



May 17, 2024

Michael Russell
Executive Director
Westwood Business Improvement District

Re: PBID Renewal for Westwood

Thank you for your interest in Urban Place Consulting Group and our consulting services. At your request we have developed the following three-phase proposal to renew the Westwood Business Improvement District (WWBID). Urban Place is uniquely qualified to work with Westwood on this project because we bring experience not only in establishing and renewing districts throughout California, but also in managing districts on a daily basis. Urban Place Consulting established the Westwood BID in 2010 and renewed the BID in 2015. Through our experience managing districts we bring an added perspective to the development of realistic budgets, programs and funding, while our previous work in Westwood makes us familiar with the area and the BID programs.

Urban Place will guide a steering committee through a three-phase process. Phase One includes analyzing and making recommendations on the elements of the Management Plan for the District and refining the property owner database. Phase Two includes developing a Management Plan and Engineer's Report. Phase Three will include the petition and ballot drives, and securing adoption of the district implementation ordinance by the Los Angeles City Council. The budget defined in this proposal is based upon you and your staff assuming responsibility for the majority of the property owner communications, including managing the stakeholder meetings and management plan decisions.

Renewal Responsibilities

Urban Place Consulting and our Engineer will be primarily responsible for the following:

- Facilitate Renewal Committee Meetings
- Developing and refining boundaries, budget/programs, assessment methodology/rates, zones, term, cap for inclusion in the Management Plan
- Refining the existing parcel database and working with the City on base data review
- Creating a multi-year Management Plan
- Working with engineer to create an Engineer's Report
- Editing and revising Management Plan and Engineer's Report after receiving City comments
- Obtaining City approval of Management Plan and Engineer's Report
- Development of petition file for printing/mailing
- Communication with City during petition and ballot drives
- Attending City Council committee meetings and City Council meetings as necessary
- Preparing Assessment Roll for BID Portal submittal



WWBID will be primarily responsible for the following areas:

- District property owner communications
- Providing documents and operational information necessary for the establishment effort
- Steering Committee meeting scheduling, space, invitations, attendance tracking
- Attend and co-facilitate Steering Committee meetings
- Inform Consultants on boundaries, zones, budget, assessment methodology, programs and possible changes
- Review of Consultant's draft budget for management plan
- Reviewing assessment methodology, management plan and engineer's report
- Working with Urban Place to develop petition packet information
- Development of petition packet and website marketing materials
- Petition packet packaging, printing and mailing costs
- Responding to direction from Consultant around Petition and Ballot drives
- Managing Petition and Ballot Drives
- Attending City Council committee meetings and City Council meetings as necessary

We look forward to working with you to successfully renew the Westwood PBID,

A handwritten signature in black ink that reads 'Steve Gibson'.

Steve Gibson
President



Our Approach

Establishing Business Improvement Districts

Stakeholder involvement is critical to sustaining a long-term revitalization effort in any downtown. Outreach to property and business owners, in the form of surveys, interviews, and one-on-one meetings, is vital to securing their involvement in the process.

Urban Place has established or renewed 37 Business Improvement Districts (BIDs) in 11 different states. While it is sometimes difficult to gain consensus among absentee property owners and cautious business owners, we've been successful by identifying key stakeholders and maintaining open communication throughout the entire establishment process. Once property and business owners realize they can help guide the formation of a BID through the budget, programs, or assessment methodology, they become committed to the effort. Urban Place is very proud of the fact that we have successfully established four BIDs in areas where previous consultants had failed: in Ventura, CA, and in Los Angeles, CA (North Hollywood, Westwood, and the Goodyear Tract BIDs).

We've been successful because we take the time to develop relationships with individual property and business owners. We listen to their needs and bring them into the process of creating the district. Each district that we've created is unique to match the needs of the property and business owners and has been created through grass roots involvement.

Organizational Development

Urban Place Consulting has assisted over 33 downtown management organizations become leadership organizations by helping define their vision, mission, goals, organizational structure, board/staff relationship, as well as providing implementation plans and assisting with staff recruitment. Our work ranges from creating non-profit organizations, recruiting board members, hosting board retreats to long-term, in-depth analyses and restructuring of downtown corporations and their programs.

