

**APPROVED**  
**DEC 10 2012**

REPORT OF GENERAL MANAGER

NO. 12-328

DATE December 10, 2012

BOARD OF RECREATION  
AND PARK COMMISSIONERS

C.D. 4

BOARD OF RECREATION AND PARK COMMISSIONERS

SUBJECT: GRIFFITH PARK – GREEK THEATRE CONCESSION – AWARD OF CONTRACT FOR CONSULTANT TO CONDUCT A BEST BUSINESS PRACTICE STUDY OF THE GREEK THEATRE CONCESSION

R. Adams \_\_\_\_\_  
H. Fujita \_\_\_\_\_  
V. Israel \_\_\_\_\_

K. Regan \_\_\_\_\_  
M. Shull \_\_\_\_\_  
\*N. Williams KWC (101)

[Signature]  
[Signature]  
General Manager

Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

Withdrawn \_\_\_\_\_

RECOMMENDATIONS

That the Board:

1. Award the contract for the Consultant to Conduct a Best Business Practice Study of the Greek Theatre Concession to Strategic Advisory Group LLC;
2. Find, in accordance with Charter Section 1022, that the Department does not have sufficient personnel available in its employ to undertake these specialized professional tasks and that it is more economical to secure these services by contract;
3. Approve a proposed one (1) year agreement, substantially in the form on file in the Board Office, subject to approval of the Mayor, and the City Attorney as to form;
4. Direct the Board Secretary to transmit the proposed agreement, concurrently, to the Mayor, in accordance with Executive Directive No. 3, and the City Attorney; and,
5. Authorize the Board President and Secretary to execute the subject agreement upon receipt of the necessary approvals.

SUMMARY:

The Greek Theatre is located at 2700 North Vermont Avenue in Griffith Park and has provided entertainment and cultural events to the public since it was officially dedicated in 1929.

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The Greek Theatre Concession (Concession) has been operated by Nederlander-Greek, Inc. (Concessionaire) under Concession Agreement Number 245 (Agreement) since May 21, 2002. In 2011, the Greek Theatre generated \$20,228,755.00 in gross receipts, paid \$1,458,709.00 in rent to the Department, and has consistently been the Department's highest revenue-producing non-golf concession.

On February 18, 2011, the Board approved the release of the Request for Proposals (RFP) for Consultant to Conduct a Best Business Practice Study of The Greek Theatre Concession (Board Report No. 11-057). The RFP was released on April 11, 2011. The RFP was advertised in the Daily Journal; posted on the Los Angeles Business Assistance Virtual Network (BAVN); and posted on the Department's website. A letter inviting bids was mailed to 20 consulting organizations and individuals from a mailing list maintained by the Concessions Unit.

On May 9, 2011, a Pre-Proposal Conference was held at Conference Room 1513 at 221 North Figueroa Street, Los Angeles. A walk-through of the premises was conducted after the conference concluded.

On May 20, 2011, Addendum No. 1 to the RFP was posted. The Addendum modified the RFP to include the First Source Hiring Ordinance as a required compliance document to be submitted with the proposal.

On May 31, 2011, Addendum No. 2 to the RFP was posted. The Addendum extended the proposal submission due date from June 7, 2011 to July 26, 2011.

On June 9, 2011, Addendum No. 3 to the RFP was posted. The Addendum modified the language of Addendum No. 1 to clarify that the First Source Hiring Ordinance is only to be submitted by the awarded proposer prior to the execution of the contract and did not have to be submitted with the proposal.

On July 15, 2011, Addendum No. 4 to the RFP was posted. The Addendum extended the proposal submission due date from July 26, 2011 to August 23, 2011.

On August 10, 2011, Addendum No. 5 to the RFP was posted. The Addendum extended the proposal submission due date from August 23, 2011 to September 27, 2011.

On September 14, 2011, Addendum No. 6 to the RFP was posted. The Addendum replaced the instructions regarding Exhibit B, Section I.H (Municipal Lobbying Ordinance).

On September 14, 2011, Addendum No. 7 to the RFP was posted. The Addendum corrected a reference to Exhibit B in Section IV.B.3.

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On September 15, 2011, Addendum No. 5 to the RFP was posted. The Addendum extended the proposal submission due date from September 27, 2011 to October 25, 2011.

On September 19, 2011, the Questions and Answers document was posted to both the Department's website and to BAVN. On October 25, 2011 the following proposals were received:

- AMS Planning & Research Corp.
- Arts Consulting Group, Inc.
- ArtsMarket, Inc.
- Kumamoto Associates
- Pro Forma Advisors LLC
- Redpoint Consulting Group, LLC
- Strategic Advisory Group LLC

As stipulated in the RFP, evaluation of the bid proposals was to occur in two levels. Level I was a check and review for required compliance and submittal documents; Level II was a comprehensive evaluation of the proposals by a panel comprised of City employees outside of and unconnected to the Concessions Unit. Proposers had to successfully pass Level I to proceed to Level II.

Staff performed a Level I review of the following minimum requirements and required documents:

### Minimum Requirements:

- A. Minimum of five (5) years of experience providing consulting services on the operations of entertainment venues, including concert venues;
- B. Minimum of three (3) years of experience working with or in the music industry, preferably experience analyzing the music industry and producing business development reports for venues of comparable size to the Greek Theatre; and
- C. Experience preparing Request for Proposals for municipal offices or similar types of large organizations.

### Compliance Documents:

- 1) Proposer's Signature Declaration and Affidavit
- 2) Disposition of Proposals
- 3) Affirmative Action Plan
- 4) Contractor Responsibility Ordinance Statement
- 5) Equal Benefits Ordinance Statement
- 6) Living Wage Ordinance/Service Contractor Worker Retention Ordinance
- 7) CEC Form 50 (Municipal Lobbying Ordinance/Bidder Certification)

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### Submittal Documents:

- a. Cover Letter
- b. Background and Experience
- c. Proposed Business Plan to Accomplish Scope of Work
- d. Proposed Cost of Services

Proposals are either Responsive (pass) or Non-Responsive (fail). Five proposals were found Responsive, and two were found Non-Responsive, after staff review and consultation with the City Attorney and the Bureau of Contract Administration – Office of Contract Compliance (OCC).

### Level I Findings

Prior to consulting with the City Attorney and OCC, the preliminary Level I findings were as follows:

- A. AMS, Kumamoto, and Redpoint were found Responsive in all areas.
- B. ACG submitted only five additional copies of its proposal (six copies were required per Section IV.C of the RFP).
- C. ArtsMarket's proposal did not mention specific RFP experience; RFP experience is one of the minimum requirements for consideration of any proposal (RFP Section V.A.1.c).
- D. Pro Forma submitted only one copy (with original signatures) of the compliance documents; six (6) copies and one (1) non-bound reproducible copy were required per RFP Section IV.C. Additionally, Pro Forma submitted only Page A-1 of the seven-page Affirmative Action Plan; all seven pages (A-1 through A-7) were required to be submitted per RFP Section IV.B.3.c.
- E. SAG's cover letter was missing the language, "without exceptions," as required in RFP Section IV.B.1.f. Additionally, SAG did not date the Equal Benefits Ordinance Statement (EBO) and the CEC Form 50 (Municipal Lobbying Ordinance - Bidder Certification). The EBO was required to be submitted by RFP Section IV.B.3.e and the CEC Form 50 by RFP Section VI.B.3.g.

Upon consulting with the City Attorney, it was determined that Section IV.A of the RFP, which states, "The City may deem a proposer non-responsive if the proposer fails to provide all required documentation and copies," gives the Department room to make a determination about waiving informalities because of the use of the word "may" instead of "shall" or "must."

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Additionally, the City Attorney determined that the missing copies of the ACG's proposal was not a "substantive" error and that the Board does not need to waive the omission as an informality; therefore, ACG passed Level I review.

The City Attorney confirmed that ArtsMarket, in failing one of the minimum requirements for a proposal to be considered for responsiveness, was correctly determined to be Non-Responsive by Concessions Unit staff.

As with ACG, the City Attorney determined that the missing copies of Pro Forma's compliance document package was not a "substantive" error. However, their failure to submit a complete Affirmative Action Plan is considered substantive and consequently, they were determined to be Non-Responsive to the RFP.

