

**APPROVED**

**OCT 23 2014**

REPORT OF GENERAL MANAGER

NO. 14-258

DATE October 1, 2014

**BOARD OF RECREATION  
AND PARK COMMISSIONERS**

C.D. 4

BOARD OF RECREATION AND PARK COMMISSIONERS

SUBJECT: **GRIFFITH PARK – GREEK THEATRE CONCESSION**

R. Adams	_____	K. Regan	_____
H. Fujita	_____	R. Barajas	_____
V. Israel	_____	*N. Williams	_____



General Manager

*As amended  
see attached*

Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ Withdrawn \_\_\_\_\_

RECOMMENDATIONS:

That the Board:

1. ~~Accept and award the Greek Theatre Concession Agreement to Live Nation Worldwide, Inc., a wholly owned subsidiary to Live Nation Entertainment, Inc. (Live Nation), the highest ranked proposer recommended in the Strategic Advisory Group, LLC (SAG) report to the General Manager;~~
2. ~~Authorize the General Manager and designated staff, with the assistance of the Office of the City Attorney, to meet with representatives of Live Nation to develop a Concession Agreement for ten (10) years with two (2) five-year extension options which will be returned to the Board for its final approval;~~
3. ~~Authorize the General Manager to enter into discussions with Nederlander-Greck, Inc. and AEG Live, LLC (Nederlander-AEG), the second highest ranked proposer in the SAG report, should the Department of Recreation and Parks (RAP) and Live Nation fail to agree or execute the terms of the Concession Agreement; and~~
4. ~~Authorize the General Manager to forward this recommendation forthwith to the Mayor and City Council for their concurrence to begin discussions with Live Nation to develop a Concession Agreement.~~

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### SUMMARY:

The Greek Theatre is located at 2700 North Vermont Avenue in Griffith Park and was officially dedicated in 1929. Since that time, it has provided entertainment and cultural events to the general public and residents of Los Angeles. The Greek Theater has consistently been RAP's highest revenue-producing, non-golf concession, generating \$22,806,300.00 in gross receipts and paying \$1,654,209.00 in revenue-sharing payments to the City of Los Angeles (City) Department of Recreation and Parks (RAP) in 2013.

Since May 21, 2002, the Greek Theatre Concession (Concession) has been operated by Nederlander-Greek, Inc. (Concessionaire) under Concession Agreement Number 245 (Agreement). This Agreement is set to naturally expire on October 31, 2015 with no remaining extension options to renew (Board Report No. 12-227).

On December 10, 2012, the Board authorized RAP to hire Strategic Advisory Group, LLC (SAG) to conduct a best business practices study of the Greek Theatre, as well as to develop, through research and public outreach, an RFP for the operation and maintenance of the Greek Theatre (Board Report No. 12-328).

On May 21, 2014, the Board approved the release of the RFP (Board Report No. 14-120, as amended). Exhibit A. On June 4, 2014, that RFP was released to the public. Several outreach efforts advertising the RFP included a posting on the City's Los Angeles Business Assistance Virtual Network (BAVN), a posting on RAP's website, an on-line ad on the Pollstar website, a print ad in the Los Angeles Daily Journal, notification letters and emails to music industry promoters and firms purchased from Pollstar and notification letters to a list of interested firms provided by SAG. On June 11, 2014, an Informational Board Report, Exhibit B, was submitted to the Commission with updates on the RFP's outreach efforts.

On June 17, 2014, a mandatory Pre-Proposal Conference and mandatory Site Walk were conducted at the Greek Theater. Thereafter, eleven (11) additional site walks were conducted at the Greek Theater with potential proposers and their respective teams to best assess conditions at the venue in preparation of their bid submissions.

Pursuant to the RFP's terms, responses were originally set with a due date of August 5, 2014. Prior to that date, numerous questions were received from potential proposers and RAP responded to them by releasing several Questions and Answers (Q&A) and two (2) addenda responding to them. On July 23, 2014, Board Report No. 14-196 was presented to the Commission requesting changes to the RFP language and to extend the proposal due date to August 12, 2014. The Commission approved that report, as amended, provided in Exhibit C. The Q&As and addenda are found in Exhibits D through I.

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On August 12, 2014, RAP received two (2) proposals in response to the RFP. One proposal was from Nederlander-Greek, Inc. and AEG Live, LLC, a joint venture (Nederlander-AEG) and the other proposal was from Live Nation Worldwide, Inc., a wholly owned subsidiary of Live Nation Entertainment, Inc. (Live Nation). RAP conducted a preliminary review of each submission and determined both proposals satisfactorily met the Minimum Acceptable Qualifications and advanced them to Level I review. Level I review included reviewing each proposer's background and experience in operating similar venues, financial capacity for commitments to the venue and compliance with City contracting requirements. RAP determined both proposers satisfactorily submitted the compliance documents for Level I and advanced both proposals to Level II evaluation.

