

# Culver CITY

---

## ECONOMIC DEVELOPMENT SUBCOMMITTEE MEMORANDUM

---

**DATE:** April 14, 2023

**TO:** Göran Eriksson, Economic Development Subcommittee Member  
Albert Vera, Economic Development Subcommittee Member

**THROUGH:** John Nachbar, City Manager

**FROM:** Jesse Mays, Assistant City Manager  
Elaine Warner, Economic Development Director  
Elizabeth Garcia, Economic Development Project Manager

**SUBJECT:** Economic Development Subcommittee Discussion Items

---

This memorandum provides an overview of discussion items relative to the upcoming Economic Development Subcommittee meeting scheduled for Wednesday, April 19<sup>th</sup> at 9:30 AM.

### Economic Development 2023/24 Work Plan

The proposed FY 23/24 Economic Development Work Plan focuses on implementing projects and programs to facilitate business attraction/retention, long-term reinvestment, and economic vitality in Culver City. Major projects include progressing construction on the Culver Public Market, Rethink, Icon West, AIP Phase III and IV medians and Media Park Revitalization projects.

In alignment with the Economic Development Implementation Plan (EDIP), programming includes convening economic cluster roundtables, overseeing the Economic Vitality Task Force (EVTF), sponsoring business development workshops, advancing Buy Local initiatives, producing event programming to activate commercial corridors, coordinating bi-monthly business visitations, overseeing the City's Parking Authority, and supervising the City's Farmer's Market. New programs include exploring the development of a Community Facilities district to support developer interest along the Jefferson Boulevard corridor, advancing community engagement and planning for the 2028 Olympic Games, initiating workforce development programs in association with West Los Angeles College and creating promotional opportunities to encourage visitation and tourism. (Attachment 1)

### Request for Information Proposals for Kiosks

On November 8, 2021, City Council directed staff to release a Request for Information (RFI) relative to the inclusion of interactive kiosks at strategic locations throughout the City. The purpose of the RFI was to understand the value of providing real-time interactive information about transportation services, City Hall meetings, special events, facilities, classes, local businesses, weather, and emergency updates among other things. The RFI was released in January 2022. Four firms responded and provided proposals: Konica Minolta, ATT, Soofa, and IKE Smart City. The proposals were sent to the Economic Development Subcommittee for consideration. At this time, IKE has withdrawn their proposal relative to a possible pilot program. The RFI responses have been attached for reference (Attachment 2) and summarized below:

#### *Konica Minolta – “Alice”*

Prototype can be a desk-top or free-standing kiosk with interactive voice and/or touch screen interface. Primarily utilized as a replacement for a registration or reception employee. Requires power source and internet connection and must be installed in an indoor, temperature-controlled environment. \$2,500 to install with annual subscriptions of up to \$6,000. Hardware, model depending, ranges from \$1,700 - \$20,000. ADA compliant and multiple language interface. Funding sources could include advertising on kiosk via a wrap or within the interactive programming/screen.

#### *ATT*

Digital wall mounted or freestanding signs with varied sizing, that allows for indoor/outdoor installation. Centralized Content Management (iCloud) system allows remote content control with video and multi-media formats. 24/7 network management/customer support system and analytic reporting to allow for adjustments in programming and content. Can be deployed in flexible locations with solar and remote connectivity capabilities. Customizable service options based on needs with 5G ready platform. Can be designed to maintain ADA compliance and allow for micro-transactions and on-demand pricing for advertising campaigns.

#### *Soofa Sign*

100% wireless, solar powered sign for public communication and wayfinding. Used for real-time transit applications. Simple installation and battery replacement. Requires exposure to sunlight and ADA compatible with high contrast screen and visibility. Utilizes 4G LTE network with remote content management. Multiple language interface. Product is provided on lease basis and advertising revenue is shared. Multiple city/community installations with several more in contract. Tracks pedestrian trends and potentially eligible for grant funding.

Prior to bringing back a potential vendor/pilot prototype to assess functionality, it was requested that community outreach be conducted to ascertain

resident/visitor/business interest in proceeding with the program. Additionally, the allowance of such a program would require a potential Municipal Code Amendment to Chapter 17.330 which may also need to be studied and/or included in Current Planning's forthcoming Zoning Update relative to off premises signage/advertising.

### Town Plaza Monument Signage

In 2021, Hackman Capital Partners (HCP) requested the City consider installing two City-owned freestanding monument directional signs in Town Plaza to improve the public awareness of interior facing businesses,.

On February 14, 2022, the City Council considered the program and directed the City Manager to refine the sign's design, incorporate wayfinding elements and prepare a sign leasing plan that addresses sign design/construction, ongoing maintenance/ replacement costs and determine criteria for eligible businesses.

The proposed design includes two signs located at the Ince Avenue/Washington Boulevard (Ince/Washington) intersection and one at the Main Street/Culver Boulevard (Main/Culver) intersection. The proposed Ince/Washington sign is approximately 8' wide and 7" high and includes six advertising panels that measure 3'-6" x 12" and oriented to the street. The Main/Culver sign measures approximately 5'-10" wide and 5' high and includes six advertising panels that measure 2'-6" x 8" and oriented to the street.

The opposite (interior plaza) side of the signs would accommodate artwork to be prepared and curated by the Culver City Education Foundation (CCEF) on a quarterly basis. In the event the CCEF cannot curate the plaza facing side of the signs, the sign can be used to promote events occurring in Town Plaza or elsewhere in Downtown.

A wayfinding map would also be included as part of the signage program in Town Plaza. The map will identify the location of public facilities such as City Hall, Expo Light Rail Station, Kirk Douglas Theatre, Arts District, Helms Bakery District, Post Office, and the Ivy Substation. The map will be created, funded, and installed by HCP. The City will approve the map content, design, and location prior to installation.

A draft sign design has attached for review (Attachment 3). The plan addresses the following:

- Funding design/construction costs: Each sign is estimated to cost approximately \$40,000, which includes design and construction (\$80,000 for the two signs). The Draft Plan (attached) proposes to charge \$6,667 as a one-time application fee per advertising panel.

- Funding ongoing maintenance replacement costs: Ongoing maintenance/replacement costs are estimated to be approximately \$500 annually per advertising panel on each sign. The \$500 will be collected as an annual license fee and will be due upon the first anniversary of the license agreement's execution. The license fee may be modified once actual costs are known.
- Eligibility Criteria: Ground floor businesses with obscured visibility from either Culver or Washington Boulevards are eligible to utilize the signs. There are approximately five properties that lack street visibility. The five properties are located at 9426, 9432 Washington Boulevard, 9300 and 9500 Culver Boulevard and 3912/3918 Van Buren Place. Current tenants at these addresses include:
  - Mendocino Farms, Yunomi, Afuri Ramen, Phil's Coffee (within the Culver Steps)
  - Wrapstar, Lululemon and Carasau Ristorante
  - The Culver Theater
- Procedures: Eligible businesses will be required to execute a license agreement with the City. The license agreement renews annually and requires a current lease in an eligible property.

Per Subcommittee review and direction, staff will prepare a report for City Council consideration.

#### Town Plaza Use Policy Amendments and Activations

The expanded Town Plaza (Town Plaza-East) was completed in 2019 and is jointly maintained and managed via a reciprocal easement and a shared use agreement with 9300 Culver LLC. On November 14, 2022, the City Council approved the Town Plaza Use Policy to provide use parameters relative to events, filming's, incidental commercial uses by Town Plaza businesses and First Amendment activities.

While the Policy has been useful to date, staff recommends three additional amendments that to clarify the intent of the policy:

1. Include a protective radius to restrict heavy equipment/ vehicles near public art on the plaza;
2. Clarify language pertaining to event categories; and,
3. Allow bicycles to be ridden through all of Town Plaza.

The language below is recommended to be changed:



### Section VII.C. Event Requirements and Procedures

Category 4. Events which do not require a permit from the Building and Safety Division and/or the Fire Department and include a small scale scope, i.e., tables, chairs, ~~photo backdrop (known as step and repeats)~~, but does not include tents.

### Section VIII.E. Bicycles and Non-Motorized Mobility Devices

Town Plaza is designated as a pedestrian space. Riders may ~~can~~ ~~shall~~ operate their bicycle or other non-motorized mobility device ~~within the designated fire lane~~ (see Attachment 1) while in Town Plaza. All riders shall be restricted to a 3-mph speed limit and shall operate their bicycle or other non-motorized mobility device with due care and shall yield for pedestrians at all times. ~~Riders not within the designated fire lane shall be required to dismount and walk their bicycle or other non-motorized mobility device.~~ ~~Appropriate signage will be posted by the Public Works Department and enforced by the Police Department (See also Section X of this Policy).~~

#### *Town Plaza Activations*

As part of the reciprocal easement and shared use agreements for Town Plaza - East, Culver Steps management has been conducting events at the Steps and on Town Plaza. The calendar of activities for 2023 was approved by the City Council on November 14, 2022.

The Policy also allowed the ability for businesses abutting the Plaza to use the public right-of-way for incidental commercial uses, including the new Culver Theater. This allows the Theater to use the Plaza without City sponsorship however a special event permit and license agreement may be required. At this time, the Theater plans to use the Plaza for film related activations, line queuing and other promotional activities.

#### Recent Designation as “Most Expensive Business to Do Business”

In December 2022, the Rose Institute of State and Local Government at Claremont McKenna College released the “Cost of Doing Business Survey.” In the survey it identified Culver City as the most expensive place to do business among 158 western cities surveyed, including 118 California cities.

The survey used seven variables to analyze why California businesses have relocated out-of-state in the past three decades. These variables include sales tax, utility tax, average office rents, FBI crime index, median home value, minimum wage, and business license fees. Cost of doing business in California

at large is expensive because of these variables, but the variables were also dependent on location (coastal versus inland).

Other Los Angeles County cities included in the survey were the same high composite rank alongside Culver City. Regional Westside cities such as Beverly Hills, Santa Monica and West Hollywood were not included in the survey. Median home value and average office rents are controlled by market conditions in the region. FBI Crime Index is also an external variable. Sales tax and utility user tax (UUT) increases are approved by voter initiatives. The City's business license tax was recently increased after 58 years and will take effect in 2024.

*Other Rated Cities in Los Angeles County (Composite Rank)*

For each of the seven variables, cities were ordered from highest to lowest cost, and grouped into five tiers. A composite rank was computed based on the average tier rank across the seven variables.

City	Sales Tax	Utility Tax	Bus License Fee	Avg Office Rent	FBI Crime Index	Median Home Value	Minimum Wage	Average
Culver City	5	5	5	5	5	5	4	4.86
Los Angeles	4	5	5	5	4	4	5	4.57
Inglewood	5	5	5	5	3	4	4	4.43
El Segundo	4	2	5	5	5	5	4	4.29
Long Beach	5	4	5	4	4	4	4	4.29
Covina	5	4	4		4	4	4	4.17
Torrance	4	4	5	5	2	5	4	4.14

Current Vacancy Percentages and Sales Tax Revenues by Major Industry and District

Currently, Culver City has a direct vacancy rate of 26% and sublease vacancy rate of 30% reflecting approximately 2,691,938 square feet of availability at 153 properties. The majority of the availability is office use and located within the Fox Hills/Culver Point area – accounting for 52% of the total vacancy. Additional availability in the City includes Hayden Tract - 13%, Jefferson Corridor (between

Overland Avenue and City Boundary to the East) - 10%, Mid-Washington Boulevard (between 405 Freeway and Downtown) - 7% and Arts District at 6%.

Vacancy has increased steadily since 3rd Quarter 2020 from 14%, with a substantial increase in 2022 to 23%. This vacancy rate is not unexpected given the duration of the Covid 19 pandemic stay at home requirements, organizational restructuring, and work-from-home policies. Neighboring cities are also experiencing similar levels of availability including Santa Monica (28%/30%), West Hollywood (22%/27%), Beverly Hills (21%/24%). The current CoStar forecast projects that vacancy will continue to increase for at least the next two years. Despite the increased vacancies, price per square footage has also increased from \$48 per square foot to an average asking price of \$53.00. (Attachment 4)

Although the City is experiencing above normal vacancy rates, sales tax generally has returned to pre-pandemic levels throughout geographic areas and districts. (Attachment 5 & 6). It is important to note that while sales tax has recovered overall, several small businesses continue to struggle with economic recovery due to inflation, staffing costs/shortages and back rent/loan obligations. Most major industries are performing better or similar to when the pandemic occurred apart from Business and Industry. This may be due to increase vacancy in the office sector. The most pronounced increase has been in the Restaurant and Hospitality sector, which has continued to rebound with both indoor seating availability and increased demand as pandemic concerns recede.

#### Other Economic Development Updates

Staff will provide additional updates, as time allows, relative to the EVTF, Chamber of Commerce Memorandum of Understanding, upcoming special events and cluster meetings.

#### Attachments

1. Proposed FY 23/24 Economic Development Workplan
2. RFI Responses for Kiosk
3. Draft Town Plaza Monument Signage
4. Current Culver City Vacancy Overview
5. FY 2022 Sales Tax by Geographic Areas
6. Sales Tax Performance By Major Industry Groups

Please contact Elaine Warner if you have any questions or would like additional information.

CITY OF CULVER CITY  
ECONOMIC DEVELOPMENT  
WORKPLAN FOR FY23/24

# **CITY MANAGER'S OFFICE**

## **FISCAL YEAR 2022/2023 WORK PLANS**

### **Economic Development**

- Strategically implement projects and programming to facilitate business attraction, long-term re-investment and economic vitality in Culver City.

### **Project and Programs**

- Assist Housing Division with project management and construction of Project Homekey motel conversion and Safe Camping projects at City-owned sites. Supervise City's construction management consultant, review site work and related change orders and facilitate meetings between general contractor, architect, construction management and City departments.
- Manage and finalize remaining agreements related to the development and operations of the Culver Steps/Town Plaza to include the First Amendment of the Reciprocal Easement Agreement (REA), Operation & Maintenance Agreement and related schedules, Partial Delegation of Operations & Agreement Maintenance and Assignment of Parking Services Management Agreement, and the First Amendment to Shared Use and Access Easement Agreement.
- Facilitate the development of a Transit Community Facilities District along Jefferson Boulevard, in conjunction with Transportation and adjacent property owners/developers, to create a public circulator service between the Metro La Cienega Station and the Culver City Transit Center.
- Facilitate outreach between West Los Angeles College and adjacent neighborhood associations related to construction activities at 10100 Jefferson Boulevard.
- Assist in reinitiating construction of Culver City Market Hall and manage related agreements to ensure project compliance with DDA schedule of performance.
- Coordinate with Public Works for construction of the AIP Phase IV Median Project, comprising of seven new landscaped medians between Beethoven Street and Glencoe Avenue along West Washington Boulevard.
- Produce and assist with City-sponsored/community events, administer related agreements as required, including the production and approval for an annual calendar for the Culver Steps, Town Plaza Expansion and Ivy Station. Events include, but not limited to, Downtown Tree Lighting, Screenland 5K, Taste of the Nation, Juneteenth, Artwalk and Roll, Car Show, July 4<sup>th</sup> Fireworks, Fiesta La Ballona, Asian World Film Festival, and Love Local events.
- Participate in planning for the 2028 Olympic Games and create connections with large employers and hospitality industry to encourage tourism. Work with Council subcommittee to conduct community outreach and assist with special programming and events as required.
- Manage Economic Vitality Task Force (EETF) efforts with a focus on mid- and long-term economic vitality strategies and policies in conjunction with the General Plan Update and the Economic Development Implementation Plan (EIDP). Continue to convene task force to maintain connections with businesses, not-for-profits, associations, and residents to understand real-time economic issues impacting our community.
- Produce educational workshops in collaboration with the Culver City Chamber of Commerce, Los Angeles Economic Development Corporation (LAEDC), AJCC Worksource Center and

Small Business Development Centers (SBDC) to provide relevant resources to business community.

- Implement Memorandum of Understanding (MOU) with Chamber of Commerce and explore workforce development opportunities to encourage local business recruitment.
- Continue working with West Los Angeles College to create and strengthen workforce development opportunities between the College and City businesses. Coordinate with the City's Workforce Development Subcommittee to explore other potential partnerships.
- Complete capital improvements on the Ivy Substation to include exterior masonry and roof replacement in coordination with Public Works.
- Monitor DDA schedule of performance for approved and ongoing construction projects and provide permit assistance and technical support as necessary to include 9814 Washington Boulevard and 3725 Robertson Boulevard.
- Progress Media Park Revitalization project and work with the City of Los Angeles to gain design approval and grant funding to implement improvement plan.
- Continue Choose Culver City - Buy Local program to raise awareness of local businesses and encourage consumers to shop, dine and obtain services locally and reduce leakage to neighboring communities. Produce Love Local events in commercial corridors throughout the City.
- Coordinate tenant buildout of The Culver Steps and Ivy Station, including facilitating communication with the internal staff, tenant, and the property owners.
- Provide business outreach and assistance to Transportation Department relative to Move Culver City Project for implementation and analysis.
- Manage Code Enforcement actions and/or research other opportunities to activate vacant/disinvested storefronts and properties with art.
- Support Ballona Creek Revitalization (BCR) efforts. Coordinate related outreach with Public Works and Advance Planning Division.

## Ongoing

- Manage Business Resource Center and business hotline to guide new and local businesses in navigating the permitting and approvals processes. Facilitate technical assistance to small businesses through partnerships with regional and state resources.
- Oversee parking operations at City facilities and implement necessary annual and capital improvements to ensure parking experience is user friendly and promotes a clean and pleasant aesthetic.
- Promote new construction, businesses and other programming via social media platforms and produce annual City Profile and attraction/welcome resources.
- Administer the Community Development Block Grant (CDBG) program in coordination with other City departments to facilitate approved projects and programs.
- Manage lease, parking agreements and Disposition and Development Agreements and monitor schedule of performance and review annual reports for Successor Agency including:
  - K-ZO
  - Kirk Douglas Theatre
  - Sony Pictures Entertainment
  - Westfield
  - Ivy Substation.

- Implement Town Plaza Use Policy and administer agreements as required, including the production and approval for an annual calendar for the Culver Steps, Town Plaza Expansion, and Ivy Station
- Oversee weekly Farmers' Market operations and coordinate monthly meetings to assess on-going performance.
- Administer Downtown Business Improvement District (BID) and assist with annual renewal and program implementation, including funds disbursement, permit assistance in accordance with Management Agreement. Conduct monthly district inspections and support and promote district events.
- Administer Arts District BID to assist with annual renewal and implementation, including funds disbursement and permit assistance in accordance with Management Agreement. Support and promote district events and annual Artwalk.
- Assess interest with Washington West Business District business owners to pursue creation of a BID.
- Administer West Washington assessment districts (No. 1, 2, 3) related to median improvements and maintain landscaping and lighting.
- Continue relationships with surrounding city partners to understand economic and regional trends.
- Staff Emergency Operations Center (EOC) as necessary, update monthly report for current Covid-19 cases nationally, statewide, and locally for pandemic Action Plan.

**KONICA MINOLTA RESPONSE TO  
CITY OF CULVER CITY RFI #2233  
FOR DIGITAL KIOSKS**





KONICA MINOLTA

February 17, 2022

City of Culver City  
c/o Thurman Fuller  
9770 Culver Blvd.  
Culver City, CA 90232

RE: Digital Information Kiosks RFI - 2233

Dear Thurman Fuller,

Today's highly mobile, flexible and dynamic workforce requires technologies and solutions that seamlessly blend physical and virtual work environments. In a time of shrinking budgets, rising costs and increasing expectations, local governments are looking for new and innovative ways to increase productivity, streamline processes and serve the public with greater speed, accuracy and efficiency. As a trusted provider to the public sector, for more than 40 years, thousands of small, medium and large government clients rely on Konica Minolta's suite of technology services to deliver critical solutions to their increasingly complex needs.

Understanding that your decisions have enormous impact we have developed a number of solutions exclusively geared toward helping those who work in the government sector. In addition to budget, we identify other key challenges you face, and ways we can help you meet them head on. At Konica Minolta, we are committed to helping you give shape to ideas that will ultimately help the people you serve.

After having reviewed the requirements of your RFI, we have proposed a program that aligns with your goals and will deliver the greatest value to you. Should you require any additional information, please direct all inquiries to:

Charan Pemberton  
5850 Canoga Avenue, Suite 100  
Woodland Hills, CA 91367  
818-606-1184  
[CPemberton@kmb.konicaminolta.us](mailto:CPemberton@kmb.konicaminolta.us)

Thank you for considering Konica Minolta in your evaluations. We look forward to demonstrating our commitment to the City of Culver City and are confident that our offering will meet your expectations.

Sincerely,

*Valerie Jordan*

92F105E97C3847A...

Valerie Jordan  
Government & Education Sales Director  
Konica Minolta Business Solutions U.S.A., Inc.  
800 S Figueroa Street, Suite 800  
Los Angeles, CA 90017  
[vjordan@kmb.konicaminolta.us](mailto:vjordan@kmb.konicaminolta.us)

Table of Contents

Executive Summary..... Page 1

Program Overview

Scope of Information..... Page 1-9

A. Design..... Pages 1-2

B. Location..... Page 2

C. Infrastructure..... Pages 2-3

D. Installation..... Page 3

E. Operation..... Page 4

F. Maintenance..... Pages 4-5

G. Uses..... Pages 5-6

H. Equality & Accessibility..... Pages 6-7

I. Financing..... Pages 7-8

J. Public Outreach..... Page 8

K. Respondent Qualification..... Page 8

L. Technology..... Pages 9




M. Additional Information..... Page 9

Konica Minolta Business Solutions (KMBS) will be responding to this RFI with ALICE (A Live Interactive Customer Experience).

ALICE is an interactive and informational solution that provides government agencies new and innovative ways to increase productivity, streamline processes and better serve the public with greater speed, accuracy and efficiency. As an industry leader in technology for over 40 years in the public sector, Konica Minolta has positioned itself to continue to deliver on complex solutions to the ever changing needs of the public sector. has the ability to display advertising, commercials or sponsorship if so desire.

Today, most interactive management software systems are small and attached in some fashion as an afterthought to a fixture in your placement set up. There are options with iPads and laptop computers that let your office manager check people in and out available on the market today, but unfortunately, those options can be difficult to use and can get overlooked.

ALICE is a high-visibility device where we incorporate video and audio communications between the ALICE kiosk and user as a vital component to the visitor management process. Instead of just focusing on the automation of a check-in process, ALICE ensures things are running smoothly by keeping the human element ingrained in its usage.

VIRTUAL RECEPTIONIST	VISITOR MANAGEMENT	INTERACTIVE INFORMATION
 <ul style="list-style-type: none"> <li>○ Visitor detection</li> <li>○ Visitor greeting</li> <li>○ Employee notification</li> <li>○ Tenant directory</li> <li>○ Employee directory</li> <li>○ Video or audio calls</li> </ul>	 <ul style="list-style-type: none"> <li>○ Check-in / out</li> <li>○ Fast Track check-in / out</li> <li>○ Group check-in / out</li> <li>○ Induction documents</li> <li>○ induction videos</li> <li>○ Employee notifications</li> <li>○ Badge printing</li> <li>○ Face Mask Verification</li> <li>○ Temperature Checks</li> </ul>	 <ul style="list-style-type: none"> <li>○ Maps</li> <li>○ Webpages</li> <li>○ Widgets</li> <li>○ Events calendar</li> <li>○ Forms</li> <li>○ Photo slideshows</li> <li>○ Videos</li> </ul>

### Konica Minoltas response to III. SCOPE OF INFORMATION:

The City is seeking information, including but not limited to, Kiosk:

- A. Design – The City seeks to understand what is possible in regard to Kiosk design as the City Council expressed a preference for the smallest device possible.

The smallest device that ALICE offers is a 23" All-In-One touch screen monitor. This would sit on a desk or location/fixture. Please see screenshot below.

## All-In-One (AIO)

### ■ 23" All-in-One HP Smart Buy EliteOne Touch Screen

- Touch Screen Monitor
- Personal Computer
- Integrated Camera



ALICE, also offers the *Landscape Kiosk* with a 32" touch screen. This device would also meet ADA Compliant requirements. See screen shot below., Landscape View.



B. Location – The City seeks to understand locations where it should consider installing Kiosks.

The RFI only listed City Halls as the location. However, we have installed Kiosks in other client locations such as:

- Reception desk
- Office entrances
- Security entrance locations
- Jury duty check-in
- Agencies lobbies
- Campus environments for directions/departments/maps

C. Infrastructure – The City seeks to understand Kiosk infrastructure needs, how they are typically satisfied and how they can be satisfied with infrastructure available in respondent recommended locations. Provide as much technical detail for the project as you can, including power, sensor and communications technologies.

### Installation Site Electrical and Internet Requirements

The location for the installation of the ALICE system will need to have the following provided before it can be turned on:

- Two 120V Power outlets
- One active Cat 5 or Cat 6 Internet connection with access to the Internet
- We highly recommend customer purchase a quality surge protector to connect all ALICE Hardware electrical components for protection from electrical surges which could damage the hardware.

## Installation Site Environmental Requirements

The location for the installation of the ALICE system will need to meet the following environmental requirements:

- Temperature: Between 0°C to 40°C (32°F to 95°F)
- Humidity: 20 to 80%

The ALICE hardware is not weatherproof or resistant and must be located inside an environmentally controlled building with air conditioning and heating to ensure the equipment is not exposed to extreme temperatures or weather.

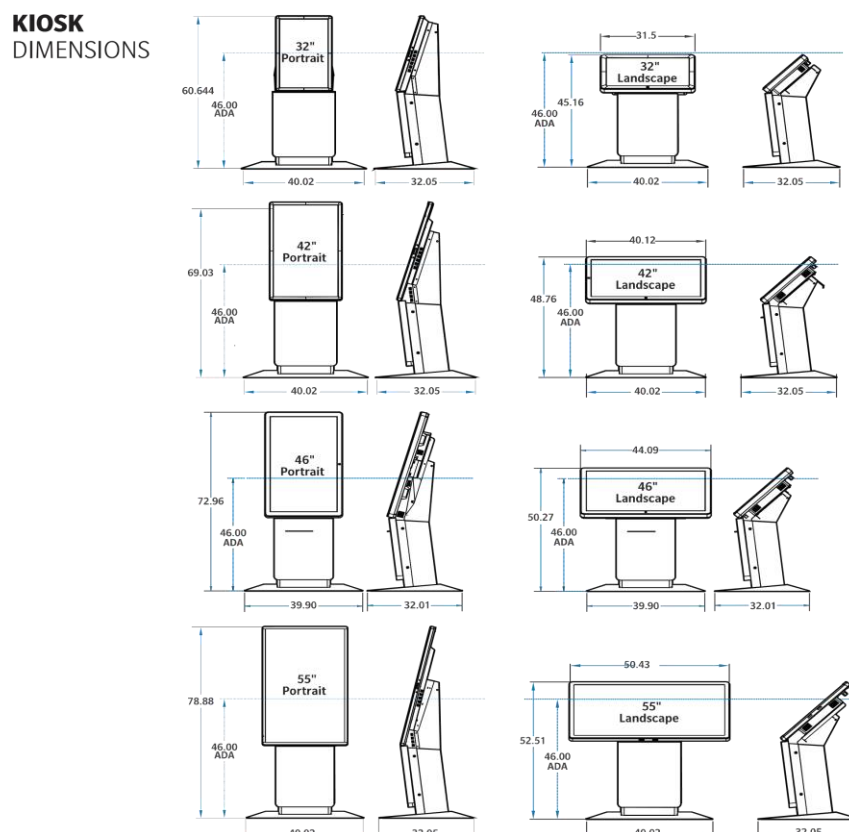
D. Installation – The City seeks to understand installation methods and requirements.

**DELIVERY** - Kiosks are delivered on a pallet to the buildings loading dock. Sizes and weights for kiosk deliveries will be provided based on solution. Below are the various devices dimensions:

Installation Information - KMBS can include installation with ALICE upon review of overall solution.

Installation methods depend on what type of Solution is chosen. The 3 types of hardware solutions are listed in section A (Kiosk, Desktop, or Wall Mount). See section C above for installation requirements.

### Dimensions:



E. Operation – The City seeks to understand Kiosk operational needs, useful life, what it may cost the City to install and what it may cost the City to operate, etc.

The City is responsible for the day to day format/display changes to the front end and back end of Kiosk, such as informational updates, images, and videos. Konica Minolta will provide ongoing training and support and providing software updates to the Kiosk. The cost to operate and manage the kiosk is nominal.

For the purposed of this RFI request, below are the budgetary costs. Upon request for a site review, proposal or quote, a firm detailed cost will be provided.

As a SaaS subscription the ALICE system can be continually updated to maintain the useful life and avoid obsolescence.

The installation: The cost for an ALICE system varies by hardware configuration and requirements. The average cost to install and configure an ALICE All-In-One system is \$2,500.

ALICE is a SaaS subscription inclusive of licensing and support. As such, the operational cost is the annual subscription fee per unit. The subscription is available in 3 levels - Basic, Premium and Enterprise. The MSRP price range for the software subscription levels are \$2,500 to \$6,000 annually.

F. Maintenance – The City seeks to understand maintenance requirements, responsibilities, duration, frequency, cost, etc., including vendor maintenance plan and response times and preventative design features.

**Software: ALICE software is a SaaS subscription**

**Duration – Annual Subscription and Hardware available for lease and/or Purchase**

**Costs - Annual Software Subscription Cost is dependent on the selected software solution - Per unit cost ranges from \$2,500 to \$6,000. For the purposed of this RFI request, these are budgetary costs. Upon request for a site review, proposal or quote, a firm detailed cost will be provided.**

**Hardware (ALICE Kiosk): Cost is dependent on selected solution ranging from \$1,700 to \$20,000. For the purposed of this RFI request, these are budgetary costs. Upon request for a site review, proposal or quote, a firm detailed cost will be provided.**

**Hardware: ALICE hardware consists of a monitor, a PC and in some configurations a badge printer. The hardware is covered by manufacturer's warranties that are specific to each model. Outside of the manufacturer's warranty, the hardware is managed and maintained by the customer much like other computer assets within the organization.**

## **VENDOR MAINTENANCE**

**Software: ALICE software is a SaaS subscription inclusive of maintenance and support. Support is delivered remotely on the hosted side of the service.**

**Response Times - Konica Minolta support is available 5am to 5pm PST and after-hours support is available. A one-hour call back and technician is on-site within 4 hours, M-F during hours.**

### Values of support

#### Single Point of Contact

The contact used to order supplies and schedule repair visits will also connect you with skilled technical professionals.

#### Direct access to a specialist

Send an email or web request directly into the helpdesk and receive a response from an expert in your solution.

#### Open access

Anyone in your organization can submit a request.

#### Virtual On-Site Support

Response and resolution can be expedited by connecting to your computer. Assistance can be delivered as if the Solutions Professional was there.

- G. Uses – The City seeks to understand the uses of the Kiosks, including location-aware directory listings, interactive mapping technology, City content integration systems content customization tools, etc.

The ALICE Reception Kiosk has a vast list of uses ranging from interactive maps, directories, integrations with SIP & VOIP software and integrations with GOOGLE and OUTLOOK Calendars. ALICE can be customized to meet such things such as logo, font colors, languages, motion and much more.

Below is a list of uses for the ALICE Kiosk.