SAG's incomplete statement on the cover letter was also not considered a "substantive" error, as the letter indicated they will comply with all terms of the RFP. Also, according to OCC, the EBO and the CEC Form 50 can be dated prior to execution of the contract. According to the City Attorney, the Board does not need to waive the omissions as informalities; therefore, SAG passed Level I review.

The following are thus the Level I findings after consultation with the City Attorney and OCC:

- AMS Planning & Research Corp. (AMS) was found Responsive in all areas (Attachment A-1).
- Arts Consulting Group, Inc. (ACG) was found Responsive in all areas (Attachment A-2).
- ArtsMarket, Inc. (ArtsMarket) was found Non-Responsive in the Minimum Requirements category (did not have RFP experience) (Attachment A-3).
- Kumamoto Associates (Kumamoto) was found Responsive in all areas (Attachment A-4).
- Pro Forma Advisors LLC (Pro Forma) was found Non-Responsive in one of the Compliance Documents (Attachment A-5).
- Redpoint Consulting Group, LLC (Redpoint) was found Responsive in all areas (Attachment A-6).
- Strategic Advisory Group LLC (SAG) was found Responsive in all areas (Attachment A-7).

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Therefore, five proposers—AMS, ACG, Kumamoto, Redpoint, and SAG—moved on to Level II review.

### Level II – Panel Evaluation

The evaluation panel was assembled from City of Los Angeles staff with diverse backgrounds. The panel consisted of:

- Michele McManus, Chief Management Analyst II, Department of Public Works (Sanitation)
- Veretta Everheart, Senior Management Analyst II, Department of Public Works (Sanitation)
- Susan Huntley, Chief Management Analyst (Retired), Department of Recreation and Parks (Finance Division/Grants Administration)

Ms. McManus has extensive experience supervising the RFP process and contract negotiations, and has supervised a central contracts unit that facilitates processing eighty bureau contracts worth one billion dollars, ensuring contract compliance with mayoral and Council directives, Charter requirements, and funding issues.

Ms. Everheart has experience working with and overseeing the administrative functions at the City's four wastewater treatment facilities, including the functions of budget, purchasing, and contracting.

Ms. Huntley has experience managing grants administration and grants accounting activities for grant funds totaling in excess of \$200 million dollars, as well as experience in recruitment and employee development, procurement and warehousing, Equal Employment Opportunity, and employee relations.

On August 15, 2012, the evaluation panel held proposer interviews. The interviews were intended to provide clarification of the proposals; modifications and/or enhancements of the proposals submitted were not permitted, as stated in the RFP.

The panel reviewed the proposals and the information gathered during the interviews, and was charged with ranking and scoring the proposals in accordance with the RFP, then submitting the information to the RFP Administrator, along with a short summary indicating which proposer was recommended for award and why (Attachment B).

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### Score and Rank

SAG was unanimously ranked highest in the criterion of Background and Experience, and was ranked second overall in the other two criteria. The evaluation panel's final general average score and ranking are as follows:

<u>Proposer</u>	<u>Final Average Score</u>	<u>Rank</u>
Strategic Advisory Group LLC	92.7	1
Redpoint Consulting Group, LLC	91.7	2
Kumamoto Associates	84.7	3
AMS Planning & Research Corp.	83.0	4
Arts Consulting Group, Inc.	74.3	5

SAG had the highest overall ranking and score (Attachment C), and is therefore recommended by the evaluation panel for award of the consulting contract. The panel stated in its report that the "breadth of experience provided by the members of the SAG team will provide the City with expertise and experience to maximize the return on investment and gain a competitive advantage when assessing the future of the Greek Theatre."

### Background and Experience

SAG was unanimously ranked "1" for this criterion by all three panelists. The panelists noted the "extensive and broad" experience of the SAG team, including its "experience representing government entities in the development and selection of management option [sic] for venues similar to the Greek Theatre." The panelists noted that AMS, which ranked second overall in this category, also had "depth of staff and expertise." Redpoint scored highly for its expertise as well; however, the panelists noted that Redpoint has only one staff member whose expertise comes from working with the current business model at the Greek Theatre. The panelists also noted that Kumamoto, which was unanimously ranked "4" for this criterion, has more experience with temporary outdoor concerts rather than with a permanent outdoor venue, and that ACG "did not display knowledge of outdoor venues compared to" the other proposers, as "their background emphasized analysis for the feasibility of new venues" over current ones.

### Proposed Business Plan to Accomplish the Scope of Work Requested

None of the proposers were unanimously ranked for this criterion. Redpoint, which was ranked and scored highest for this criterion, presented a thorough business plan, but it was noted that Redpoint has only one full-time professional staff member whose expertise is closely linked to the current business model. SAG ranked second overall; the panelists noted that SAG has experience developing RFPs and negotiating operating agreements, has worked with municipal governments in negotiating agreements "designed to increase activity at the venue as well as create a stable funding model" over the life of the agreement, and has "sufficient staff for the

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project to move forward without delay should an emergency arise.” ACG was noted for its experience working with non-profit groups, but seemed more focused on new venues versus expanding current venues. The panelists noted that AMS “failed to address two major components, analyzing capital improvements and community outreach meetings.” Finally, Kumamoto’s work plan was characterized as “limited”; one panelist noted the plan “hit major points,” but was not “detailed.”

### Proposed Cost of Services

Kumamoto was unanimously ranked “1” for this criterion, as they offered the lowest overall proposed cost for all services. SAG tied for overall rank “2” with Redpoint. AMS and ACG ranked “4” and “5” overall, respectively. Although Kumamoto had the lowest cost, SAG was noted for offering the greatest number of hours and for “providing comprehensive service.” The panelists noted that SAG’s “hourly cost of service is not excessive,” and that it “covers all aspects of the RFP.”

The panelists noted that although Redpoint’s proposed costs were lower than SAG’s, Redpoint only “provided for one professional staff person rather than a team of diverse professionals with diverse backgrounds and expertise.” AMS did not address the costs of analyzing capital improvements and of community outreach meetings. During the Level II interview, AMS clarified that it did not project a budget for meeting with the community because it wanted to meet with the Department first for “guidance,” then added that there was “enough room” in the budget to encompass meetings. Additionally, because AMS is located in Northern California, the panelists were wary that travel costs may increase the proposed costs over time. ACG ranked last because it also failed to encompass all aspects of the RFP in its proposed cost of services, which were even higher than AMS’s, including the cost of honorariums for the evaluation panelists to be recruited for the RFP for the next operator of the Greek Theatre. During its Level II interview, ACG clarified that it needed input from the Department and then it could amend its cost structure.

### Staff Review

Staff analyzed the proposals to determine which represented the best prospective consultant for this agreement.

Staff agrees with the evaluation panel that SAG’s background and experience has both breadth and depth of knowledge required to complete the Scope of Work detailed in the RFP. As noted in SAG’s proposal, SAG has advised on over 250 projects in over 150 cities for projects totaling over \$25 billion. SAG’s listed experience includes preparing a study of the new performing arts center in Asheville, North Carolina and preparing a business plan for the Asheville Civic Center, as well as structuring and negotiating a private/public partnership between the City of Santa

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Monica and the Nederlander Organization (which owns Nederlander-Greek, Inc.) for the Santa Monica Civic Auditorium.

Furthermore, SAG's experience includes working with sports facilities such as Centennial Arena in Raleigh, North Carolina in premium seating studies; performing capital structuring and modeling for venues such as the San Jose Convention Center's renovation and expansion; structuring public-private partnerships and performing feasibility studies for facilities such as the Santa Monica Civic Auditorium, and the Concord Sleep Train Pavilion in Concord, CA; working with hotels and convention centers; and experience with tax exempt asset financing, tax projections, bond offering due diligence, real estate development, operations and asset management, economic development, litigation support, contract negotiation support, economic impact, and strategic consulting and planning.

SAG's main team leaders will be Jerry McClendon and Daniel Fenton. Mr. McClendon will be the project executive, and Mr. Fenton will be the co-project executive. Additionally, John Van Zeebroeck of JoDa Consulting, Inc., will be working as part of the SAG team. Mr. Van Zeebroeck assisted Mr. Fenton with the work on the San Jose Civic, and has managed development of several new clubs for the House of Blues. Mr. Van Zeebroeck has experience in site location, zoning issues, public approval processes, and RFP and RFQ processes, and was a member of the Universal Concert and House of Blues RFP teams in 2000 and 2001 proposing on the Greek Theatre RFP, giving him knowledge of the Department's process.

