrs / wk = 520 hrs total = \$5,200. We can pay 50% and give the remainder in college credit for a total cost of \$2,600.

Intern 1 = 260 hrs total

- 130 hrs paid = \$1,300
- 130 hrs = college credit

Intern 2 = 260 hrs total

- 130 hrs paid = \$1,300
- 130 hrs = college credit

*Interns receive a 1099 so no payment of taxes or benefits is required by BHCVB.

EMPLOYEES on WEEKENDS: \$15 / hr

Sat & Sun; 10-6pm. Two people would be hired to rotate and be available in case the other calls in sick or becomes unavailable. Only one person would work at a time.

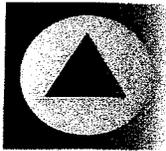
13 weeks, 16 hrs / wk = 208 hrs total = \$3,120

Employee 1 = 104 hrs total = \$1,560

Employee 2 = 104 hrs total = \$1,560

Taxes on \$3,120 at the rate of 15% = \$564 (\$3,864)

The total amount required for staffing the Visitor Center for Q4 2012 is \$6,464.



TENANT IMPROVEMENT SPECIALISTS, INC.

Date: 4/19/2011

Contractor: Tenant Improvement Specialists, Inc.

Property: 9400 Santa Monica Blvd.,

Phone: 310 847-7017

Space: Suite 102

Prepared By: Nelson Evangelista

Client: CBRE

Finalized By: Farrel Stevens

Estimated SF: 2,012

Notes: Scope as per CBRE email dated April 19, 2011

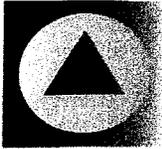
Conference Visitors Bureau 9400 Santa Monica Blvd., Beverly Hills, CA

CSI Code ESTIMATE SUMMARY

P3846

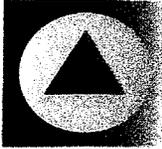
SCOPE ITEM	\$/SF	%TOTAL	COST	COMMENTS
PROTECTION	\$ 0.56	0%	\$ 1,130.00	
CLEAN-UP	\$ 1.59	1%	\$ 3,195.00	
DUMPSTER	\$ 0.54	0%	\$ 1,080.00	
FRAMING/DRYWALL	\$ 13.36	9%	\$ 26,880.00	
THERMAL PROTECTION - INSULATION	\$ 0.68	0%	\$ 1,368.00	
ROUGH CARPENTRY	\$ 0.06	0%	\$ 125.00	
DOORS / FRAMES / HARDWARE	\$ 6.74	5%	\$ 13,552.00	
GLASS GLAZING	\$ 9.01	6%	\$ 18,128.00	
WINDOW COVERING	\$ 0.98	1%	\$ 1,971.00	
ACOUSTIC CEILING	\$ 4.25	3%	\$ 8,551.00	
MILLWORK	\$ 6.56	4%	\$ 13,200.00	
FLOORING	\$ 6.36	4%	\$ 12,798.00	
PAINTING	\$ 1.07	1%	\$ 2,148.00	
HVAC	\$ 19.50	13%	\$ 39,234.00	
PLUMBING	\$ 2.00	1%	\$ 4,024.00	
FIRE SPRINKLERS	\$ 6.05	4%	\$ 12,166.00	
FIRE EXTINGUISHER	\$ 0.22	0%	\$ 450.00	
FIRE LIFE SAFETY	\$ 6.99	5%	\$ 14,060.00	
FIRE LIFE SAFETY CONDUIT AND BOX	\$ 1.01	1%	\$ 2,025.00	
ELECTRICAL	\$ 25.92	17%	\$ 52,151.00	
LOW VOLTAGE CABLING	\$ 2.50	2%	\$ 5,030.00	
ENGINEERING	\$ 7.47	5%	\$ 15,030.00	
PERMITS & FEES	\$ 2.04	1%	\$ 4,110.00	
SUBTOTAL	\$ 125.45	84%	\$ 252,406.00	
GEN. CONDITIONS	\$ 10.58	7%	\$ 21,287.00	
CONTRACTOR FEE	\$ 12.55	8%	\$ 25,241.00	
TOTAL	\$ 148.58	100%	\$ 298,934.00	

SCHEDULE	7
	WEEKS



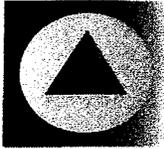
TENANT IMPROVEMENT SPECIALISTS, INC.