#### Register Visitors and Vendors – Lobby Management

- Self-Check-In / Check-Out Registration
- QR Scanning
- Visitor Badges
- Induction Documents & Screens
- Check-In / Check-Out Visitor Surveys
- Visitor Release Forms & NDA's
- Employee Notifications(SMS & Email)
- Employee Reply(SMS)
- Pre-Visit Check-Ins
- Pre-Schedule Visitors
- Fast Track Check-In / Check-Out
- Group Check-In
- Face Mask Verification
- Driver's License Scanning
- Visitor Screening
- Visitor Preview Video
- Custom Greetings, Logos, & Colors
- Body Temperature Check
- Health & Wellness Questionnaires

#### Visitor Verification – Identification

- Visual Verification - Greet Visitors
- Motion Detection – Call Operator
- Visitor ID Scanning
- Visitor Screening (US Consolidated Database)
- Capture Visitor Photos & Visitor Preview Video
- Visitor Reports
- Remotely Watch Lobby
- Remote Employee Interactions
- 1-Way & 2-Way Video Calls
- 3<sup>rd</sup> Party Softphones Support
- Phones(Land & Mobile) Calls
- Call Forwarding
- Usage & Call Details

### Interactive Information

- Web Pages
- Event Listings & Details
- Maps – Static Support & Interactive Support
- Directories(Company, Department, & Employee(photos) Listings
- Calendars( Outlook Integration & Google Integration)
- Supports SIP Based & VOIP Phone Systems
- Microsoft Active Directory(LDAP)
- Microsoft Lync Integration
- Cloud Content Storage
- Local Content Storage
- Widgets
- Customer HTML pages/forms
- Local Weather
- Local Transportation Information
- Videos
- Images
- Photo Slide Shows
- Welcome Messages

- H. Equality and Accessibility – The City seeks to understand how each Kiosk will be compliant with the Americans with Disabilities Act (ADA), multilingual and will be equitably distributed in the community. Additionally, the City seeks to understand how Kiosks will offer **information regarding public services and resources.**

**ALICE offers several ADA compliancy solutions including:**

**Hardware – the 36” Landscape Kiosk is the free standing kiosk that is ADA compliant for wheelchair access and Hearing Impaired. The All-In-One is a table top unit so access is dependent upon height and the location it is placed.**

**Landscape**



**Portrait**



**Software – The kiosk screen has an ADA button that may be used to request assistance. Greeting and guidance videos are subtitled.**

**Multilingual support - Visitors will have the over 8 language options to interact with:**



**Multilingual**

ALICE Video Languages English — US (Jackie) English — US (Hillary) English — Australian (Natalie) Chinese — Mandarin (Victoria) Dutch (Cathy) French (Shannon) German (Hannah) Japanese (Yukako) Portuguese (Carla) Spanish — Mexican (Veronica)	• Choose One Primary Language	• Choose 4 Languages	• All Languages
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------	-------------------------	--------------------

**Public Service & Resources: The City can leverage the Alice Kiosk to display and advertise public services such as:**

- **Covid-19 testing centers and vaccine locations**
- **City Office, Court Hours, Park Hours**
- **City Event Listings, Details and Event Check-in**
- **City meetings**
- **City holidays**
- **Food Banks & Homeless Shelters**
- **Library location(s) & Hours**
- **Transportation/Bus Schedules & Locations**
- **Ballot Boxes**
- **Senior Transportation**
- **Museums**
- **Park and Recreation Locations, & Schedules & Notifications**
- **How to videos: Register to vote & Culver City websites**
- **Jury duty directory**
- **Directions or departments, maps**

- I. **Financing** - The City seeks to understand financially sustainable methods of financing Kiosks while leveraging existing assets such as the City's fiber optic backbone. The City would like to better understand cost neutral and/or revenue generating models that identify operational responsibility and technological or financial risk. In addition, please describe any business model, fee schedule or revenue sharing utilized elsewhere. Departments can share the cost of device based on usage, traffic, calls, searches etc.

**The ALICE Kiosk is available via lease or purchase and requires an Internet connection for the SaaS. By leveraging the City's fiber backbone, you are able to cut costs through additional Internet purchasing. With ALICE, the SaaS software updates are included.**

**Return on Investment begins immediately. You can achieve 100% ROI, at a tenth the cost of a full-time employee, in under 60 days. On average, ALICE customers save \$192,000 over 5 years.**

**Revenue generating models can be leveraged through advertising through the Kiosk utilizing the video, image, and photo slide show. Another way to add revenue would be to Brand the Kiosk with an advertising wrap.**



- J. Public Outreach – The City seeks to understand successful community outreach strategies previously implemented and what strategy the City should consider implementing.

**Strategically placing interactive and informational technology kiosks in high traffic areas such as City Hall, Library, Health and Human Services will provide more visibility to the City's specific demographic that may not have the resources to use technology that is being provided at the Kiosk. The City can leverage the Alice Kiosk to display and advertise public services such as:**

- Covid-19 testing centers and vaccine locations
- Shelter locations
- City meetings
- City holidays
- Food Banks
- Library location(s) & Hours for students
- Transportation/Bus Schedules & Locations
- Ballot Box locations
- Park and Recreation Locations, & Schedules & Notifications

- K. Respondent Qualifications - The City seeks to understand the respondent's qualifications including number of deployments, national footprint, in-housing capabilities, local presence, etc.

**Konica Minolta Overview:** In 1873, Rokusaburo Sugiura began selling photographic materials in Tokyo. By 1900, the company had developed its first camera. Japan's first plain paper copier was introduced in 1971. A merger of Konica and Minolta was accomplished in 2003, creating a corporate giant with wide-ranging expertise in digital, optical and electronic technology. Konica Minolta Founded: 2003 (Merger of Konica Co.- est. 1873 & Minolta Corp.- est. 1959). Currently have over 49,000 Employees in 150 countries on 6 continents

**Website:** <http://www.konicaminolta.com> .

- **Number of deployments:** Konica Minolta has numerous deployments in Southern California in a variety of government agencies.
- **National Footprint:** 91 offices located throughout the US.
- **In House capabilities:** Konica Minolta has local dedicated team for internal resources to provide installation, management and upgrades to our software, along with training and support.
- **Local presence:** We have Southern California offices in Los Angeles, Woodland Hills, Gardena, Riverside, Anaheim and San Diego.

**At KMBS, we are your partner; your success is our success. So in addition to ensuring initial success of implementation, your Dedicated Account Team will coordinate a quarterly account review known as a Periodic Account Review (PAR) meeting. The team will present fact-based reviews, observations, and insights to monitor and measure current solution results and identify additional opportunities for optimization. The meetings will cover strategic rather than tactical topics and will analyze, review and compare results against those goals set during the program initiation stage.**

- L. Technology** – The City seeks to understand technological innovations the industry may experience during the Kiosk's useful life.

A virtual receptionist / informational kiosk product is most likely to be impacted by technological innovations centered around communication and user integration. The ALICE subscription includes its own cloud hosted communication service. Additionally, ALICE has integration with industry standard products for VOIP systems, cloud communication and user directories. As a SaaS product, the ALICE system may be updated with new capabilities to align with emerging technology (see below for list of integrations with emerging technologies).

In addition, ALICE capabilities will continue to evolve with the industry as SIP & VOIP software changes, along with Google and Outlook Calendars, Directories, Video Calls etc. ALICE is Software as a Solution born on the web which provides the foundation for Integrations into Calendars, Directories, VOIP, and SIP.



- M. Additional Information** – The City seeks to understand potential problems/risks that may be encountered if the City pursues installation of Kiosks. Please provide any ideas or suggestions about how such problems/risks should be addressed.

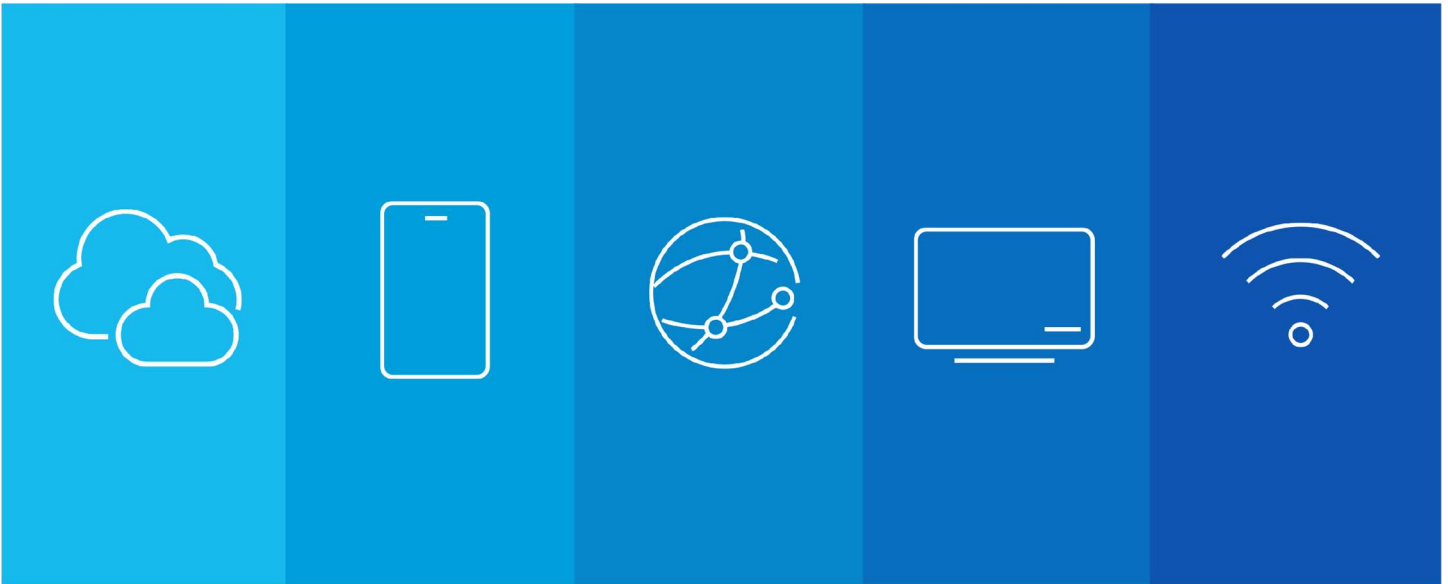
The ALICE kiosk is not weatherproof or resistant and must be located inside an environmentally controlled building with air conditioning and heating to ensure the equipment is not exposed to extreme temperatures or weather.

Depending of the design of the building (such as concrete), how much floor space and/or wall space is available, would be determining factors. These would be considerations we would review in providing the best recommended solution for the City Hall location. We suggest either an onsite visit to City Hall or photos and/or floor plan be provided for Konica Minolta to make a detailed recommendation that best fits your needs.

**AT&T RESPONSE TO  
CITY OF CULVER CITY RFI #2233  
FOR DIGITAL KIOSKS**



## AT&T Response to The City of Culver City's RFP #2233 for Digital Information Kiosks





Gilberto Valle  
12900 Park Plaza Dr  
Cerritos, CA 90703, United States

Office: +1 323.428.0352  
[gilberto.valle@att.com](mailto:gilberto.valle@att.com)  
[www.att.com](http://www.att.com)

February 17, 2022

Thurman Fuller  
Business Inspector  
City of Culver City  
9770 Culver Blvd  
Culver City, CA 90232

Dear Thurman Fuller:

City of Culver City has a successful history of serving its customers. To continue this success, you need advanced communication services that can support your critical operations and enhance employee efficiency. Therefore, you want a qualified provider that can meet your requirements without sacrificing service and performance.

AT&T understands your objectives and the priorities that are driving change to your network. We've designed an integrated, cost-effective solution to meet City of Culver City's key requirements.

Our proposed solution offers you

- Comprehensive account team support, customer service, and account management
- Expertise from an experienced account team backed by the resources of one of the world's largest communication companies
- Scalable architecture that anticipates geographic expansion
- Outstanding network reliability and performance

With our innovation, experience, and dedication, we're well-positioned to help City of Culver City realize the greatest benefits from its communication network. We'll collaborate extensively with you to make sure the service we provide helps you achieve your business objectives. In addition, we'll back our services with the ongoing support of an experienced account team. We're eager to develop our relationship with you, and we look forward to working together on this important project. I'll follow up with you soon to discuss our proposed solution.

Sincerely,  
Gilberto Valle  
Account Manager



## Connecting Your World

### AT&T Response to The City of Culver City's RFP #2233 for Digital Information Kiosks

February 17, 2022

Gilberto Valle  
AT&T  
Account Manager  
12900 Park Plaza Dr  
Cerritos, CA 90703, United States  
Office: +1 323.428.0352

[gilberto.valle@att.com](mailto:gilberto.valle@att.com)



**Proposal Validity Period**—The information and pricing contained in this response (the “Response” or the “Proposal”) is valid for a period of thirty (30) days from the date written on the Proposal cover page, unless rescinded or extended in writing by AT&T.

**Terms and Conditions**—This Proposal is conditioned upon negotiation of mutually acceptable terms and conditions.

**Proposal Pricing**—Pricing proposed herein is based upon the specific product/service mix and locations outlined in this Proposal. Any changes or variations in the proposed terms and conditions, the products/services/quantities, length of term, locations, and/or design described herein may result in different pricing. Prices quoted do not include applicable taxes, surcharges, or fees. In accordance with the tariffs or other applicable service agreement terms, Customer is responsible for payment of such charges.

**Providers of Service**—Subsidiaries and affiliates of AT&T Inc. provide products and services under the AT&T brand. AT&T Corp. is an AT&T company, is the proposer for itself and on behalf of its service-providing affiliates.

**Software**—Any software used with the products and services provided in connection with this Response will be governed by the written terms and conditions applicable to such software. Title to software remains with AT&T or its supplier. Customer must comply with all such terms and conditions, and they will take precedence over any agreement between the parties as relates to such software.

**Copyright Notice and Statement of Confidentiality**—© 2022 AT&T Intellectual Property. AT&T and Globe logo are registered trademarks and service marks of AT&T Intellectual Property and/or AT&T affiliated companies. All other marks are the property of their respective owners. The contents of the Proposal (except for pricing applicable to E-rate funded services) are unpublished, proprietary, and confidential and may not be copied, disclosed, or used, in whole or in part, without the express written permission of AT&T Intellectual Property or affiliated companies, except to the extent required by law and insofar as is reasonably necessary in order to review and evaluate the information contained herein.



AT&T Corp. on behalf of itself and its service-providing affiliates (“AT&T”) would like to thank Culver City (“the City”) for the opportunity to respond to this RFI Number 2233 (the “RFI”).

The information contained in this Response to the RFI is provided as an estimate only. The solution is based upon preliminary information and assumptions which need to be verified during the ensuing due diligence process. AT&T’s Response to the City’s RFI (the “Response”) is not an offer tendered for acceptance by the City, and neither AT&T nor the City are in any way bound by the information contained in this Proposal.

Submission of this Response does not constitute an offer by AT&T to provide services, and any pricing set forth in this RFI is informational, based on estimates and is not binding on AT&T. Furthermore, this RFI submission by AT&T does not obligate either party to enter a contract of any kind, create legal obligations on the part of either party or obligate either party to pay expenses incurred by the other party. Any agreement between the parties must be in writing and signed by both parties after negotiation of appropriate terms and conditions. AT&T’s Unified Agreement would be a convenient contracting vehicle to use as a starting point for any such agreement.

AT&T respectfully requests that information in this document be held confidential by the City, to the extent allowed under applicable law.

AT&T looks forward to working with you through this RFI process and hopes to facilitate your ability to define your objectives in regards to the RFI.

AT&T takes a general exception to all the terms and conditions contained in the RFI. This applies whether or not such exception is identified in the Response in the section of the RFI to which the exception corresponds. AT&T takes such a general exception primarily because the RFI does not contain the product-related contractual terms and conditions necessary for AT&T to properly deliver the products and services described in the Response. AT&T may have also taken specific exceptions to certain RFI provisions but has not made a final, complete comment on every such provision. Please note that AT&T’s General Response, and the general exception above, applies in all instances, including those where specific comments/exceptions have been made and those where such comments/exceptions have not been made. The absence of any individual response to a specific section of the RFI cannot be considered a waiver of any objection or an agreement to that section’s provisions. Similarly, the inclusion of any specific comment/exception does not remove the applicability of this general exception.

Note that included within this “AT&T’s General Response” section of the Response, in the interest of efficiency, are statements that apply to provisions throughout the RFI







and should be read as applicable to any and all such related provisions. In that regard, note that:

- AT&T clarifies that only the physical response materials become Customer property. Any other pre-existing or newly developed intellectual property of AT&T, its suppliers or its third parties, provided in this Response or which is used or developed during the project remains the intellectual property of AT&T or its suppliers. AT&T would be willing to negotiate with Customer regarding rights to use that intellectual property.
- The information and pricing in this Response is for informational purposes only.
- The Response is a direct reflection of the entire scope of work as presented here, as of the date of submission.
- Any third-party software used with the services will be governed by the written terms and conditions of the third-party software supplier's software license documentation applicable to such software.
- Title to software remains with AT&T or its supplier and such software used with the services will be governed by the corresponding software license agreement to the extent not in conflict with law or any final contract between AT&T and Customer.
- To the extent any portion of this project may be funded in whole or in part with grants, loans or payments from government funding sources other than Customer, AT&T and Customer will need to reach mutual agreement on AT&T's participation.
- The information and pricing submitted with this Response is subject to change on account of any error or omission in the information provided by Customer or upon further investigation(s) as to the exact requirements of any order. For the price(s) quoted herein, AT&T will provide the items of equipment and services specifically listed in its Response. Work which is not shown or described in the Response will require mutual agreement/adjustment to the final configuration, subsequent pricing and Implementation schedule.
- This Response is ©2022 AT&T Intellectual Property. All rights reserved. AT&T, AT&T logo, and all other marks contained herein are trademarks of AT&T Intellectual Property and/or AT&T affiliated companies. This Response is AT&T Proprietary and, except to the extent required by law, confidential.
- This Response is conditioned upon negotiation of mutually acceptable terms and conditions.
- Pricing proposed herein is based upon the specific product and locations outlined in this Response. Any changes or variations in the proposed terms and





conditions, the products/services/quantities, length of term, locations, and/or design described herein may result in different pricing. Prices quoted do not include applicable taxes, surcharges, or fees. In accordance with the tariffs or other applicable service agreement terms, Customer is responsible for payment of such charges.

- Subsidiaries and affiliates of AT&T Inc. provide products and services under the AT&T brand. AT&T Corp. is an AT&T company, is the proposer for itself and on behalf of its service-providing affiliates.

Notwithstanding anything to the contrary set forth in the RFI, neither AT&T nor Customer is under any obligation with respect to the RFI until both parties have agreed upon and executed a mutually acceptable final contract. It is AT&T's goal to provide the best communications services at the best value for all of our customers using the highest ethical and legal standards.





## Table of Contents

Executive Summary.....	1
RFI Response .....	5
I.    PURPOSE .....	6
II.   INTRODUCTION.....	6
III.  SCOPE OF INFORMATION .....	8
IV.   SUBMITTAL INSTRUCTIONS .....	18
V.   RESPONSE REQUIREMENTS .....	20
SUPPLEMENTAL TERMS AND CONDITIONS .....	21
STANDARD INSURANCE REQUIREMENTS .....	21
AT&T Digital Signage Capabilities .....	24
AT&T Control Center Capabilities .....	27
Certificate of Insurance.....	32





## Executive Summary

Municipalities must carefully manage spending as citizens demand more accountability for their tax money. Therefore, you want to use evolving technologies to help improve operations and lower costs. You need solutions that include these innovations to help you more efficiently serve your citizens.

Impactful communications contribute to your business' success, whether your audience is employees or customers. You need to engage top talent to motivate them and influence workplace culture. And, you want to reinforce brand equity by welcoming and informing customers when they visit company locations. Therefore, you need a digital signage solution that engages both employees and visitors.

AT&T Digital Signage helps engage employees and influence workplace culture with strategically located displays. You can share company values, broadcast video, or enable digital room reservations. Digital signage lets you display images, video, and dynamic content in one or many locations and distribute custom messaging to different displays.

Lobby signage can welcome visitors and provide interactive wayfinding capabilities to help them navigate your building. An informational and dynamic display can reinforce your brand and help impress potential customers. You can even use the data you collect from digital signage to refine and target your branded message depending on the audience.

With digital signage, you can deliver targeted messaging to employees or customers. You can quickly change your content to reflect a new employee program or provide other relevant content on different floors of the same office or in different buildings. And, you can update content remotely anytime. Strategically placed signage can captivate and inform employees or visitors using images, video, sound, and touch. As a result, you can help increase engagement—which can help boost sales, retention, and loyalty.

City of Culver City must have an infrastructure in place that will support operations and future objectives effectively. You want a supplier that can help you build a network platform to support these objectives:

- Eliminate costs from areas not related to your core competencies
- Reduce your operational risk
- Improve performance
- Increase the productivity and efficiency of your staff





- Enhance the services that you provide
- Improve your operational efficiency
- Consolidate vendors
- Increase efficiency by purchasing bundled services

## Solution Overview

We've carefully reviewed your business and technology goals and designed a flexible, cost-effective solution that allows you to streamline your operations. Our solution for City of Culver City is a good value and a smart investment because it not only meets your current needs, but it can easily scale to meet future demands.



The key components of your solution include the following:

**AT&T Digital Signage** is a high-definition indoor, outdoor, and video wall solution that presents multimedia content on digital displays to inform, educate, or entertain the intended audience—and helps build brand loyalty. AT&T Digital Signage delivers dynamic and informative content to help you improve targeted messaging.

### Key Features

- **A Centralized Content Management System (CMS)**—lets you remotely manage and control your content. From menu boards to corporate and health messaging, to meeting rooms, digital signage starts with content you serve. A web-based platform provides easy access to your content. So, you can efficiently deliver targeted, focused messaging to your audience.
- **24/7 Helpdesk**—provides multi-tier support to perform remote diagnostics and resolve issues for your digital networks. Because our professionals manage your digital signage, you have time to focus on your core business.
- **High-Impact Displays**—enable you to present dynamic content in various video and multimedia formats on small- or large-format digital displays to help attract, instruct, or inform your audience. As a result, digital signage helps you influence your audience and increase brand awareness.
- **End-to-End Support**—provides skilled experts during your solution's design, implementation, and lifecycle. Once your solution is implemented, your network receives 24/7 proactive and predictive network management services. Because





our network professionals manage your service, your network is reliable and secure.

- **Comprehensive Reports**—provides you with usage and analytics information so that you can make informed decisions on your campaigns and content. Because you get timely usage reports and analytics, you can better plan and help improve future campaigns.

**AT&T Control Center** is an Internet of Things (IoT) service platform that facilitates centralized IoT device management. AT&T Control Center enables you to manage IoT devices across multiple mobile network operator (MNO) networks.

### Key Features

- **An Administrative Dashboard**—provides a near real-time view of how your devices use the AT&T network across all connection points. SIM card diagnostics and inventory management capabilities and tools help you monitor, analyze, and control your M2M solution. The Diagnostics Wizard automates troubleshooting, and the Spotlight Tool provides you with real-time SIM status. As a result, you can respond more quickly to market conditions and your customers' needs.
- **An Automation Engine**—enables you to programmatically control your devices via powerful automation rules. These rules are conditional statements that allow the operator to set and forget device behavior. You can set automated overage controls, notifications, and cost controls for your connected devices. So, you eliminate most manual efforts and streamline your operations, device usage, and rate plans.
- **Security, Automation, and Analytic Functions**—give you powerful advanced capabilities to better manage your IoT endpoints. IP address range restrictions help strengthen login and subscriber identity module (SIM) security, while International Mobile Equipment Identity (IMEI) whitelists use credentials and alerts to help prevent device fraud. Advanced automation rules let you use triggers, actions, and filters to automate device lifecycle management, monitor usage, and support security of your IoT devices. And advanced analytics help you identify trends from your connected devices. With these advanced functions, you can increase security awareness and control costs.
- **Collaboration Tools**—allow you to set process requirements, customize policies, and enable distributors and customers to manage connected devices. By using these tools, you can easily launch new services and devices with preset rules and policies.





## AT&T Advantages

City of Culver City will benefit from working with AT&T because we have the expertise, experience, and resources to meet your needs. Here are a few advantages:

- **Government Experience**—We provide services to many state and local governments, which gives us a better understanding of your unique needs. We have thousands of employees who support Public Sector entities and know what it takes to manage government networks and infrastructure.
- **Internet of Things (IoT)**—AT&T connects 76 million IoT devices—more than any other company in North America. In addition, we're a premier provider in connected vehicles; we work with the top global brands and connect tens of millions of cars on our network. That's why Gartner recognizes AT&T as a leader in the 2019 Gartner Magic Quadrant for Managed IoT Connectivity Services, Worldwide.

## Personalized Support

Because we understand the importance of personalized service, we give you an account team of specialists to design and implement your new solution. You'll receive ongoing, coordinated support from your account team for all of your AT&T services.

### Your Account Team

Name	Title	Phone Number	Email
Gilberto Valle	Account Manager	323.428.0352	<a href="mailto:gilberto.valle@att.com">gilberto.valle@att.com</a>
Edward Bai	Client Solutions Executive	562.229.8105	<a href="mailto:edward.bai@att.com">edward.bai@att.com</a>
Angela Chan	Systems Engineer	310.691.0105	<a href="mailto:angela.chan@att.com">angela.chan@att.com</a>
Noelle Marin	Principal Architect	562.547.8236	<a href="mailto:noelle.marin@att.com">noelle.marin@att.com</a>

You'll see from our proposal that we understand your objectives and have the expertise and resources to support them. We look forward to working with you to help you reach your goals.







## RFI Response



### REQUEST FOR INFORMATION

for

### DIGITAL INFORMATION KIOSKS

**RFI #2233**

**January 2022**

**City of Culver City**

**Community Development Department**

9770 Culver Boulevard

Culver City, CA 90232-0507







RESPONSES DUE: February 17, 2022

## DIGITAL INFORMATION KIOSKS

RFP #2233

### I. PURPOSE

The purpose of this Request for Information (RFI) is to solicit information that includes, but is not limited to the design, location, infrastructure, installation, operation, maintenance, use, equality and accessibility, financing, public outreach, respondent qualifications, technology and additional information related to digital information kiosks (Kiosks).

This RFI is solely for informational and planning purposes and may be used for later issuance of a formal Request for Proposals (RFP) if the City so chooses. This is not a procurement action; submittals will not be ranked and do not commit the City to a contract based on the RFI process.

#### AT&T Response:

AT&T has read and understands.

### II. INTRODUCTION

#### A. Community Profile

The City of Culver City (City) is a charter city incorporated in 1917. The City is governed by a five-member City Council, whose members are elected at large, and operates under a Council/City Manager form of government.

The City is a full-service city located in the western area of Los Angeles County, generally situated north of Los Angeles International Airport, southeast of Santa Monica, south of Beverly Hills and southwest of West Hollywood. The City is approximately five square miles with a residential population of approximately 40,000. The total adopted budget for FY 2021/2022 is approximately \$239 million, of which \$124 million is General Fund.





## AT&T Response:

AT&T has read and understands.

### B. Background

On April 8, 2019 the City Council received a presentation from a Kiosk manufacturer regarding the proposed installation of informational Kiosks in the public right-of-way. The manufacturer was proposing to install, manage and share Kiosk revenues with the City generated from rotating advertising displays on the Kiosk. Upon conclusion of the presentation, the City Council referred the item to a Council subcommittee for further discussion. Following the City Council meeting the manufacturer withdrew its proposal.

As stated in the April 8, 2019 staff report, Culver City Municipal Code (CCMC) Chapter 17.330 - Signs (Sign Code) currently prohibits privately owned or controlled signs in the public right-of-way, with a few exceptions. In addition, the Sign Code generally prohibits offsite signs, defined as "any sign with a message that does not relate directly to an active use of the premises on which it is displayed." Further, there are restrictions on the type of signage- for example, electronic message signs are only permitted if the information displayed is public information; and digital signs are not permissible (digital signs currently are not contemplated by the Sign Code). If the City Council is interested in pursuing Kiosks, the Sign Code and potentially other zoning provisions of the CCMC would likely need to be amended. Further, if the CCMC were to be amended, there are certain legal issues that must be evaluated in relation to the sign regulation, as more fully described in the April 8, 2019 staff report (Attachment 1).

Since 2019, Kiosks have continued to evolve and the number of companies producing them has increased. Members of the Economic Development Subcommittee (currently Vice Mayor Vera and Council Member Eriksson) was approached by another manufacturer interested in installing Kiosks in the City's rights-of-way. The Economic Development Subcommittee believes Kiosks are a useful communication tool that can assist the City with its pandemic recovery efforts by providing wayfinding and multi-modal trip planning, enhanced access for those with disabilities, and proximity-based information that promotes area businesses, organizations, and destinations.

On November 8, 2021 City staff presented the matter to the City Council for consideration and was instructed to obtain additional information. Information received during this RFI process will be presented to the City Council for consideration during an upcoming City Council meeting. All respondents will be notified of the City Council meeting and invited to participate. A preferred respondent may be offered the





opportunity to temporarily install a Kiosk on City Hall property to demonstrate the functionality of its equipment.

**AT&T Response:**

AT&T has read and understands.

### III. SCOPE OF INFORMATION

The City is seeking information, including but not limited to, Kiosk:

- A. Design – The City seeks to understand what is possible in regard to Kiosk design as the City Council expressed a preference for the smallest device possible.

**AT&T Response:**

AT&T has the ability of delivering Interactive Kiosks in all shapes and sizes. This design supports indoor and outdoor application. The devices can be free standing or wall mounted to support virtually any use case. We also maintain the ability to custom fabricate devices to support unique demand.

- B. Location – The City seeks to understand locations where it should consider installing Kiosks.

**AT&T Response:**

Kiosks / Digital signage can be deployed virtually anywhere to support an unlimited number of use cases for indoor or outdoor settings, e.g. to improve Internal & External Communication, boost effectiveness of Emergency Services, Social Services, Event Advertising, etc. Locations — public spaces, museums, sporting arenas, academic buildings, court houses, transit stops, pedestrian walkways, courtyards, etc..

- C. Infrastructure – The City seeks to understand Kiosk infrastructure needs, how they are typically satisfied and how they can be satisfied with infrastructure available in respondent recommended locations. Provide as much technical detail for the project as you can, including power, sensor and communications technologies.





#### AT&T Response:

Power requirements is standard 110v. In situations where power is not available, we have solar powered options. Network connectivity can be supported in several ways; direct ethernet connection, Wi-Fi and Cellular (LTE/5G). The flexibility afforded by way of electrical and network connectivity provides unlimited flexibility on Kiosk placement. Kiosks can be deployed virtually anywhere to support indoor or outdoor application.

D. Installation – The City seeks to understand installation methods and requirements.

#### AT&T Response:

Kiosk devices can be free standing or wall mounted to support virtually any use case. Power requirements is standard 110v. In situations where power is not available, we have solar powered options. Network connectivity can be supported in several ways; direct ethernet connection, Wi-Fi and Cellular (LTE/5G). The flexibility afforded by way of electrical and network connectivity provides unlimited flexibility on Kiosk placement. Devices are securely mounted to walls, concrete or foundations per specification. Installation methods are determined based upon the Kiosk specifications and use case.

E. Operation – The City seeks to understand Kiosk operational needs, useful life, what it may cost the City to install and what it may cost the City to operate, etc.

#### AT&T Response:

Power requirements is standard 110v. In situations where power is not available, we have solar powered options. Network connectivity can be supported in several ways; direct ethernet connection, Wi-Fi and Cellular (LTE/5G). Functional outcomes Digital Signage / Content Management System (SaaS) Applications are driven via network connectivity. Useful life of a typical Kiosk is 5-7 Years and is influenced by a number of factors, i.e. environmental exposure, application demands, etc. Cost to Install is influenced by the Use Case. Cost to operate is driven by the devices power consumption and network connectivity costs and use case influence.

F. Maintenance – The City seeks to understand maintenance requirements, responsibilities, duration, frequency, cost, etc., including vendor maintenance plan and response times and preventative design features.