While both AMS and Kumamoto have been in business over 23 years each (compared to SAG's over 13 years), the experience of each proposer is limited compared to the expansive experience shown in SAG's proposal. AMS's focus seems to be more on performing arts venues versus concert venues, and Kumamoto has more experience with temporary festivals versus permanent venues. Kumamoto has more experience than AMS working with municipal organizations. ACG has been in business 14 years, and its experience seems more focused on the arts versus the type of concerts hosted by the Greek Theatre, having done consulting for The Getty Museum, the Lyric Opera in San Diego, and the North Hollywood Arts District. Redpoint, by contrast, has only been in business three years, though Michael Garcia, founder and manager, has 14 years of experience in consulting and 33 years of experience in live music, including having been the General Manager of the Greek Theatre from 1994-2005.

Regarding the business plan, SAG's timeline of less than one year with the most project hours (1,187 hours in 40 weeks) appears to be the best choice to accomplish the Scope of Work quickly and efficiently. SAG's proposed timeline appears achievable and encompasses all the tasks requested by the Department. There also is no "down time" between tasks shown in the timeline; work begins in week one and is to be completed by week 40 with no gaps.

Staff agrees with the evaluation panel that Redpoint's limited staffing options would be problematic, particularly if a non-project emergency were to occur that required Mr. Garcia's full

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attention. Additionally, Redpoint's timeline to accomplish the Scope of Work is more than twice as long as what is requested in the RFP. The Department prefers a streamlined timeline in order to get the RFP for the next operator of the Greek Theatre released as quickly as possible.

Regarding the other proposers, staff finds that SAG's shorter timeline (280 days over 40 weeks versus AMS's and Kumamoto's full year and ACG's 300 days) with more project hours (1,187 versus AMS's 686, ACG's 808, Kumamoto's 813, and Redpoint's 764) is preferable and in the Department's best interests.

The proposed costs and project hours for the five proposers are as follows:

<b>PROPOSER</b>	<b>PROPOSED COST TO CITY</b>	<b>PROPOSED PROJECT HOURS</b>	<b>COST PER HOUR</b>
AMS Planning & Research Corp.	\$120,000	686	\$174.93
Arts Consulting Group, Inc.	\$205,650	808	\$254.52
Kumamoto Associates	\$99,975	813	\$122.97
Redpoint Consulting Group, LLC	\$99,349	764	\$130.04
Strategic Advisory Group LLC	\$257,400	1,187	\$216.85

Although SAG has the highest proposed cost at \$257,400, the costs are comprehensive for all aspects of the Scope of Work detailed in the RFP. Additionally, SAG proposes the highest total project hours to accomplish the Scope of Work (1,187), resulting in a per-hour cost of \$216.85. The project hours would be conducted in 280 days over 40 weeks, 12 weeks faster than the year projected by the Department for the consultant's work to be completed. It is in the Department's best interest to have this project completed as quickly as possible in order to facilitate the rapid release of the RFP for the next operator for the Greek Theatre.

By comparison, Kumamoto's 813 hours would be spread out over 365 days, as would AMS's 686 hours; and ACG's 808 hours would be spread over 300 days. Redpoint's hours, by contrast, would be spread out over 2.8 years (2.3 years in the proposed "expedited" model). Although Redpoint's cost per hour is low, its timeline is more than double the one-year contract to be awarded per the RFP, possibly because of the low staffing level proposed by Redpoint (one primary consultant with some part-time staff assisting with clerical functions).

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Additionally, as noted by the evaluation panel, SAG's hours include a thorough and comprehensive plan to accomplish all work requested by the Department in the RFP. No costs were left out of the proposal, unlike with AMS and ACG, as noted in the discussion under "Proposed Cost of Services" (AMS did not account for analyzing capital improvements and holding community meetings, and ACG did not account for honorariums for panelists to conduct Level II reviews for the RFP for the next operator of the Greek Theatre, all of which could add thousands of dollars more to each proposal). SAG's staff was noted by the panel to have diverse and deep knowledge and expertise needed to accomplish the Scope of Work, unlike Kumamoto, whose expertise is not as broad as SAG's, or Redpoint, whose staffing level is insufficient for such a large undertaking. The Department is satisfied that the costs of the consulting work done by SAG will not be increased over the life of the contract.

Staff conducted a check of the business references provided by SAG, and spoke with three business references. One reference noted that SAG "surpassed expectations;" SAG's industry experience, "instantaneous" responses to all requests, and ability to "navigate through all unfamiliar conditions" left the reference "extremely pleased" with SAG's performance. The second reference stated SAG's "resources are impressive, and the depth of knowledge exceptional." The third reference stated SAG as having "very good overall performance, high quality of services, and a good work product." She added that SAG evaluated past and current performance on a project, and then gave a recommendation as to who to pick to operate and sustain a facility - stating she "could not have done it without [SAG]."

Staff was also provided references for Mr. Van Zeebroeck of JoDa Consulting, Inc., who will be working as part of the SAG team. Staff contacted two references. One reference stated Mr. Van Zeebroeck is "smart, trustworthy, straightforward, diligent, and development-oriented." The reference noted that Mr. Van Zeebroeck is very knowledgeable about the music industry and developing large venues, and stated his work product is "amazing." The second reference rated Mr. Van Zeebroeck's overall performance as exceptional and stated he was "easy to work with, has good industry experience, would have insight to similar venues as the Greek Theatre, and a veteran in this profession."

Staff's review findings support the results and recommendation of the panel. No information was uncovered that would support a different recommendation than that of the panel. Staff therefore concurs and staff recommends Strategic Advisory Group LLC for award of the consulting contract.

### Charter Section 1022

Los Angeles City Charter Section 1022 prohibits contracting out work that could be done by City employees unless the Board determines it is more economical and/or feasible to contract out the service.

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On January 26, 2011, the Personnel Department completed a Charter Section 1022 review (Attachment D) and determined there was no City classification “whose core duties are to study the entertainment, leisure, and recreational trends for profit making opportunities.” Furthermore, although there are some City classifications that could perform some of the work, “the project is for a limited duration” and staff would have to be laid off after the project was completed.

It is, therefore, more economical to contract out the service than to perform in-house with City classifications.

Staff reviewed the panel’s ranking and scoring sheets, and Strategic Advisory Group LLC’s proposal, and concurs with the recommendation to award the consulting contract to Strategic Advisory Group LLC.

Strategic Advisory Group LLC has been deemed to have the necessary background and experience to complete the requested Scope of Work.

FISCAL IMPACT STATEMENT:

Funding for this project will be provided from the Concession Improvement Account (Fund 302, Department 89, Account 070K-Concession Improvements). There will be no impact on the Department's General Fund.

Report prepared by Désirée Guzzetta, Management Analyst II, Concessions Unit, Finance Division.

**AMS PLANNING & RESEARCH CORP.  
GREEK THEATRE CONCESSION CONSULTANT RFP  
LEVEL I EVALUATION**

<b>MINIMUM REQUIREMENTS</b>		<b>Meets Minimum</b>	<b>Comments</b>
<b>A</b>	<b>5 Years Consulting for Entertainment Venues (especially Concert Venues)</b>	Yes	
<b>B</b>	<b>3 Years Working With Music Industry</b>	Yes	
<b>C</b>	<b>RFP Experience (Municipal or Similar Organization)</b>	Yes	
<b>I. Compliance Documents</b>			
		<b>Submitted</b>	<b>In Compliance</b>
		<b>Comments</b>	
1.	Affidavit of Non-Collusion	Yes	Yes
2.	Disposition of Proposals	Yes	Yes
3.	Affirmative Action Plan	Yes	Yes
4.	Contractor Responsibility Questionnaire	Yes	Yes
5.	Equal Benefits Ordinance Statement	Yes	Yes
6.	Living Wage/Service Contract Worker Retention Ordinance	No	N/A
			Optional - Not applying for exemption
7.	CEC Form 50	Yes	Yes
<b>II. Submittal Documents</b>			
		<b>Submitted</b>	<b>In Compliance</b>
		<b>Comments</b>	
8.	Cover Letter	Yes	Yes
9.	Background and Experience	Yes	Yes
10.	Proposed Business Plan to Accomplish Scope of Work	Yes	Yes
11.	Proposed Cost of Services	Yes	Yes