CSI Code	ITEM DESCRIPTION	QTY	UNIT	UNIT COST	SUB-TOTAL	TOTAL COST
015000	PROTECTION					
	Protection - Labor	14	HRS	\$ 45.00	\$ 630	\$ 630
	Protection - Material	4	EA	\$ 125.00	\$ 500	\$ 500
	Total Quote	1	LS	\$ -	\$ -	\$ -
	Subtotal Protection				\$ 1,130	\$ 1,130
017416	CLEAN-UP					
	Cleaning During Construction - Labor	35	HRS	\$ 45.00	\$ 1,575	\$ 1,575
	Cleaning During Construction - Materials	7	EA	\$ 125.00	\$ 875	\$ 875
017423	Final Clean-up	2,012	SF	\$ 0.37	\$ 745	\$ 745
	Subtotal Cleanup				\$ 3,195	\$ 3,195
017419	DUMPSTER					
	Dumpster Fee	2	EA	\$ 450.00	\$ 900	\$ 900
	Bin Exchange	4	EA	\$ 45.00	\$ 180	\$ 180
	Total Quote	1	LS	\$ -	\$ -	\$ -
	Subtotal Dumpster				\$ 1,080	\$ 1,080
092000	FRAMING/DRYWALL					
	Allowance	1	LS	\$ 26,880.00	\$ 26,880	\$ 26,880
	Total Quote	1	LS	\$ -	\$ -	\$ -
	Subtotal Framing/Drywall				\$ 26,880	\$ 26,880
072000	THERMAL PROTECTION - INSULATION					
	Allowance	1	LS	\$ 1,368.00	\$ 1,368	\$ 1,368
	Total Quote	1	LS	\$ -	\$ -	\$ -
	Subtotal Insulation				\$ 1,368	\$ 1,368
061000	ROUGH CARPENTRY					
	Fire Rated Board	1	EA	\$ 125.00	\$ 125	\$ 125
	Total Quote	1	LS	\$ -	\$ -	\$ -
	Subtotal Rough Framing				\$ 125	\$ 125
081400	DOORS / FRAMES / HARDWARE					
	<u>Doors</u>					
	Rift Cut White Oak Doors, 3'-0"x8'-8"x1-3/4" 45 N	7	EA	\$ 625.00	\$ 4,375	\$ 4,375
	<u>Frames</u>					
	Door Frame	7	EA	\$ 289.00	\$ 2,023	\$ 2,023
087000	<u>Hardware</u>					
	New Mortise Lockset	7	EA	\$ 475.00	\$ 3,325	\$ 3,325
	Locksets	7	EA	\$ 475.00	\$ 3,325	\$ 3,325
	Door Hinges	28	EA	\$ 15.00	\$ 420	\$ 420
	Door Stop	7	EA	\$ 12.00	\$ 84	\$ 84
	Subtotal Doors / Frames / Hardwares				\$ 13,552	\$ 13,552



TENANT IMPROVEMENT SPECIALISTS, INC.

088100	GLASS GLAZING						
	Allowance	1	LS	\$ 18,128.00	\$ 18,128	\$ 18,128	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
							Subtotal Glass
							\$ 18,128 \$ 18,128
122000	WINDOW COVERING						
	Allowance	1	LS	\$ 1,971.00	\$ 1,971	\$ 1,971	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
							Subtotal Window Covering
							\$ 1,971 \$ 1,971
095100	ACOUSTIC CEILING						
	New Acoustic Ceiling & Grid	2,012	SF	\$ 4.25	\$ 8,551	\$ 8,551	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
							Subtotal Acoustic Ceiling
							\$ 8,551 \$ 8,551
062200	MILLWORK						
	Plastic Laminate Upper Cabinet	40	LF	\$ 100.00	\$ 4,000	\$ 4,000	
	Plastic Laminate Counter Top	40	LF	\$ 65.00	\$ 2,600	\$ 2,600	
	Plastic Laminate Base Cabinet	40	LF	\$ 165.00	\$ 6,600	\$ 6,600	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
							Subtotal Millwork
							\$ 13,200 \$ 13,200
096800	FLOORING						
096800	Carpet Tiles	246	SY	\$ 45.00	\$ 11,066	\$ 11,066	
	Carpet Adhesive	7	BUC	\$ 40.00	\$ 282	\$ 282	
096500	VCT	120	SF	\$ 2.50	\$ 300	\$ 300	
	Wall Base - Cove Base	360	LF	\$ 1.75	\$ 630	\$ 630	
	Minor Floor Prep	8	HRS	\$ 65.00	\$ 520	\$ 520	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
							Subtotal Flooring - Carpet/VCT
							\$ 12,798 \$ 12,798
099000	PAINTING						
099123	Paint Walls/Accent Walls	3,240	SF	\$ 0.65	\$ 2,106	\$ 2,106	
	Stain, Seal and Varnish Interior Walls	7	SF	\$ 6.00	\$ 42	\$ 42	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
							Subtotal Painting
							\$ 2,148 \$ 2,148
230000	HVAC						
	Allowance	1	LS	\$ 39,234.00	\$ 39,234	\$ 39,234	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
							Subtotal HVAC
							\$ 39,234 \$ 39,234
220000	PLUMBING						
	Allowance	1	LS	\$ 4,024.00	\$ 4,024	\$ 4,024	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
							Subtotal Plumbing
							\$ 4,024 \$ 4,024



TENANT IMPROVEMENT SPECIALISTS, INC.