### AT&T Response:

Kiosk devices are fully warrantied for 36 months “out of the box”. Warranty & Support is provided as part of the standard purchase. In addition, AT&T extends several Managed Services Options to our customer. We can even customize these services to meet specific needs. These Options include Extended Warranty Support with on demand / onsite break fix support, Periodic Preventative Maintenance Visits and Proactive Technology Support:

- 24/7/365 monitoring & alerting
- Up/Down monitoring
- Device performance monitoring (CPU, Memory, Paging File, Disk Space) with investigation and resolution.
- Service availability
- Event Log monitoring
- 24/7/365 remote troubleshooting and resolution for device
- Patch Management
- Remote Administration
- Application Monitoring
- Developer Secure SSL Remote Access
- PC Performance Clean Up (Disk Defragmentation and Disk Cleanup)
- Remote Reboot, Shut Down, and Wake on LAN
- Secure File Transfer to On-Premises Devices
- Device Login Alerts and Audits
- Bandwidth Monitoring

G. Uses – The City seeks to understand the uses of the Kiosks, including location-aware directory listings, interactive mapping technology, City content integration systems content customization tools, etc.

### AT&T Response:

Our AT&T digital signage solution for government and education agencies makes it easy to inform, educate, and engage staff, visitors and the public with dynamic messaging that can be customized and scaled to meet your needs. Our 5G-ready platform delivers flexibility, interoperability, and reliability for government and education agencies of all sizes to help transform interactions with viewers. We can provide comprehensive solutions that can help you drive engagement, educate, or even enhance the overall effectiveness of your communication to your desired audience. The opportunities are endless.

Traditional signage solutions can require proprietary hardware that is hard to service, expensive to maintain, and lacking the management tools required to control the network. But our 5G and Internet of Things- (IoT)-ready digital signage solution is





flexible, interoperable, cost effective, and scalable, while enabling IT staff to easily consolidate siloed systems. Plus, it offers a full-featured Content Management System (CMS) that provides the tools to create, curate, and distribute engaging digital signage content while empowering IT teams to scale under centralized control.

Potential benefits:

- Enterprise-ready management and control of content authoring tools and permissions
- Centralized control and end-to-end management of displays and end points
- Flexible system that supports multiple content sources and use cases.
- Global distribution and scalability via software-defined AV-over-IP.
- Interoperable with legacy systems using standards-based hardware.
- Optimized to run on the AT&T network.







## Use cases



Common areas/hallways



Messaging and information displays



Cafeteria/menu boards



Experience/demo rooms



Lounges



Operations/dashboards

## Features

- **Canvas content creator** – Create designs from scratch or use one of 400+ templates.
- **Built-in integrations** – Use existing content sources and live content sources to update in real time.
- **Connect any source** – Use multiple content sources including secure sources, physical local sources, or desktop streams for virtually any use case.
- **REST API** – Integrate other communication tools, third-party applications, and device triggers.
- **User roles and access controls** – Control who can create content and give different permission levels, including viewing, proposing content, and approving content changes.
- **End-to-end management** – Connect to and manage your on-premise servers or cloud instances, end points, and displays from a single interface.

- Digital signage
- Wayfinding
- Lobbies and Lounge Areas
- Cafeteria/Menu Boards
- Operations and Dashboards
- Meeting room video walls
- Control room video walls
- Artistic video wall installations
- Information screens





## Content management system (CMS) features

**Canvas content creator** – Create designs from scratch or use one of 400+ templates for different messaging needs. From employee recognition, to event announcements, campus messaging, health and safety messaging, and more.

**Built-in integrations** – Use existing content sources and live content sources to update in real time. You can showcase social media content, news, weather, any RSS feed and more to have self-updating and engaging content.

**Templating** – Template single screens into different sections. The content manager can have a main section for videos, a news feed scroller on the screen bottom, and weather info on the right of the screen.

**Tagging** – Displays can be tagged for targeted content distribution, i.e., per location, per department, public-facing, etc. Tagging is also helpful for pushing emergency messaging to specific locations.

**Playlists and scheduling** – Any asset (widget or content) can be placed in a playlist that can be tuned to the second. Content can also be scheduled up to months in advance.

**User roles and access controls** – With user roles admins can give different permission levels, including viewing, proposing content and approving content changes.

**Single sign on (SSO)** – Single sign on options enable a frictionless user experience and provide customer authentication protocols.

## Digital media player features

**4k high resolution** – Output up to 4K @ 60FPS per display and unlimited resolution on video walls.

**Any content** – Display any type of content available within the corporate network.

**Supports any display technology** – LCD, OLED, direct-view LED.

**End-point manageability** – Full manageability for

admins, including remote reboot capability, power management, locked external accessibility, remote updates, and more.

**Pair with on-premise or cloud servers** – Compatible with multiple server architectures, including being run directly from the cloud, enabling any display or video wall to show any type of content.

**High performance** – A robust solid-state device featuring 32GB of local storage and a cutting-edge chipset optimized to run smooth video.

## Platform features

**Any content source** – Use the same screens for other content sources including canned content, live content, local HDMI sources, or desktop streams.

**Display mapping and management** – Control center is used to assign and manage individual displays and zones, and also to create and manage content sources.

**Central management** – Connect to and manage all on-premise servers or cloud instances from a single interface.

**Video wall support** – Deploy video walls of any size and configuration including custom configurations and direct-view LED walls.

**Secure** – Uses a secured server, with locked-down OS and no use of apps to ensure peace of mind.

**24/7 support** – Increase up-time and troubleshoot issues with our 24-hour support team. Fail-over options ensure continuous up time.

**Browser management** – Everything is managed through the browser, locally or through the cloud. No apps are required.

**API** – REST API is available for custom deployments and integrations and ties into other communication tools, third-party applications, and device triggers.

**Monitoring tools** – Live dashboard for IT to supervise servers, network traffic, CPU and GPU performance to maintain peak visual network performance.

- H. Equality and Accessibility – The City seeks to understand how each Kiosk will be compliant with the Americans with Disabilities Act (ADA), multilingual and will be equitably distributed in the community. Additionally, the City seeks to understand how Kiosks will offer information regarding public services and resources.

## AT&T Response:

Equality and Accessibility is influenced by device placement and individual Use Case. In virtually all cases, devices are or can be designed to maintain ADA Compliance. The Content Management Application (CMS) as mentioned above, enables the defined







administrators to develop content and messaging and or applications delivered to the kiosk display. Distribution of the desired content is determined by the defined CMS administrators. Our CMS affords multilingual support and content creation.

- I. Financing - The City seeks to understand financially sustainable methods of financing Kiosks while leveraging existing assets such as the City's fiber optic backbone. The City would like to better understand cost neutral and/or revenue generating models that identify operational responsibility and technological or financial risk. In addition, please describe any business model, fee schedule or revenue sharing utilized elsewhere.

**AT&T Response:**

In most cases, AT&T can extend financing options. The Kiosks and Applications running on the device can leverage existing network infrastructure. Other connectivity options (Wi-F-, LTE/5g) are available and are useful in mitigating the potential costs of running infrastructure to a device.

Advertising / Revenue generating models can also be developed / to create a revenue stream for Culver City. Our customized solution:

- Enables you to monetize your digital display footprint
- Empowers advertisers (Large & Small) to purchase physical advertising space to display digital ads
- Allow for micro-transactions; advertisers can purchase finite blocks of time & regions based on target audience
- Utilize content management platforms to deliver digital ads to specific physical locations
- Purchase and advertise in a self-serve environment or through our managed service
- The services will be demand-driven with Flex-Pricing; time blocks and regions have different prices

- J. Public Outreach – The City seeks to understand successful community outreach strategies previously implemented and what strategy the City should consider implementing.





## AT&T Response:

Digital signage is useful for more than just simple advertising. It can also help a community become a safer place, raise awareness for community issues and help support vulnerable groups. These outcomes are provided by the Content Management Application (CMS) as mentioned above. This application allows the defined administrators to develop content and messaging, to determine what they want to present on a screen and when. This provides an unlimited opportunity to present content to a screen / display. Community Outreach Opportunities:

### Safety First

Outdoor displays can play a critical role for public safety. For example, outdoor signage can warn commuters that severe weather is coming, and it can also offer safety tips, such as staying off the roads, going to a low point and going indoors. Outdoor displays can help in other ways besides just weather updates, such as:

- Wayfinding and emergency information
- Delivering amber alerts with pictures and details
- Delivering updates on wanted criminals
- Delivering safety tips for summer/winter outdoor activities

### Raising Awareness

Most people are familiar with popular PSA campaigns which have run on TV, billboards and the like. Digital signage can also play a role in helping raise awareness on community issues such as support for drug and alcohol abuse.

Digital signage can be used to raise awareness for a variety of issues such as:

- Driving safety
- Suicide awareness
- Social services
- Events Scheduled

### Helping Vulnerable Groups

As a digital signage is a public messaging tool, it should serve the public, and that includes more vulnerable groups. Billboards already often feature messages on groups such as abused children, hungry citizens and the homeless





- K. Respondent Qualifications - The City seeks to understand the respondent's qualifications including number of deployments, national footprint, in-housing capabilities, local presence, etc.

#### AT&T Response:

We can provide an overview of AT&T's services, reach, and network strength.

AT&T is a premier provider of communications, technology, and entertainment services. In addition to the U.S., we also offer our communication services in almost every other country and territory in the world. Our services enable calls from more than 225 countries as well as wireless data roaming—for laptops, hand-held devices, and other data services—in more than 200 countries.

As a worldwide provider of IP-based services, we offer an extensive portfolio of Virtual Private Network (VPN) and Voice over IP (VoIP) services, which we back with security and support capabilities. We deliver these services to you via one of the world's most advanced backbone networks. Our wholly owned backbone network, which we operate on six continents, uses Multiprotocol Label Switching (MPLS) technology to integrate multiple network services. Seventy-five percent (75%) of MPLS tunnel traffic on AT&T's core network is controlled by Software Defined Network (SDN, i.e., network virtualization).

Our global IP network supports

- MPLS-based services in nearly 200 countries over 3,900 nodes
- 1.37 million fiber route miles
- Internet services in more than 200 countries
- Dedicated Ethernet access in 187 countries

We also operate a wireless network that includes

- Coverage of more than 99% of the U.S. population, including the top 100 U.S. markets.
- Superior speeds for data and video services, as well as operating efficiencies using the same spectrum and infrastructure for voice and data on an IP-based platform.
- Digital transmission technologies known as GSM, General Packet Radio Services and Enhanced Data Rates for GSM Evolution for data communications.





- The nation's fastest mobile broadband network. 4G speeds are available with our Universal Mobile Telecommunications System/High-Speed Downlink Packet Access (UMTS/HSDPA) broadband and HSPA+ network technology, combined with our upgraded backhaul.
- AT&T 4G LTE coverage to more than 400 million people in North America.
- Ongoing deployment of HD voice on VoLTE (Voice over Long Term Evolution) on a market-by-market basis.

Over the previous five years (2016-2020), we've invested more than \$105 billion in our wireless and wireline networks, which is more than any other public company in the U.S. This includes significant investment in 5G wireless and fiber networks. Our standards-based mobile 5G network is available nationwide.

In addition to retail communication services, AT&T is a global leader in wholesale communication services. Our wholesale organization serves carriers, wireless service providers, systems integrators, cable providers, Internet service providers (ISPs), and content providers that need global, regional, and local end-to-end solutions.

A key to our success in providing and integrating services is AT&T Labs, our research and development group. AT&T Labs has won eight Nobel Prizes and has more than 20,000 patents. Our researchers and engineers developed some of the world's major technological inventions, including the transistor, solar cell, cell phone, and communications satellite. In addition, AT&T Labs led in developing DSL and other broadband Internet transport and delivery systems as well as wireless data networks.

You can find additional corporate information at [https://about.att.com/pages/corporate\\_profile](https://about.att.com/pages/corporate_profile).

L. Technology – The City seeks to understand technological innovations the industry may experience during the Kiosk's useful life.

#### AT&T Response:

Today's Kiosks when connected to the internet provides significant technological opportunity to the Kiosk owner. A Kiosk by design is a display endpoint. The Kiosk device is driven by an onboard operating system or an onboard media player which acts as the conduit between the device and the Cloud Based Content Management System (CMS). Operating systems can be Windows, Android, Linux, etc. Peripherals, i.e. Camera's, Sensors and other IoT devices can be added to enhance the functionality and use case applications. The devices themselves will reach end of life before any technological advancements would render a device unusable for a given application.





M. Additional Information – The City seeks to understand potential problems/risks that may be encountered if the City pursues installation of Kiosks. Please provide any ideas or suggestions about how such problems/risks should be addressed.

**AT&T Response:**

Typical Problems / Risks that present themselves as a result of inadequate planning. Typical problems are generally related to the supporting infrastructure, i.e. foundation, electrical and network. AT&T mitigates these situations by properly developing the scope of the engagement, completing the necessary surveys and planning the correct approach to negate the issue. Example: No Network Facilities; Use Cellular LTE/5g, No Electrical; plan Solar Power Options.

## IV. SUBMITTAL INSTRUCTIONS

### A. Submission of Information

All RFI responses shall be submitted digitally via Culver City PlanetBids by **3:00 p.m. on Thursday, February 17, 2022**. Late submissions will not be accepted.

During the review process, the City reserves the right, where it may serve the City's best interest, to request additional information or clarification from those that submit responses, or allow clarifications, corrections of errors, or omissions. Any and all changes in the RFI will be made by written addendum, which shall be issued by the City to all prospective Respondents who have registered for the RFI via the through Culver City PlanetBids.

The City reserves the right to retain all responses submitted. Submission of a response indicates the respondent's acceptance of the conditions contained in this RFI.

The preparation of the response will be at the total expense of the respondent. There is no expressed or implied obligation for the City to reimburse respondents for any expense incurred in the preparation of responses to this request. All responses submitted to the City shall become property of the City and will not be returned. If any information in your response is confidential and/or proprietary, please submit an additional redacted copy for servicing public records requests.





### AT&T Response:

AT&T has read and understands.

### B. Schedule

The City reserves the right to make changes to the below schedule, but plans to adhere to the implementation of this RFI process as follows:

RFI Released:	January 20, 2022
Deadline for Receiving Questions:	February 3, 2022
Response to Questions:	February 10, 2022
Responses Due:	February 17, 2022
Discussion/Presentations:	Week of March 7, 2022
Demonstration:	TBD

### AT&T Response:

AT&T has read and understands.

### C. RFI Questions

Questions with regards to this RFI should be submitted through [Culver City PlanetBids](#) by Thursday, **February 3**, 2022. All firms registered for the RFI will receive responses to all questions and any other addenda that may be released, electronically by Thursday, February 10, 2022.

### AT&T Response:

AT&T has read and understands.

### D. Discussions/Presentations

Upon receipt and review of responses to this RFI, and at the City's sole discretion, one or more Respondents may be selected to discuss or meet with City staff regarding their responses. Discussions/presentations will be scheduled to take place during the week of March 7, 2022. Such discussions or meetings would only be intended to get further





information or clarification of information submitted. The City's meeting moderator will keep discussions on topic and will not allow the meetings to take on a sales tone.

**AT&T Response:**

AT&T will be pleased to answer any questions regarding the provisioning of the services proposed in response to this RFI.

## V. RESPONSE REQUIREMENTS

The City of Culver City intends to obtain input, gather information and innovative ideas from the vendor community for the potential future procurement of products and services related to Kiosks. Best industry practices and/or best management practices may require additional services not explicitly enumerated within this request. The respondent should identify any additional services required and explain them in their response.

The response shall be organized and submitted with the following elements:

A. Cover Letter

Please provide a cover letter with the name of the Company, business address, and the name of primary point of contact, phone number, and email address.

B. Table of Contents

C. Responses to Requested Categories of Information

Please provide information in response to each of the requested categories of information as identified in Section III of this RFI.

**AT&T Response:**

AT&T has read and understands.





## SUPPLEMENTAL TERMS AND CONDITIONS AND INSURANCE REQUIREMENTS

### SUPPLEMENTAL TERMS AND CONDITIONS

If selected to provide a demonstration to allow the City to assess the utility and overall success of Kiosks ("Demonstration"), the respondent will be required to sign a waiver, release, assumption of risk and indemnity agreement, which will include, but not be limited to, (i) a provision that respondent personally assumes all risk for any harm, injury or damage that may befall respondent as a result of the Demonstration, and waive, release and hold the City harmless from any and all liability for any personal injury or property damage sustained by respondent or third parties in the course of providing and participating in the Demonstration, including any property damage or personal injury resulting from or arising out of any negligent act, error or omission of the City; and (ii) a provision that respondent will indemnify and defend (at respondent's sole expense, with legal counsel approved by City) City, its elected and appointed officials, officers, employees, agents, contractors and consultants from and against any and all loss, damages, injuries, costs, expenses, liabilities, claims, demands, lawsuits, attorneys' fees and judgments, arising from or in any manner connected to respondent's Demonstration.

#### AT&T Response:

AT&T has read and understands.

### STANDARD INSURANCE REQUIREMENTS

#### A. Policy Requirements.

Respondent shall submit duly executed certificates of insurance for the following:

1. An occurrence based Comprehensive General Liability ("CGL") policy, at least as broad as ISO Form CG 0001, in the minimum amount of Three Million Dollars (\$3,000,000) each occurrence, with not less than Six Million Dollars (\$6,000,000) in annual aggregate coverage.

The CGL Policy shall have the following requirements:







- a. The policy shall provide coverage for personal injury, bodily injury, death, accident and property damage and advertising injury, as those terms are understood in the context of a CGL policy. The coverage shall be utilized to satisfy, to the extent of the coverage limits, the City's selfinsured retention under any other policy of insurance. The coverage shall not be excess or contributing with respect to the City's selfinsurance, commercial liability insurance, or any pooled risk arrangements;
  - b. The policy shall provide \$3,000,000 coverage per accident, for owned, hired and non-owned automobile liability; automobile liability coverage may be satisfied with a stand- alone policy or as a component of the CGL policy;
  - c. The Policy shall not exclude coverage for Completed Operations Hazards; and
  - d. The City of Culver City, members of its City Council, its boards and commissions, officers, agents, and employees will be named as an additional insured in an endorsement to the policy, which shall be provided to the City and approved by the City Attorney.
  - e. The Policy shall not contain an "Independent Negligence" provision that would void or otherwise nullify the insurer's obligation to defend and indemnify the City of Culver City in the event that its independent negligence is alleged or proven.
  - f. The CGL limits may be satisfied with a primary policy with \$3,000,000 occurrence/\$6,000,000 annual aggregate, OR, by a primary policy with lower limits of coverage plus an Excess or Umbrella policy which will satisfy the occurrence and aggregate limit requirement. If Contractor's insurance coverage provides coverage in excess of these required limits, but is eroded by payment or claim reserves, then Respondent or its insurance carrier shall notify the City of Culver City within ten (10) days when the contractual coverage limits provided are below the required coverage limits.
  - g. The City of Culver City reserves the right to review and waive or modify the CGL aggregate requirement in the event that an adequate project specific policy and limits are provided.
2. Business Automobile Liability Insurance coverage in the amount of Three Million Dollars (\$3,000,000), providing coverage for use of mobile equipment (i.e. heavy mobile equipment or vehicles primarily for use in an off-road environment), to the extent that (1) such mobile equipment will be used within the City limits or on City business, and (2) coverage for mobile equipment is not otherwise covered by the CGL policy listed in subparagraph (a), above.





3. If the Demonstration will have respondent's employees working within the City limits, respondent shall maintain Workers' Compensation Insurance (Statutory Limits) and Employer's Liability Insurance (with limits of at least one million dollars [\$1,000,000] per accident.) respondent shall submit to City, along with the certificate of insurance, a Waiver of Subrogation endorsement in favor of City, its officers, agents, employees and volunteers.

**"AT&T's CLARIFICATION:**

AT&T can agree to the insurance requirements as indicated by the modifications noted by AT&T."

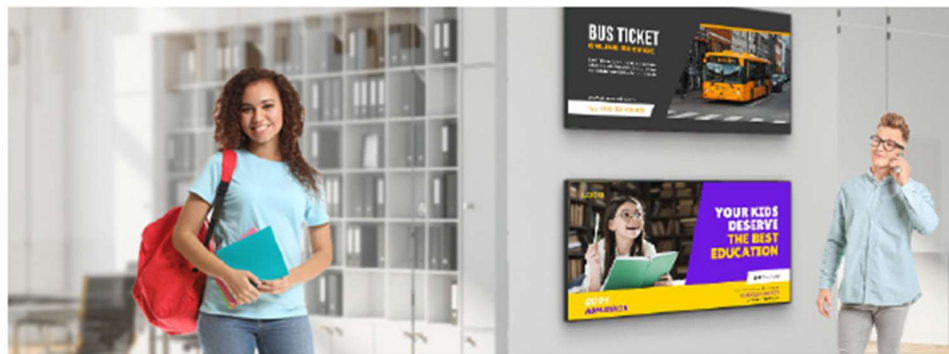




# AT&T Digital Signage Capabilities



## Get a modernized, large-scale AT&T digital signage solution for government and education



Our AT&T digital signage solution for government and education agencies makes it easy to inform, educate, and engage staff, visitors and the public with dynamic messaging that can be customized and scaled to meet your needs. Our 5G-ready platform delivers flexibility, interoperability, and reliability for government and education agencies of all sizes to help transform interactions with viewers. Get a comprehensive solution that can help you drive engagement, educate, or even enhance the overall efficiency of your workforce. The opportunities are endless.

Traditional signage solutions can require proprietary hardware that is hard to service, expensive to maintain, and lacking the management tools required to control the network. But our 5G and Internet of Things- (IoT)-ready digital signage solution is flexible, interoperable, cost effective, and scalable, while enabling IT staff to easily consolidate siloed systems. Plus, it offers a full-featured Content Management System (CMS) that provides the tools to create, curate, and distribute engaging digital signage content while empowering IT teams to scale under centralized control.

### Potential benefits

- Enterprise-ready management and control of content authoring tools and permissions.
- Centralized control and end-to-end management of displays and end points.
- Flexible system that supports multiple content sources and use cases.
- Global distribution and scalability via software-defined AV-over-IP.
- Interoperable with legacy systems using standards-based hardware.
- Optimized to run on the AT&T network.

SOLUTIONS BRIEF



## AT&T digital signage solutions



### Use cases



Common areas/hallways



Messaging and information displays



Cafeteria/menu boards



Experience/demo rooms



Lounges



Operations/dashboards

### Features

- **Canvas content creator** – Create designs from scratch or use one of 400+ templates.
- **Built-in integrations** – Use existing content sources and live content sources to update in real time.
- **Connect any source** – Use multiple content sources including secure sources, physical local sources, or desktop streams for virtually any use case.
- **REST API** – Integrate other communication tools, third-party applications, and device triggers.
- **User roles and access controls** – Control who can create content and give different permission levels, including viewing, proposing content, and approving content changes.
- **End-to-end management** – Connect to and manage your on-premise servers or cloud instances, end points, and displays from a single interface.

- Digital signage
- Wayfinding
- Lobbies and Lounge Areas
- Cafeteria/Menu Boards
- Operations and Dashboards
- Meeting room video walls
- Control room video walls
- Artistic video wall installations
- Information screens

SOLUTIONS BRIEF





## AT&T digital signage solutions



### Content management system (CMS) features

**Canvas content creator** – Create designs from scratch or use one of 400+ templates for different messaging needs. From employee recognition, to event announcements, campus messaging, health and safety messaging, and more.

**Built-in integrations** – Use existing content sources and live content sources to update in real time. You can showcase social media content, news, weather, any RSS feed and more to have self-updating and engaging content.

**Templating** – Template single screens into different sections. The content manager can have a main section for videos, a news feed scroller on the screen bottom, and weather info on the right of the screen.

**Tagging** – Displays can be tagged for targeted content distribution, i.e., per location, per department, public-facing, etc. Tagging is also helpful for pushing emergency messaging to specific locations.

**Playlists and scheduling** – Any asset (widget or content) can be placed in a playlist that can be tuned to the second. Content can also be scheduled up to months in advance.

**User roles and access controls** – With user roles admins can give different permission levels, including viewing, proposing content and approving content changes.

**Single sign on (SSO)** – Single sign on options enable a frictionless user experience and provide customer authentication protocols.

### Digital media player features

**4k high resolution** – Output up to 4K @ 60FPS per display and unlimited resolution on video walls.

**Any content** – Display any type of content available within the corporate network.

**Supports any display technology** – LCD, OLED, direct-view LED.

**End-point manageability** – Full manageability for

admins, including remote reboot capability, power management, locked external accessibility, remote updates, and more.

**Pair with on-premise or cloud servers** – Compatible with multiple server architectures, including being run directly from the cloud, enabling any display or video wall to show any type of content.

**High performance** – A robust solid-state device featuring 32GB of local storage and a cutting-edge chipset optimized to run smooth video.

### Platform features

**Any content source** – Use the same screens for other content sources including canned content, live content, local HDMI sources, or desktop streams.

**Display mapping and management** – Control center is used to assign and manage individual displays and zones, and also to create and manage content sources.

**Central management** – Connect to and manage all on-premise servers or cloud instances from a single interface.

**Video wall support** – Deploy video walls of any size and configuration including custom configurations and direct-view LED walls.

**Secure** – Uses a secured server, with locked-down OS and no use of apps to ensure peace of mind.

**24/7 support** – Increase up-time and troubleshoot issues with our 24-hour support team. Fail-over options ensure continuous up time.

**Browser management** – Everything is managed through the browser, locally or through the cloud. No apps are required.

**API** – REST API is available for custom deployments and integrations and ties into other communication tools, third-party applications, and device triggers.

**Monitoring tools** – Live dashboard for IT to supervise servers, network traffic, CPU and GPU performance to maintain peak visual network performance.

For more information, visit [att.com/digitalsignage](https://att.com/digitalsignage) today.

© 2021 AT&T Intellectual Property. AT&T and Globe logo are registered trademarks and service marks of AT&T Intellectual Property and/or AT&T affiliated companies. All other marks are the property of their respective owners. | 386702-110821

SOLUTIONS BRIEF



## AT&T Control Center Capabilities

### Culver City Digital Signage Quote Control Center | SIM & Billing Management Platform

AT&T is pleased to offer a Wireless LTE solution that will meeting current and future needs for Culver City. Control Center has billing automation rules built into the platform offering Culver City the best rates for the data consumed month over month. We recommend starting on a 1GB pooled plan for \$18.50 a month which would aggregate data across all devices. If aggregated data exceeds the allotted data amount the Control Center billing platform will automatically adjust to the next tiered rate plan which would be 2GB pooled for \$21.50. If aggregated data exceeds the 2Gb pooled plan option, then there will be an unlimited plan offered at \$37.00.

**1Gb for \$18.50 (Pooled)**

**2Gb for \$21.50 (Pooled)**

**Unlimited for \$37.00**

General Set, SIM card and Activation fees for Control Center are waived.

SMS Domestic/North America SMS \$0.05/SMS International SMS \$0.25/SMS Voice Domestic/North America MOU \$0.45/Min International MOU \$1.00/Min (includes Canada) Roaming International Roaming \$5.00/MB

**Control Center | SIM Management and Billing Automation Platform.** Control Center is an automated SIM management platform that delivers the visibility and agility required when managing large volumes of data centric cellular connections, regardless of agency size or project complexity. Managing the connectivity of cellular devices offers agencies & departments the visibility to monitor and manage data devices in almost near real time. AT&T Control Center helps deploy, manage, and monetize your M2M business, offering you diagnostics, set-and-forget automation, provisioning, cost management, and more. Control Center can support both AT&T Wireless Commercial Networks and FirstNet (Band14 ready) Networks Core hardware. Control Center supports LTE, NB-IoT, LTE-M, LPWA technology protocols.

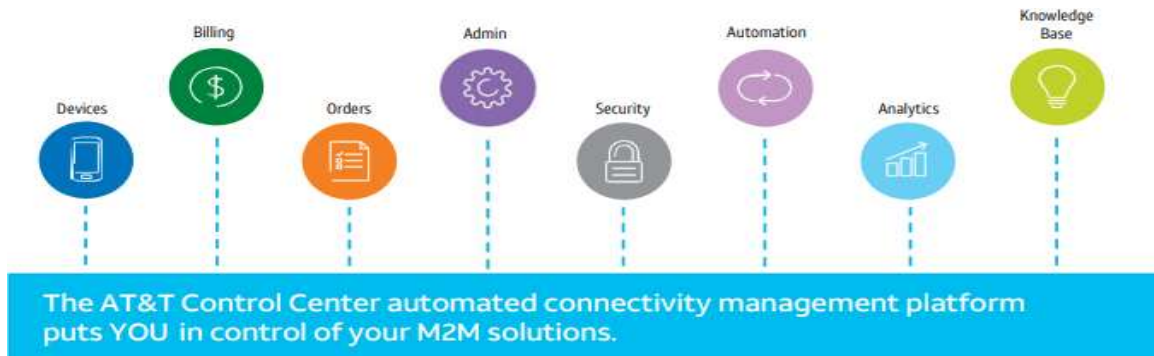
#### Other features and Benefits:

- Multi-layered security: Protective, multi-layered IoT security to identify issues and safeguard your data, devices, and IT systems.





- Service reliability: Diagnostics, analytics, and alerts allow you to respond to unusual behavior, monitor and optimize performance, and more.
- Usage monitoring: Get alerts and notifications to help you stay on top of costs. Cost monitoring in near real-time within the billing cycle can help eliminate unexpected spend.



### Enhanced Support Services for Control Center (ESS)








#### AT&T Professional Services gives Customer the following advantages:

- **Agility:** With our integrated, IoT platform and associated managed service, you can quickly add or change devices, arrange for technical support, and administrate your Enterprise on Demand or Control Center as your business needs dictate.
- **Commitment:** We're committed to exploring every alternative to meet your unique communication requirements. We take the time to learn your business and to become an extension of your staff.
- **Professional Services:** AT&T offers a wide range of solutions. We deliver a variety of IoT products and services and can assess your needs to identify potential solutions.
- **Experience:** AT&T is the largest U.S. provider of Internet of Things Services and Solutions. Allow us to put this experience to work on your behalf.

We look forward to working with you to implement the Managed Service solution and help you achieve your business goals.





 <b>SIM Administration</b> <ul style="list-style-type: none"><li>✓ Activations/Deactivations</li><li>✓ Rate Plan Changes</li><li>✓ Communication Plan Assignment/Change</li><li>✓ Custom Field Updates</li></ul>	 <b>Billing</b> <ul style="list-style-type: none"><li>✓ Review of Monthly Billing Details</li><li>✓ Proactive identification/correction of billing errors</li><li>✓ Delivery of Monthly Invoice with usage details</li></ul>
 <b>Reporting</b> <ul style="list-style-type: none"><li>✓ Creation and Delivery of monthly reports to align with your business objectives.</li><li>✓ Quarterly Stewardship review</li></ul>	 <b>Enhanced Implementation Support</b> <ul style="list-style-type: none"><li>✓ Structuring of AT&amp;T Control Center Parameters reporting an activation process</li><li>✓ Establish optimization rules and escalations</li></ul>
 <b>Solution Check &amp; Scheduled Engineering Services</b> <p>Solution check and Scheduled Engineering Services are designed to review your mobile solution design &amp; architecture to baseline, assess and identify opportunities to further optimize your mobility line of business solution environment.</p>	
 <b>Optimization</b>	 <b>Training</b>

## IoT Enhanced Implementation Service:

AT&T Enhanced Implementation Support provides an AT&T designated resource to assist with management of IoT solution deployments. This designated resource will be assigned to Customer's IoT deployment for a period of twelve (12) weeks and will assist with activities including deployment tracking, portal education and training, in addition to assisting in issue resolution.

The Enhanced Implementation Service fee includes an initial customer on-boarding meeting. This session is designed to provide an overview of the service and activities to be provided. In addition, Enhanced Implementation Service will include an Engagement Timeline, documenting Solution Information, and the following activities:

- Discovery and documentation of Customer's IoT solution
- Tracking of key deliverables for the IoT solution
- Deployment reporting of orders and activations
- Guidance and support with device certification
- Assistance with third- party (non-AT&T supplied) SIM management
- Consultation on AT&T Control Center rule automation
- Contract/Billing compliance audit
- Additional portal training as needed





Enhanced Implementation Service can be purchased separately, or as part of the All-Inclusive Enhanced Support Services offer.