**ARTS CONSULTING GROUP, INC.  
GREEK THEATRE CONCESSION CONSULTANT RFP  
LEVEL I EVALUATION**

<b>MINIMUM REQUIREMENTS</b>		<b>Meets Minimum</b>	<b>Comments</b>
A	5 Years Consulting for Entertainment Venues (especially Concert Venues)	Yes	
B	3 Years Working With Music Industry	Yes	
C	RFP Experience (Municipal or Similar Organization)	Yes	
<b>I. Compliance Documents</b>			
	<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
1.	Affidavit of Non-Collusion	Yes	Yes
2.	Disposition of Proposals	Yes	Yes
3.	Affirmative Action Plan	Yes	Yes
4.	Contractor Responsibility Questionnaire	Yes	Yes
5.	Equal Benefits Ordinance Statement	Yes	Yes
6.	Living Wage/Service Contract Worker Retention Ordinance	No	N/A
			Optional - Not applying for exemption
7.	CEC Form 50	Yes	Yes
<b>II. Submittal Documents</b>			
	<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
8.	Cover Letter	Yes	Yes
9.	Background and Experience	Yes	Yes
10.	Proposed Business Plan to Accomplish Scope of Work	Yes	Yes
11.	Proposed Cost of Services	Yes	Yes
			Information for 1.2.3 and 1.2.4 included, though not labeled (labeling not required)
			Had to compute project hours manually (total not given by firm)

*Note: Only submitted five (5) additional copies of proposal instead of six (6) (per Board Office review); six (6) copies required per RFP Section IV.C; okay to waive per City Attorney*

**ARTSMARKET, INC.  
GREEK THEATRE CONCESSION CONSULTANT RFP  
LEVEL I EVALUATION**

<b>MINIMUM REQUIREMENTS</b>		<b>Meets Minimum</b>	<b>Comments</b>
A	5 Years Consulting for Entertainment Venues (especially Concert Venues)	Yes	
B	3 Years Working With Music Industry	Yes	
C	RFP Experience (Municipal or Similar Organization)	No	Proposal does not mention specific RFP experience; RFP experience is one of the minimum requirements for consideration of any proposal (RFP Section V.A.1.c)
<b>I. Compliance Documents</b>			
		<b>Submitted</b>	<b>In Compliance</b>
			<b>Comments</b>
1.	Affidavit of Non-Collusion	Yes	Yes
2.	Disposition of Proposals	Yes	Yes
3.	Affirmative Action Plan	Yes	Yes
4.	Contractor Responsibility Questionnaire	Yes	Yes
5.	Equal Benefits Ordinance Statement	Yes	Yes
6.	Living Wage/Service Contract Worker Retention	No	N/A
			Optional - Not applying for exemption
7.	CEC Form 50	Yes	Yes
<b>II. Submittal Documents</b>			
		<b>Submitted</b>	<b>In Compliance</b>
			<b>Comments</b>
8.	Cover Letter	Yes	Yes
9.	Background and Experience	Yes	Yes
10.	Proposed Business Plan to Accomplish Scope of	Yes	Yes
11.	Proposed Cost of Services	Yes	Yes

**KUMAMOTO ASSOCIATES  
GREEK THEATRE CONCESSION CONSULTANT RFP  
LEVEL I EVALUATION**

<b>MINIMUM REQUIREMENTS</b>		<b>Meets Minimum</b>	<b>Comments</b>	
<b>A</b>	5 Years Consulting for Entertainment Venues (especially Concert Venues)	Yes		
<b>B</b>	3 Years Working With Music Industry	Yes		
<b>C</b>	RFP Experience (Municipal or Similar Organization)	Yes		
<b>I. Compliance Documents</b>				
		<b>Submitted</b>	<b>In Compliance</b>	
			<b>Comments</b>	
1.	Affidavit of Non-Collusion	Yes	Yes	
2.	Disposition of Proposals	Yes	Yes	
3.	Affirmative Action Plan	Yes	Yes	
4.	Contractor Responsibility Questionnaire	Yes	Yes	On page 2, did not check off type of partnership, but did fill out answer
5.	Equal Benefits Ordinance Statement	Yes	Yes	
6.	Living Wage/Service Contract Worker Retention Ordinance	Yes	Yes	Applying for exemption
7.	CEC Form 50	Yes	Yes	
<b>II. Submittal Documents</b>				
		<b>Submitted</b>	<b>In Compliance</b>	
			<b>Comments</b>	
8.	Cover Letter	Yes	Yes	
9.	Background and Experience	Yes	Yes	
10.	Proposed Business Plan to Accomplish Scope of Work	Yes	Yes	
11.	Proposed Cost of Services	Yes	Yes	

**PRO FORMA ADVISORS LLC  
GREEK THEATRE CONCESSION CONSULTANT RFP  
LEVEL I EVALUATION**

<b>MINIMUM REQUIREMENTS</b>		<b>Meets Minimum</b>	<b>Comments</b>	
<b>A</b>	<b>5 Years Consulting for Entertainment Venues (especially Concert Venues)</b>	Yes		
<b>B</b>	<b>3 Years Working With Music Industry</b>	Yes		
<b>C</b>	<b>RFP Experience (Municipal or Similar Organization)</b>	Yes		
<b>I. Compliance Documents</b>				
		<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
1.	Affidavit of Non-Collusion	Yes	Yes	
2.	Disposition of Proposals	Yes	Yes	
3.	Affirmative Action Plan	Yes	No	Did not submit entire seven (7) pages (only submitted page A-1); RFP Sec. IV.B.3.c requires submission of pages A-1 through A-7
4.	Contractor Responsibility Questionnaire	Yes	Yes	
5.	Equal Benefits Ordinance Statement	Yes	Yes	
6.	Living Wage/Service Contract Worker Retention Ordinance	No	N/A	Optional - Not applying for exemption
7.	CEC Form 50	Yes	Yes	
<b>II. Submittal Documents</b>				
		<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
8.	Cover Letter	Yes	Yes	
9.	Background and Experience	Yes	Yes	No organizational chart submitted, but a description is given; includes info for Grant Leisure (subcontractor). Information is sufficient to satisfy requirement.
10.	Proposed Business Plan to Accomplish Scope of Work	Yes	Yes	
11.	Proposed Cost of Services	Yes	Yes	

*Note: Only submitted one copy (with original signatures) of compliance documents (per Board Office review); six (6) copies and one (1) non-bound reproducible copy required per RFP Section IV.C; okay to waive per City Attorney*

**REDPOINT CONSULTING GROUP, LLC  
GREEK THEATRE CONCESSION CONSULTANT RFP  
LEVEL I EVALUATION**

<b>MINIMUM REQUIREMENTS</b>		<b>Meets Minimum</b>	<b>Comments</b>	
A	5 Years Consulting for Entertainment Venues (especially Concert Venues)	Yes		
B	3 Years Working With Music Industry	Yes		
C	RFP Experience (Municipal or Similar Organization)	Yes		
<b>I. Compliance Documents</b>				
		<b>Submitted</b>	<b>In Compliance</b>	
			<b>Comments</b>	
1.	Affidavit of Non-Collusion	Yes	Yes	
2.	Disposition of Proposals	Yes	Yes	
3.	Affirmative Action Plan	Yes	Yes	
4.	Contractor Responsibility Questionnaire	Yes	Yes	Page 1 says "96" pages submitted (but may be referring to entire proposal)
5.	Equal Benefits Ordinance Statement	Yes	Yes	
6.	Living Wage/Service Contract Worker Retention Ordinance	No	N/A	Optional - Not applying for exemption
7.	CEC Form 50	Yes	Yes	
<b>II. Submittal Documents</b>				
		<b>Submitted</b>	<b>In Compliance</b>	
			<b>Comments</b>	
8.	Cover Letter	Yes	Yes	
9.	Background and Experience	Yes	Yes	
10.	Proposed Business Plan to Accomplish Scope of Work	Yes	Yes	
11.	Proposed Cost of Services	Yes	Yes	

