

# Wolffhaus Scope of Professional Services for the City Of Huntington Beach

**Strategic Advisory & Implementation Support**

**Huntington Beach Asset Modernization Initiative**

**Company:** Wolffhaus

**Lead Advisor:** Tyler Wolff

**Term:** 24 Months

This engagement focuses on three strategic modernization initiatives identified in the City Asset and Revenue Audit:

1. **Creative Direction & Communication Infrastructure**
2. **Film & Digital Media Office Development**
3. **Municipal Merchandising Modernization**

These initiatives are designed to strengthen the City's control over its identity, modernize revenue capture tied to municipal assets, and build internal systems that can be sustained by City staff long-term.

The engagement is structured as a **systems-building initiative**, not long-term outsourcing. Wolffhaus's role is to assess, build, implement, train, and transition operational ownership back to the City.

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## 1. CREATIVE DIRECTION, STRATEGY & COMMUNICATION INFRASTRUCTURE

### Objective

Establish a modern communication and brand infrastructure that allows the City to consistently represent its identity, proactively promote its assets, and support economic initiatives.

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## Wolffhaus Core Services

## **Brand & Communication**

- Full Evaluation of current City communication infrastructure
- Review of digital media systems and content production
- Benchmark analysis against comparable municipalities
- Identification of structural communication gaps
- Act as Creative & Brand Strategist - Provide strategic creative and brand advisory services to the City within the contracted program areas during the Term.
- Engage with designated City staff and approved external stakeholders, as reasonably necessary, to support opportunities for revenue growth, brand value, and community benefit within the approved Scope of Services.

## **Creative Direction & Strategy**

- Development of unified municipal brand standards
- Visual identity guidelines for City communications
- Media production and storytelling framework
- Media Staff training
- Cross-department communication alignment

## **Media Infrastructure**

- Centralized digital media asset library strategy development
- Content production strategy
- Social media and digital distribution strategy
- Press and earned media engagement framework
- Consolidation of City messaging channels

## **Internal Capacity Building**

- Training related to Brand & Creative programs for City staff
- Development of communication SOPs (Standard Operating Procedure)
- Integration of media production across departments
- Alignment with tourism and economic development messaging

## **Milestones & Deliverables**

### **1. Creative Direction, Strategy & Communication Infrastructure**

**Months 1–3**

- Complete assessment of current City communication infrastructure, media workflows, and asset organization
- Review current communication systems, content production practices, and archival/media assets
- Present brand governance, communication ownership, and operational structure recommendations
- Prepare draft City Brand Bible and initial communication standards framework

### **Months 4–6**

- Finalize City Brand Bible and core communication standards
- Deliver digital media asset management system plan and recommendations,
- Establish content production strategy and messaging framework for approved program areas
- Deliver initial communication SOP framework and cross-department alignment recommendations

### **Months 7–12**

- Implement unified communication strategy across approved City program areas
- Establish regular media production and messaging pipeline
- Implement core messaging alignment between City communications, tourism, and economic-facing initiatives
- Conduct initial staff training related to brand, media, and communication workflows

### **Months 13–18**

- Finalize communication SOPs and internal workflow recommendations
- Refine digital asset organization, content processes, and media coordination systems
- Activate press and earned media support framework for approved initiatives
- Expand cross-department communication alignment within the approved Scope of Services

### **Months 19–24**

- Institutionalize internal creative direction and communication framework
- Complete staff training and transition planning for long-term City use
- Deliver final recommendations for continued internal management and system maintenance
- Transition operational communication systems for sustained City-led use

## **2. MERCHANDISING PROGRAM**

## Objective

Develop and implement a City-controlled merchandising program that captures the economic value of Huntington Beach's global identity and tourism traffic while establishing transparent reporting and scalable revenue structures.

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## Core Services

### Program Architecture

Design and implement a modern municipal merchandising framework including:

- City-controlled merchandise program & licensing strategy
- **Design & Development of Seasonal Merchandise**
- **Seasonal Merchandising Marketing Campaigns (Photo & Video)**
- Development of official & authenticated Huntington Beach merchandise line
- Direct-to-consumer sales model (online and event-based)
- Production and fulfillment partnerships negotiation and management
- Reporting and auditing infrastructure
- Brand licensing standards and product guidelines
- Negotiations on behalf of city with vendors for best rates on production
- Online Direct to Consumer Website/store development
- Integration with events and tourism programming
- Retail strategy recommendations (including flagship retail locations)
- Provide relevant staffing for merchandising-related materials and campaigns within the approved program scope.

### Governance & Oversight

- Creation of merchandise program SOPs
  - Financial reporting and oversight structure built for city staff
  - Licensing and vendor management policies
  - Integration with City communications and event programming
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## Milestones & Deliverables

### Months 1–3

- Complete detailed merchandising program audit and opportunity assessment
- Review existing licensing structures, intellectual property issues, and revenue gaps
- Deliver initial retail, wholesale, and interim merchandise strategy
- Identify seasonal and event-based merchandising opportunities for near-term implementation
- Develop stop-gap interim merchandise plan for short-term sales activation

## **Months 4–6**

- Establish official City-controlled merchandise program framework
- Finalize brand licensing standards, product guidelines, and governance recommendations
- Negotiate or assist in establishing vendor, production, and fulfillment relationships
- Develop product roadmap and launch initial online direct-to-consumer and wholesale store

## **Months 7–12**

- Launch official merchandise program
- Implement online and event-based sales integration
- Establish revenue tracking, reporting, and oversight framework
- Seasonal merchandise development and campaign planning
- Deliver retail expansion recommendations for approved City channels and locations