#### IoT SIM Administration

AT&T will perform SIM administration/management functions on behalf of Customer on Enterprise on Demand, AT&T Control Center, or another IoT portal Customer selects. SIM administration / management functions are:

- New activations
- Deactivations
- Rate Plan changes
- Communication Plan/Profile request changes
- SIM card orders

Customer will submit requests for completion via the predefined process that will be reviewed during onboarding. Requests with incomplete information will delay completion times. Requests will be processed Monday through Friday 8:00 a.m. to 8:00 p.m. Eastern Time. SIM requests submitted after 7:00 p.m. Eastern will be completed the next business day.

#### IoT Enhanced Billing Support Services:

AT&T will provide a monthly Billing review which includes the following:

- Audit of offer elements and portal accuracy
- Monthly Revenue Obligation (MRO) attainment
- Usage analysis (per KB charges, international, overages, pooling, utilization, tax allocation)
- Cost Center/Department Reporting
- Account Receivables (past due, pending, credits, disputes)
- Separate Equipment Invoicing (if applicable)
- SMS Charges
- Zero Usage Advice
- Adjustments requested by Customer





## AT&T Response to The City of Culver City's RFP #2233 for Digital Information Kiosks

\*\*\*FirstNet Pooled and Unlimited Plans are only available to authorized users of agencies and organizations that meet the qualifications of being a Public Safety Entity ("PSE") as defined in the Middle-Class Tax Relief and Job Creation Act of 2012 as an "entity that provides public safety services." 47.U.S.C. § 1401(26). Eligibility must be determined for each Primary User and Extended Primary User prior to the activation of a FirstNet device or FirstNet rate plan. Requires dedicated FirstNet Account. Only FirstNet approved subscribers and FirstNet approved plans may be on FirstNet Accounts. Equipment used with FirstNet Service plans must be provisioned with a black SIM. No other subscribers, plans, or SIMs may be on Service on a FirstNet Account.





# Certificate of Insurance

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 02/16/2022			
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.							
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).							
<b>PRODUCER:</b> Marsh USA, Inc. 800 Market Street, Suite 1800 St. Louis, MO 63101			<b>CONTACT:</b> Marsh   U.S. Operations <b>PHONE:</b> 855-995-4654 <b>FAX:</b> 855-995-4654 <b>E-MAIL:</b> At.CertRequest@marsh.com <b>ADDRESS:</b>				
<b>INSURED:</b> AT&T Corp. One AT&T Plaza 208 South Akard Room 1820 Dallas, TX 75202			<b>INSURER(S) AFFORDING COVERAGE:</b> <b>INSURER A:</b> Old Republic Insurance Company <b>INSURER B:</b> <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>				
<b>COVERAGES</b> THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.			<b>CERTIFICATE NUMBER:</b> CH-010025061-01 <b>REVISION NUMBER:</b>				
<b>INSTR LTR</b>	<b>TYPE OF INSURANCE</b>	<b>ADDL INSR</b>	<b>SUBR WOOD</b>	<b>POLICY NUMBER</b>	<b>POLICY EFF (MM/DD/YYYY)</b>	<b>POLICY EXP (MM/DD/YYYY)</b>	<b>LIMITS</b>
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			MINZY 313836 21	06/01/2021	06/01/2022	EACH OCCURRENCE \$ 3,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$ 1,000,000 MED EXP (Any one person) \$ N/A PERSONAL & ADV INJURY \$ 3,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMPOD AGG \$ 3,000,000 
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRE NON-OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS ONLY  <input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$			MWTE 313835 21	06/01/2021	06/01/2022	COMBINED SINGLE LIMIT (Per accident) \$ 3,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ EACH OCCURRENCE \$ AGGREGATE \$ 
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYED \$ E.L. DISEASE - POLICY LIMIT \$
<b>DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES:</b> (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) RE: RFI #2233.  The City of Culver City, members of its City Council, its boards and commissions, officers, agents, and employees are/is/are included as Additional Insured under the General Liability and Automobile Liability policies but only with respect to the requirements of the contract between the Certificate Holder and the Insured. Waiver of Subrogation is provided for General Liability, as required by written contract and allowable by law.							
<b>CERTIFICATE HOLDER</b>				<b>CANCELLATION</b>			
City of Culver City Community Development Department 9770 Culver Boulevard Culver City, CA 90232-0507				<b>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</b>  <b>AUTHORIZED REPRESENTATIVE</b> of Marsh USA Inc  <i>Margaret Mulvaney</i>			

ACORD 25 (2016/03)

The ACORD name and logo are registered marks of ACORD

© 1988-2016 ACORD CORPORATION. All rights reserved.



AT&T Response to The City of Culver City's  
RFP #2233 for Digital Information Kiosks

AGENCY CUSTOMER ID: CN103150778

LOC #: St. Louis



ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

AGENCY Marsh USA, Inc.		NAMED INSURED AT&T Corp. One AT&T Plaza 208 South Akard Room 1820 Dallas, TX 75202
POLICY NUMBER		
CARRIER	NAIC CODE	
EFFECTIVE DATE:		

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM.

FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

Excess Workers' Compensation -MMXS 313839 21 (CH-WA)  
Self Insured Retentions  
CH & WA - \$500,000,000 (except Terrorism)  
CH & WA - \$500,000,000 Terrorism

ACORD 101 (2008/01)

© 2008 ACORD CORPORATION. All rights reserved.

The ACORD name and logo are registered marks of ACORD

**SOOFA SIGN RESPONSE TO  
CITY OF CULVER CITY RFI #2233  
FOR DIGITAL KIOSKS**

# MEET THE Soofa Sign.



soofa

The 100%  
wireless  
solar-powered,  
all-in-one  
solution for city  
communication  
and wayfinding

## Table of Contents

1. Cover letter
2. Scope of Information
  - 2.1. Design
  - 2.2. Location
  - 2.3. Infrastructure
  - 2.4. Installation
  - 2.5. Operation
  - 2.6. Maintenance
  - 2.7. Uses
  - 2.8. Equality and Accessibility
  - 2.9. Financing
  - 2.10. Public Outreach
  - 2.11. Respondent Qualifications
  - 2.12. Technology
3. Additional Information



## 1. Cover Letter for RFI - 2233

Changing Environments, Inc. DBA Soofa  
24 Thorndike St, Cambridge, MA 02141  
(617) 297-7596  
[soofadigital.com](http://soofadigital.com)

To Culver City's Community Development Department:

Soofa is a woman-founded startup founded out of MIT and Harvard in 2014 dedicated to transforming cities and towns into smart, social and sustainable hubs. The Soofa Sign provides outdoor communication, real time transit information and public health PSA's for residents and visitors for our dozens of partners across the country. The City of Culver City goal of improving wayfinding, city communication and enhanced access to information for everyone alike align with our company's mission and goals.

Our partners report that Soofa provides value by being a solution that is:

- **Proven** - Soofa's success is supported by a portfolio of satisfied government partners, contracts, renewals, and upcoming installations nationwide.
- **Pedestrian-forward** - Soofa signs bridge the digital divide via outdoor communication of government messaging, community events, emergency alerts, social media feeds, news, local business updates, and Culver City's main goal of public information that's accessible to all.
- **Data Driven** - Soofa signs elevate our stakeholder's decision making through a polling feature and pedestrian sensor. For city use-cases, this data can identify pedestrian trends to inform city budgeting and infrastructure planning.

Soofa understands the responsibility and commitment Culver City has with their community. We also recognize that by submitting this informational package and exploring the possibility of a partnership with Culver City, Soofa becomes an extension of the quality public amenities that the city provides to residents and visitors. This informational package demonstrates how Soofa has the tools to deliver on Culver City's goal the overall public experience. Ultimately, there are no other items or products available for purchase in the market that have all the capabilities and would serve the same purpose or function as the Soofa Sign. Should you need any additional information, please don't hesitate to contact me.

Thank you again,

Kim Coronado  
Government Affairs Representative  
[kim.coronado@soofadigital.com](mailto:kim.coronado@soofadigital.com)



## 2. Scope of Information

### 2.1 Design

The Soofa sign is a solar-powered information kiosk with a sleek and modern design that effortlessly integrates within any city's pedestrian areas. The Soofa sign uses an Electronic Paper Display (EPD) encased in a reinforced steel structure that occupies little space in the right-of-way.

### Specs

#### Solar Powered

- Solar panel: 65W
- Battery: 24V, 12Ah
- Wireless connectivity

#### Electronic paper display

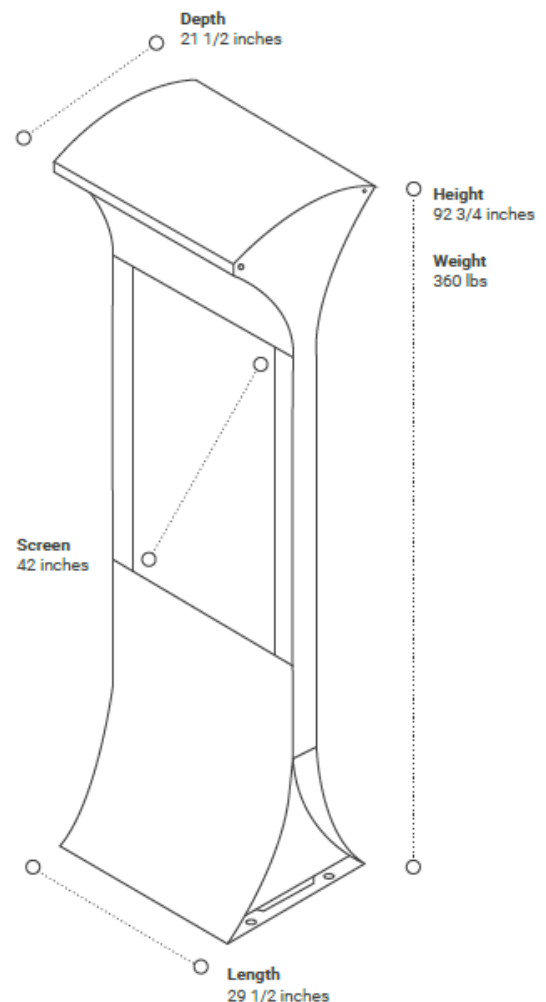
- Sixteen shades of grey
- 42" screen size
- High resolution imaging

#### Beautiful, sturdy design

- Structure: steel
- Finish: zinc & polyester powder coated

#### Simple, four bolt installation

- Suggested anchors
- 8" 1/2 dia. threaded rods
- 1/2" theft proof nuts



## 2.2 Location

The Soofa Signs are pedestrian friendly information kiosks that enhance city communication in the right-of-way. Our city partners have historically placed the Soofa Signs in pedestrian heavy areas such as downtowns, main streets, parks, trail-heads, commercial areas and more.

Soofa, in coordination with The City of Culver City, would survey and identify the best suited locations for a network of Soofa Signs. Soofa would make recommendations on locations where the community would greatly benefit from an informational kiosk, however, it would ultimately be The City of Culver City's decision on where to place each Soofa Sign.

## 2.3 Infrastructure

### Solar-Powered Battery

The Soofa sign uses a 67 watt custom solar panel with a max voltage of 17V, that will be attached to either a monument style metal case, a pole (in the case of partnerships with transit agencies), or a bus shelter.

- Solar-powered Soofa Signs don't require any connection to the electric grid and are entirely self-sustaining in regards to power. All they need to operate is consistent solar exposure and are therefore insulated from power loss events.
- Battery replacement can be done in less than 20 minutes. It requires opening up the waterproof box, housed under the solar panel. Inside there is the battery, which can be dislodged by unscrewing 6 screws.

### Screen

Soofa can provide 32" Electronic Paper Displays (EPD) screens with E Ink Technology for the pole mounted and shelter mounted option and a 42" EPD for our most popular monument style option.

- The Soofa Sign is a monochromatic sign that displays real-time information in an easy-to-read fashion that can be read in daylight or darkness by users of all corrected vision levels.
- The Soofa screen is a high resolution imaging E-paper display screen that displays 16 shades of gray allowing for more depth and contrast.
- The Soofa Sign has high visibility in the sunlight, since electronic paper displays are front lit instead of backlit which allows for less light pollution and complies within dark sky initiatives adopted by many communities around the United States.

## Wireless Connection

The Soofa Sign is wirelessly connected to a 4G LTE cellular network which requires no connection to fiber cable or any other type of hardwired infrastructure.

- The antenna is securely installed in a place not visible for pedestrians
- A wireless cellular network allows the screen a fastest refresh rate independent of the existing fiber optic lines and the power grid of the area.

## Real Time Transit Updates

Soofa Signs display real time arrival estimates from our city partner's transit systems information feeds for riders.

- Soofa signs are capable of displaying real-time information from one up to six different routes simultaneously.
- To display real-time transit information on the signs, all that is required is a transit API or GTFS feed. For transit integrations, Soofa's preferred implementation for municipalities and transit authorities is a GTFS feed, with support for RT if provided. In our previous experience with municipalities and transit authorities, this is a simple process where a few URLs are typically provided to achieve full integration.





## **Soofa's Sensor Technology and Pedestrian Analytics**

Soofa's sensor technology can detect wifi-enabled devices within a 360° radius of the Soofa screen. The number of wifi-enabled devices within this radius are "counted," similar to how people are counted in clicker studies.

- No individual or private data is collected by the sensor. Soofa's sensor technology is unique because it does not use personal identifiable information (PIIs) to monitor pedestrian trends.
- Soofa provides every city, town, and landowner partner with full, transparent access to the pedestrian footfall trends that are generated by a Soofa Sign's sensor. Municipalities can access these pedestrian data analytics at any time through their SoofaTalk account. Some municipalities opt-in to show these trends to their constituents through an open data portal. However, we leave this choice up to our municipal partners. At no point have we ever shared - or ever will share - this information between different cities or outside partners.

## **2.4 Installation**

The Soofa sign has one of the fastest installations in the market to date for solar-powered signage. After years of perfecting the friendliest smart city infrastructure, our team designed a quick and easy installation that neither disrupts the environment nor the public.

### **Method**

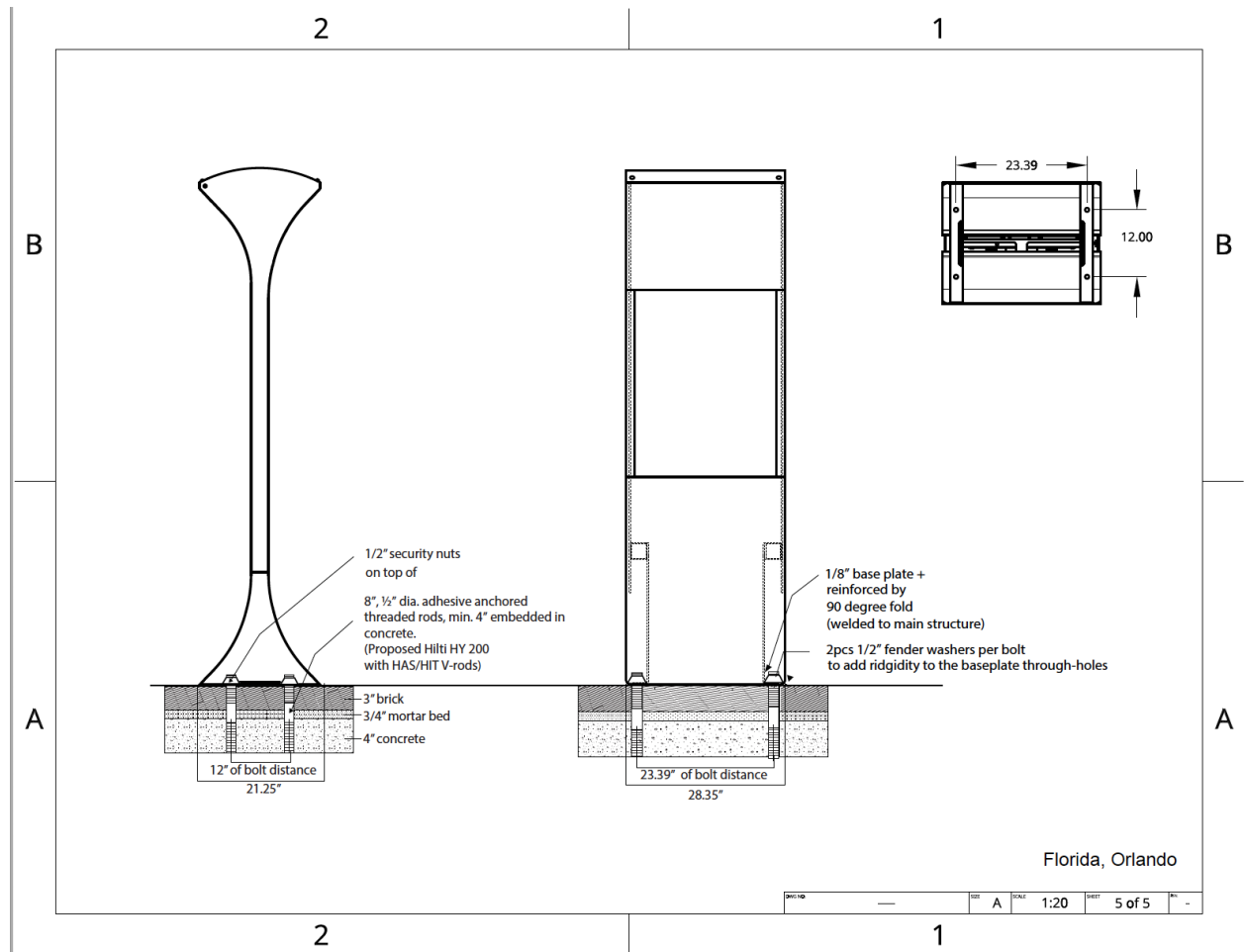
Soofa delegates the installation of our Signs to licensed and skilled subcontractors that install, test and diagnose the signs from the moment of installation until normal operation.

- The Soofa Sign is a turn-key product that only needs assembly by our trusted subcontractors and can be installed in less than an hour.
- The Soofa sign is installed to the ground with four safety bolts and due to its solar power capabilities, the sign does not require any wiring, excavation or construction.

### **Requirements**

The Soofa Sign is a low-maintenance kiosk, meaning that it only needs a handful of items to be fully operational.

- The Soofa Sign requires a slab of concrete to be installed. The Soofa Sign's footprint is very small (21.5" x 29.1") designed to accommodate narrow but heavily trafficked pedestrian areas.
- The Soofa Sign runs on solar-powered energy and it surprisingly requires very little amount of sunlight to be fully operational.



## 2.5 Operation

### Operational Needs

As mentioned before, Soofa Signs are low-maintenance kiosks, meaning they only need a few components to be fully operational. Some operational needs are:

- Exposure to the sun for it to function properly
- A dedicated city team to create content for the Soofa sign, and
- A team of licensed skilled subcontractors to maintain the sign (Soofa's responsibility throughout the partnership)

## Useful Life

All Soofa Signs constructed, installed, and maintained, including embodied intellectual property, shall remain the ultimate ownership of Soofa. Soofa will also manage the content administrator role. Soofa will **lease** signs and hardware to our partners for the duration of the contract.

Soofa purchases and maintains, at its expense and during the term of a contract, all insurance required by the applicable laws of California.

All of Soofa's equipment comes with a 1 year warranty. Soofa's hardware is projected to have a shell life of 5-10 years.

## Pricing

Soofa's pricing for our future partners varies depending on a few factors. The type of Soofa Sign, volume and advertising permitted influence the total price of the project. A pricing model can be shared upon request/meeting with the Economic Development Department after understanding the needs of The City of Culver City.

## 2.6 Maintenance

Soofa utilizes licensed subcontractors to inspect, maintain and clean the signs on a bi-weekly basis throughout the lifespan of the partnership.

- This includes inspection of leaks, cables, connectors, hardware, poles, bases, enclosures, cabinet safety devices, voltages, graffiti, scratching, stickers, dents, wear, and damage, battery replacement, followed by cleaning and general maintenance.
- The subcontractor usually responds within 24 hours to any defects requiring equipment/technical repair or relocation of new solar-powered and hard-wired signs.

## 2.7 Uses

Applets currently available for Soofa signs:

- Real-Time Transit Updates
- Events
- Polls/Opinions
- Local Updates/News
- Restaurants
- Advertising
- Weather Updates.

## 2.8 Equality and Accessibility

### ADA Compliance

Soofa Signs meet the need for universal accessibility with high contrast visual displays and an audio push button. The height of Soofa Signs is adjustable to accommodate for wheelchair accessibility, meaning they can be mounted to any pole or wall consistently within 15 inches and 44 inches from the ground.

While the Soofa Sign accommodates visually impaired pedestrians and riders with its monochromatic screen, there are a couple of ways the team at Soofa could make the Signs more accessible for the community. The Soofa team can move forward with one of these solutions, a hybrid solution, or work alongside our city partner to devise a plan and solution that serves the community.

#### **Option 1: Braille sticker on Sign.**

A visually impaired pedestrian would be able to go up to a Soofa Sign, read the braille sticker that would read a sentence along the lines of: "To hear what's on this Sign, scan the QR code directly below this sticker"

The pedestrian could then scan the QR code, and be brought to a digital version of the Soofa Signs on their phone. If they have on screen readers, the Soofa content would be read out loud to them.

#### **Option 2: Ping users when they are near a Soofa Sign.**

In this option, there would need to be a campaign sent out to encourage visually impaired people to sign up for Soofa Talk. Once a pedestrian has signed up, then when they walk past a Soofa Sign, they will receive a notification with a link to the Soofa Sign.

The pedestrian could then scan the QR code, and be brought to a digital version of the Soofa Signs on their phone. If they have on screen readers, the Soofa content would be read out loud to them.\*

\*This option would require additional development time, and would require ~1 month of engineering time.

#### **Option 3: Send links for each Soofa Sign and allow people to access it on their phones from anywhere.**





From anywhere in the world, someone could click on the link and be brought to the digital version of the Soofa Signs on their phone. If they have on screen readers, the Soofa content would be read out loud to them.\*

*\*This solution would be the easiest and fastest to implement.*

## Multilingual Communications

The Signs' flexible communications platform allows municipalities to quickly and easily update information, and the Sign's strategic placement brings relevant updates to where residents and visitors live, work, and play.

Revere and Brookline, two communities in the Boston metro area, use Soofa Signs to connect their diverse communities with multilingual city news releases, current public health guidelines, and other relevant news.

The City of Revere shared COVID-19 guidelines and CDC updates in English, Spanish, Portuguese, and Arabic to help protect their communities during the pandemic. From May 2020 to March 2021, the city's multilingual content was viewed over 475,000 times. To encourage participation and increase diversity in public discourse, the Town of Brookline promoted local events and open houses in English and Spanish.



Photo of a Soofa Sign in Brookline



## Public Services and Resources

Soofa worked with city partners to provide flexible and instantaneous ways to communicate real time updates and PSAs to their constituents. Cities can now use COVID-19 templates, designed to share updates on school closures, canceled events, transit disruptions, public relief fund options, and public health guidelines.

- Soofa's templates allow cities to customize messaging to fit their needs. The Town of Brookline used Soofa Signs to post updates on school and playground closures, whereas the City of Somerville used them to redirect people to their official Coronavirus webpage.
- We added a new feature to our screen which displays a live feed of the city's and CDC's Twitter accounts, keeping the community updated with up-to-the-minute information
- Soofa offers community templates that anyone can use to share messages of support, gratitude, or positivity. In a time when many feel distant, Soofa Signs are a platform for neighbors to connect with one another in the real world.

*"...To be able to directly engage with folks and have them understand that things we're doing are for their well-being — it's all about the resident."*

Brian Arrigo, Mayor of Revere, MA

## 2.9 Financing

### Advertising

Soofa signs are capable of displaying advertisements in both digital and static vinyl format. Advertising supports subsidizing the cost of the signs and boost economic development in cities and towns. Soofa shares 20% net revenue from advertisements with the landowners/partners.

Advertisements limitations are set upon an agreement between the firm ("Soofa") and the contractor ("The City of Culver City").

### Grants and other types of funding

Soofa signs qualify for different types of government grants and funds such as the American Rescue Plan (ARP) and the Community Development Block Grant (CDBG). Soofa's city experts can provide more information on how our other partner's have used these grants to fund Soofa networks in their cities upon request.

## 2.10 Public Outreach

Soofa provides our city partners with access to **Soofa Talk**, a proprietary cloud-based, back end content management system (CMS) that allows our partners to manage the content displayed on the signs at any time of the day.

SoofaTalk allows for customized screen messaging to be constantly uploaded, reviewed, and controlled remotely by end users. Soofa's CMS solution is already equipped with a built-in remote diagnostic and performance analytics dashboard called "Heartbeat." This dashboard provides end users with constant, real-time access to a sign's operating hours, last maintenance check, live view of screen content and display, and overall health status.

Soofa's CMS stores historical data, like uptime and other relevant performance measures, that is available for export. Configuration, meaning layout changes and sign content, can be pushed remotely over the air to signs. Firmware upgrades are managed automatically by our engineering team.

- Display System Alerts: Our partners, in coordination with other emergency response agencies, are able to use the Soofa sign to display system alerts to riders and pedestrians near the sign.
- News, events, polls and other uses of Soofa's applets: the management of this content is at the sole discretion of our partners.
- Applets currently available for Soofa signs: Real-Time Transit Updates, Events, Polls/Opinions, Local Updates/News, Restaurants, Advertising, Weather Updates.

### Bennington St 1

Live view

Operating Hours: 7:00am - 6:00am

Last Maint. Check: 04/06/2021

Status: 



This Sign is currently awake.



REVE/RE/ APRIL 15TH, 2021

#### NEIGHBORHOOD NEWS FEED

51°

#### Opinion

What alternate universe would you live in?

Submit your answer on SoofaBuzz.com

one in which we respected the lives of all animals  
posted at 8:27pm

A grape flavored one  
posted at 8:17pm

#### Local Updates

**HAVE YOUR VOICE HEARD.**

City of Revere

[WWW.REVERE.ORG/ENGAGENRC](http://WWW.REVERE.ORG/ENGAGENRC)

#### Promoted Posts

shel silberstein



CARROTS

They say that carrots are good for your eyes.  
They swear that they improve your sight.  
But I've never "seen" them. I did last night...  
You think maybe I can't "see" 'em, right?

#### Transit

BEACHMONT

Blue Line  
Wendland  
12 min

Blue Line  
Beachmont  
12 min



Soofa will give a crash-course of Soofa Talk, Soofa's cloud-based content management platform, to the team at the Community Development Department at Culver City and any other content managers ensuring they are acclimated to the platform before transferring responsibility for content management.

## **2.11 Respondent Qualifications**

Soofa Signs are being used by smart cities from coast to coast to keep pedestrians and the public informed of city information and other news.

Soofa partners with local governments across the United States to bolster their smart city infrastructure as well as national and local advertisers looking for hyperlocal exposure through its advertising platform.

*"The new solar-powered signs, made by Soofa, provide route and real-time bus arrival data, along with local news and events,"*

Beth Shrader, Valparaiso's Transit and Planning Director.

Currently Soofa has over 100 fully operational signs in Boston and contracts with Washington DC, Miami, Atlanta, and many other municipalities and transit agencies that strive to bring smart, social, and sustainable technology to their public spaces.

Soofa Signs arrived in the Bay Area this past december, furthering recent expansion in California. The City of San Pablo, along with Fair Oaks, Eastvale, San Jacinto, among a few others, recently incorporated Soofa Signs into their smart city infrastructure. The City will use the new Soofa Signs to promote vital city programs, including their Housing Rental Assistance Program and local volunteer programs. The Signs will serve as key points of communication for community information and upcoming events.

The Signs in the Brickell and Government Stations of Miami's Metromover provide pedestrians with real-time transportation updates alongside information about events and activities happening in the community, COVID-19 guidelines for public spaces and transit, city announcements, and other relevant information to improve the quality of life of their residents and visitors.

## References and their contact information

### Amherst, MA

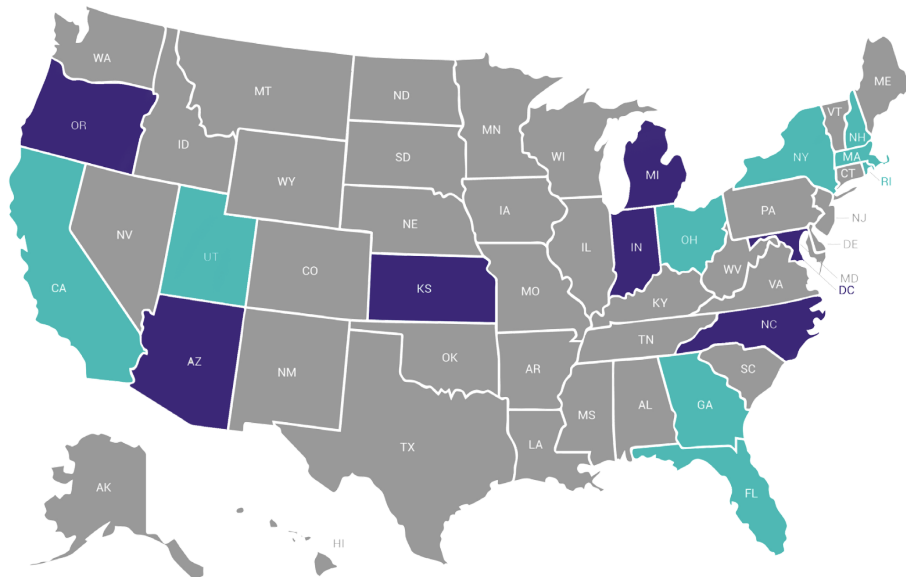
- Contact: Brianna Sunryd (Communications Manager)
- [Sunrydb@amherstma.gov](mailto:Sunrydb@amherstma.gov), 413-259-3031

### Miami-Dade County, FL

- Contact: Irene Soria Cordero, Department of Transportation
- Irene.SoriaCordero@miamidade.gov, 305-299-7263

### Summit County, UT

- Contact: Chris Putt, Transportation Planner I
- cputt@summitcounty.org, 435-513-0236



→ **WHERE SOOFA IS NOW**

→ **COMING SOON**

## **2.12 Technology**

Technological innovations are one of our partner's concerns when leasing a network of Soofa Signs or any other information kiosk from a competitor. Our team here at Soofa is aware of those concerns and has flawlessly designed the Soofa Sign to be a modular information kiosk that can easily be upgraded with the latest technology including battery, solar panel and screen components.

Soofa has historically upgraded the sign's screen functionality remotely and continues to do so as our partnerships expand around the country.

## **2.13 Additional Information**

Soofa foresees no risks, complications, or potential problems that could impact a future partnership with Culver City or the functionality of the Soofa Sign.

**CITY OF CULVER CITY  
PLAZA MONUMENT SIGNAGE  
CONCEPT REVIEW**

# PLAZA MONUMENT SIGNAGE CONCEPT REVIEW

09 14 21

# MEETING GOALS

Review sign objectives and concepts

Come away with support for proposed solution  
+ feedback for continued refinement



## SPECIFIC ISSUE

- Multiple businesses in the plaza lack street-facing business identification signage

## PROPOSED SOLUTION

- Two monument signs identifying plaza businesses, strategically located for optimal visibility

# SPECIFIC OBJECTIVES

- Take inspiration from the modern and sophisticated design elements in the new plaza architecture, including the Culver Steps parking entrance

Forms

Materiality

Scale

Layers

Dimensionality

- Give equal billing to all plaza businesses – Culver Steps and non-Culver Steps
- Avoid the appearance of being a Culver Steps directory
- Reinforce visually that the listed businesses are located close by, in the plaza

- Maintain a scale+visual volume that is appropriate for both the neighborhood and downtown Culver City, rather than a shopping center gateway
- Avoid unnecessary intrusion into plaza site lines (nothing monolithic)
- Enable ease of changability as businesses come and go
- Position both signs optimally, taking into consideration the site-specific vehicular+pedestrian constraints posed by each location (ie. safety, sidewalk, letter height, etc.)