**STRATEGIC ADVISORY GROUP LLC  
GREEK THEATRE CONCESSION CONSULTANT RFP  
LEVEL I EVALUATION**

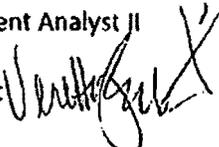
<b>MINIMUM REQUIREMENTS</b>		<b>Meets Minimum</b>	<b>Comments</b>	
A	5 Years Consulting for Entertainment Venues (especially Concert Venues)	Yes		
B	3 Years Working With Music Industry	Yes		
C	RFP Experience (Municipal or Similar Organization)	Yes		
<b>I. Compliance Documents</b>				
		<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
1.	Affidavit of Non-Collusion	Yes	Yes	
2.	Disposition of Proposals	Yes	Yes	
3.	Affirmative Action Plan	Yes	Yes	
4.	Contractor Responsibility Questionnaire	Yes	Yes	
5.	Equal Benefits Ordinance Statement	Yes	Yes	Not dated; however, per OCC, can have them date prior to contract execution; waived
6.	Living Wage/Service Contract Worker Retention Ordinance Forms	No	N/A	Optional - Not applying for exemption
7.	CEC Form 50	Yes	Yes	Not dated; however, per OCC, can have them date prior to contract execution; waived
<b>II. Submittal Documents</b>				
		<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
8.	Cover Letter	Yes	Yes	Missing "without exceptions" language (as required in RFP Section IV.B.1.f); okay to waive per City Attorney
9.	Background and Experience	Yes	Yes	
10.	Proposed Business Plan to Accomplish Scope of Work Requested	Yes	Yes	
11.	Proposed Cost of Services	Yes	Yes	

## ATTACHMENT B

DATE: November 1, 2012

TO: Department of Recreation and Parks  
Administrative Resources Section - Concessions Unit

Attn: Désirée Guzzetta, Management Analyst II

FROM: Veretta Everheart, Review Panelist 

SUBJECT: RFP EVALUATION PANEL RECOMMENDATION, BEST PRACTICE STUDY OF THE GREEK THEATRE CONCESSION (CON-M11-001)

The Strategic Advisory Group (SAG) received the highest score from the review panel and therefore is the recommended proposer. The basis for this rating is described below:

### BACKGROUND AND EXPERIENCE

SAG is a national firm in the theatre and entertainment strategy and real estate advisory firm. They have experience representing government entities in the development and selection of management option for venues similar to the Greek Theatre. SAG has been performing feasibility studies and supported operating decision for theatres, arena, and performing arts centers for decades.

SAG is comprised of professionals with decades of experience in the entertainment industry and a history of working with a variety of clients. The breadth of experience provided by the members of the SAG team will provide the City with expertise and experience to maximize the return on investment and gain a competitive advantage when assessing the future of the Greek Theatre.

### PROPOSED PLAN

SAG provided a plan that addresses the items in the RFP, as did all submissions. A few of the outstanding components offered by SAG are:

- SAG has experience creating RFP's and negotiating operating agreements. This includes negotiating agreements with large food and beverage providers. This background will add an important dimension with assessing the best practices for the Greek Theatre;
- SAG has supported venues in many capacities including negotiating operating agreements and supporting the selection of operators and exclusive presenters;
- SAG has represented local government entities in negotiating operating agreements designed to increase activity at the venue as well as create a stable funding model of the life of the new agreement; and
- SAG has negotiated agreements with a majority of the nationally recognized entertainment companies and members of the SAG team have operated venues.

A organization this size of SAG will have sufficient staff for the project to move forward without delay should an emergency arise. There should be no need to modify a contract to add subcontractors to complete or replace a participant of their team.

## **PROPOSED COST OF SERVICES**

SAG offers the greatest number of hours and is providing comprehensive service. The hourly cost of service is not excessive. SAG's price is comprehensive and covers all aspects of the RFP.

## **SUMMARY OF OTHER PROPOSERS**

### **Redpoint Consulting Group**

This proposer offered a budget in which the gross amount proposed was lower than the recommended proposer. However, this proposer provided for one professional staff person rather than a team of diverse professionals with diverse backgrounds and expertise. The expertise provided by this proposer was based on knowledge and expertise of the current business model. The expertise offered by the professional staff did not include experience or expertise with various models of food/concessions or other business models.

### **Kumamoto Associates**

This proposer had extensive experience with temporary outdoor festivals, concerts, and celebrations rather than a permanent outdoor venue. The work plan proposed was limited and generally was ranked as the poorest of the five reviewed. This proposer offered the overall lowest cost.

### **AMS Planning & Research**

This proposer failed to address two major components, analyzing capital improvements and community outreach meetings. The staff is located in northern California and travel costs to perform tasks locally may increase the overall cost of the proposal.

### **Arts Consulting Group**

This proposer had the highest overall hourly cost of services and the proposal failed to encompass all costs. The proposer has experience with non-profit groups running venues and their background emphasized analysis for the feasibility of new venues rather than expanding current outdoor venues. The member of the team with experience running outdoor venues was not present and there was no one at the interview that could answer questions specific to outdoor venues satisfactorily.

## **CONCLUSION**

SAG received the highest overall rating from the panel and is the recommended proposer. The panel expects that the Department will verify the information submitted to the panel and will perform the appropriate background checks.

CITY OF LOS ANGELES  
DEPARTMENT OF RECREATION AND PARKS  
REQUEST FOR PROPOSALS FOR A CONSULTANT  
TO CONDUCT A BEST BUSINESS PRACTICE STUDY  
OF THE GREEK THEATRE CONCESSION (CON-M11-001)  
SCORING AND RANKING SHEET

AMS PLANNING & RESEARCH CORP.	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	89	2	showed depth of staff & expertise
Proposed Business Plan to Accomplish the Scope of Work Requested	40	33	4	
Proposed Cost of Services	30	23	4	Left out some key costs in plan
TOTAL	100	145		

ARTS CONSULTING GROUP, INC.	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	20	5	Didn't display knowledge of outdoor venues considered in their
Proposed Business Plan to Accomplish the Scope of Work Requested	40	40	1	Very good approach, thorough
Proposed Cost of Services	30	20	5	Sketchy funding sources in some areas
TOTAL	100	80		

KUMAMOTO ASSOCIATES	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	23	4	Expertise in temp festivals, not permanent outdoor venues & indoor theater
Proposed Business Plan to Accomplish the Scope of Work Requested	40	30	5	#1 major points but not detailed
Proposed Cost of Services	30	30	1	Efficient costs for area of plan
TOTAL	100	83		

REDPOINT CONSULTING GROUP, LLC	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	26	3	Very experienced in current model but didn't provide team or other expertise re food business
Proposed Business Plan to Accomplish the Scope of Work Requested	40	38	2	Very good but didn't really address looking at different business models
Proposed Cost of Services	30	27	2	OK but only provided for 1 sheet with expertise - no depth
TOTAL	100	91		

STRATEGIC ADVISORY GROUP LLC	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	30	1	Excellent breadth - Must of Blues exec, business models, food/concessions
Proposed Business Plan to Accomplish the Scope of Work Requested	40	35	3	Thorough plan
Proposed Cost of Services	30	26	3	Hourly cost OK & No of hours generous. Cost reflects depth of expertise of team
TOTAL	100	91		

Michael McManus  
Panelist Name (Print)

Michael McManus  
Signature

8/15/12  
Date

CITY OF LOS ANGELES  
 DEPARTMENT OF RECREATION AND PARKS  
 REQUEST FOR PROPOSALS FOR A CONSULTANT  
 TO CONDUCT A BEST BUSINESS PRACTICE STUDY  
 OF THE GREEK THEATRE CONCESSION (CON-M11-001)  
 RANKING SHEET

Concession: Greek Theatre

Panel Member: Michele McManus

Interview Date: August 15, 2012

Criterion	Rank				
	AMS Planning & Research Corp.	Arts Consulting Group, Inc.	Kumamoto Associates	Redpoint Consulting Group LLC	Strategic Advisory Group LLC
Background and Experience	2	5	4	3	1
Proposed Business Plan to Accomplish the Scope of Work Requested	4	1	5	2	3
Proposed Cost of Services	4	5	1	2	3

**Criteria based on the following:**

1. *Background and Experience:* Proposer has met the minimum qualifications described in this section and has provided responses to all items in the Qualifications Section of this RFP. Proposers will be ranked according to:
  - Years and quality of experience in similar and relevant businesses;
  - Proven performance of the proposing entity as a whole;
  - Proven performance and qualifications/experience of each member of its proposed management team;
  - Track record of creative, innovative, resourceful management.
  