211300	FIRE SPRINKLERS						
	Sprinkler To Add / Relocate	41	EA	\$ 250.00	\$ 10,266	\$ 10,266	
	Fire Sprinkler Design, Plans and Engineering	1	LS	\$ 1,250.00	\$ 1,250	\$ 1,250	
	Permits	1	LS	\$ 650.00	\$ 650	\$ 650	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
Subtotal Fire Sprinklers					\$ 12,166	\$ 12,166	
212400	FIRE EXTINGUISHER						
	Fire Extinguisher Cabinet	2	EA	\$ 225.00	\$ 450	\$ 450	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
Subtotal Fire Extinguisher					\$ 450	\$ 450	
283000	FIRE LIFE SAFETY						
	70 Volt Speaker / ADA Strobe	3	EA	\$ 460.00	\$ 5,520	\$ 5,520	
	ADA Strobe	5	EA	\$ 320.00	\$ 3,520	\$ 3,520	
	Smoke Detector	1	EA	\$ 380.00	\$ 380	\$ 380	
	10 AMP ADA Power Supply	1	EA	\$ 1,320.00	\$ 1,320	\$ 1,320	
	Electrical Inspection	1	EA	\$ 520.00	\$ 520	\$ 520	
	Plans And Permits	1	EA	\$ 1,500.00	\$ 1,500	\$ 1,500	
	After Hours Inspection With The L.A. Fire Depart	1	EA	\$ 1,300.00	\$ 1,300	\$ 1,300	
Subtotal Fire Life Safety					\$ 14,060	\$ 14,060	
167220	FIRE LIFE SAFETY CONDUIT AND BOX						
	Fire Life Safety Conduit and Boxes	9	EA	\$ 225.00	\$ 2,025	\$ 2,025	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
Subtotal Fire Life Safety					\$ 2,025	\$ 2,025	
260000	ELECTRICAL						
	Allowance	1	LS	\$ 52,151.00	\$ 52,151	\$ 52,151	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
Subtotal Electrical					\$ 52,151	\$ 52,151	
	LOW VOLTAGE CABLING						
	Allowance for Tele/Data	1	LS	\$ 5,030.00	\$ 5,030	\$ 5,030	
	Total Quote	1	LS	\$ -	\$ -	\$ -	
Subtotal Low Voltage Cabling					\$ 5,030	\$ 5,030	
	ENGINEERING						
	Mech'l/Plumbing Engineering Fees	1	LS	\$ 3,500.00	\$ 3,500	\$ 3,500	
	Elect'l Design/Engineering Fees	1	LS	\$ 3,200.00	\$ 3,200	\$ 3,200	
	Architect Fees	1	LS	\$ 7,545.00	\$ 7,545	\$ 7,545	
	Copy Plans	1	LS	\$ 785.00	\$ 785	\$ 785	
					\$ -	\$ -	\$ -
	Exclude Reimbursables						
	Exclude Copying Plans						
Subtotal Engineering					\$ 15,030	\$ 15,030	

Rodeo Drive Walk of Style honoring icon.designer.photographer		
(Budget Estimate as of 5.3.11)		
DESCRIPTION	AMOUNT	NOTES
Awards (3)	\$ 30,000.00	depends on existing awards with city
Catering	\$ 30,581.91	
Celebrity Services	\$ 12,162.34	
Champagne	\$ 3,436.18	
Crew Meals	\$ 2,691.88	
Décor/Florals	\$ 3,722.30	
Entertainment/Music	\$ 1,500.00	
Equipment	\$ 1,538.35	
Expendables	\$ 1,671.54	
Graphics	\$ 2,065.00	
Hotel	\$ 2,000.00	
Invitations	\$ 1,865.98	
Janitorial	\$ 530.00	
Lighting/Sound/Video/Power	\$ 61,690.00	
Media Clipping	\$ 5,332.57	
Out of Pocket	\$ 5,020.99	
Parking	\$ 300.00	
Permits/ Street Closure	\$ 17,317.68	
Photography	\$ 3,980.58	
Plaques (3)	\$ 11,025.00	
Press Wall Signage	\$ 10,504.07	
Production Staffing	\$ 19,602.93	
Publicity Outreach	\$ 15,000.00	
Rentals	\$ 15,025.57	
Restroom	\$ 958.20	
Security	\$ 5,718.50	
Staging	\$ 7,278.82	
Teleprompter	\$ 700.00	
Trucking	\$ 661.86	
Subtotal	\$ 273,882.25	
Production Fee	\$ 34,332.34	does not include awards or publicity outreach
TOTAL	\$ 308,214.59	estimate based on actual cost of WOS honoring Carier and Princess Grace and does not include in-kind contributions.

<u>2010-2011 WOS Expenses</u>				<u>Notes</u>
General		\$	10,000.00	
Administration		\$	90,000.00	
Event-Fred Hayman (see attached)		\$	53,987.81	
WOS Total		\$	153,987.81	
<i>City Funding</i>		\$	(110,000.00)	
Rodeo Drive Committee Funding		\$	43,987.81	
<u>2011-2012 WOS Expenses</u>				
General		\$	10,000.00	
Administration		\$	90,000.00	
Event-Multi Honoree (see attached)		\$	276,238.34	icon. designer. photographer
WOS Total		\$	376,238.34	
<i>City Funding Request</i>		\$	(280,000.00)	
Rodeo Drive Committee Funding		\$	96,238.34	