MATERIALS & FORM

WHITE ACRYLIC LETTERING AND FIN EDGE



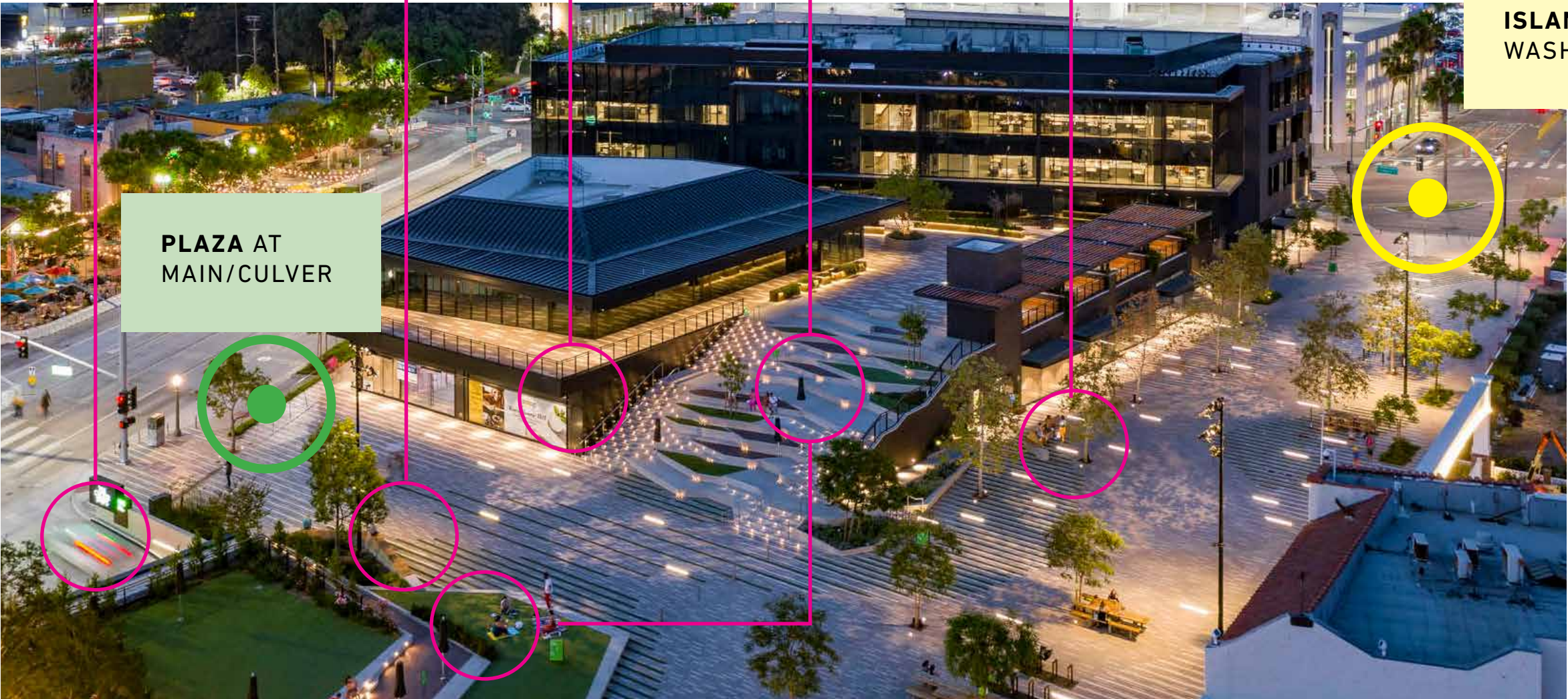
METAL PANELS



FORMED CONCRETE



WOOD SLATS



PLAZA AT  
MAIN/CULVER

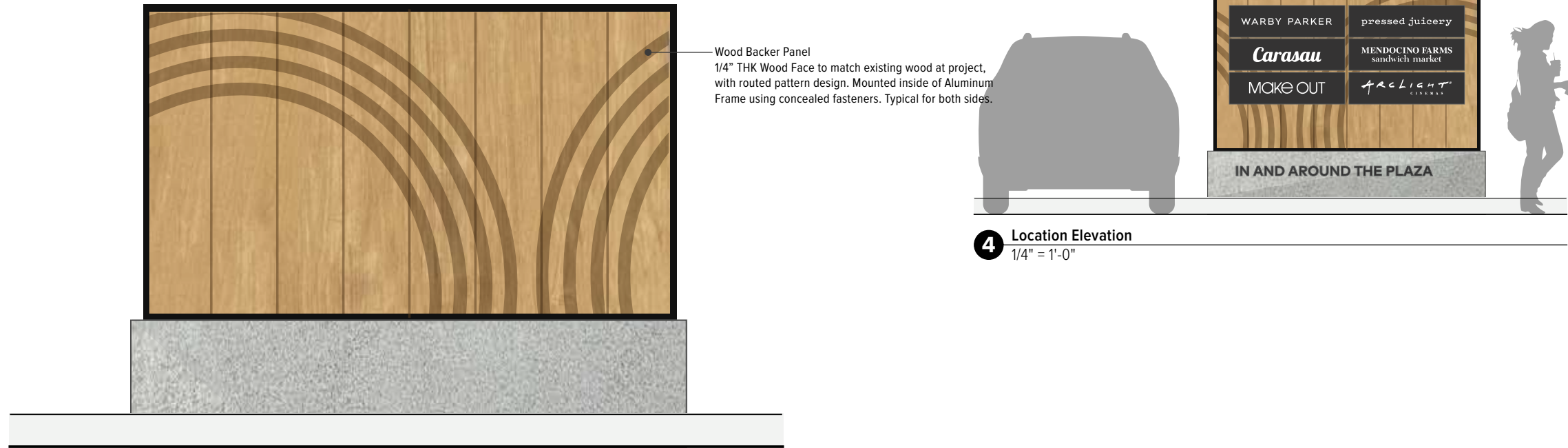
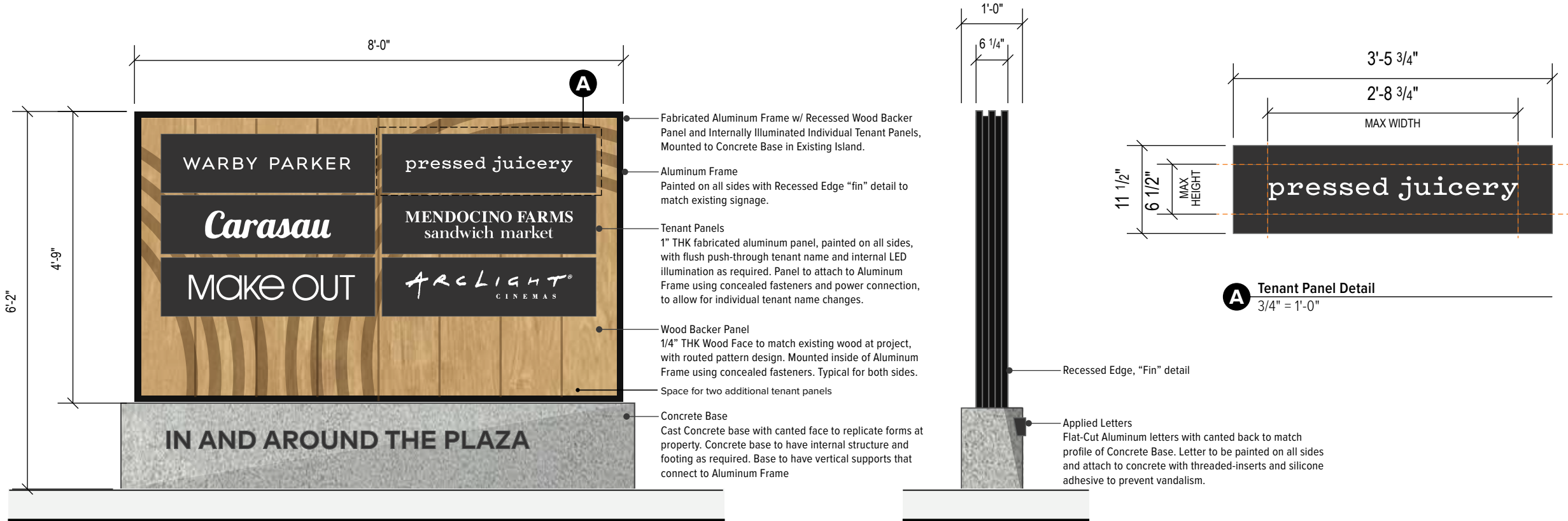
ISLAND INCE AND  
WASHINGTON







ISLAND INCE AND WASHINGTON

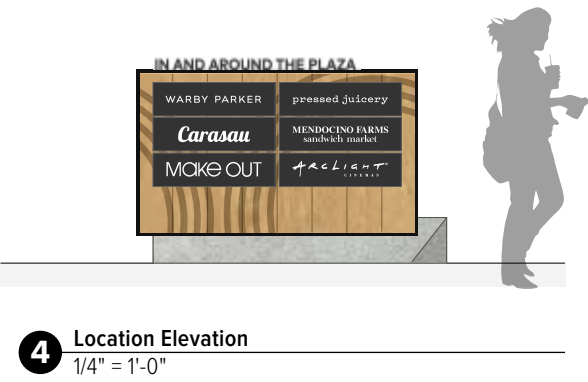
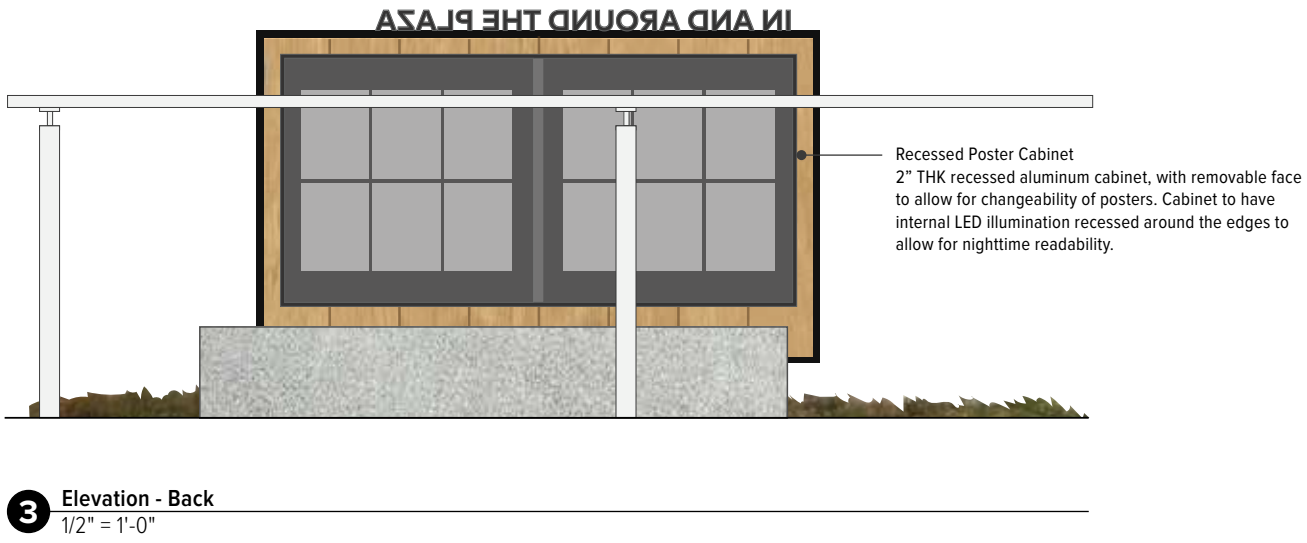
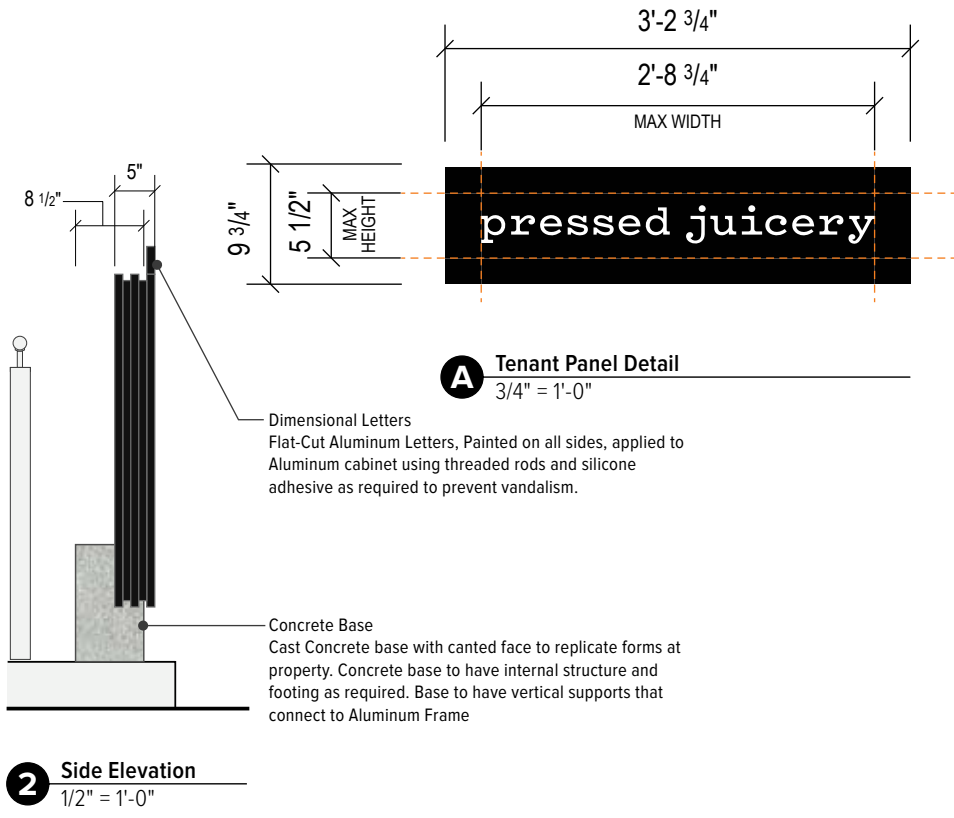
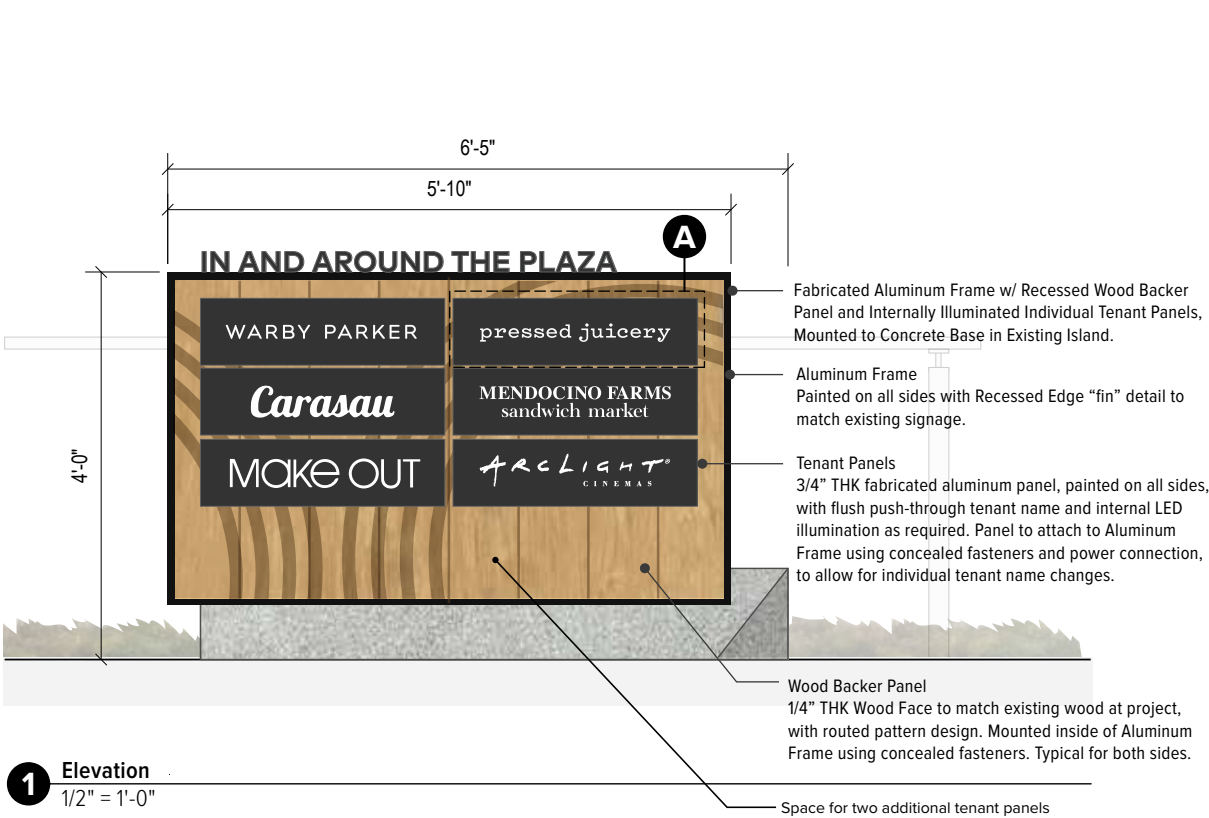


## PLAZA MAIN AND CULVER





PLAZA MAIN AND CULVER







**1** Back Elevation - Cabinet Box Option  
1/2" = 1'-0"

**BACK / FACING PLAZA OPTION A - INTEGRATED CABINET BOX**  
PARTIAL HANDRAIL REMOVAL MAY BE NEEDED



**2** Back Elevation - Applied Digital Print  
1/2" = 1'-0"

**BACK / FACING PLAZA OPTION B - APPLIED PRINTED POSTER**  
PARTIAL HANDRAIL REMOVAL MAY BE NEEDED

# KOSMONT ROSE REPORT 2022



# **KOSMONT-ROSE INSTITUTE 2022 COST OF DOING BUSINESS SURVEY**

**December 2022**



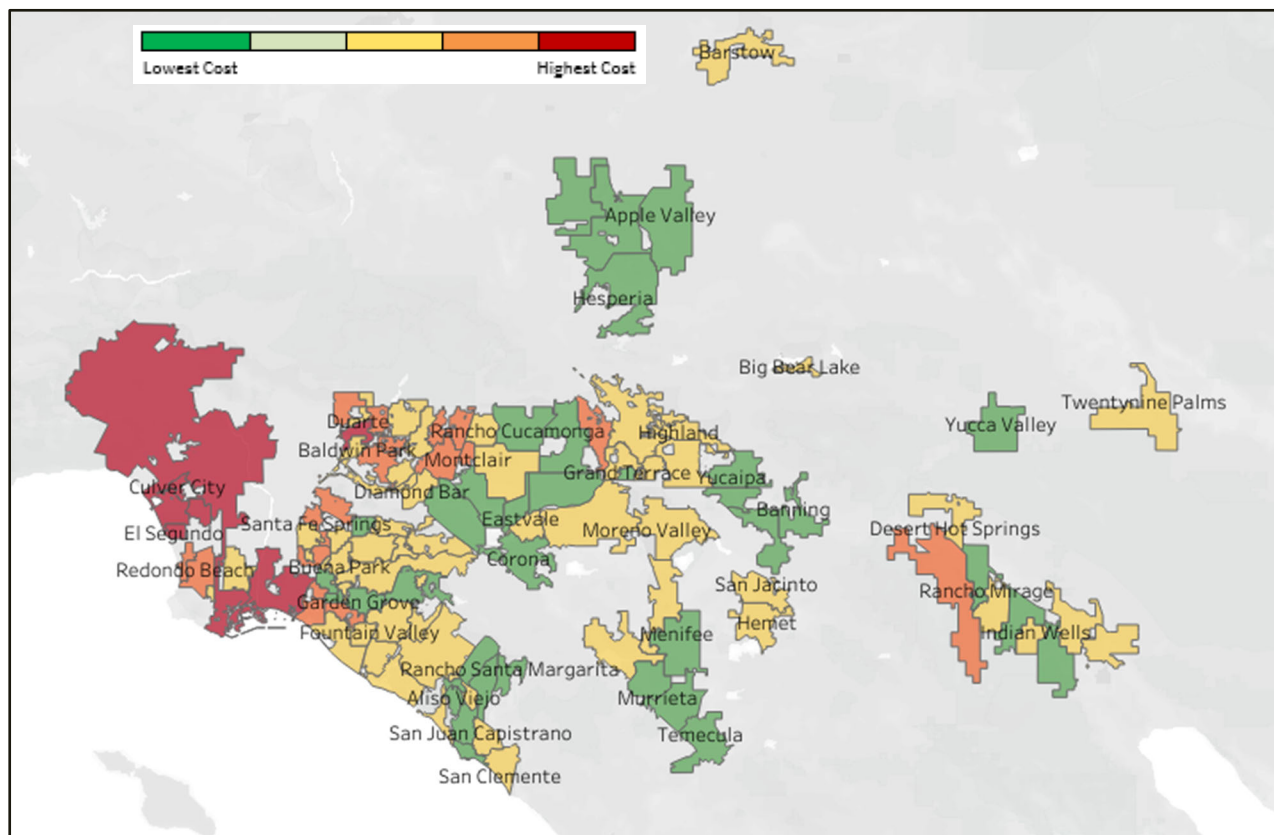
ROSE INSTITUTE  
OF STATE AND LOCAL GOVERNMENT  
CLAREMONT MCKENNA COLLEGE

The Rose Institute of State and Local Government is pleased to present the 2022 Kosmont-Rose Institute Cost of Doing Business Survey. The Rose Institute began working with the Kosmont Companies 20 years ago to produce a cost of doing business survey. For many years, the Survey gathered data from more than 400 cities across the country to assign cost ratings. We revised the project in 2012 to focus on cities in the western United States, while maintaining the cost rating methodology.

We now present a new version of the Survey that analyzes seven variables for 158 cities in the western United States, including a selection of 118 California cities (mostly in the Los Angeles metropolitan area and inland Southern California). Analyzing sales tax, utility tax, business license fees, average office rent, FBI Crime Index, median home value, and minimum wage, the Survey ranks the cities from most costly to least for each variable and also offers a composite ranking. The revised survey provides enhanced visualization of the cost data, allowing for clearer comparisons between jurisdictions and regions. More specifically, we have presented the data in color-block tables coded to reflect which of five tiers each city falls into for each variable and for the composite rank. The raw data is also available on our website, <http://roseinstitute.org/costofdoingbusiness>.

In addition, we have coded this data onto maps, as seen above. The maps allow users to toggle between variables to display the data visually. The map above shows composite rank coding for the Southern California cities in our study. The color-block tables, maps, and raw data are all available at <http://roseinstitute.org/costofdoingbusiness>.

### Southern California Cities by Composite Rank



## Introduction

California has been a net exporter of businesses for at least three decades. A Rose Institute analysis of data from the National Establishment Time Series (NETS), a widely used private sector source of U.S. business data, shows that 5,581 businesses moved to California and 9,767 left from 1990 to 1999. Similarly, from 2000 to 2009, 16,672 businesses moved here and 24,016 left. From 2010 to 2019, 23,057 businesses moved to California and 31,490 left. From 1990 to 2019, 44% more businesses left California than moved here.

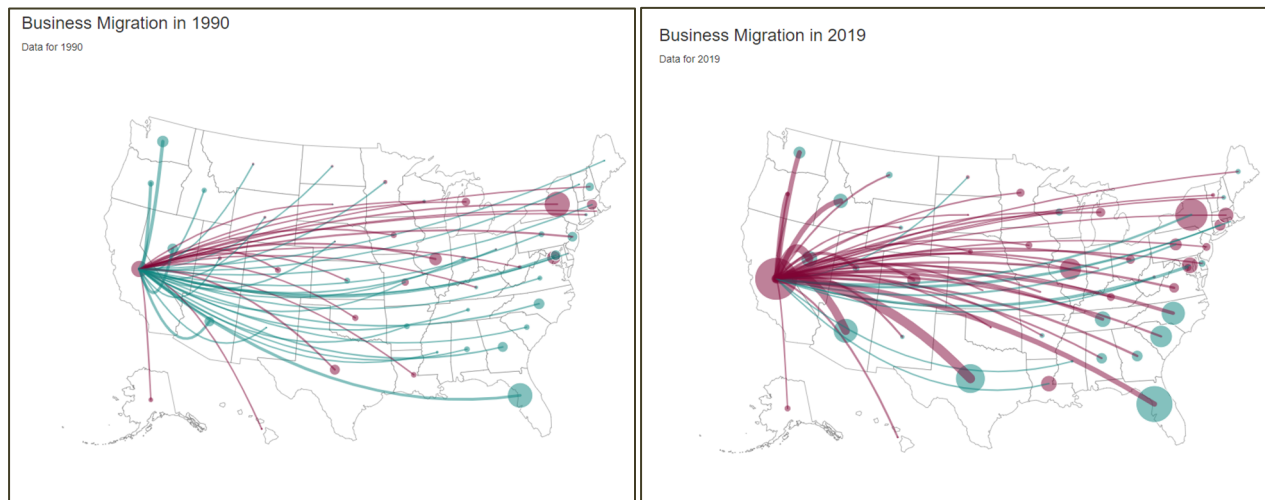
**Table 1: Business Migration in and out of California**

	1990s	2000s	2010s	Totals
In	5,581	16,672	23,057	45,310
Out	9,767	24,016	31,490	65,273
Net	(4,186)	(7,344)	(8,433)	(19,963)

Source: National Establishment Time Series (NETS) Database, 1990-2019

While the net out-migration of businesses has remained constant over 30 years, there have been some changes in the overall pattern. Data for 1990 shows that 852 businesses moved into California and 1,153 moved out. In 2019, the net out migration was much worse, with 2,083 businesses moving into California and 4,018 leaving. The proportion of net business loss to in-migration was 35% in 1990 and rose to 93% in 2019. This means that almost twice as many businesses left California in 2019 compared to the number that moved here.

## Business Migration to and from California



Source: National Establishment Time Series (NETS) Database, 1990, 2019

Visualization: Nolan Windham CMC'25

## Where are these businesses going?

With the notable exception of New York City, businesses primarily leave California for cities in the west. Las Vegas is the most popular destination with almost double the number of moves compared to the second city (New York). Among the top 20 destinations, New York, Chicago, and Atlanta are the only cities not in

the west. Cities in Nevada, Arizona, Texas, and Oregon are the destination for 64% businesses moving out of California. See Appendix 1 for the list of top 50 destination cities.

**Table 2: 1990 – 2019 Top 20 Destination Cities for Businesses Leaving California**

Destination City	State	Number of Moves	Destination City	State	Number of Moves
Las Vegas	NV	2832	Dallas	TX	534
New York	NY	1455	Tucson	AZ	530
Reno	NV	1088	Chicago	IL	472
Phoenix	AZ	883	Denver	CO	449
Portland	OR	868	San Antonio	TX	431
Austin	TX	816	Bend	OR	427
Henderson	NV	771	Carson City	NV	379
Houston	TX	721	Atlanta	GA	362
Scottsdale	AZ	666	Lake Havasu City	AZ	355
Seattle	WA	607	Colorado Springs	CO	339

Source: National Establishment Time Series (NETS) Database, 1990-2019

### Why are businesses leaving California?

The Hoover Institution recently published a study titled “Why Company Headquarters Are Leaving California in Unprecedented Numbers.” The study found that these exits reflect a business environment in California “that ranks near the bottom of all U.S. states in many dimensions, including taxes, regulations, litigation costs, labor costs, energy and utility costs, and employee cost of living.” The Hoover study cites a 2021 survey by Chief Executive Magazine on the three criteria CEOs value most in site selection: tax policy (37% rank it first), regulatory climate (35%), and talent availability (25%). Texas topped the Chief Executive ranking of best state for business and California came in dead last. The Hoover study also cites a 2022 State Business Tax Climate Index produced by the Tax Foundation. California came in at number 48, only New York and New Jersey were worse.

Doing business in California is expensive. We analyzed data for 158 cities in the western United States, looking at seven variables: sales tax, utility tax, business license fees, average office rent, FBI crime index, median home value, and minimum wage. For each variable, we ordered the cities from highest cost to lowest, and grouped them into five tiers, dividing them roughly into quintiles or following natural breaks in the data. We also computed a composite rank based on the average tier rank across the seven variables. We found that cities in California ranked among the highest cost; 18 of the 21 highest cost cities are in California. Indeed, among the 50 highest cost cities, California claims 43 spots. See Appendix 2 for the composite rank of all 158 cities.

California's costliness for businesses is difficult to overstate. While many cities will assert competitiveness or business friendliness, some even receiving local awards of recognition, the bottom-line cost levels of many California cities stand out as measurably higher than cities in other states. Culver City in Los Angeles County ties Seattle as the Survey's costliest city. San Francisco, Irwindale, San Jose, Los Angeles, and Inglewood, El Segundo, Long Beach, and Covina fill the third through tenth spots on the list. Nine of the ten costliest cities in the Survey are in California.



**Table 3: Composite Ranking of Most Costly Cities**

City	State	Sales Tax	Utility Tax	Bus License Fee	Avg Office Rent	FBI Crime Index	Median Home Value	Minimum Wage	Average
Culver City	CA	5	5	5	5	5	5	4	4.86
Seattle	WA	5	4	5	5	5	5	5	4.86
San Francisco	CA	3	5	5	5	5	5	5	4.71
Irwindale	CA	5	5	4		5		4	4.60
San Jose	CA	4	4	5	5	4	5	5	4.57
Los Angeles	CA	4	5	5	5	4	4	5	4.57
Inglewood	CA	5	5	5	5	3	4	4	4.43
El Segundo	CA	4	2	5	5	5	5	4	4.29
Long Beach	CA	5	4	5	4	4	4	4	4.29
Covina	CA	5	4	4		4	4	4	4.17
Bellevue	WA	5	4	3	5	4	5	3	4.14
Torrance	CA	4	4	5	5	2	5	4	4.14
Palm Springs	CA	4	4	4		5	3	4	4.00
Portland	OR	4	4	5	4	5	3	3	4.00
Cerritos	CA	4	1	5	4	4	5	4	3.86
Pomona	CA	5	5	3	3	4	3	4	3.86
Santa Fe Springs	CA	5	4	4	2	5	3	4	3.86
Redondo Beach	CA	4	3	4		3	5	4	3.83
Los Alamitos	CA	4	4	5	3	1	5	4	3.71
Monrovia	CA	5	1	4	4	3	5	4	3.71

On the other end of the spectrum, only four California cities rank among the 19 lowest cost cities. They are Lake Forest, Adelanto, Yucaipa, and Laguna Woods. Notably, all of those cities are in Orange County or San Bernardino County. Laguna Woods is the only California city to make it into the list of the 10 lowest cost cities. Comprised of only 16,000 residents, mostly living in retirement communities such as Leisure World, Laguna Woods does not rely on significant other business activity.

Albuquerque, New Mexico is the least costly city in our study, followed by Boise, Idaho, and Lake Havasu City, Arizona, and Fort Worth, Texas. Three Texas cities – Fort Worth, Irving, and San Antonio – are all in the ten least expensive cities. It is worth noting that all three are large cities and commercial hubs. Dallas and Houston also make it into the list of 50 least costly cities.