2. *Proposed Business Plan to Accomplish the Scope of Work Requested:* The Proposer's plan for the concession, as presented in the proposal, demonstrates an understanding of the City's objectives as identified in this RFP, meets or exceeds the objectives and requirements, and demonstrates the ability and clear commitment to implement the components of the plan in a comprehensive and effective manner. The plan will be ranked according to:
  - Soundness of planning;
  - Thorough, well-articulated, specific responses to proposal items;
  - Alignment to City mission and goals;
  - Quality of services to be offered;
  - Price schedules and pricing policies;
  - Professional and employee staffing, qualifications, and training plans.
  
3. *Proposed Cost of Services:* Proposer offers an appropriate cost to the Department:
  - Appropriateness of basis of proposed cost;
  - Practicality and soundness of proposed cost;
  - Competitive cost.

*The City shall reserve the right to use such other criteria as may be deemed appropriate in evaluating proposals, even if such criteria are not mentioned in the RFP.*

By: Michele McManus

Name (print): Michele McManus

Date: 8/15/2012

CITY OF LOS ANGELES  
 DEPARTMENT OF RECREATION AND PARKS  
 REQUEST FOR PROPOSALS FOR A CONSULTANT  
 TO CONDUCT A BEST BUSINESS PRACTICE STUDY  
 OF THE GREEK THEATRE CONCESSION (CON-M11-001)  
 RANKING SHEET

**Concession:**           Greek Theatre          

**Panel Member:** \_\_\_\_\_

**Interview Date:** \_\_\_\_\_

Criterion	Rank Score				
	AMS Planning & Research Corp.	Arts Consulting Group, Inc.	Kumamoto Associates	Redpoint Consulting Group LLC	Strategic Advisory Group LLC
Background and Experience	29	20	23	26	20
Proposed Business Plan to Accomplish the Scope of Work Requested	33	40	30	38	35
Proposed Cost of Services	23	20	20	27	26
	65	80	83	91	71

**Criteria based on the following:**

1. *Background and Experience:* Proposer has met the minimum qualifications described in this section and has provided responses to all items in the Qualifications Section of this RFP. Proposers will be ranked according to:
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  - Proven performance of the proposing entity as a whole;
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2. *Proposed Business Plan to Accomplish the Scope of Work Requested:* The Proposer's plan for the concession, as presented in the proposal, demonstrates an understanding of the City's objectives as identified in this RFP, meets or exceeds the objectives and requirements, and demonstrates the ability and clear commitment to implement the components of the plan in a comprehensive and effective manner. The plan will be ranked according to:
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  - Alignment to City mission and goals;
  - Quality of services to be offered;
  - Price schedules and pricing policies;
  - Professional and employee staffing, qualifications, and training plans.
  
3. *Proposed Cost of Services:* Proposer offers an appropriate cost to the Department:
  - Appropriateness of basis of proposed cost;
  - Practicality and soundness of proposed cost;
  - Competitive cost.

*The City shall reserve the right to use such other criteria as may be deemed appropriate in evaluating proposals, even if such criteria are not mentioned in the RFP.*

**By:** \_\_\_\_\_

**Name (print):** \_\_\_\_\_

**Date:** \_\_\_\_\_

CITY OF LOS ANGELES  
DEPARTMENT OF RECREATION AND PARKS  
REQUEST FOR PROPOSALS FOR A CONSULTANT  
TO CONDUCT A BEST BUSINESS PRACTICE STUDY  
OF THE GREEK THEATRE CONCESSION (CON-M11-001)  
SCORING AND RANKING SHEET

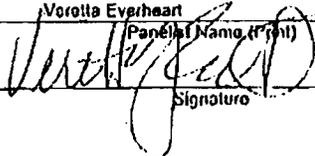
AMS PLANNING & RESEARCH CORP.	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	28	3	Good
Proposed Business Plan to Accomplish the Scope of Work Requested	40	32	4	Incomplete, did not include entire scope of work needed
Proposed Cost of Services	30	21	4	Incomplete, did not include cost of all required services
<b>TOTAL</b>	<b>100</b>	<b>79</b>		

ARTS CONSULTING GROUP, INC.	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	18	5	Acceptable
Proposed Business Plan to Accomplish the Scope of Work Requested	40	28	5	Incomplete
Proposed Cost of Services	30	18	5	Incomplete
<b>TOTAL</b>	<b>100</b>	<b>64</b>		

KUMAMOTO ASSOCIATES	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	23	4	Festival, concert, and annual event planning background
Proposed Business Plan to Accomplish the Scope of Work Requested	40	35	3	Plan proposed was sound.
Proposed Cost of Services	30	30	1	The hourly cost of this proposal is the lowest
<b>TOTAL</b>	<b>100</b>	<b>88</b>		

REDPOINT CONSULTING GROUP, LLC	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	27	2	Knows the Greek, former GM of the Greek.
Proposed Business Plan to Accomplish the Scope of Work Requested	40	37	2	Time line is longest, with relatively few hours. Given the time, concern for staffing coverage
Proposed Cost of Services	30	28	3	limited amount of hours proposed and no backup
<b>TOTAL</b>	<b>100</b>	<b>90</b>		

STRATEGIC ADVISORY GROUP LLC	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	30	1	Extensive and broad experience base.
Proposed Business Plan to Accomplish the Scope of Work Requested	40	40	1	Comprehensive, thorough.
Proposed Cost of Services	30	28	2	Complete and sound, more expensive and more thorough.
<b>TOTAL</b>	<b>100</b>	<b>98</b>		

Violetta Everheart  
(Panels) Name (Print)  
  
Signature

31-Oct-12  
Date

**CITY OF LOS ANGELES  
DEPARTMENT OF RECREATION AND PARKS  
REQUEST FOR PROPOSALS FOR A CONSULTANT  
TO CONDUCT A BEST BUSINESS PRACTICE STUDY  
OF THE GREEK THEATRE CONCESSION (CON-M11-001)  
RANKING SHEET**

**Concession:**         Greek Theatre        

**Panel Member:** Veretta Everheart

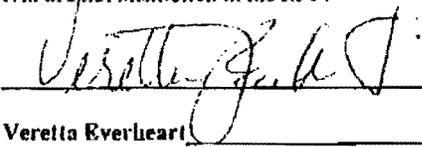
**Interview Date:** August 15, 2012

Criterion	Rank				
	AMS Planning & Research Corp.	Arts Consulting Group, Inc.	Kumamoto Associates	Redpoint Consulting Group LLC	Strategic Advisory Group LLC
Background and Experience	3	5	4	2	1
Proposed Business Plan to Accomplish the Scope of Work Requested	4	5	3	2	1
Proposed Cost of Services	4	5	1	3	2

**Criteria based on the following:**

1. **Background and Experience:** Proposer has met the minimum qualifications described in this section and has provided responses to all items in the Qualifications Section of this RFP. Proposers will be ranked according to:
  - Years and quality of experience in similar and relevant businesses;
  - Proven performance of the proposing entity as a whole;
  - Proven performance and qualifications/experience of each member of its proposed management team;
  - Track record of creative, innovative, resourceful management.
  
2. **Proposed Business Plan to Accomplish the Scope of Work Requested:** The Proposer's plan for the concession, as presented in the proposal, demonstrates an understanding of the City's objectives as identified in this RFP, meets or exceeds the objectives and requirements, and demonstrates the ability and clear commitment to implement the components of the plan in a comprehensive and effective manner. The plan will be ranked according to:
  - Soundness of planning;
  - Thorough, well-articulated, specific responses to proposal items;
  - Alignment to City mission and goals;
  - Quality of services to be offered;
  - Price schedules and pricing policies;
  - Professional and employee staffing, qualifications, and training plans.
  
3. **Proposed Cost of Services:** Proposer offers an appropriate cost to the Department:
  - Appropriateness of basis of proposed cost;
  - Practicality and soundness of proposed cost;
  - Competitive cost.