Level II evaluation entailed an extensive assessment of each proposal's response to the stated RFP objectives. SAG facilitated the Level II evaluation and encompassed the use of a five (5) member Evaluation Panel (Panel) comprised of local and national industry experts who possess a wide range of experience and expertise within their respective specialties. The panel members' expertise included music and entertainment law, architecture and capital improvements, facility operations, public sector department operations of music venues, venue finance and operations. SAG selected and approved this panel to ensure the Level II evaluators had the depth of expertise to thoroughly review and evaluate the Nederlander-AEG and Live Nation proposals and to put forth a recommendation for the selection of a successful operator of the Greek Theatre and award of the Concession Agreement.

All panel members were provided copies of the RFP, along with the exhibits, Q&As, Addenda, General Manager's Reports and the two (2) proposals in advance of the proposers' interviews. The panel members dedicated time to reviewing all of these documents prior to convening on August 25, 2014 in Los Angeles to begin the Level II interview process. Prior to the interviews, representatives from SAG and RAP met with the panel members to provide insight into the development of the RFP as well as to explain the Level I review and the Level II evaluation process. Moreover, the Panel members toured the Greek Theatre on August 25, 2014 to obtain a better understanding of the facility and to assess the conditions of the venue necessary to conduct the Level II interviews. The Panel members discussed the two proposals and formulated clarifying questions for both proposers for the proposers' interviews.

The proposers' interviews were conducted on August 26, 2014 in Los Angeles. Each proposer was allotted a 2-hour interview and the discretion to bring up to 10 representatives to their scheduled interview. At the beginning of each interview, each proposer was provided an opportunity to make a 15-minute presentation to the panel members. The remaining time was allocated for the panel members to ask clarifying questions of each proposer and to discuss their responses to their RFP submissions.

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After both proposers' interviews were concluded, the panel members met to deliberate and complete the Level II evaluation, concluding on August 27, 2014. Collectively, the panel members devoted a minimum of 170 hours to this effort. SAG completed and submitted the Evaluation Panel findings and recommendations to the General Manager in their report dated September 25, 2014, recommending Live Nation as the successful bidder to receive the award of the Greek Theater Concession Agreement. Exhibit J.

### DISCUSSION

A dynamic venue, with relevant amenities and concessions, improves the overall fan experience at the Greek Theater. As such, four (4) RFP objectives were developed to form a holistic approach to the operation and maintenance of the Greek Theatre Concession and to ensure an exciting and vibrant venue for the public use during the next twenty (20) years. These four (4) objectives, along with their respective evaluation points are as follows:

1. **Financial Performance – 30 points**
2. **Asset Management/Concession Improvement Plan – 30 points**
3. **Event Activity – 30 points**
4. **Community Partnership Plan – 10 points**

These objectives were developed to solicit the most comprehensive proposals to manage the Greek Theatre and to strengthen the Greek Theatre's brand in the outdoor amphitheater marketplace and among Los Angeles area entertainment venues. The four objectives are discussed below:

1. **Financial Performance:** To maximize the financial return of the Greek Theatre, mitigate or eliminate all risk to RAP and to obtain at least a minimum annual revenue-sharing guarantee.
2. **Asset Management/Concession Improvement Plan:** To achieve major capital investment, coupled with an ongoing preventative maintenance schedule and plan to ensure the Greek Theatre is maintained at levels equal to or better than the other first class, high-quality marketplace venues.
3. **Event Activity:** To achieve an innovative approach to overall programming and talent acquisition and to appeal to a broad audience for RAP's major community asset, the Greek Theatre.
4. **Community Partnership Plan:** To engage the surrounding community and to recognize the need for community participation among RAP's uniquely poised and situated asset of Griffith Park.