**Table 4: Composite Ranking of Least Costly Cities**

City	State	Sales Tax	Utility Tax	Bus License Fee	Avg Office Rent	FBI Crime Index	Median Home Value	Minimum Wage	Average
Beaverton	OR	1	1	4	1	2	3	3	2.14
Lake Forest	CA	2	1	1	2	1	4	4	2.14
Minneapolis	MN	1	1	1	3	5	1	3	2.14
Adelanto	CA	2	1	2		2	1	4	2.00
Gardnerville	NV	1	1	4			2	2	2.00
Gilbert	AZ	3	2	1	2	1	2	3	2.00
Grants Pass	OR	1	1	2		4	1	3	2.00
Henderson	NV	1	1	4	2	2	2	2	2.00
Mesa	AZ	3	2	1	1	3	1	3	2.00
San Antonio	TX	3	1	1	2	5	1	1	2.00
Santa Fe	NM	3	1	1	2		2	3	2.00
Yucaipa	CA	2	1	2		1	2	4	2.00
Carson City	NV	1	1	4	1		2	2	1.83
Laguna Woods	CA	2	1	1		1	2	4	1.83
Irving	TX	3	1	1	2	3	1	1	1.71
Fort Worth	TX	3	1	1	1	4	1	1	1.71
Lake Havasu City	AZ	1	1	2		1	1	3	1.50
Boise	ID	1	1	1	1	2	2	1	1.29
Albuquerque	NM	1		1	1		1	2	1.20

In general, California's business climate is not as affordable as the business climates of several other western states. However, certain cities in California, particularly those in Orange and San Bernardino Counties, manage to keep business costs somewhat lower.

### Methodology

This study includes 158 cities, chosen by moving outward from the Rose Institute's location in eastern Los Angeles County/Inland Empire region. We include all incorporated cities in San Bernardino, Riverside, and Orange Counties, as well as all Los Angeles County cities located east of the 605 freeway or located in the region known as the South Bay, which is currently a hub for new businesses. The report includes a small sample of comparison cities in Northern California as well as out-of-state cities drawn from the list of top 50 destinations for California businesses, but limited to those located west of the Mississippi River. The states represented are Arizona, California, Colorado, Hawaii, Idaho, Minnesota, New Mexico, Nevada, Oregon, Texas, Utah, and Washington.

We utilized seven variables for this analysis: sales tax, utility tax, business license fees, average office rent, FBI crime index, median home value, and minimum wage.

1. Sales Tax. These data were publicly available for all 158 cities, generally on the city's website.
2. Utility Tax. These data were available for almost every city, though generally hidden deeper on the city's website than Sales Tax. We include Utility User Taxes applicable to jurisdictions exactly coterminous with a subject city; special taxation districts with different borders could not be



included. Utility User Taxes generally apply across utilities such as electric, gas, and telecommunications.

3. **Business License Fee.** We calculated Business License Fee as the fees that would be generally applicable to businesses attempting to set up in a given city, including administrative fees and estimated gross receipts tax (if applicable) for a business with \$500,000 in gross receipts and 10 employees. We did not include fire marshal fees, occupancy certificates, other location-specific fees, or gross receipts tax not due at the time of application.
4. **Average Office Rent.** These data were available for some, but not all, of the cities we studied. We collected the data from commercialcafe.com as of May 2022.
5. **FBI Crime Index.** We used the FBI's 2019 Uniform Crime Report data and calculated the Crime Index as equal to the total number of criminal incidents in a city (including both property crime and violent crime) divided by the city's population.
6. **Median Home Value.** We used data from the Census Bureau's 2019 American Community Survey, median value of owner-occupied housing units, 5-year estimates.
7. **Minimum Wage.** Minimum wage is typically established by state law, but some cities have raised the minimum wage above that amount. As with Sales Tax, this information was generally available on a city's website. California's state minimum wage will increase to \$15.50 per hour on January 1, 2023.

Finally, for each variable, we ordered the cities from highest cost to lowest, and grouped them into five tiers, dividing them roughly into quintiles or following natural breaks in the data. We also computed a composite rank based on the average tier rank across the seven variables. See Appendix 2 for the composite rank. See Appendices 3-8 for city ranking by variable.

Appendix 1: Top 50 Destination Cities for Businesses Leaving California

Appendix 2: Composite Rank

Appendix 3: Sales Tax Rank

Appendix 4: Utility Tax Rank

Appendix 5: Business License Fee Rank

Appendix 6: Average Office Rent Rank

Appendix 7: FBI Crime Index Rank

Appendix 8: Median Home Value Rank

Appendix 9: Minimum Wage Rank

#### **Contributors:**

Nikhil Agarwal, CMC '24

George Ashford, CMC '25

Liann Bielicki, CMC '24

Helen Bovington, CMC '24

**Andrew E. Busch, Rose Institute**

Audrey Donahue, CMC '25

Grace Hong, CMC '24

Katherine Jackson, CMC '25

**Larry Kosmont, Kosmont Companies**

Ryan Lenney, CMC '25

Desmond Mantle, CMC '23

**Kenneth P. Miller, Rose Institute**

**Marionette Moore, Rose Institute**

Catherine Murphy, CMC '24

**Bipasa Nadon, Rose Institute**

Anna Short, Pomona '24

Cameron Stevens, CMC '23

Charles Warren, Duke '25

Nolan Windham, CMC '25

**Robert Valenti, Kosmont Companies**

Pieter van Wingerden, CMC '24

## APPENDIX I. Top 50 Destination Cities for Businesses Leaving California

Destination City	Destination State	Number of Moves	Percentage of Moves from CA
LAS VEGAS	NV	2832	4.34%
NEW YORK	NY	1455	2.23%
RENO	NV	1088	1.67%
PHOENIX	AZ	883	1.35%
PORTLAND	OR	868	1.33%
AUSTIN	TX	816	1.25%
HENDERSON	NV	771	1.18%
HOUSTON	TX	721	1.10%
SCOTTSDALE	AZ	666	1.02%
SEATTLE	WA	607	0.93%
DALLAS	TX	534	0.82%
TUCSON	AZ	530	0.81%
CHICAGO	IL	472	0.72%
DENVER	CO	449	0.69%
SAN ANTONIO	TX	431	0.66%
BEND	OR	427	0.65%
CARSON CITY	NV	379	0.58%
ATLANTA	GA	362	0.55%
LAKE HAVASU CITY	AZ	355	0.54%
COLORADO SPRINGS	CO	339	0.52%
BOISE	ID	320	0.49%
MIAMI	FL	319	0.49%
WASHINGTON	DC	315	0.48%
SPARKS	NV	308	0.47%

Destination City	Destination State	Number of Moves	Percentage of Moves from CA
SALT LAKE CITY	UT	294	0.45%
MESA	AZ	294	0.45%
HONOLULU	HI	290	0.44%
ALBUQUERQUE	NM	287	0.44%
PRESCOTT	AZ	279	0.43%
VANCOUVER	WA	257	0.39%
GRANTS PASS	OR	244	0.37%
NORTH LAS VEGAS	NV	241	0.37%
BOULDER	CO	238	0.36%
SANTA FE	NM	229	0.35%
CHARLOTTE	NC	225	0.34%
CHANDLER	AZ	222	0.34%
GILBERT	AZ	221	0.34%
FORT WORTH	TX	207	0.32%
BELLEVUE	WA	202	0.31%
BROOKLYN	NY	199	0.30%
EUGENE	OR	196	0.30%
ORLANDO	FL	192	0.29%
TEMPE	AZ	192	0.29%
NASHVILLE	TN	190	0.29%
FORT LAUDERDALE	FL	189	0.29%
SPOKANE	WA	188	0.29%
IRVING	TX	187	0.29%
MINNEAPOLIS	MN	187	0.29%

Source: National Establishment Time Series, 1990 – 2019, NETS Database.

## APPENDIX 2: Composite Rank

## All Variables

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	$\geq 3.500$	
Second Tier	3.01 – 3.49	
Third Tier	3.00	
Fourth Tier	2.40 – 2.99	
Fifth Tier (Lowest Cost)	$< 2.40$	
No Data	N/A	

City	State	Sales Tax	Utility Tax	Bus License Fee	Avg Office Rent	FBI Crime Index	Median Home Value	Minimum Wage	Average
Culver City	CA	5	5	5	5	5	5	4	4.86
Seattle	WA	5	4	5	5	5	5	5	4.86
San Francisco	CA	3	5	5	5	5	5	5	4.71
Irwindale	CA	5	5	4		5		4	4.60
San Jose	CA	4	4	5	5	4	5	5	4.57
Los Angeles	CA	4	5	5	5	4	4	5	4.57
Inglewood	CA	5	5	5	5	3	4	4	4.43
El Segundo	CA	4	2	5	5	5	5	4	4.29
Long Beach	CA	5	4	5	4	4	4	4	4.29
Covina	CA	5	4	4		4	4	4	4.17
Bellevue	WA	5	4	3	5	4	5	3	4.14
Torrance	CA	4	4	5	5	2	5	4	4.14
Palm Springs	CA	4	4	4		5	3	4	4.00
Portland	OR	4	4	5	4	5	3	3	4.00
Cerritos	CA	4	1	5	4	4	5	4	3.86
Pomona	CA	5	5	3	3	4	3	4	3.86
Santa Fe Springs	CA	5	4	4	2	5	3	4	3.86
Redondo Beach	CA	4	3	4		3	5	4	3.83
Los Alamitos	CA	4	4	5	3	1	5	4	3.71
Monrovia	CA	5	1	4	4	3	5	4	3.71
Azusa	CA	5	3	5		2	3	4	3.67
Seal Beach	CA	3	5	4		3	3	4	3.67
Westminster	CA	3	3			4	4	4	3.60
Claremont	CA	4	4	3	3	3	4	4	3.57
La Verne	CA	5	4	2		2	4	4	3.50
Montclair	CA	4	3	2		5	3	4	3.50
Rialto	CA	2	5	3		5	2	4	3.50
Vancouver	WA	3	5	5	1	5	2	3	3.43
West Covina	CA	4	1	5	3	3	4	4	3.43
Whittier	CA	5	4	3	1	3	4	4	3.43
Needles	CA	2	2	4		5		4	3.40
Boulder	CO	3	1		4	4	5	3	3.33
San Dimas	CA	4	1	4		3	4	4	3.33

**APPENDIX 2: Composite Rank**  
(continued)

**All Variables**

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	≥ 3.500	
Second Tier	3.01 – 3.49	
Third Tier	3.00	
Fourth Tier	2.40 – 2.99	
Fifth Tier (Lowest Cost)	< 2.40	
No Data	N/A	

City	State	Sales Tax	Utility Tax	Bus License Fee	Avg Office Rent	FBI Crime Index	Median Home Value	Minimum Wage	Average
Carson	CA	5	2	4	2	3	3	4	3.29
Costa Mesa	CA	2	1	2	5	4	5	4	3.29
Denver	CO	3	1	1	5	5	3	5	3.29
Diamond Bar	CA	4	1	3	4	2	5	4	3.29
Huntington Beach	CA	2	4	3	3	2	5	4	3.29
Newport Beach	CA	2	1	4	5	2	5	4	3.29
Norwalk	CA	5	4	3	2	2	3	4	3.29
Santa Ana	CA	4	4	2	3	3	3	4	3.29
Spokane	WA	4	4	5	1	5	1	3	3.29
Big Bear Lake	CA	2	1	4		5	3	4	3.17
Glendora	CA	5	1	1		4	4	4	3.17
Indio	CA	3	4	3		3	2	4	3.17
La Palma	CA	3	4	2		2	4	4	3.17
Lomita	CA	5	1	4		1	4	4	3.17
San Bernardino	CA	3	5		1	5	1	4	3.17
Stanton	CA	3	4	4		1	3	4	3.17
Riverside	CA	3	4	3	1	4	3	4	3.14
Tustin	CA	2	1	1	5	4	5	4	3.14
Artesia	CA	4	1			2	4	4	3.00
Baldwin Park	CA	4	2	3		2	3	4	3.00
Barstow	CA	3	1	4		5	1	4	3.00
Buena Park	CA	2	2	1	4	4	4	4	3.00
Colton	CA	2	5	3	1	4	2	4	3.00
Desert Hot Springs	CA	2	5	2		4	1	4	3.00
Duarte	CA	5	1	4		1	3	4	3.00
Industry	CA	4	1	1		5		4	3.00
Irvine	CA	2	2	2	5	1	5	4	3.00
Laguna Hills	CA	2	1		5	1	5	4	3.00
Moreno Valley	CA	2	4	2		4	2	4	3.00
Norco	CA	3	1	3		3	4	4	3.00
Placentia	CA	3	3	2		2	4	4	3.00

**APPENDIX 2: Composite Rank  
(continued)**

**All Variables**

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	≥ 3.500	
Second Tier	3.01 – 3.49	
Third Tier	3.00	
Fourth Tier	2.40 – 2.99	
Fifth Tier (Lowest Cost)	< 2.40	
No Data	N/A	

City	State	Sales Tax	Utility Tax	Bus License Fee	Avg Office Rent	FBI Crime Index	Median Home Value	Minimum Wage	Average
Brea	CA	2	1	1	4	4	4	4	2.86
San Juan Capistrano	CA	2	1	3	4	1	5	4	2.86
Austin	TX	3		1	5	5	2	1	2.83
Blythe	CA	3	1	3		5	1	4	2.83
Coachella	CA	3	4	3		2	1	4	2.83
La Mirada	CA	4	1	3		1	4	4	2.83
Laguna Beach	CA	2	1	4		1	5	4	2.83
Lake Elsinore	CA	3	1	3		4	2	4	2.83
Rancho Mirage	CA	2	1	1		5	4	4	2.83
Walnut	CA	4	1	2		1	5	4	2.83
Indian Wells	CA	2	1	3		4		4	2.80
Tempe	AZ	3	2	2	2	5	2	3	2.71
Anaheim	CA	2	1	2	3	3	4	4	2.71
Fountain Valley	CA	3	1	3	1	2	5	4	2.71
Honolulu	HI	1	1	1	5	4	5	2	2.71
San Clemente	CA	2	1	3	3	1	5	4	2.71
Upland	CA	2	1	4	1	3	4	4	2.71
Canyon Lake	CA	2	3	3		1	3	4	2.67
Fullerton	CA	2	1	2		3	4	4	2.67
Hemet	CA	3	1	2		5	1	4	2.67
Highland	CA	2	1	4		3	2	4	2.67
Perris	CA	2	1	3		4	2	4	2.67
Redlands	CA	3	1		1	4	3	4	2.67
Reno	NV	3		4	2	3	2	2	2.67
Salt Lake City	UT	2		5	1	5	2	1	2.67
San Jacinto	CA	3	1	3		4	1	4	2.67
Tucson	AZ	3	3	1		5	1	3	2.67
Twentynine Palms	CA	2	5	3		1	1	4	2.67
Villa Park	CA	2	1	3		1	5	4	2.67
Yorba Linda	CA	2	3	1		1	5	4	2.67
Loma Linda	CA	2	1			3	3	4	2.60

**APPENDIX 2: Composite Rank  
(continued)**

**All Variables**

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	≥ 3.500	
Second Tier	3.01 – 3.49	
Third Tier	3.00	
Fourth Tier	2.40 – 2.99	
Fifth Tier (Lowest Cost)	< 2.40	
No Data	N/A	

City	State	Sales Tax	Utility Tax	Bus License Fee	Avg Office Rent	FBI Crime Index	Median Home Value	Minimum Wage	Average
Ontario	CA	2	1	3	2	3	3	4	2.57
Chino Hills	CA	2	1	2	4	1	4	4	2.57
Colorado Springs	CO	3	1	3	1	5	2	3	2.57
Corona	CA	3	1	2	3	2	3	4	2.57
Garden Grove	CA	3	1	2	1	3	4	4	2.57
Laguna Niguel	CA	2	1	1	4	1	5	4	2.57
Mission Viejo	CA	2	1	1	4	1	5	4	2.57
Orange	CA	2	1	2	4	1	4	4	2.57
Palm Desert	CA	2	1	2	2	5	2	4	2.57
Rancho Cucamonga	CA	2	1	4	2	2	3	4	2.57
Scottsdale	AZ	3	1	2	4	2	3	3	2.57
Dallas	TX	3		1	4	5	1	1	2.50
Eastvale	CA	2	1	3		1	4	4	2.50
Houston	TX	3		1	4	5	1	1	2.50
La Habra	CA	3	1	1		2	4	4	2.50
La Quinta	CA	3	1	1		3	3	4	2.50
Las Vegas	NV	3		3	2	4	1	2	2.50
Sparks	NV	3	1	4		3	2	2	2.50
Aliso Viejo	CA	2	1	1	4	1	4	4	2.43
Chandler	AZ	3	2	1	3	3	2	3	2.43
Phoenix	AZ	3	2	1	2	5	1	3	2.43
Temecula	CA	3	1	1	2	3	3	4	2.43
Calimesa	CA	2		1		4	1	4	2.40
Apple Valley	CA	2	1	4		2	1	4	2.33
Banning	CA	2	1	4		2	1	4	2.33
Beaumont	CA	2	2	2		2	2	4	2.33
Chino	CA	2	1	1		3	3	4	2.33
Dana Point	CA	2	1	1		1	5	4	2.33
Eugene	OR	1	1	2		5	2	3	2.33
Fontana	CA	2	1	2		2	3	4	2.33
Jurupa Valley	CA	2	1	1		3	3	4	2.33

**APPENDIX 2: Composite Rank  
(continued)**

**All Variables**

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	≥ 3.500	Red
Second Tier	3.01 – 3.49	Orange
Third Tier	3.00	Yellow
Fourth Tier	2.40 – 2.99	Light Green
Fifth Tier (Lowest Cost)	< 2.40	Dark Green
No Data	N/A	Grey

City	State	Sales Tax	Utility Tax	Bus License Fee	Avg Office Rent	FBI Crime Index	Median Home Value	Minimum Wage	Average
Menifee	CA	3	1	2		2	2	4	2.33
Prescott	AZ	4	2	1		2	2	3	2.33
Victorville	CA	3	1	3		3	1	3	2.33
Wildomar	CA	3	1	2		2	2	4	2.33
Cypress	CA	2	1	1	3	1	4	4	2.29
Murrieta	CA	3	1	2	2	1	3	4	2.29
North Las Vegas	NV	3	1	4	1	4	1	2	2.29
Rancho Santa Margarita	CA	2	1	1	3	1	4	4	2.29
Bend	OR	1	1	3		2	3	3	2.17
Cathedral City	CA	3	2	1		1	2	4	2.17
Grand Terrace	CA	2	1	2		2	2	4	2.17
Hesperia	CA	2	1	3		2	1	4	2.17
Yucca Valley	CA	3	1	2		2	1	4	2.17
Beaverton	OR	1	1	4	1	2	3	3	2.14
Lake Forest	CA	2	1	1	2	1	4	4	2.14
Minneapolis	MN	1	1	1	3	5	1	3	2.14
Adelanto	CA	2	1	2		2	1	4	2.00
Gardnerville	NV	1	1	4			2	2	2.00
Gilbert	AZ	3	2	1	2	1	2	3	2.00
Grants Pass	OR	1	1	2		4	1	3	2.00
Henderson	NV	1	1	4	2	2	2	2	2.00
Mesa	AZ	3	2	1	1	3	1	3	2.00
San Antonio	TX	3	1	1	2	5	1	1	2.00
Santa Fe	NM	3	1	1	2		2	3	2.00
Yucaipa	CA	2	1	2		1	2	4	2.00
Carson City	NV	1	1	4	1		2	2	1.83
Laguna Woods	CA	2	1	1		1	2	4	1.83
Irving	TX	3	1	1	2	3	1	1	1.71
Fort Worth	TX	3	1	1	1	4	1	1	1.71
Lake Havasu City	AZ	1	1	2		1	1	3	1.50
Boise	ID	1	1	1	1	2	2	1	1.29
Albuquerque	NM	1		1	1		1	2	1.20

## APPENDIX 3

## Sales Tax

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	≥ 10.00%	
Second Tier	9.00% - 9.50%	
Third Tier	7.80% - 8.85%	
Fourth Tier	7.75%	
Fifth Tier (Lowest Cost)	< 7.75%	
No Data	N/A	

City	State	Sales Tax	Tier
Santa Fe Springs	CA	10.50%	
Azusa	CA	10.25%	
Carson	CA	10.25%	
Covina	CA	10.25%	
Culver City	CA	10.25%	
Duarte	CA	10.25%	
Glendora	CA	10.25%	
Irwindale	CA	10.25%	
La Verne	CA	10.25%	
Lomita	CA	10.25%	
Long Beach	CA	10.25%	
Monrovia	CA	10.25%	
Norwalk	CA	10.25%	
Pomona	CA	10.25%	
Whittier	CA	10.25%	
Seattle	WA	10.25%	
Bellevue	CA	10.10%	
Inglewood	CA	10.00%	
Artesia	CA	9.50%	
Baldwin Park	CA	9.50%	
Cerritos	CA	9.50%	
Claremont	CA	9.50%	
Diamond Bar	CA	9.50%	
El Segundo	CA	9.50%	
Industry	CA	9.50%	
La Mirada	CA	9.50%	
Los Angeles	CA	9.50%	
Redondo Beach	CA	9.50%	
San Dimas	CA	9.50%	
Torrance	CA	9.50%	
Walnut	CA	9.50%	
West Covina	CA	9.50%	
Prescott	CA	9.50%	
San Jose	CA	9.38%	
Los Alamitos	CA	9.25%	
Palm Springs	CA	9.25%	
Santa Ana	CA	9.25%	
Portland	OR	9.25%	
Montclair	CA	9.00%	
Spokane	WA	9.00%	
Boulder	CO	8.85%	
Denver	CO	8.81%	
Barstow	CA	8.75%	
Blythe	CA	8.75%	
Cathedral City	CA	8.75%	
Coachella	CA	8.75%	
Corona	CA	8.75%	
Fountain Valley	CA	8.75%	
Garden Grove	CA	8.75%	
Hemet	CA	8.75%	
Indio	CA	8.75%	
La Palma	CA	8.75%	
La Quinta	CA	8.75%	

Lake Elsinore	CA	8.75%	
Menifee	CA	8.75%	
Murrieta	CA	8.75%	
Norco	CA	8.75%	
Placentia	CA	8.75%	
Redlands	CA	8.75%	
Riverside	CA	8.75%	
San Bernardino	CA	8.75%	
San Jacinto	CA	8.75%	
Seal Beach	CA	8.75%	
Stanton	CA	8.75%	
Temecula	CA	8.75%	
Victorville	CA	8.75%	
Westminster	CA	8.75%	
Wildomar	CA	8.75%	
Yucca Valley	CA	8.75%	
Tucson	AZ	8.70%	
San Francisco	CA	8.63%	
Phoenix	AZ	8.60%	
Vancouver	WA	8.50%	
North Las Vegas	NV	8.38%	
Las Vegas	NV	8.38%	
Santa Fe	NM	8.31%	
Mesa	AZ	8.30%	
Sparks	NV	8.27%	
Reno	NV	8.27%	
Austin	TX	8.25%	
Dallas	TX	8.25%	
Houston	TX	8.25%	
La Habra	CA	8.25%	
San Antonio	TX	8.25%	
Fort Worth	TX	8.25%	
Irving	TX	8.25%	
Colorado Springs	CO	8.20%	
Tempe	AZ	8.10%	
Scottsdale	AZ	8.05%	
Chandler	AZ	7.80%	
Gilbert	AZ	7.80%	
Adelanto	CA	7.75%	
Aliso Viejo	CA	7.75%	
Anaheim	CA	7.75%	
Apple Valley	CA	7.75%	
Banning	CA	7.75%	
Beaumont	CA	7.75%	
Big Bear Lake	CA	7.75%	
Brea	CA	7.75%	
Buena Park	CA	7.75%	
Calimesa	CA	7.75%	
Canyon Lake	CA	7.75%	
Chino	CA	7.75%	
Chino Hills	CA	7.75%	
Colton	CA	7.75%	
Costa Mesa	CA	7.75%	
Cypress	CA	7.75%	

Dana Point	CA	7.75%	
Desert Hot Springs	CA	7.75%	
Eastvale	CA	7.75%	
Fontana	CA	7.75%	
Fullerton	CA	7.75%	
Grand Terrace	CA	7.75%	
Hesperia	CA	7.75%	
Highland	CA	7.75%	
Huntington Beach	CA	7.75%	
Indian Wells	CA	7.75%	
Irvine	CA	7.75%	
Jurupa Valley	CA	7.75%	
Laguna Beach	CA	7.75%	
Laguna Hills	CA	7.75%	
Laguna Niguel	CA	7.75%	
Laguna Woods	CA	7.75%	
Lake Forest	CA	7.75%	
Loma Linda	CA	7.75%	
Mission Viejo	CA	7.75%	
Moreno Valley	CA	7.75%	
Needles	CA	7.75%	
Newport Beach	CA	7.75%	
Ontario	CA	7.75%	
Orange	CA	7.75%	
Palm Desert	CA	7.75%	
Perris	CA	7.75%	
Rancho Cucamonga	CA	7.75%	
Rancho Mirage	CA	7.75%	
Rancho Santa Margarita	CA	7.75%	
Rialto	CA	7.75%	
Salt Lake City	UT	7.75%	
San Clemente	CA	7.75%	
San Juan Capistrano	CA	7.75%	
Tustin	CA	7.75%	
Twentynine Palms	CA	7.75%	
Upland	CA	7.75%	
Villa Park	CA	7.75%	
Yorba Linda	CA	7.75%	
Yucaipa	CA	7.75%	
Carson City	NV	7.60%	
Lake Havasu City	AZ	7.60%	
Gardnerville	NV	7.10%	
Minneapolis	MN	6.88%	
Henderson	NV	6.00%	
Boise	ID	6.00%	
Honolulu	HI	4.50%	
Albuquerque	NM	0.00%	
Bend	OR	0.00%	
Grants Pass	OR	0.00%	
Eugene	OR	0.00%	
Beaverton	OR	0.00%	

These data were publicly available for all 158 cities, generally on the city's website. As of September 2022.



## APPENDIX 4

## Utility Tax

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	≥ 7.00%	Red
Second Tier	5.00% - 6.50%	Orange
Third Tier	3.50% - 4.75%	Yellow
Fourth Tier	0.00% - 3.00%	Light Green
Fifth Tier (Lowest Cost)	0.00%	Dark Green
No Data	N/A	Grey

City	State	Utility Tax	Tier
Vancouver	WA	28.90%	Red
Colton	CA	12.50%	
Culver City	CA	11.00%	
Los Angeles	CA	10.00%	
Seal Beach	CA	10.00%	
Pomona	CA	9.00%	
Twentynine Palms	CA	9.00%	
Inglewood	CA	8.00%	
Rialto	CA	8.00%	
San Bernardino	CA	7.75%	
Irwindale	CA	7.50%	
San Francisco	CA	7.50%	
Desert Hot Springs	CA	7.00%	
Riverside	CA	6.50%	Orange
Torrance	CA	6.50%	
Covina	CA	6.00%	
Indio	CA	6.00%	
La Verne	CA	6.00%	
Los Alamitos	CA	6.00%	
Seattle	WA	6.00%	
Spokane	WA	6.00%	
Moreno Valley	CA	5.75%	
Claremont	CA	5.50%	
Norwalk	CA	5.50%	
Santa Ana	CA	5.50%	
Bellevue	WA	5.00%	Yellow
Coachella	CA	5.00%	
Huntington Beach	CA	5.00%	
La Palma	CA	5.00%	
Long Beach	CA	5.00%	
Palm Springs	CA	5.00%	
Portland	OR	5.00%	
San Jose	CA	5.00%	
Santa Fe Springs	CA	5.00%	
Stanton	CA	5.00%	
Whittier	CA	5.00%	
Redondo Beach	CA	4.75%	Light Green
Tucson	AZ	4.50%	
Azusa	CA	4.00%	
Westminster	CA	4.00%	
Yorba Linda	CA	4.00%	
Canyon Lake	CA	3.95%	
Montclair	CA	3.89%	
Placentia	CA	3.50%	
Baldwin Park	CA	3.00%	
Beaumont	CA	3.00%	
Buena Park	CA	3.00%	
Cathedral City	CA	3.00%	
El Segundo	CA	3.00%	
Chandler	AZ	2.75%	Dark Green
Prescott	AZ	2.75%	
Phoenix	AZ	2.70%	

Needles	CA	2.50%	Light Green
Carson	CA	2.00%	
Mesa	AZ	2.00%	
Tempe	AZ	1.80%	
Gilbert	AZ	1.50%	
Irvine	CA	1.50%	
Adelanto	CA	0.00%	Dark Green
Aliso Viejo	CA	0.00%	
Anaheim	CA	0.00%	
Apple Valley	CA	0.00%	
Artesia	CA	0.00%	
Banning	CA	0.00%	
Barstow	CA	0.00%	
Beaverton	OR	0.00%	
Bend	OR	0.00%	
Big Bear Lake	CA	0.00%	
Blythe	CA	0.00%	
Boise	ID	0.00%	
Boulder	CO	0.00%	
Brea	CA	0.00%	
Carson City	NV	0.00%	
Cerritos	CA	0.00%	
Chino	CA	0.00%	
Chino Hills	CA	0.00%	
Colorado Springs	CO	0.00%	
Corona	CA	0.00%	
Costa Mesa	CA	0.00%	
Cypress	CA	0.00%	
Dana Point	CA	0.00%	
Denver	CO	0.00%	
Diamond Bar	CA	0.00%	
Duarte	CA	0.00%	
Eastvale	CA	0.00%	
Eugene	OR	0.00%	
Fontana	CA	0.00%	
Fort Worth	TX	0.00%	
Fountain Valley	CA	0.00%	
Fullerton	CA	0.00%	
Garden Grove	CA	0.00%	
Gardnerville	NV	0.00%	
Glendora	CA	0.00%	
Grand Terrace	CA	0.00%	
Grants Pass	OR	0.00%	
Hemet	CA	0.00%	
Henderson	NV	0.00%	
Hesperia	CA	0.00%	
Highland	CA	0.00%	
Honolulu	HI	0.00%	
Indian Wells	CA	0.00%	
Industry	CA	0.00%	
Irving	TX	0.00%	
Jurupa Valley	CA	0.00%	
La Habra	CA	0.00%	

La Mirada	CA	0.00%	Dark Green
La Quinta	CA	0.00%	
Laguna Beach	CA	0.00%	
Laguna Hills	CA	0.00%	
Laguna Niguel	CA	0.00%	
Laguna Woods	CA	0.00%	
Lake Elsinore	CA	0.00%	
Lake Forest	CA	0.00%	
Lake Havasu City	AZ	0.00%	
Loma Linda	CA	0.00%	
Lomita	CA	0.00%	
Menifee	CA	0.00%	
Minneapolis	MN	0.00%	
Mission Viejo	CA	0.00%	
Monrovia	CA	0.00%	
Murrieta	CA	0.00%	
Newport Beach	CA	0.00%	
Norco	CA	0.00%	
North Las Vegas	NV	0.00%	
Ontario	CA	0.00%	
Orange	CA	0.00%	
Palm Desert	CA	0.00%	
Perris	CA	0.00%	
Rancho Cucamonga	CA	0.00%	
Rancho Mirage	CA	0.00%	
Rancho Santa Margarita	CA	0.00%	
Redlands	CA	0.00%	
San Antonio	TX	0.00%	
San Clemente	CA	0.00%	
San Dimas	CA	0.00%	
San Jacinto	CA	0.00%	
San Juan Capistrano	CA	0.00%	
Santa Fe	NM	0.00%	
Scottsdale	AZ	0.00%	
Sparks	NV	0.00%	
Temecula	CA	0.00%	
Tustin	CA	0.00%	
Upland	CA	0.00%	
Victorville	CA	0.00%	
Villa Park	CA	0.00%	
Walnut	CA	0.00%	
West Covina	CA	0.00%	
Wildomar	CA	0.00%	
Yucaipa	CA	0.00%	
Yucca Valley	CA	0.00%	
Albuquerque	NM		Grey
Austin	TX		
Calimesa	CA		
Dallas	TX		
Houston	TX		
Las Vegas	NV		
Reno	NV		
Salt Lake City	UT		

These data were available for almost every city, though generally hidden deeper on the city's website than Sales Tax. We included Utility User Taxes applicable to jurisdictions exactly coterminous with a subject city; special taxation districts with different borders could not be included. Utility User Taxes generally apply across utilities such as electric, gas, and telecommunications.