*The City shall reserve the right to use such other criteria as may be deemed appropriate in evaluating proposals, even if such criteria are not mentioned in the RFP.*

By: 

Name (print): Veretta Everheart

Date: October 31, 2012

**CITY OF LOS ANGELES  
DEPARTMENT OF RECREATION AND PARKS  
REQUEST FOR PROPOSALS FOR A CONSULTANT  
TO CONDUCT A BEST BUSINESS PRACTICE STUDY  
OF THE GREEK THEATRE CONCESSION (CON-M11-001)  
SCORING SHEET**

**Concession:** Greck Theatre (Consultant RFP)

**Panel Member:** Veretta Everheart

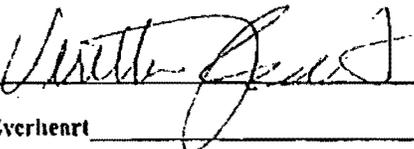
**Interview Date:** August 15, 2012

Criterion	Points Awarded				
	AMS Planning & Research Corp.	Arts Consulting Group, Inc.	Kunamoto Associates	Redpoint Consulting Group LLC	Strategic Advisory Group LLC
Background and Experience (30 points possible)	26	18	23	27	30
Proposed Business Plan to Accomplish the Scope of Work Requested (40 points possible)	32	28	35	37	40
Proposed Cost of Services (30 points possible)	21	18	30	26	28

**Criteria based on the following:**

1. **Background and Experience:** Proposer has met the minimum qualifications described in this section and has provided responses to all items in the Qualifications Section of this RFP. Proposers will be ranked according to:
  - Years and quality of experience in similar and relevant businesses;
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  - Appropriateness of basis of proposed cost;
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*The City shall reserve the right to use such other criteria as may be deemed appropriate in evaluating proposals, even if such criteria are not mentioned in the RFP.*

By: 

Name (print): Veretta Everheart

Date: October 31, 2012

CITY OF LOS ANGELES  
DEPARTMENT OF RECREATION AND PARKS  
REQUEST FOR PROPOSALS FOR A CONSULTANT  
TO CONDUCT A BEST BUSINESS PRACTICE STUDY  
OF THE GREEK THEATRE CONCESSION (CON-M11-001)  
SCORING AND RANKING SHEET

AMS PLANNING & RESEARCH CORP.	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	26	3	
Proposed Business Plan to Accomplish the Scope of Work Requested	40	36	3	
Proposed Cost of Services	30	23	4	
<b>TOTAL</b>	<b>100</b>	<b>0</b>		

ARTS CONSULTING GROUP, INC.	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	20	5	
Proposed Business Plan to Accomplish the Scope of Work Requested	40	39	2	
Proposed Cost of Services	30	20	5	
<b>TOTAL</b>	<b>100</b>	<b>0</b>		

KUMAMOTO ASSOCIATES	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	23	4	
Proposed Business Plan to Accomplish the Scope of Work Requested	40	30	5	
Proposed Cost of Services	30	30	1	
<b>TOTAL</b>	<b>100</b>	<b>0</b>		

REDPOINT CONSULTING GROUP, LLC	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	27	2	
Proposed Business Plan to Accomplish the Scope of Work Requested	40	40	1	
Proposed Cost of Services	30	27	2	
<b>TOTAL</b>	<b>100</b>	<b>0</b>		

STRATEGIC ADVISORY GROUP LLC	Max No. of Points (Score)	Score	Rank	Comments
Background and Experience	30	30	1	
Proposed Business Plan to Accomplish the Scope of Work Requested	40	33	4	
Proposed Cost of Services	30	26	3	
<b>TOTAL</b>	<b>100</b>	<b>0</b>		

Susan Huntley  
Panelist Name (Print)  
\_\_\_\_\_  
Susan Huntley  
Signature

11/15/12  
\_\_\_\_\_  
Date

CITY OF LOS ANGELES  
 DEPARTMENT OF RECREATION AND PARKS  
 REQUEST FOR PROPOSALS FOR A CONSULTANT  
 TO CONDUCT A BEST BUSINESS PRACTICE STUDY  
 OF THE GREEK THEATRE CONCESSION (CON-M11-001)  
 RANKING SHEET

**Concession:** Greek Theatre

**Panel Member:** Susan Huntley

**Interview Date:** \_\_\_\_\_

Criterion	Rank				
	AMS Planning & Research Corp.	Arts Consulting Group, Inc.	Kumamoto Associates	Redpoint Consulting Group LLC	Strategic Advisory Group LLC
Background and Experience	3	5	4	2	1
Proposed Business Plan to Accomplish the Scope of Work Requested	3	2	5	1	4
Proposed Cost of Services	4	5	1	2	3

**Criteria based on the following:**

1. **Background and Experience:** Proposer has met the minimum qualifications described in this section and has provided responses to all items in the Qualifications Section of this RFP. Proposers will be ranked according to:
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  - Appropriateness of basis of proposed cost;
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  - Competitive cost.

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By: Susan Huntley  
 Name (print): Susan Huntley  
 Date: 11/15/12

**CITY OF LOS ANGELES  
DEPARTMENT OF RECREATION AND PARKS  
REQUEST FOR PROPOSALS FOR A CONSULTANT  
TO CONDUCT A BEST BUSINESS PRACTICE STUDY  
OF THE GREEK THEATRE CONCESSION (CON-M11-001)  
SCORING SHEET**

**Concession:** Greek Theatre (Consultant RFP)

**Panel Member:** Susan Huntley

**Interview Date:** \_\_\_\_\_

Criterion	Points Awarded				
	AMS Planning & Research Corp.	Arts Consulting Group, Inc.	Kumamoto Associates	Redpoint Consulting Group LLC	Strategic Advisory Group LLC
Background and Experience (30 points possible)	26	20	23	27	30
Proposed Business Plan to Accomplish the Scope of Work Requested (40 points possible)	36	39	30	40	33
Proposed Cost of Services (30 points possible)	23	20	30	27	26

**Criteria based on the following:**

1. **Background and Experience:** Proposer has met the minimum qualifications described in this section and has provided responses to all items in the Qualifications Section of this RFP. Proposers will be ranked according to:
  - Years and quality of experience in similar and relevant businesses;
  - Proven performance of the proposing entity as a whole;
  - Proven performance and qualifications/experience of each member of its proposed management team;
  - Track record of creative, innovative, resourceful management.
  
2. **Proposed Business Plan to Accomplish the Scope of Work Requested:** The Proposer's plan for the concession, as presented in the proposal, demonstrates an understanding of the City's objectives as identified in this RFP, meets or exceeds the objectives and requirements, and demonstrates the ability and clear commitment to implement the components of the plan in a comprehensive and effective manner. The plan will be ranked according to:
  - Soundness of planning;
  - Thorough, well-articulated, specific responses to proposal items;
  - Alignment to City mission and goals;
  - Quality of services to be offered;
  - Price schedules and pricing policies;
  - Professional and employee staffing, qualifications, and training plans.
  
3. **Proposed Cost of Services:** Proposer offers an appropriate cost to the Department:
  - Appropriateness of basis of proposed cost;
  - Practicality and soundness of proposed cost;
  - Competitive cost.

*The City shall reserve the right to use such other criteria as may be deemed appropriate in evaluating proposals, even if such criteria are not mentioned in the RFP.*

By: Susan Huntley

Name (print): Susan Huntley

Date: 11/15/12

**GREEK THEATRE CONCESSION – CONSULTANT  
REQUEST FOR PROPOSAL**

**Evaluation Panel Scoring and Ranking**

The individuals on the panel were as follows:

- Michele McManus, Chief Management Analyst, Department of Public Works, who has extensive experience supervising the RFP process and contract negotiations, and who supervised a central contracts unit that facilitates processing eighty bureau contracts worth one billion dollars, ensuring contract compliance with mayoral and Council directives, Charter requirements, and funding issues;
- Veretta Everheart, Senior Management Analyst II, Department of Public Works, who has experience working with and overseeing the administrative functions at the City's four wastewater treatment facilities, including the functions of budget, purchasing, and contracting;
- Susan Huntley, Chief Management Analyst (Retired), Department of Recreation and Parks, who has experience managing grants administration and grants accounting activities for grant funds totaling in excess of \$200 million dollars, as well as experience in recruitment and employee development, procurement and warehousing, Equal Employment Opportunity, and employee relations.