The Panel members unanimously selected Live Nation to be the best proposer to accomplish all these objectives due to its overall transformative approach to meeting the stated objectives in

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managing and operating the Greek Theatre during the next ten (10) to twenty (20) years. The evaluation scores are as follows:

1. Live Nation Worldwide, Inc. a wholly owned subsidiary of Live Nation Entertainment, Inc. – **455 out of 500 points**
2. Nederlander-Greek, Inc. and AEG Live, LLC, a joint venture – **396 out of 500 points**

**Evaluation Panel Scoring**

	Max Points	Live Nation	Nederlander-AEG
Strategic Plan and Direction	50	46	37
Level of Revenue Sharing	50	39	45
Level of Capital Investment	50	47	37
<b>Financial Performance</b>	<b>150</b>	<b>132</b>	<b>119</b>
Approach to Required Concession Improvements	30	30	23
Approach to Potential Concession Improvements	60	55	45
Approach to Preventative Maintenance	60	54	41
<b>Asset Management/Concession Improvements</b>	<b>150</b>	<b>139</b>	<b>109</b>
Operational Plan	60	55	43
Food and Beverage Plan	35	33	34
Event Plan	30	27	24
Sustainability Plan	25	24	20
<b>Event Activity</b>	<b>150</b>	<b>139</b>	<b>121</b>
Communications Plan	25	22	25
Reporting/Feedback Plan	25	23	22
<b>Community Partnership</b>	<b>50</b>	<b>45</b>	<b>47</b>
<b>Total</b>	<b>500</b>	<b>455</b>	<b>396</b>

1. **Financial Performance:** The key priorities are to maximize the financial return of the Greek Theatre, mitigate or eliminate all risk to RAP and achieve at least a minimum annual revenue-sharing guarantee of \$42,500,000.

Below is a comparison between Live Nation and Nederlander-AEG’s financial proposals from a contractual minimum guarantee perspective.

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<b>FINANCIAL COMPARISON</b>	
<b>Live Nation Worldwide, Inc. a wholly owned subsidiary of Live Nation Entertainment, Inc.</b>	<b>Nederlander-Greek, Inc. and AEG Live, LLC. a joint venture</b>
<b>CONTRACTUAL GUARANTEES</b>	
<b>MINIMUM GUARANTEED PROPOSAL VALUE</b>	
\$106,000,000 Total Cash, Capital Investment and Greek Theatre Community Trust	\$96,246,000 Total Cash and Capital Investment
<b>GUARANTEED REVENUE SHARE</b>	
\$3,000,000 annually or 8% of gross revenue whichever is greater \$60,000,000 within 20 year term	\$3,500,000 annually w/\$250,000 escalation every 5 years or 10% of gross revenue whichever is greater \$77,500,000 within 20 year term
<b>GUARANTEED CAPITAL INVESTMENT</b>	
\$25,000,000 in first 2 years \$15,000,000 during first 5-year extension period \$40,000,000 total within 20 Years	\$18,746,000 in first 2 years <sup>(1)</sup> \$0 during extension period \$18,746,000 total within 20 years
<b>GUARANTEED COMMUNITY PARTNERSHIP</b>	
\$300,000 minimum annually in Greek Theatre Community Trust \$6,000,000 total within 20 years <sup>(2)</sup>	Continue current community partnership plan with no contractual financial commitment

Footnotes:

- (1) Includes \$431,000 in Nederlander-Greek, Inc. owned equipment.
- (2) Greek Theatre Community Trust is established for the community and monies are not received directly by RAP.

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The following is a comparison of each proposer's Pro Forma projections, which demonstrate Live Nation's proposal provides RAP with a higher value and better return during the potential twenty (20) year period.

<b>FINANCIAL COMPARISON</b>	
<b>Live Nation Worldwide, Inc. a wholly owned subsidiary of Live Nation Entertainment, Inc.</b>	<b>Nederlander-Greek, Inc. and AEG Live, LLC. a joint venture</b>
<b>PRO FORMA PROJECTIONS (NON GUARANTEED)</b>	
<b>PROPOSAL VALUE WITH PRO FORMA GROSS REVENUE &amp; REVENUE SHARING</b>	
\$123,779,166 Total Cash, Capital Investment and Greek Theatre Community Trust	\$116,518,966 Total Cash and Capital Investment
<b>PRO FORMA GROSS REVENUE &amp; REVENUE SHARING</b>	
\$972,239,570 total gross revenue within 20 years <sup>(3)</sup> \$77,779,166 total revenue share to the City (8%)	\$977,729,661 total gross revenue within 20 years <sup>(4)</sup> \$97,772,966 total revenue share to the City (10%)
<b>GUARANTEED CAPITAL INVESTMENT</b>	
\$25,000,000 in first 2 years \$15,000,000 during first 5-year extension period \$40,000,000 total within 20 Years	\$18,746,000 in first 2 years <sup>(1)</sup> \$0 during extension period \$18,746,000 total within 20 years
<b>GUARANTEED COMMUNITY PARTNERSHIP</b>	
\$300,000 minimum annually in Greek Theatre Community Trust \$6,000,000 total within 20 years <sup>(2)</sup>	Continue current community partnership plan with no contractual financial commitment

Footnotes:

- (1) Includes \$431,000 in Nederlander-Greek, Inc. owned equipment.
- (2) Greek Theatre Community Trust is established for the community and monies are not received directly by RAP.
- (3) Live Nation's Pro Forma gross revenue projections based upon 70 events annually.
- (4) Nederlander-AEG's Pro Forma gross revenue projections based upon a range of 75-76 events annually.