Our approach is to help organizations develop an understanding of their core ideology – i.e., why they are in business. This understanding provides the organization a solid foundation from which to lead, as well as the ability to make better decision on programs, priorities and promises.



Qualifications & Experience

Steve Gibson - President/CEO

Steve Gibson began his foray into downtown revitalization in 1987 when he purchased a small business and became president of the local business association. Over the years he crafted and refined his ideas on downtowns and communities, and has worked as the California representative for the national consulting firm Project for Public Spaces. Steve has experience operating 13 downtown districts as President/CEO. As a consultant, he has provided services to 45 districts in 35 cities and 25 states, as well as helping to write the legislation that allows Business Improvement Districts to exist in California. Steve is a contributing author, *Business Improvement Districts* (Urban Land Institute, 2003, Second Edition), has spoken at the several downtown conferences, and is a guest lecturer at USC and UCLA. He is also a member of the California Downtown Association, and International Downtown Association.

Aaron Aulenta - Vice President

Over the past 25 years at Urban Place, Aaron has managed a large scope of diverse projects, including way finding, bike infrastructure, pedestrian use and parking projects. Aaron is the Executive Director of two Business Improvement Districts (BIDs) on a daily basis, and leads the Urban Place Team on BID establishments and renewals in the LA area. Aaron is the database and program/budget guru at Urban Place. He holds a bachelor's degree in Anthropology from San Francisco State University and a master's degree in Landscape Architecture from Cal Poly Pomona. Aaron is a Certified Leader in Place Management, member of the California Downtown Association, and International Downtown Association.

Katie Gibson - Creative Solutions Director

Katie transitioned into downtown revitalization in 2009 while she was a business owner in an up-and-coming neighborhood that needed some fresh thinking to turn it around. Realizing she had an aptitude for creating change and a passion for community, she now uses her experiences to help others in similar districts. Katie's responsibilities include, Business Improvement District (BID) creation, management, and renewal, marketing, events, business and community organization, evaluation and improvement of the user experience, pedestrian use and parking issues. Although she does manage all aspects of projects, her heart lies in creating thoughtful places where people and small business thrive. Katie is a Certified Leader in Place Management and member of the California Downtown Association, and International Downtown Association.



Timeline

The amount of time needed to develop consensus within the stakeholder group will be determined by the stakeholders themselves. Our experience with other similar groups would suggest that if the goal is to start services by January 2027 the following timeline will need to be met.

March 2025	Steering Committee meetings to determine management plan elements including boundaries/zones, programs/services, budget, methodology, term, assessment rate cap.
June 2025	All decisions on elements of the management plan must be made. <ul style="list-style-type: none">-Boundaries/Zones-Programs-Budget-Assessment Methodology-Term-Assessment Rate Cap
July 2025	Consultant team produces management plan and engineer's report.
August 2025	Management plan and engineers report submitted to City for approval
October 2025	Petition Drive begins
March 2026	Petition Drive ends 50.01% achieved
April 2026	Council Meeting, accept petition results, set public hearing date and start ballot process.
June 2026	Public Hearing, tabulate ballot, pass establishment ordinance.
July 2026	Submit assessment roll to County Assessor
January 2027	PBID Services begin



Cost of Services:

PBID Renewal

Phase 1: District Elements

Steering Committee Meetings
Database Development
Boundary Refinement
Budget & Program Review
Assessment Methodology Review
Benefit Zone Review
Term & Assessment Cap Review

TOTAL \$26,250

Phase 2: Management Plan Development

Draft Management Plan
Review Engineers Report
Final Management Plan

TOTAL \$18,900

Phase 3: Petition/Ballot Drive

Create Petition Documents
Develop Marketing Documents
Petition Drive
Ballot Drive
City Council Meetings

TOTAL \$15,540

Total Consultant Labor \$60,690.00

Total Engineer Sub-Consultant \$7,500.00

Office & Administrative Budget (2% of labor fees) \$1,213.80

Total Project Budget \$69,403.80