The aggregate panel scores are summarized as follows:

Rating Criteria	AMS Planning & Research Corp.		Arts Consulting Group, Inc.		Kumamoto Associates		Redpoint Consulting Group, LLC		Strategic Advisory Group LLC	
	R2	81	R5	58	R4	69	R3	80	R1	90
Background and Experience	R4	101	R3	107	R5	95	R1	115	R2	108
Proposed Business Plan to Accomplish the Scope of Work Requested	R4	67	R5	58	R1	90	R2	80	R2	80
Total	R4	249	R5	223	R3	254	R2	275	R1	278

**GREEK THEATRE CONCESSION - CONSULTANT  
REQUEST FOR PROPOSALS (CON-M11-001)  
RANK BY PROPOSER**

<b>STRATEGIC ADVISORY GROUP LLC</b>	<b>McManus</b>	<b>Everheart</b>	<b>Huntley</b>	
Background and Experience	1	1	1	<b>1</b>
Proposed Business Plan to Accomplish the Scope of Work Requested	3	1	4	
Proposed Revenue-Sharing Fee and Payment to City	3	2	3	
<b>OVERALL RANK</b>				

<b>REDPOINT CONSULTING GROUP, LCC</b>	<b>McManus</b>	<b>Everheart</b>	<b>Huntley</b>	
Background and Experience	3	2	2	<b>2</b>
Proposed Business Plan to Accomplish the Scope of Work Requested	2	2	1	
Proposed Revenue-Sharing Fee and Payment to City	2	3	2	
<b>OVERALL RANK</b>				

<b>KUMAMOTO ASSOCIATES</b>	<b>McManus</b>	<b>Everheart</b>	<b>Huntley</b>	
Background and Experience	4	4	4	<b>3</b>
Proposed Business Plan to Accomplish the Scope of Work Requested	5	3	5	
Proposed Revenue-Sharing Fee and Payment to City	1	1	1	
<b>OVERALL RANK</b>				

<b>AMS PLANNING &amp; RESEARCH CORP.</b>	<b>McManus</b>	<b>Everheart</b>	<b>Huntley</b>	
Background and Experience	2	3	5	<b>4</b>
Proposed Business Plan to Accomplish the Scope of Work Requested	4	4	2	
Proposed Revenue-Sharing Fee and Payment to City	4	4	5	
<b>OVERALL RANK</b>				

<b>ARTS CONSULTING GROUP, INC.</b>	<b>McManus</b>	<b>Everheart</b>	<b>Huntley</b>	
Background and Experience	5	5	3	<b>5</b>
Proposed Business Plan to Accomplish the Scope of Work Requested	1	5	3	
Proposed Revenue-Sharing Fee and Payment to City	5	5	4	
<b>OVERALL RANK</b>				

**GREEK THEATRE CONCESSION - CONSULTANT  
REQUEST FOR PROPOSALS (CON-M11-001)  
TOTAL POINTS (SCORE) BY PROPOSER**

<b>STRATEGIC ADVISORY GROUP LLC</b>	<b>Max No. of Points</b>	<b>McManus</b>	<b>Everheart</b>	<b>Huntley</b>	<b>TOTAL</b>
Background and Experience	30	30	30	30	
Proposed Business Plan to Accomplish the Scope of Work Requested	40	35	40	33	
Proposed Cost of Services	30	26	28	26	
<b>TOTAL</b>	<b>100</b>	<b>91</b>	<b>98</b>	<b>89</b>	<b>278</b>

<b>REDPOINT CONSULTING GROUP, LLC</b>	<b>Max No. of Points</b>	<b>McManus</b>	<b>Everheart</b>	<b>Huntley</b>	<b>TOTAL</b>
Background and Experience	30	26	27	27	80
Proposed Business Plan to Accomplish the Scope of Work Requested	40	38	37	40	
Proposed Cost of Services	30	27	26	27	
<b>TOTAL</b>	<b>100</b>	<b>91</b>	<b>90</b>	<b>94</b>	<b>275</b>

<b>KUMAMOTO ASSOCIATES</b>	<b>Max No. of Points</b>	<b>McManus</b>	<b>Everheart</b>	<b>Huntley</b>	<b>TOTAL</b>
Background and Experience	30	23	23	23	79
Proposed Business Plan to Accomplish the Scope of Work Requested	40	30	35	30	95
Proposed Cost of Services	30	30	30	30	
<b>TOTAL</b>	<b>100</b>	<b>83</b>	<b>88</b>	<b>83</b>	<b>254</b>

<b>AMS PLANNING &amp; RESEARCH CORP.</b>	<b>Max No. of Points</b>	<b>McManus</b>	<b>Everheart</b>	<b>Huntley</b>	<b>TOTAL</b>
Background and Experience	30	29	26	26	81
Proposed Business Plan to Accomplish the Scope of Work Requested	40	33	32	38	101
Proposed Cost of Services	30	23	21	23	87
<b>TOTAL</b>	<b>100</b>	<b>85</b>	<b>79</b>	<b>85</b>	<b>249</b>

<b>ARTS CONSULTING GROUP, INC.</b>	<b>Max No. of Points</b>	<b>McManus</b>	<b>Everheart</b>	<b>Huntley</b>	<b>TOTAL</b>
Background and Experience	30	20	18	20	68
Proposed Business Plan to Accomplish the Scope of Work Requested	40	40	28	39	107
Proposed Cost of Services	30	20	18	20	68
<b>TOTAL</b>	<b>100</b>	<b>80</b>	<b>64</b>	<b>79</b>	<b>223</b>

  
**RANK 3**  
**RANK 4**  
**RANK 5**

## PERSONNEL DEPARTMENT CONTRACT REVIEW REPORT

1. Requesting Department: Department of Recreation and Parks

2. Contacts:

Department: Robert Morales Phone No. (213) 202-4384 Fax No. (213) 202-3213

CAO: Veronica Salumbides Phone No. 213 473-7561 Fax No. 213 473-7514

3. Work to be performed:

The Department of Recreation and Parks seeks to contract services of a consultant who specializes in market studies of concert venues. The Consultant will provide the current market trends in the concert concession industry. The consultant will also develop and administer a Request for Proposals for a new concession agreement at the Greek Theatre.

4. Is this a contract renewal? Yes  No

5. Proposed length of contract: One year.

Start Date: August 2011

6. Proposed cost of contract (if known): Not known.

7. Name of proposed contractor: Not known.

8. Unique or special qualifications required to perform the work:

The contractor must have expertise in analyzing trends in the concession business that caters to the concert or entertainment industry.

9. Are there City employees that can perform the work being proposed for contracting?

Yes  (*some of the work*) No

If yes,

<b>Classification</b>	<b>Departments</b>	<b>List Expires</b>
Management Analyst	Various	Reserve list
Senior Management Analyst	Various	Reserve list

If yes,

- Which class (es) and Department(s): See above.
- Is there sufficient Department staff available to perform the work? Yes  No
- Is there a current eligible list for the class(es)? Yes  No  Expiration Date: see above.
- Estimated time to fill position(s) through CSC process? Unknown due to hiring freeze.
- Can the requesting department continue to employ staff hired for the project after project completion? Yes  No
- Are there City employees currently performing some of the work? Yes  No

10. Findings

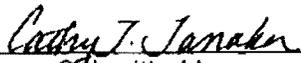
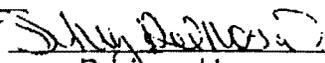
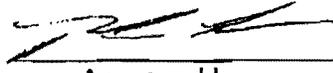
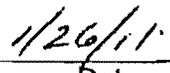
- City employees DO NOT have the expertise to perform the work
- City employees DO have the expertise to perform **some of** the work

Check if applicable (explanation attached) and send to CAO for further analysis

- Project of limited duration would have to layoff staff at end of project
- Time constraints require immediate staffing of project
- Work assignment exceeds staffing availability

**SUMMARY:**

The Department of Recreation and Parks seeks services of a consultant to provide market and business analyses of operating an outdoor amphitheatre. The consultant will also develop a Request for Proposals for concessions at the Greek Theatre in Griffith Park. Although there are classes such as Senior Management Analyst and Management Analyst in the City that could perform some of the duties, the project is for a limited duration. There is not a civil service classification whose core duties are to study the entertainment, leisure, and recreational trends for profit making opportunities.

			
Submitted by	Reviewed by	Approved by	Date
Cathy T. Tanaka	Shelly Del Rosario	Raul Lemus	
Sr. Personnel Analyst I	Sr. Personnel Analyst II	Chief Personnel Analyst	