## **Months 13–18**

- Expand product assortment, campaign activity, and sales opportunities
- Develop additional distribution, collaboration, and tourism-facing sales opportunities
- Refine merchandising operations based on performance and reporting data
- Advance opportunities for local artist, photographer, and cultural merchandise participation, where approved

## **Months 19–24**

- Complete expansion of approved distribution and partnership opportunities
- Fully integrate merchandising into approved tourism, event, and public-facing City initiatives
- Finalize merchandising SOPs, oversight structure, and staff training materials
- Transition to a fully operational City merchandise system capable of ongoing internal management

# 3. FILM & DIGITAL MEDIA OFFICE DEVELOPMENT

## Objective

Establish Huntington Beach as a competitive production destination while creating a structured film permitting and location marketing system that generates recurring municipal revenue.

## Core Services

### Film Office Development

Design and establish a structured film office framework including:

- Film liaison coordination system
  - Production permitting workflow modernization
  - Location marketing strategy
  - Film industry outreach program for Producers
  - Film Education opportunities for the community
  - Production handbook and location guide to ease strain on city staff
  - Creation of Location Library Asset system will be handled by Wolffhaus
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### Revenue Strategy

- Film permit fee optimization
  - Location usage agreements & pricing
  - Integration with tourism and media exposure
  - Increased local spend generates sales tax & Hotel TOT revenue
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### Industry Outreach

Production company engagement  
Location manager outreach  
Film industry network development  
Participation in industry events and marketing initiatives

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## Milestones & Deliverables

### **Months 1–3**

- Complete Film and Digital Media program assessment
- Develop film office operational framework, ownership roles, and implementation outline
- Prepare production handbook outline and location marketing strategy foundation
- Develop initial outreach strategy for producers, brands, and industry contacts

### **Months 4–6**

- Establish official Huntington Beach Film Office framework
- Deliver film permitting modernization recommendations and implementation plan
- Develop digital location marketing materials and core outreach tools
- Launch initial industry outreach effort
- Build Film Office website or landing page framework within approved City standards

### **Months 7–12**

- Deliver final production handbook and location guide
- Publish initial location library and marketing assets
- Implement production revenue reporting structure
- Advance active production pipeline development and location promotion
- Integrate film office positioning with City communications and tourism-facing promotion

### **Months 13–18**

- Expand producer, location manager, and industry outreach activity
- Refine permitting, coordination, and location marketing workflows
- Develop recurring production relationship pipeline
- Advance community education and workforce pathway recommendations related to film activity

### **Months 19–24**

- Finalize fully operational municipal film office infrastructure
- Deliver annualized revenue reporting and program performance framework
- Finalize workforce integration, internship, or apprenticeship recommendations within approved scope
- Complete staff transition materials, SOPs, and long-term operational recommendations

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## **Ongoing Strategic Advisory & Monthly Support Services**

Throughout the Term, Consultant shall provide recurring monthly strategic advisory, creative direction, and implementation support across the program areas identified in this Scope of Services: (i) Creative Direction, Strategy & Communication Infrastructure, (ii) Municipal Merchandising Modernization, and (iii) Film & Digital Media Office Development. These recurring monthly services are intended to provide continuity of leadership, maintain momentum across active workstreams, support City decision-making, and ensure consistent monthly advancement of the Scope of Services.

Recurring monthly services may include, as applicable, strategic counsel to City leadership and designated staff; creative and brand direction; messaging and communications guidance; cross-department coordination and alignment directly related to the contracted program areas; refinement of frameworks, recommendations, standards, and work product already underway within the approved Scope of Services; implementation oversight; partner and stakeholder coordination related to approved initiatives; planning meetings and working sessions reasonably necessary to advance the contracted programs; initiative review and advancement; and monthly reporting regarding work completed, work in progress, upcoming priorities, and City dependencies affecting schedule or implementation.

Such recurring monthly services are limited to matters directly related to the three program areas expressly identified in this Scope of Services and to the priorities reasonably scheduled for the applicable billing period. Consultant's recurring monthly services do not include unlimited on-demand services.

Consultant shall retain reasonable discretion as to the manner, sequencing, staffing, and prioritization of the Services performed during each billing period, subject to coordination with City regarding priorities, dependencies, approvals, and operational needs within the approved Scope of Services.

Any request by City that materially expands the Scope of Services, increases the volume of work beyond the recurring monthly strategic support contemplated herein, or requires services outside the three contracted program areas shall constitute Additional Services and shall require prior written authorization by both parties, together with any appropriate adjustment to compensation, schedule, deliverables, or both.

The parties acknowledge that these recurring monthly strategic services are a substantive and ongoing part of the engagement and are separate from, and in addition to, the longer-range milestone deliverables identified elsewhere in this Scope of Services.

## **Engagement Outcome**

At the conclusion of the 24-month engagement, the City will have:

- A fully operational municipal merchandising program
- A structured film office capable of generating recurring revenue
- A modern communication and brand infrastructure
- Documented operational systems and trained internal staff

The long-term goal is **institutional capability**, ensuring the City retains full operational control without reliance on outside consultants.

## Program Integration

The city's brand value is highly dependent on a complex ecosystem. While each initiative functions independently, they are designed to reinforce one another:

- Creative direction supports merchandise branding
- Film productions amplify the City's global image
- Merchandise programs leverage tourism and media visibility
- Events and cultural programming support brand growth

This integrated structure ensures the City's identity functions as a coordinated economic and cultural asset.