## APPENDIX 5

## Business License Fee

<i>Ranking</i>	<i>Tier Boundary</i>	<i>Color</i>
Top Tier (Highest Cost)	≥ \$500	
Second Tier	\$200 - \$499	
Third Tier	\$100 - \$199	
Fourth Tier	\$50 - \$99	
Fifth Tier (Lowest Cost)	\$0 - \$49	
No Data	N/A	

City	State	Business Lic. Fee	Tier
Portland	OR	\$11,050	A
El Segundo	CA	\$2,145	
Vancouver	WA	\$1,375	
Torrance	CA	\$1,070	
San Jose	CA	\$971	
Azusa	CA	\$943	
San Francisco	CA	\$719	
Salt Lake City	UT	\$711	
Long Beach	CA	\$654	
Los Angeles	CA	\$635	
Spokane	WA	\$620	
West Covina	CA	\$597	
Inglewood	CA	\$554	
Los Alamitos	CA	\$552	
Seattle	WA	\$543	
Cerritos	CA	\$528	
Culver City	CA	\$504	
Reno	NV	\$499	B
Redondo Beach	CA	\$470	
Newport Beach	CA	\$442	
Palm Springs	CA	\$431	
Duarte	CA	\$412	
Monrovia	CA	\$356	
North Las Vegas	NV	\$350	
Needles	CA	\$344	
Upland	CA	\$339	
Highland	CA	\$310	
Sparks	NV	\$305	
Carson	CA	\$294	
Laguna Beach	CA	\$289	
Barstow	CA	\$285	
Banning	CA	\$275	
San Dimas	CA	\$274	
Rancho Cucamonga	CA	\$273	
Santa Fe Springs	CA	\$264	
Lomita	CA	\$255	
Big Bear Lake	CA	\$231	
Beaverton	OR	\$229	
Carson City	NV	\$225	
Henderson	NV	\$225	
Seal Beach	CA	\$223	
Irwindale	CA	\$217	
Covina	CA	\$211	
Apple Valley	CA	\$204	
Stanton	CA	\$202	
Gardnerville	NV	\$200	C
San Juan Capistrano	CA	\$194	
Canyon Lake	CA	\$193	
San Jacinto	CA	\$190	
Colton	CA	\$185	
Victorville	CA	\$176	D
Villa Park	CA	\$171	

Riverside	CA	\$165	Orange County
Pomona	CA	\$158	
Claremont	CA	\$156	
Ontario	CA	\$154	
Norco	CA	\$153	
Huntington Beach	CA	\$150	
Las Vegas	NV	\$150	
Baldwin Park	CA	\$148	
La Mirada	CA	\$146	
Lake Elsinore	CA	\$145	
Indio	CA	\$144	San Diego County
Norwalk	CA	\$143	
Rialto	CA	\$139	
Hesperia	CA	\$137	
Fountain Valley	CA	\$130	
Whittier	CA	\$130	
Diamond Bar	CA	\$127	
Bend	OR	\$125	
Indian Wells	CA	\$118	
San Clemente	CA	\$117	
Colorado Springs	CO	\$110	Los Angeles County
Eastvale	CA	\$110	
Blythe	CA	\$108	
Bellevue	WA	\$104	
Coachella	CA	\$100	
Perris	CA	\$100	
Twentynine Palms	CA	\$100	
Chino Hills	CA	\$97	
Beaumont	CA	\$91	
Orange	CA	\$91	
Walnut	CA	\$91	San Bernardino County
Hemet	CA	\$90	
Lake Havasu City	AZ	\$90	
Fontana	CA	\$85	
Santa Ana	CA	\$85	
Costa Mesa	CA	\$80	
Corona	CA	\$77	
Yucaipa	CA	\$76	
Anaheim	CA	\$75	
Fullerton	CA	\$75	
Murrieta	CA	\$75	Imperial County
Moreno Valley	CA	\$74	
Garden Grove	CA	\$72	
Wildomar	CA	\$71	
Irvine	CA	\$70	
Montclair	CA	\$70	
Menifee	CA	\$65	
Placentia	CA	\$64	
Scottsdale	AZ	\$62	
Palm Desert	CA	\$60	
Yucca Valley	CA	\$59	San Luis Obispo County
La Palma	CA	\$56	
La Verne	CA	\$53	

Adelanto	CA	\$50	Green
Desert Hot Springs	CA	\$50	
Eugene	OR	\$50	
Grand Terrace	CA	\$50	
Grants Pass	OR	\$50	
Tempe	AZ	\$50	Yellow
Chino	CA	\$48	
La Habra	CA	\$48	
Chandler	AZ	\$45	
Jurupa Valley	CA	\$45	
Cathedral City	CA	\$42	
Tustin	CA	\$40	
Glendora	CA	\$38	
Buena Park	CA	\$38	
Albuquerque	NM	\$35	
Gilbert	AZ	\$35	Green
Santa Fe	NM	\$35	
Temecula	CA	\$35	
Brea	CA	\$30	
Minneapolis	MN	\$30	
Rancho Mirage	CA	\$30	
Cypress	CA	\$29	
Calimesa	CA	\$28	
La Quinta	CA	\$25	
Mesa	AZ	\$25	
Tucson	AZ	\$25	
Yorba Linda	CA	\$25	
Honolulu	HI	\$20	
Aliso Viejo	CA	\$0	
Austin	TX	\$0	
Boise	ID	\$0	
Dallas	TX	\$0	
Dana Point	CA	\$0	
Denver	CO	\$0	
Fort Worth	TX	\$0	
Houston	TX	\$0	
Industry	CA	\$0	
Irving	TX	\$0	
Laguna Niguel	CA	\$0	
Laguna Woods	CA	\$0	
Lake Forest	CA	\$0	
Mission Viejo	CA	\$0	
Phoenix	AZ	\$0	
Prescott	AZ	\$0	
Rancho Santa Margarita	CA	\$0	
San Antonio	TX	\$0	
Artesia	CA		Yellow
Boulder	CO		
Laguna Hills	CA		
Loma Linda	CA		
Redlands	CA		
San Bernardino	CA		Yellow
Westminster	CA		

We calculated Business License Fee as the fees that would be generally applicable to businesses attempting to set up in a given city, including administrative fees and estimated gross receipts tax for a business with \$500,000 in gross receipts and 10 employees. We did not include fire marshal fees, occupancy certificates, other location-specific fees, or gross receipts tax not due at the time of application.

## APPENDIX 6

## Average Office Rent (per sq. ft)

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	≥ \$33.50	Red
Second Tier	\$30.00 – \$33.49	Orange
Third Tier	\$27.00 – \$29.99	Yellow
Fourth Tier	\$24.00 – \$26.99	Light Green
Fifth Tier (Lowest Cost)	\$14.50 – \$23.99	Dark Green
No Data	N/A	Grey

City	State	Avg. Office Rent (per sq. ft)	Tier
San Francisco	CA	\$87.18	Red
Culver City	CA	\$50.65	
San Jose	CA	\$49.98	
El Segundo	CA	\$46.40	
Seattle	WA	\$44.23	
Bellevue	WA	\$43.10	
Austin	TX	\$42.69	
Los Angeles	CA	\$42.41	
Newport Beach	CA	\$38.55	
Honolulu	HI	\$37.95	
Costa Mesa	CA	\$36.06	Orange
Irvine	CA	\$34.49	
Torrance	CA	\$34.47	
Inglewood	CA	\$34.18	
Denver	CO	\$33.82	
Tustin	CA	\$33.75	
Laguna Hills	CA	\$33.65	
Laguna Niguel	CA	\$33.16	
Portland	OR	\$33.10	
San Juan Capistrano	CA	\$31.68	
Mission Viejo	CA	\$31.40	Yellow
Boulder	CO	\$31.38	
Aliso Viejo	CA	\$31.02	
Long Beach	CA	\$30.81	
Buena Park	CA	\$30.80	
Cerritos	CA	\$30.64	
Chino Hills	CA	\$30.61	
Monrovia	CA	\$30.56	
Orange	CA	\$30.46	
Diamond Bar	CA	\$30.37	
Dallas	TX	\$30.36	Light Green
Houston	TX	\$30.34	
Scottsdale	AZ	\$30.01	
Brea	CA	\$30.00	
Pomona	CA	\$29.71	
Los Alamitos	CA	\$29.56	
Minneapolis	MN	\$29.56	
Anaheim	CA	\$29.21	
San Clemente	CA	\$29.15	
Rancho Santa Margarita	CA	\$28.86	
Claremont	CA	\$28.44	Dark Green
Santa Ana	CA	\$28.11	
West Covina	CA	\$28.02	
Huntington Beach	CA	\$27.77	
Chandler	CA	\$27.71	
Cypress	CA	\$27.54	
Corona	CA	\$27.32	
Tempe	AZ	\$26.99	
Irving	TX	\$26.96	
Ontario	CA	\$26.56	
Norwalk	CA	\$26.52	Light Green
San Antonio	TX	\$26.50	

Lake Forest	CA	\$26.42	Light Green
Gilbert	AZ	\$26.40	
Murrieta	CA	\$26.32	
Rancho Cucamonga	CA	\$26.10	
Henderson	NV	\$26.07	
Carson	CA	\$26.06	
Palm Desert	CA	\$26.02	
Las Vegas	NV	\$25.98	
Phoenix	AZ	\$25.67	
Santa Fe	NM	\$25.38	
Santa Fe Springs	CA	\$25.26	Dark Green
Temecula	CA	\$24.70	
Reno	NV	\$24.25	
Carson City	NV	\$23.98	
Whittier	CA	\$23.94	
Upland	CA	\$23.87	
Vancouver	WA	\$23.87	
Garden Grove	CA	\$23.69	
Fountain Valley	CA	\$23.40	
Salt Lake City	UT	\$23.30	
Fort Worth	TX	\$23.18	Grey
Riverside	CA	\$22.93	
Beaverton	OR	\$22.45	
North Las Vegas	NM	\$22.16	
Mesa	AZ	\$21.08	
Colorado Springs	CO	\$21.08	
Redlands	CA	\$21.06	
San Bernardino	CA	\$20.83	
Spokane	WA	\$20.59	
Albuquerque	NM	\$19.15	
Boise	ID	\$17.10	Grey
Colton	CA	\$14.51	
Prescott	AZ		
Sparks	NV		
Gardnerville	OR		
Grants Pass	OR		
Eugene	OR		
Adelanto	CA		
Apple Valley	CA		
Artesia	CA		
Azusa	CA		
Baldwin Park	CA		Grey
Banning	CA		
Barstow	CA		
Beaumont	CA		
Big Bear Lake	CA		
Blythe	CA		
Calimesa	CA		
Canyon Lake	CA		
Cathedral City	CA		
Chino	CA		
Coachella	CA		
Covina	CA		

Dana Point	CA		Grey
Desert Hot Springs	CA		
Duarte	CA		
Eastvale	CA		
Fontana	CA		
Fullerton	CA		
Glendora	CA		
Grand Terrace	CA		
Hemet	CA		
Hesperia	CA		
Highland	CA		Grey
Indian Wells	CA		
Indio	CA		
Industry	CA		
Irwindale	CA		
Jurupa Valley	CA		
La Habra	CA		
La Mirada	CA		
La Palma	CA		
La Quinta	CA		
La Verne	CA		Grey
Laguna Beach	CA		
Laguna Woods	CA		
Lake Elsinore	CA		
Loma Linda	CA		
Lomita	CA		
Menifee	CA		
Montclair	CA		
Moreno Valley	CA		
Needles	CA		
Norco	CA		Grey
Palm Springs	CA		
Perris	CA		
Placentia	CA		
Rancho Mirage	CA		
Redondo Beach	CA		
Rialto	CA		
San Dimas	CA		
San Jacinto	CA		
Seal Beach	CA		
Stanton	CA		Grey
Twentynine Palms	CA		
Victorville	CA		
Villa Park	CA		
Walnut	CA		
Westminster	CA		
Wildomar	CA		
Yorba Linda	CA		
Yucaipa	CA		
Yucca Valley	CA		
Bend	OR		Grey
Lake Havasu City	AZ		
Tucson	AZ		

These data were available for some, but not all, of the cities we studied. We collected the data from <https://www.commercialcafe.com/>.

## APPENDIX 7

## FBI Crime Index

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	$\geq 0.0360$	
Second Tier	0.0275 – 0.0355	
Third Tier	0.0225 – 0.0274	
Fourth Tier	0.0171 – 0.0224	
Fifth Tier (Lowest Cost)	0.0067 – 0.0170	
No Data	N/A	

City	State	FBI Crime Index	Tier
Industry	CA	6.2289	
Irwindale	CA	0.1811	
Spokane	WA	0.0661	
Salt Lake City	UT	0.0637	
Santa Fe Springs	CA	0.0632	
San Francisco	CA	0.0618	
Portland	OR	0.0575	
San Bernardino	CA	0.0551	
Minneapolis	MN	0.0544	
Houston	TX	0.0539	
Barstow	CA	0.0522	
Seattle	WA	0.0508	
San Antonio	TX	0.0503	
Needles	CA	0.0490	
Culver City	CA	0.0466	
Palm Springs	CA	0.0457	
Denver	CO	0.0449	
Montclair	CA	0.0428	
Colorado Springs	CO	0.0425	
Tempe	AZ	0.0423	
El Segundo	CA	0.0423	
Dallas	TX	0.0418	
Austin	TX	0.0411	
Phoenix	AZ	0.0401	
Big Bear Lake	CA	0.0397	
Eugene	OR	0.0396	
Tucson	AZ	0.0396	
Hemet	CA	0.0374	
Vancouver	WA	0.0372	
Blythe	CA	0.0370	
Palm Desert	CA	0.0369	
Rancho Mirage	CA	0.0364	
Rialto	CA	0.0360	
Costa Mesa	CA	0.0355	
San Jacinto	CA	0.0353	
Grants Pass	OR	0.0352	
Cerritos	CA	0.0348	
Brea	CA	0.0345	
Riverside	CA	0.0344	
Pomona	CA	0.0337	
Calimesa	CA	0.0333	
Las Vegas	NV	0.0330	
Redlands	CA	0.0329	
Honolulu	HI	0.0327	
Boulder	CO	0.0325	
Desert Hot Springs	CA	0.0321	
Glendora	CA	0.0317	
Westminster	CA	0.0315	
Colton	CA	0.0315	
Fort Worth	CA	0.0313	
Los Angeles	CA	0.0312	
Lake Elsinore	CA	0.0310	

Moreno Valley	CA	0.0303	
Bellevue	WA	0.0296	
Long Beach	CA	0.0292	
North Las Vegas	NV	0.0290	
Perris	CA	0.0290	
San Jose	CA	0.0286	
Covina	CA	0.0283	
Tustin	CA	0.0281	
Buena Park	CA	0.0279	
Indian Wells	CA	0.0275	
Upland	CA	0.0274	
Chino	CA	0.0274	
Inglewood	CA	0.0274	
Sparks	NV	0.0271	
Norco	CA	0.0270	
Ontario	CA	0.0270	
San Dimas	CA	0.0268	
Carson	NV	0.0266	
Reno	NV	0.0266	
Anaheim	CA	0.0265	
Victorville	CA	0.0265	
La Quinta	CA	0.0262	
Indio	CA	0.0260	
Loma Linda	CA	0.0260	
Irving	CA	0.0259	
Garden Grove	CA	0.0255	
Jurupa Valley	CA	0.0255	
Fullerton	CA	0.0252	
Santa Ana	CA	0.0248	
West Covina	CA	0.0247	
Whittier	CA	0.0245	
Monrovia	CA	0.0242	
Temecula	CA	0.0239	
Seal Beach	CA	0.0236	
Chandler	AZ	0.0230	
Highland	CA	0.0228	
Redondo Beach	CA	0.0227	
Claremont	CA	0.0225	
Mesa	AZ	0.0225	
Adelanto	CA	0.0224	
Huntington Beach	CA	0.0224	
Newport Beach	CA	0.0223	
Hesperia	CA	0.0222	
Corona	CA	0.0221	
Rancho Cucamonga	CA	0.0221	
Beaverton	CA	0.0220	
Coachella	CA	0.0219	
Azusa	CA	0.0219	
Fountain Valley	CA	0.0218	
Grand Terrace	CA	0.0217	
Torrance	CA	0.0216	
Menifee	CA	0.0215	
Banning	CA	0.0212	
Artesia	CA	0.0212	

Scottsdale	AZ	0.0212	
La Verne	CA	0.0210	
Placentia	CA	0.0209	
Yucca Valley	CA	0.0207	
Bend	OR	0.0206	
Prescott	AZ	0.0205	
La Palma	CA	0.0205	
La Habra	CA	0.0202	
Beaumont	CA	0.0199	
Apple Valley	CA	0.0195	
Henderson	NV	0.0192	
Norwalk	CA	0.0191	
Boise	ID	0.0186	
Wildomar	CA	0.0184	
Fontana	CA	0.0178	
Diamond Bar	CA	0.0174	
Baldwin Park	CA	0.0171	
Orange	CA	0.0169	
Duarte	CA	0.0167	
Stanton	CA	0.0162	
La Mirada	CA	0.0162	
Laguna Beach	CA	0.0158	
Lomita	CA	0.0156	
Yucaipa	CA	0.0156	
Eastvale	CA	0.0155	
San Clemente	CA	0.0155	
Twentynine Palms	CA	0.0144	
Walnut	CA	0.0141	
Laguna Hills	CA	0.0140	
Irvine	CA	0.0137	
Lake Havasu City	AZ	0.0137	
Murrieta	CA	0.0137	
Cathedral City	CA	0.0135	
Dana Point	CA	0.0134	
Cypress	CA	0.0132	
Gilbert	AZ	0.0130	
Los Alamitos	CA	0.0118	
Chino Hills	CA	0.0117	
San Juan Capistrano	CA	0.0099	
Yorba Linda	CA	0.0098	
Laguna Niguel	CA	0.0098	
Mission Viejo	CA	0.0098	
Aliso Viejo	CA	0.0088	
Lake Forest	CA	0.0087	
Villa Park	CA	0.0082	
Laguna Woods	CA	0.0082	
Canyon Lake	CA	0.0078	
Rancho Santa Margarita	CA	0.0067	
Carson City	NV		
Santa Fe	NM		
Gardnerville	NV		
Albuquerque	NM		

We used the FBI's Uniform Crime Report data and calculated the Crime Index as equal to the total number of criminal incidents in a city (including both property crime and violent crime) divided by the city's population. 2019 FBI Uniform Crime Reports.

## APPENDIX 8

## Median Home Value

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	≥ \$690,000	
Second Tier	\$530,000 - \$689,999	
Third Tier	\$380,000 - \$529,999	
Fourth Tier	\$280,000 - \$379,999	
Fifth Tier (Lowest Cost)	<\$279,999	
No Data	N/A	

City	State	Median Home Value	Tier
Newport Beach	CA	\$1,976,400	
Laguna Beach	CA	\$1,874,400	
Villa Park	CA	\$1,238,800	
El Segundo	CA	\$1,180,000	
San Francisco	CA	\$1,152,300	
Redondo Beach	CA	\$974,200	
San Clemente	CA	\$931,400	
San Jose	CA	\$925,800	
Dana Point	CA	\$923,100	
Culver City	CA	\$920,900	
Bellevue	WA	\$887,700	
Laguna Niguel	CA	\$863,600	
Yorba Linda	CA	\$862,900	
Irvine	CA	\$861,700	
Costa Mesa	CA	\$807,000	
Walnut	CA	\$806,900	
Huntington Beach	CA	\$803,400	
Torrance	CA	\$796,800	
Fountain Valley	CA	\$777,200	
Los Alamitos	CA	\$772,300	
San Juan Capistrano	CA	\$760,400	
Laguna Hills	CA	\$744,800	
Boulder	CO	\$736,000	
Mission Viejo	CA	\$732,100	
Cerritos	CA	\$716,000	
Seattle	WA	\$713,600	
Honolulu	HI	\$702,300	
Monrovia	CA	\$694,700	
Tustin	CA	\$693,000	
Diamond Bar	CA	\$690,500	
Claremont	CA	\$688,600	
Brea	CA	\$687,700	
La Palma	CA	\$686,800	
Lake Forest	CA	\$682,700	
Orange	CA	\$680,300	
Rancho Santa Margarita	CA	\$679,500	
Los Angeles	CA	\$670,700	
Fullerton	CA	\$667,300	
Cypress	CA	\$665,100	
Aliso Viejo	CA	\$656,600	
Placentia	CA	\$653,400	
Chino Hills	CA	\$642,500	
Glendora	CA	\$637,500	
Westminster	CA	\$624,000	
Lomita	CA	\$618,700	
Buena Park	CA	\$608,800	
La Mirada	CA	\$606,200	
San Dimas	CA	\$604,600	
Anaheim	CA	\$602,400	
La Verne	CA	\$602,000	
Artesia	CA	\$600,000	
Whittier	CA	\$598,000	

Eastvale	CA	\$596,200	
Long Beach	CA	\$584,200	
Garden Grove	CA	\$580,300	
West Covina	CA	\$578,800	
La Habra	CA	\$577,900	
Norco	CA	\$559,100	
Inglewood	CA	\$555,000	
Covina	CA	\$549,500	
Upland	CA	\$547,100	
Rancho Mirage	CA	\$533,700	
Santa Ana	CA	\$525,900	
Duarte	CA	\$519,700	
Rancho Cucamonga	CA	\$515,600	
Carson	CA	\$494,800	
Scottsdale	AZ	\$493,200	
Corona	CA	\$491,000	
Canyon Lake	CA	\$479,500	
Chino	CA	\$476,800	
Temecula	CA	\$464,900	
Santa Fe Springs	CA	\$462,400	
Norwalk	CA	\$461,000	
Azusa	CA	\$438,700	
Portland	OR	\$438,500	
Baldwin Park	CA	\$436,800	
Murrieta	CA	\$435,700	
Stanton	CA	\$432,600	
Denver	CO	\$427,600	
Redlands	CA	\$424,900	
Pomona	CA	\$420,600	
Seal Beach	CA	\$417,700	
Bend	OR	\$415,100	
Ontario	CA	\$408,000	
La Quinta	CA	\$405,200	
Beaverton	OR	\$400,500	
Palm Springs	CA	\$398,100	
Big Bear Lake	CA	\$394,800	
Fontana	CA	\$393,200	
Jurupa Valley	CA	\$393,200	
Riverside	CA	\$389,500	
Montclair	CA	\$388,100	
Loma Linda	CA	\$381,300	
Wildomar	CA	\$378,100	
Lake Elsinore	CA	\$366,200	
Prescott	AZ	\$362,300	
Palm Desert	CA	\$361,200	
Reno	NV	\$361,100	
Austin	TX	\$358,000	
Grand Terrace	CA	\$355,400	
Menifee	CA	\$353,000	
Gilbert	AZ	\$348,000	
Salt Lake City	UT	\$346,100	
Yucaipa	CA	\$345,100	
Henderson	NV	\$341,100	
Beaumont	CA	\$338,700	
Highland	CA	\$338,500	

Moreno Valley	CA	\$335,700	
Rialto	CA	\$330,000	
Chandler	AZ	\$324,500	
Sparks	NV	\$324,000	
Gardnerville	NV	\$319,400	
Vancouver	WA	\$318,200	
Perris	CA	\$309,500	
Laguna Woods	CA	\$309,400	
Eugene	OR	\$304,500	
Cathedral City	CA	\$302,500	
Carson City	NV	\$299,900	
Colorado Springs	CO	\$294,500	
Colton	CA	\$292,300	
Santa Fe	NM	\$290,800	
Indio	CA	\$290,200	
Tempe	AZ	\$287,600	
Boise	ID	\$282,900	
Las Vegas	NV	\$279,700	
San Bernardino	CA	\$272,600	
Apple Valley	CA	\$270,400	
Minneapolis	MN	\$268,100	
Lake Havasu City	AZ	\$267,500	
San Jacinto	CA	\$266,500	
Grants Pass	OR	\$260,400	
North Las Vegas	NV	\$260,100	
Hesperia	CA	\$255,500	
Phoenix	AZ	\$250,800	
Calimesa	CA	\$249,300	
Mesa	AZ	\$245,500	
Banning	CA	\$242,000	
Coachella	CA	\$238,500	
Victorville	CA	\$235,700	
Desert Hot Springs	CA	\$218,000	
Adelanto	CA	\$213,800	
Hemet	CA	\$213,000	
Dallas	TX	\$208,700	
Spokane	WA	\$205,500	
Albuquerque	NM	\$204,100	
Irving	CA	\$196,500	
Yucca Valley	CA	\$193,500	
Fort Worth	TX	\$190,400	
Houston	TX	\$186,800	
Tucson	AZ	\$165,900	
San Antonio	TX	\$156,700	
Blythe	CA	\$156,100	
Twentynine Palms	CA	\$139,400	
Barstow	CA	\$130,100	
Indian Wells	CA		
Industry	CA		
Irwindale	CA		
Needles	CA		

## APPENDIX 9

# Minimum Wage

Ranking	Tier Boundary	Color
Top Tier (Highest Cost)	>\$15	
Second Tier	\$15	
Third Tier	\$12.50 - \$14.75	
Fourth Tier	\$9.75 - \$11.50	
Fifth Tier (Lowest Cost)	\$7.25	
No Data	N/A	

City	State	Minimum Wage	Tier
Seattle	WA	\$17.27	
San Francisco	CA	\$16.32	
San Jose	CA	\$16.20	
Los Angeles	CA	\$16.04	
Denver	CO	\$15.87	
Adelanto	CA	\$15	
Aliso Viejo	CA	\$15	
Anaheim	CA	\$15	
Apple Valley	CA	\$15	
Artesia	CA	\$15	
Azusa	CA	\$15	
Baldwin Park	CA	\$15	
Banning	CA	\$15	
Barstow	CA	\$15	
Beaumont	CA	\$15	
Big Bear Lake	CA	\$15	
Blythe	CA	\$15	
Brea	CA	\$15	
Buena Park	CA	\$15	
Calimesa	CA	\$15	
Canyon Lake	CA	\$15	
Carson	CA	\$15	
Cathedral City	CA	\$15	
Cerritos	CA	\$15	
Chino	CA	\$15	
Chino Hills	CA	\$15	
Claremont	CA	\$15	
Coachella	CA	\$15	
Colton	CA	\$15	
Corona	CA	\$15	
Costa Mesa	CA	\$15	
Covina	CA	\$15	
Culver City	CA	\$15	
Cypress	CA	\$15	
Dana Point	CA	\$15	
Desert Hot Springs	CA	\$15	
Diamond Bar	CA	\$15	
Duarte	CA	\$15	
Eastvale	CA	\$15	
El Segundo	CA	\$15	
Fontana	CA	\$15	
Fountain Valley	CA	\$15	
Fullerton	CA	\$15	
Garden Grove	CA	\$15	
Glendora	CA	\$15	
Grand Terrace	CA	\$15	
Hemet	CA	\$15	
Hesperia	CA	\$15	
Highland	CA	\$15	
Huntington Beach	CA	\$15	
Indian Wells	CA	\$15	
Indio	CA	\$15	

Industry	CA	\$15
Inglewood	CA	\$15
Irvine	CA	\$15
Irwindale	CA	\$15
Jurupa Valley	CA	\$15
La Habra	CA	\$15
La Mirada	CA	\$15
La Palma	CA	\$15
La Quinta	CA	\$15
La Verne	CA	\$15
Laguna Beach	CA	\$15
Laguna Hills	CA	\$15
Laguna Niguel	CA	\$15
Laguna Woods	CA	\$15
Lake Elsinore	CA	\$15
Lake Forest	CA	\$15
Loma Linda	CA	\$15
Lomita	CA	\$15
Long Beach	CA	\$15
Los Alamitos	CA	\$15
Menifee	CA	\$15
Mission Viejo	CA	\$15
Monrovia	CA	\$15
Montclair	CA	\$15
Moreno Valley	CA	\$15
Murrieta	CA	\$15
Needles	CA	\$15
Newport Beach	CA	\$15
Norco	CA	\$15
Norwalk	CA	\$15
Ontario	CA	\$15
Orange	CA	\$15
Palm Desert	CA	\$15
Palm Springs	CA	\$15
Perris	CA	\$15
Placentia	CA	\$15
Pomona	CA	\$15
Rancho Cucamonga	CA	\$15
Rancho Mirage	CA	\$15
Rancho Santa Margarita	CA	\$15
Redlands	CA	\$15
Redondo Beach	CA	\$15
Rialto	CA	\$15
Riverside	CA	\$15
San Bernardino	CA	\$15
San Clemente	CA	\$15
San Dimas	CA	\$15
San Jacinto	CA	\$15
San Juan Capistrano	CA	\$15
Santa Ana	CA	\$15
Santa Fe Springs	CA	\$15
Seal Beach	CA	\$15
Stanton	CA	\$15

Temecula	CA	\$15
Torrance	CA	\$15
Tustin	CA	\$15
Twentynine Palms	CA	\$15
Upland	CA	\$15
Victorville	CA	\$15
Villa Park	CA	\$15
Walnut	CA	\$15
West Covina	CA	\$15
Westminster	CA	\$15
Whittier	CA	\$15
Wildomar	CA	\$15
Yorba Linda	CA	\$15
Yucaipa	CA	\$15
Yucca Valley	CA	\$15
Portland	OR	\$14.75
Vancouver	WA	\$14.49
Bellevue	WA	\$14.49
Spokane	WA	\$14.49
Bend	OR	\$13.50
Minneapolis	MN	\$13.50
Tucson	AZ	\$13.00
Santa Fe	NM	\$12.95
Phoenix	AZ	\$12.80
Lake Havasu City	AZ	\$12.80
Scottsdale	AZ	\$12.80
Mesa	AZ	\$12.80
Prescott	AZ	\$12.80
Chandler	AZ	\$12.80
Gilbert	AZ	\$12.80
Tempe	AZ	\$12.80
Colorado Springs	CO	\$12.56
Boulder	CO	\$12.56
Grants Pass	OR	\$12.50
Eugene	OR	\$12.50
Beaverton	OR	\$12.50
Albuquerque	NM	\$11.50
Carson City	NV	\$10.50
Henderson	NV	\$10.50
Sparks	NV	\$10.50
North Las Vegas	NV	\$10.50
Gardnerville	NV	\$10.50
Honolulu	HI	\$10.10
Las Vegas	NV	\$10.50
Reno	NV	\$10.50
Austin	TX	\$7.25
Dallas	TX	\$7.25
Houston	TX	\$7.25
Salt Lake City	UT	\$7.25
San Antonio	TX	\$7.25
Boise	ID	\$7.25
Fort Worth	TX	\$7.25
Irving	TX	\$7.25

Minimum wage is often established by state law, but some cities have raised the minimum wage above that amount. As with Sales Tax, this information was generally available on a city's website. As of September 2022.

# BUILDING VACANCY REPORT

## Availability and Vacancy Building List

Building Address	Existing Rentable Bldg Area	Direct SF Vacant	Direct % Vacant	Total SF Vacant	Total % Vacant	Total SF Available	Direct SF Available	Sublet SF Available	Max SF Contig	Avg Rate
5860 Adams Blvd	4,084	0	0.0%	0	0.0%	4,084	4,084	0	21,704	\$69.00/nnn
5880 Blackwelder St	1,625	1,625	100.0%	1,625	100.0%	1,625	1,625	0	1,625	\$52.20/nnn
5909 Blackwelder St	7,026	7,026	100.0%	7,026	100.0%	7,026	7,026	0	7,026	\$71.40/nnn
6133 Bristol Pkwy	51,348	2,075	4.0%	2,075	4.0%	2,075	2,075	0	2,075	\$38.40/fs
5800 Bristol Pky	310,985	0	0.0%	53,202	17.1%	139,918	53,202	86,716	53,202	-
6089 Bristol Pky	8,634	4,350	50.4%	4,350	50.4%	4,350	4,350	0	4,350	\$23.88/n
6167 Bristol Pky	92,028	35,487	38.6%	35,487	38.6%	37,494	35,487	2,007	10,439	-
5700 Buckingham Pky	49,067	0	0.0%	12,000	24.5%	12,000	0	0	12,000	-
5701 Buckingham Pky	35,762	18,248	51.0%	18,248	51.0%	18,248	18,248	0	18,248	\$30.00/nnn
5741 Buckingham Pky	33,013	6,163	18.7%	6,163	18.7%	6,163	6,163	0	6,163	\$30.00/nnn
6181 Centinela Ave	314,951	314,951	100.0%	314,951	100.0%	314,951	314,951	0	314,951	-
6762 S Centinela Ave	6,600	0	0.0%	0	0.0%	6,600	6,600	0	6,600	\$30.00/fs
6101 W Centinela Ave	111,473	17,588	15.8%	17,588	15.8%	24,943	17,588	7,355	8,592	\$33.00/fs
100 Corporate Pointe	111,421	33,983	30.5%	33,983	30.5%	33,983	33,983	0	30,648	\$43.80/fs
200 Corporate Pointe	91,856	6,833	7.4%	10,235	11.1%	64,811	32,995	31,816	26,162	\$42.04/fs
300 Corporate Pointe	114,682	48,151	42.0%	50,151	43.7%	55,914	53,914	2,000	22,342	\$45.53/fs
400 Corporate Pointe	172,769	7,077	4.1%	14,835	8.6%	29,265	7,077	20,688	7,758	-
600 Corporate Pointe	289,191	106,773	36.9%	106,773	36.9%	132,545	106,773	25,772	74,787	\$35.40/fs
800 Corporate Pointe	243,000	0	0.0%	0	0.0%	82,739	82,739	0	283,536	-
900 Corporate Pointe	300,922	0	0.0%	0	0.0%	248,846	156,797	92,049	183,767	-
9300 Culver Blvd	116,356	1,002	0.9%	1,002	0.9%	1,002	1,002	0	1,002	-
9517-9523 Culver Blvd	6,369	4,274	67.1%	4,274	67.1%	4,274	4,274	0	4,274	\$90.00/nnn
9696 Culver Blvd	32,416	2,688	8.3%	2,688	8.3%	2,688	2,688	0	1,564	\$63.00/mg
10310-10312 Culver Blvd	5,200	5,200	100.0%	5,200	100.0%	5,200	5,200	0	2,600	\$47.40/nnn
10510-10536 Culver Blvd	0	0	-	0	-	0	0	0	0	-
10600 Culver Blvd	5,140	1,525	29.7%	1,525	29.7%	1,525	1,525	0	1,525	-
3850-3863 Culver Ctr	21,755	7,200	33.1%	7,200	33.1%	7,200	7,200	0	7,200	-
3562-3582 Eastham Dr	70,700	0	0.0%	40,000	56.6%	40,000	0	40,000	40,000	\$42.00/mg
3615-3623 Eastham Dr	16,677	2,587	15.5%	2,587	15.5%	2,587	2,587	0	2,587	-
3644 Eastham Dr	17,800	17,800	100.0%	17,800	100.0%	17,800	17,800	17,800	17,800	\$50.70/nnn
5839 Green Valley Cir	37,736	11,232	29.8%	11,232	29.8%	9,637	9,637	0	7,064	\$35.40/mg
5855 Green Valley Cir	45,000	4,246	9.4%	4,246	9.4%	4,246	4,246	0	1,636	\$35.40/mg
5700 Hannum Ave	30,510	0	0.0%	0	0.0%	4,652	4,652	0	4,652	\$27.00/fs
5800-5860 Hannum Ave	43,804	11,520	26.3%	13,020	29.7%	13,020	11,520	1,500	7,001	\$33.76/nnn
3520-3526 Hayden Ave	30,522	0	0.0%	0	0.0%	26,272	26,272	0	20,177	\$65.54/mg
3530 Hayden Ave	33,935	0	0.0%	28,199	83.1%	28,199	0	28,199	28,199	-
3534 Hayden Ave	20,480	0	0.0%	0	0.0%	20,480	0	20,480	20,480	\$54.00/mg
3535 Hayden Ave	52,848	34,844	65.9%	34,844	65.9%	34,844	34,844	0	12,578	\$65.29/mg
3540 Hayden Ave	12,730	0	0.0%	0	0.0%	12,730	0	12,730	12,730	\$36.00/mg
3542 Hayden Ave	16,808	0	0.0%	0	0.0%	9,824	9,824	0	9,824	\$5.45/mg
3601-3615 Hayden Ave	28,920	3,400	11.8%	3,400	11.8%	3,400	3,400	0	3,400	\$42.00/mg
3625 Hayden Ave	33,662	0	0.0%	0	0.0%	5,092	5,092	0	5,092	\$63.60/mg
8637-8649 Hayden Pl	18,850	0	0.0%	0	0.0%	3,200	0	3,200	3,200	\$34.44/mg
8669-8675 Hayden Pl	24,794	0	0.0%	9,694	39.1%	24,794	16,722	9,694	16,722	\$27.00/nnn



## Availability and Vacancy Building List

Building Address	Existing Rentable Bldg Area	Direct SF Vacant	Direct % Vacant	Total SF Vacant	Total % Vacant	Total SF Available	Direct SF Available	Sublet SF Available	Max SF Contig	Avg Rate
3500 Helms Ave	3,749	0	0.0%	3,749	100.0%	3,749	0	0	3,749	-
3520 Helms Ave	12,500	0	0.0%	12,500	100.0%	12,500	0	12,500	12,500	-
3521 Helms Ave	5,000	0	0.0%	5,000	100.0%	5,000	0	5,000	5,000	-
8461-8463 Higuera St	36,095	32,055	88.8%	32,055	88.8%	32,055	32,055	0	18,069	-
3831 Hughes Ave	56,587	3,799	6.7%	3,919	6.9%	6,171	4,563	0	1,608	\$59.40/fs
3958 Ince Blvd	5,597	0	0.0%	0	0.0%	5,597	0	5,597	5,597	\$57.00/mg
3962 Ince Blvd	8,660	8,660	100.0%	8,660	100.0%	8,660	8,660	0	8,660	\$65.40/mg
3845 Jasmine Ave	2,520	1,260	50.0%	1,260	50.0%	1,260	1,260	0	1,260	\$47.40/nnn
9530-9534 Jefferson Blvd	24,000	24,000	100.0%	24,000	100.0%	24,000	24,000	0	24,000	\$39.00/nnn
9925-9927 Jefferson Blvd	41,768	41,768	100.0%	41,768	100.0%	41,768	41,768	0	41,768	-
9950 Jefferson Blvd	20,697	6,674	32.2%	6,674	32.2%	9,770	9,770	0	6,674	\$59.40/nnn
10200 Jefferson Blvd	43,186	43,186	100.0%	43,186	100.0%	43,186	43,186	0	43,186	-
10549 Jefferson Blvd	11,520	11,520	100.0%	11,520	100.0%	11,520	11,520	0	11,520	-
10555-10557 Jefferson Blvd	11,520	3,055	26.5%	3,055	26.5%	3,055	3,055	0	1,998	\$40.20/mg
10567 Jefferson Blvd	49,475	15,987	32.3%	15,987	32.3%	43,698	15,987	27,711	27,711	\$48.16/nnn
10812-10828 Jefferson Blvd	58,594	3,200	5.5%	3,200	5.5%	3,200	3,200	0	1,600	\$52.50/nnn
10900-11096 Jefferson Blvd	204,263	1,477	0.7%	1,477	0.7%	1,477	1,477	0	1,477	\$48.00/nnn
11441-11455 Jefferson Blvd	40,525	3,450	8.5%	3,450	8.5%	3,450	3,450	0	2,000	\$33.00/nnn
12039 Jefferson Blvd	2,500	2,500	100.0%	2,500	100.0%	2,500	2,500	0	2,500	\$21.60/fs
12067 Jefferson Blvd	5,000	1,250	25.0%	1,250	25.0%	1,250	1,250	0	1,250	\$24.00/nn
9919 W Jefferson Blvd	63,000	63,000	100.0%	63,000	100.0%	63,000	63,000	0	63,000	\$54.00/nnn
10451-10463 W Jefferson Blvd	38,850	0	0.0%	0	0.0%	12,200	12,200	0	12,200	\$30.00/ig
3049-3051 La Cienega Blvd	38,250	38,250	100.0%	38,250	100.0%	38,250	38,250	0	22,500	\$36.00/mg
3050 La Cienega Blvd	3,575	3,575	100.0%	3,575	100.0%	3,575	3,575	0	3,575	\$72.00/nnn
2921 S La Cienega Blvd	8,414	8,414	100.0%	8,414	100.0%	8,414	8,414	0	8,414	-
8921 Lindblade St	24,984	0	0.0%	24,984	100.0%	24,984	0	24,984	24,984	-
8935-8965 Lindblade St	24,420	0	0.0%	0	0.0%	15,000	0	15,000	15,000	-
9046 Lindblade St	8,160	0	0.0%	0	0.0%	8,160	8,160	0	8,160	\$65.40/mg
3833 Main St	3,575	3,575	100.0%	3,575	100.0%	3,575	3,575	0	3,575	\$71.40/nnn
3839 Main St	4,260	1,750	41.1%	1,750	41.1%	1,750	1,750	0	1,750	\$53.40/fs
3800 Mentone Ave	1,050	998	95.0%	998	95.0%	998	998	0	998	\$35.40/nnn
8520-8536 National Blvd	67,986	34,393	50.6%	47,038	69.2%	47,038	34,393	12,645	16,949	\$62.34/mg
3827-3851 Overland Ave	35,259	1,400	4.0%	1,400	4.0%	1,400	1,400	0	1,400	-
3853-3859 Overland Ave	16,451	15,000	91.2%	15,000	91.2%	15,000	15,000	0	10,000	-
4340 Overland Ave	5,800	5,800	100.0%	5,800	100.0%	5,800	5,800	0	5,800	\$42.00/mg
5833 Perry Dr	0	0	-	0	-	17,620	17,620	0	21,394	\$69.00/nnn
11248-11250 Playa Ct	48,951	16,742	34.2%	30,507	62.3%	30,507	16,742	13,765	16,742	\$44.62/mg
3737 Robertson Blvd	2,000	0	0.0%	0	0.0%	2,000	2,000	0	2,000	-
5620-5622 Sawtelle Blvd	4,991	4,991	100.0%	4,991	100.0%	4,991	4,991	0	2,500	-
3516 Schaefer St	24,997	24,997	100.0%	24,997	100.0%	24,997	24,997	0	24,997	\$71.40/nnn
3905 Sepulveda Blvd	3,621	3,621	100.0%	3,621	100.0%	3,621	3,621	0	3,621	-
3916 Sepulveda Blvd	16,358	0	0.0%	0	0.0%	16,358	16,358	0	16,358	\$41.49/mg
3939 Sepulveda Blvd	2,700	0	0.0%	0	0.0%	2,700	2,700	0	2,700	\$39.00/nnn
4114-4128 Sepulveda Blvd	19,000	7,785	41.0%	7,785	41.0%	12,165	12,165	0	4,065	-

## Availability and Vacancy Building List

Building Address	Existing Rentable Bldg Area	Direct SF Vacant	Direct % Vacant	Total SF Vacant	Total % Vacant	Total SF Available	Direct SF Available	Sublet SF Available	Max SF Contig	Avg Rate
4130 Sepulveda Blvd	16,000	2,700	16.9%	2,700	16.9%	2,700	2,700	0	2,700	-
4147-4153 Sepulveda Blvd	4,200	4,200	100.0%	4,200	100.0%	4,200	4,200	0	4,200	\$35.40/nnn
4333 Sepulveda Blvd	1,300	1,300	100.0%	1,300	100.0%	1,300	1,300	0	1,300	\$48.00/nnn
4410 Sepulveda Blvd	2,000	2,000	100.0%	2,000	100.0%	2,000	2,000	0	2,000	\$63.00/nnn
4411 Sepulveda Blvd	14,587	0	0.0%	14,587	100.0%	14,587	0	14,587	14,587	\$47.40/nnn
4449-4451 Sepulveda Blvd	11,000	3,678	33.4%	3,678	33.4%	3,678	3,678	0	3,678	\$42.00/mg
5601 W Slauson Ave	89,189	37,851	42.4%	37,851	42.4%	13,248	13,248	0	7,610	\$33.00/fs
5701 W Slauson Ave	35,000	3,083	8.8%	3,083	8.8%	3,083	3,083	0	1,902	\$33.00/fs
5711 W Slauson Ave	18,480	1,607	8.7%	1,607	8.7%	1,607	1,607	0	1,607	-
5731 W Slauson Ave	18,263	5,254	28.8%	5,254	28.8%	5,254	5,254	0	3,691	\$33.00/fs
5885 Smiley Dr	1,300	1,300	100.0%	1,300	100.0%	1,300	1,300	0	1,300	-
5900 Smiley Dr	2,400	2,400	100.0%	2,400	100.0%	2,400	2,400	0	2,400	\$49.80/nnn
8439 Steller Dr	38,350	11,760	30.7%	11,760	30.7%	11,760	11,760	0	11,760	\$27.00/mg
8500 Steller Dr	30,181	4,410	14.6%	4,410	14.6%	1,716	1,716	0	1,716	\$45.00/nnn
5730 Uplander Way	30,518	4,054	13.3%	4,054	13.3%	30,518	30,518	0	15,758	\$33.00/fs
5751-5769 Uplander Way	35,350	1,358	3.8%	1,358	3.8%	1,358	1,358	0	984	-
5770-5780 Uplander Way	16,369	0	0.0%	0	0.0%	6,700	6,700	0	6,700	-
5800 Uplander Way	31,003	0	0.0%	0	0.0%	16,950	16,950	0	11,287	\$43.80/mg
5801-5819 Uplander Way	23,575	804	3.4%	804	3.4%	804	804	0	804	-
3928 Van Buren Pl	9,200	9,200	100.0%	9,200	100.0%	9,200	9,200	0	9,200	\$57.00/nnn
8900 Venice Blvd	47,700	6,286	13.2%	6,286	13.2%	6,286	6,286	0	2,086	-
9640 Venice Blvd	3,400	0	0.0%	0	0.0%	3,400	3,400	0	3,400	\$33.60/mg
9700-9708 Venice Blvd	4,077	0	0.0%	0	0.0%	900	900	0	900	\$39.96/mg
9808 Venice Blvd	48,925	0	0.0%	0	0.0%	2,481	2,481	0	2,481	\$72.00/fs
9900 Venice Blvd	0	0	-	0	-	2,950	2,950	0	1,625	-
10020-10030 Venice Blvd	9,773	0	0.0%	2,408	24.6%	2,408	0	2,408	2,408	-
10036 Venice Blvd	2,408	2,408	100.0%	2,408	100.0%	2,408	2,408	0	2,408	-
10100 Venice Blvd	47,856	0	0.0%	0	0.0%	47,336	0	0	47,336	-
10600-10602 Virginia Ave	24,000	0	0.0%	0	0.0%	12,210	0	12,210	12,210	-
8511 Warner Dr	0	0	-	0	-	0	0	0	0	-
5801 Washington Blvd	3,200	3,200	100.0%	3,200	100.0%	3,200	3,200	0	3,200	\$57.00/nnn
5879-5895 Washington Blvd	15,000	8,165	54.4%	8,165	54.4%	8,165	8,165	0	5,940	\$39.00/n
5965 Washington Blvd	17,372	17,372	100.0%	17,372	100.0%	17,372	17,372	0	17,372	\$39.00/nnn
6007 Washington Blvd	1,600	1,600	100.0%	1,600	100.0%	1,600	1,600	0	1,600	\$44.96/mg
8524 Washington Blvd	1,527	1,527	100.0%	1,527	100.0%	1,527	1,527	0	1,527	\$44.79/nnn
8540-8542 Washington Blvd	3,150	3,150	100.0%	3,150	100.0%	3,150	3,150	0	3,150	\$57.00/nnn
8553 Washington Blvd	3,080	3,080	100.0%	3,080	100.0%	3,080	3,080	0	3,080	\$48.70/nnn
8588 Washington Blvd	3,500	0	0.0%	0	0.0%	3,500	3,500	0	2,250	\$49.68/nnn
8601-8635 Washington Blvd	30,000	0	0.0%	2,500	8.3%	2,500	0	2,500	2,500	-
8770 Washington Blvd	105,720	4,709	4.5%	4,709	4.5%	4,709	4,709	0	4,709	-
8910-8922 Washington Blvd	9,750	0	0.0%	5,429	55.7%	5,429	0	5,429	5,429	\$57.00/nnn
9426-9432 Washington Blvd	10,000	5,000	50.0%	5,000	50.0%	5,000	5,000	0	5,000	\$69.00/nnn
9718-9724 Washington Blvd	9,928	0	0.0%	0	0.0%	2,751	0	2,751	2,751	\$66.00/nnn
10003 Washington Blvd	12,250	0	0.0%	0	0.0%	12,250	12,250	0	12,250	\$36.00/mg

## Availability and Vacancy Building List

Building Address	Existing Rentable Bldg Area	Direct SF Vacant	Direct % Vacant	Total SF Vacant	Total % Vacant	Total SF Available	Direct SF Available	Sublet SF Available	Max SF Contig	Avg Rate
10317 Washington Blvd	4,000	0	0.0%	4,000	100.0%	4,000	0	4,000	4,000	-
10351-10353 Washington Blvd	9,618	0	0.0%	0	0.0%	9,618	9,618	0	9,618	\$51.00/nnn
10375 Washington Blvd	0	0	-	0	-	2,000	2,000	0	2,000	-
10601 Washington Blvd	136,840	8,697	6.4%	8,697	6.4%	8,697	8,697	0	3,270	-
10754-10758 Washington Blvd	3,250	3,250	100.0%	3,250	100.0%	3,250	3,250	0	2,100	\$41.04/nnn
10800 Washington Blvd	2,902	1,100	37.9%	1,100	37.9%	1,100	1,100	0	1,100	\$66.00/nnn
10825 Washington Blvd	3,037	3,037	100.0%	3,037	100.0%	3,037	3,037	0	3,037	\$54.00/nnn
10833 Washington Blvd	2,184	2,184	100.0%	2,184	100.0%	2,184	2,184	0	2,184	\$54.00/nnn
10844-10850 Washington Blvd	4,275	1,850	43.3%	1,850	43.3%	1,850	1,850	0	1,850	\$39.00/nnn
10871-10885 Washington Blvd	9,500	1,100	11.6%	1,100	11.6%	1,100	1,100	0	1,100	\$36.00/mg
10900 Washington Blvd	9,656	9,656	100.0%	9,656	100.0%	9,656	9,656	0	5,090	-
10912 Washington Blvd	72,285	72,285	100.0%	72,285	100.0%	72,285	72,285	0	72,285	-
10950 Washington Blvd	88,455	88,455	100.0%	88,455	100.0%	88,455	88,455	0	88,455	-
11259 Washington Blvd	0	0	-	0	-	4,750	4,750	0	4,750	\$55.20/nnn
11268 Washington Blvd	12,972	3,543	27.3%	3,543	27.3%	3,543	3,543	0	3,543	\$22.20/mg
11213 Washington Pl	2,816	1,400	49.7%	1,400	49.7%	1,400	1,400	0	500	\$51.45/negot
10000 W Washington Blvd	395,272	6,156	1.6%	6,156	1.6%	8,086	6,156	0	4,866	\$81.00/fs
3817-3855 Watseka Ave	0	0	-	0	-	0	0	0	0	-
3840 Watseka Ave	40,040	16,000	40.0%	16,000	40.0%	33,500	33,500	0	33,500	-
3816 Willat Ave	3,460	0	0.0%	0	0.0%	2,172	2,172	0	2,172	\$47.40/nnn
3834-3836 Willat Ave	6,115	4,065	66.5%	4,065	66.5%	4,065	4,065	0	4,065	-
<b>Grand Totals (153 Bldgs)</b>	<b>5,833,015</b>	<b>1,532,214</b>	<b>26.3%</b>	<b>1,791,656</b>	<b>30.7%</b>	<b>2,691,938</b>	<b>2,080,144</b>	<b>563,093</b>	<b>314,951</b>	<b>\$53.00/fs</b>

CITY OF CULVER CITY  
MAJOR INDUSTRY GROUPS  
LINE GRAPHS

Sales Tax by Major Industry Group

**General Consumer Goods**

Count: 988

**State & County Pools**

**Autos And Transportation**

Count: 108

**Restaurants And Hotels**

Count: 399

**Business And Industry**

Count: 672

**Food And Drugs**

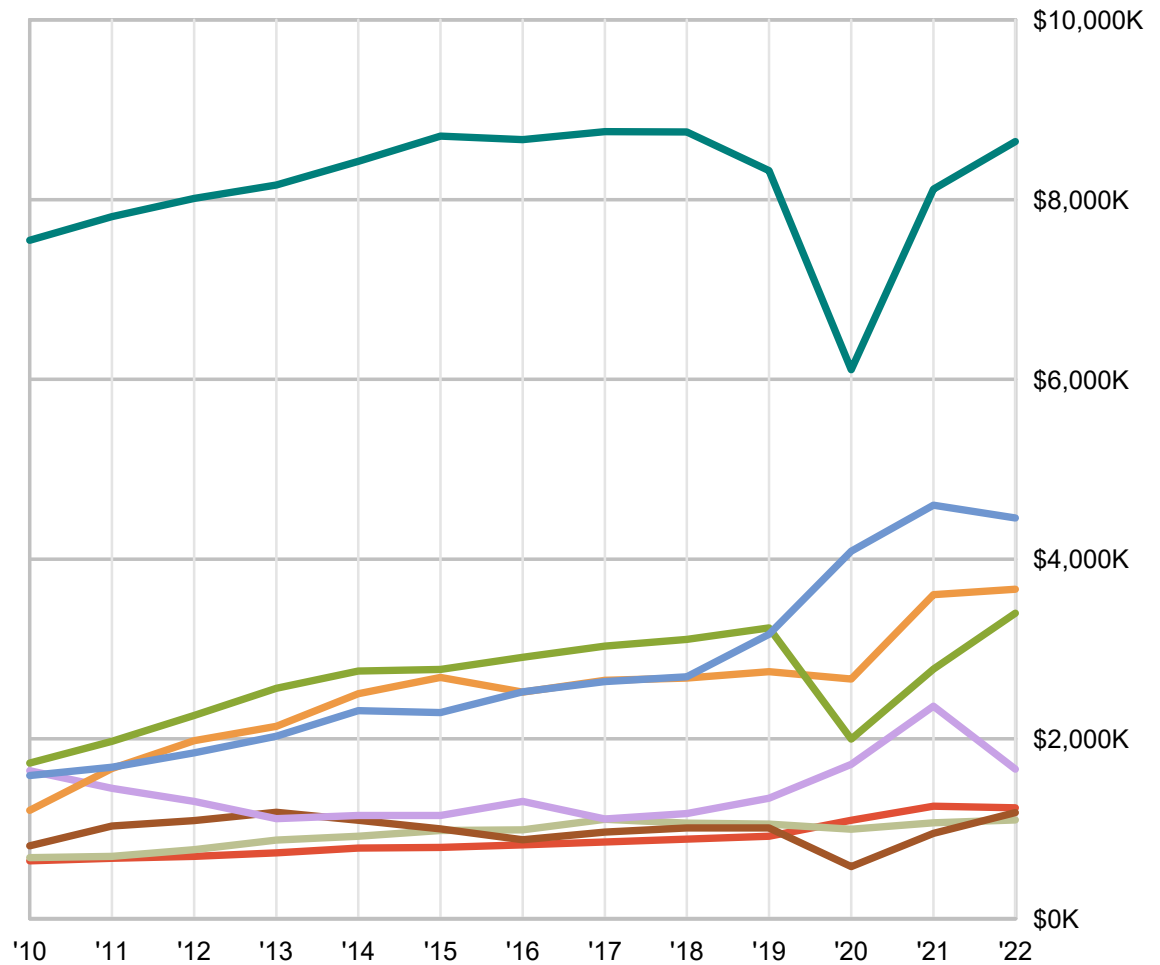
Count: 94

**Fuel And Service Stations**

Count: 18

**Building And Construction**

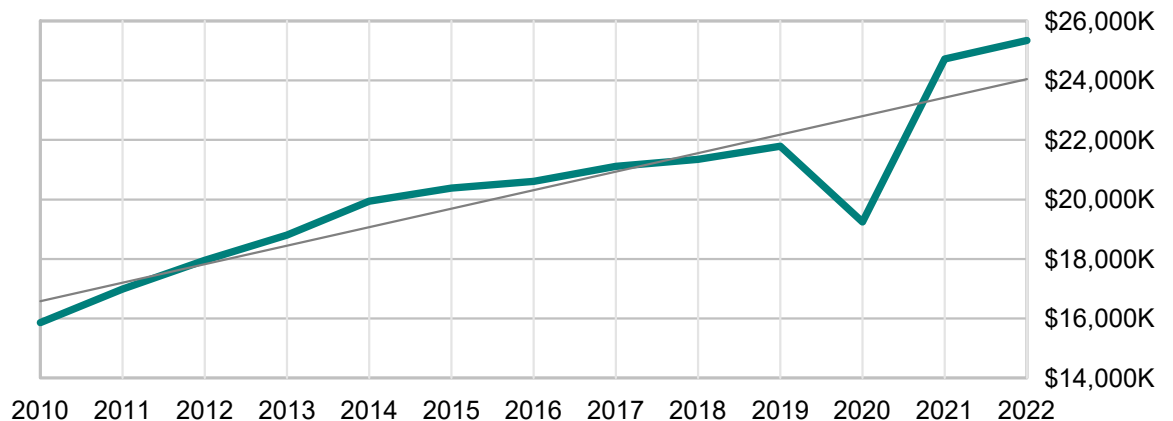
Count: 52



Agency Trend

**Culver City**

13 Year Trend: +45.0%



Periods shown reflect the period in which the sales occurred - Point of Sale

**CITY OF CULVER CITY  
SALES TAX REVENUES BY  
GEOGRAPHIC AREA**



# CITY OF CULVER CITY

## SALES TAX REVENUES BY GEOGRAPHIC AREA - CALENDAR YEAR-TO-DATE

ADJUSTED FOR  
ECONOMIC DATA

Geographic Area	Count	Current Year		% of Ttl.	Prior Year 2021	2020	2019	2018	2017	2016	2015	2014	2013
		2022	% Chg.										
0015 - Downtown Culver City Improve	142	2,876,195	15.6%	13.8%	2,488,339	1,806,852	2,138,943	2,064,055	2,135,131	2,104,246	2,062,027	1,989,062	1,583,735
0016 - Leap Parcel (0016)	96	1,327,191	-0.4%	6.4%	1,332,090	1,071,493	1,209,165	1,142,312	1,149,908	1,142,660	1,125,453	1,117,118	1,048,882
SH00 - Westfield at Culver City (SH00)	217	3,737,629	2.0%	17.9%	3,665,654	2,235,419	3,775,115	3,952,910	3,896,097	3,852,073	3,767,721	3,685,096	3,453,626
SH01 - Commercial Centre (SH01)	21	860,282	3.2%	4.1%	833,838	693,894	844,074	888,546	854,367	883,051	865,573	838,476	868,459
SH02 - Central (SH02)	259	853,468	26.6%	4.1%	674,238	576,004	802,887	801,640	778,294	712,367	734,540	813,902	690,315
SH03 - North Central (SH03)	445	5,441,170	4.2%	26.0%	5,221,368	3,869,627	4,480,835	4,424,119	4,426,563	4,490,842	4,337,483	4,132,692	3,689,766
SH04 - Southern Central (SH04)	581	7,205,685	2.8%	34.5%	7,012,678	4,657,273	6,607,374	7,142,625	7,273,016	7,046,018	7,153,851	6,934,157	6,664,995
SH05 - Eastern (SH05)	396	4,537,454	-5.4%	21.7%	4,797,613	3,790,075	3,673,853	3,333,223	3,189,595	3,005,360	3,003,180	3,079,244	2,768,177
SH06 - Fox Hill (SH06)	538	5,758,561	3.1%	27.6%	5,587,918	3,439,520	5,332,328	5,734,728	5,756,292	5,631,430	5,709,809	5,521,772	5,170,237
SH07 - South Eastern (SH07)	89	370,927	-20.2%	1.8%	464,647	329,955	313,126	244,087	254,932	261,511	208,365	167,784	159,003
SH08 - Western (SH08)	190	3,433,677	19.7%	16.4%	2,868,176	2,412,714	2,958,484	2,960,100	2,873,630	2,755,408	2,915,758	2,873,104	2,841,264
SH09 - Hayden Tract (SH09)	55	240,183	-0.6%	1.1%	241,725	263,729	232,010	201,681	203,344	126,402	118,067	123,480	90,073
SH10 - Downtown (SH10)	109	2,728,880	12.5%	13.1%	2,426,522	1,789,214	2,087,843	2,044,930	2,114,116	2,076,161	2,028,640	1,854,564	1,556,554
SH11 - Sepulveda Site A (SH11)	19	201,680	-3.9%	1.0%	209,972	182,003	187,093	229,326	233,331	214,961	243,355	234,969	267,633
SH12 - Sepulveda Site B (SH12)	21	62,175	12.1%	0.3%	55,471	58,066	68,473	76,522	88,211	88,133	84,859	82,093	79,155
SH13 - Sepulveda/Sawtelle Project (	39	263,855	-0.6%	1.3%	265,443	240,068	255,566	305,848	321,542	303,094	328,214	317,061	346,788
SH14 - Eastern Small (SH14)	312	2,107,641	-15.7%	10.1%	2,500,215	2,128,829	2,001,575	1,787,470	1,625,964	1,519,192	1,527,593	1,708,730	1,630,661
SH15 - EDIP Arts District (SH15)	123	795,164	4.5%	3.8%	760,857	699,564	890,660	964,958	929,081	906,977	974,550	1,018,804	967,920
SH16 - EDIP Downtown Culver City (	221	3,912,541	-4.3%	18.7%	4,090,461	2,951,701	2,819,113	2,524,007	2,545,887	2,509,999	2,412,719	2,365,356	2,077,269
SH17 - EDIP General Fox Hills (SH17)	461	5,345,030	1.5%	25.6%	5,265,877	3,142,215	4,978,032	5,390,899	5,428,268	5,348,886	5,432,381	5,260,617	4,901,857
SH18 - EDIP Hayden Tract (SH18)	77	332,050	-11.6%	1.6%	375,569	416,394	416,958	376,416	302,776	219,322	212,328	219,922	180,134
SH19 - EDIP Jefferson Corridor (SH1	44	368,947	-20.3%	1.8%	462,720	328,482	307,810	234,874	243,025	250,383	203,180	163,059	154,450
SH20 - EDIP Mid Washington (SH20)	167	1,242,454	5.5%	5.9%	1,177,559	895,109	1,179,833	1,222,222	1,193,856	1,289,288	1,210,917	1,184,743	1,191,170
SH21 - EDIP Sepulveda (SH21)	254	3,282,912	0.5%	15.7%	3,267,911	2,730,625	3,168,052	3,260,190	3,283,310	3,227,845	3,232,491	3,198,369	3,155,162
SH22 - EDIP West Washington (SH22	150	3,188,261	16.9%	15.3%	2,726,474	2,300,621	2,781,633	2,778,169	2,703,732	2,584,590	2,729,198	2,701,544	2,683,848

# CITY OF CULVER CITY

## SALES TAX REVENUES BY GEOGRAPHIC AREA - CALENDAR YEAR-TO-DATE

Geographic Area	Count	Current Year			Prior Year	2020	2019	2018	2017	2016	2015	2014	2013
		2022	% Chg.	% of Ttl.	2021								
Totals For Listed Geo Areas	5,026	60,474,014	2.9%	289.5%	58,773,336	43,009,443	53,510,835	54,085,859	53,804,268	52,550,199	52,622,253	51,585,717	48,221,131
Totals For All Outlets	2,315	20,890,019	3.8%	100.0%	20,129,454	15,157,263	18,640,250	18,682,323	18,470,847	18,086,459	18,084,990	17,625,387	16,769,838

\* Businesses may be in overlapping geo areas. Totals may be greater than 100%.