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RAP also compared each proposer's financial package on a Net Present Value (NPV) basis. Since the contract term has the potential for a twenty (20) year period, it is important to get a sense of the proposal values in today's dollars. A common discount rate is necessary to make a direct comparison of each proposal. Live Nation and Nederlander-AEG utilized different NPV discount rates in their Pro Forma's, 12% and 3% respectively. RAP's Finance Division, Strategic Advisory Group, LLC (SAG), and an independent Certified Public Accounting firm performed the analysis. Below are the results for the minimum guarantee proposal value and the Pro Forma financial projections:

<b>FINANCIAL COMPARISON</b>	
<b>Live Nation Worldwide, Inc. a wholly owned subsidiary of Live Nation Entertainment, Inc.</b>	<b>Nederlander-Greek, Inc. and AEG Live, LLC. a joint venture</b>
<b>NET PRESENT VALUE COMPARISONS (NPV)</b>	
<b>MINIMUM GUARANTEED PROPOSAL VALUE</b>	
\$106,000,000 Total Cash, Capital Investment and Greek Theatre Community Trust	\$96,246,000 Total Cash and Capital Investment
<b>INDEPENDENT CPA FIRM NPV at 3.6% DISCOUNT RATE <sup>(5)</sup></b>	
\$79,937,731 Total Cash, Capital Investment and Greek Theatre Community Trust	\$71,272,357 Total Cash and Capital Investment
<b>SAG NPV at 5% DISCOUNT RATE <sup>(6)</sup></b>	
\$72,571,220 Total Cash, Capital Investment and Greek Theatre Community Trust	\$64,359,851 Total Cash and Capital Investment
<b>INDEPENDENT CPA FIRM NPV at 7.5% DISCOUNT RATE <sup>(7)</sup></b>	
\$62,045,284 Total Cash, Capital Investment and Greek Theatre Community Trust	\$54,613,842 Total Cash and Capital Investment
<b>PROPOSAL VALUE WITH PRO FORMA GROSS REVENUE &amp; REVENUE SHARING</b>	
\$123,779,166 Total Cash, Capital Investment and Greek Theatre Community Trust	\$116,518,966 Total Cash and Capital Investment
<b>INDEPENDENT CPA FIRM NPV at 3.6% DISCOUNT RATE <sup>(5)</sup></b>	
\$90,764,400 Total Cash, Capital Investment and Greek Theatre Community Trust	\$84,370,838 Total Cash and Capital Investment
<b>SAG NPV at 5% DISCOUNT RATE <sup>(6)</sup></b>	
\$81,584,049 Total Cash, Capital Investment and Greek Theatre Community Trust	\$75,312,216 Total Cash and Capital Investment
<b>INDEPENDENT CPA FIRM NPV at 7.5% DISCOUNT RATE <sup>(7)</sup></b>	
\$68,640,607 Total Cash, Capital Investment and Greek Theatre Community Trust	\$63,951,211 Total Cash and Capital Investment

Footnotes:

- (5) 3.6% is the Federal Office of Management and Budget's (OMB) 2014 discount rate for a 20-year period under OMB A-94.
- (6) 5.0% is discount rate based on historical inflation, Consumer Price Index trends as well as current and future interest rates.
- (7) 7.5% is the average of the two discount rates (12% and 3%) used by the two proposers.

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- Live Nation’s strategic direction for capital investment in the first term and second/third extension periods is advantageous in achieving RAP’s objective of the highest revenue opportunity coupled with risk mitigation.
- Live Nation’s proposal guarantee is \$106,000,000 and Nederlander-AEG’s proposal guarantee is \$96,246,000.
- Both proposers exceeded the minimum revenue sharing guarantee of \$42,500,000 established by the RFP. Live Nation exceeded the minimum by \$17,500,000 and Nederlander-AEG exceeded the minimum by \$35,000,000 over the twenty (20) year contract period.
- Nederlander-AEG’s 10% gross revenue share exceeds the 8% minimum established by the RFP.
- An independent evaluation panel’s analysis concluded the likelihood of continued revenue growth and overall asset value is better supported through long term capital investment.
- The independent evaluation panel’s assessments determined that after the first two years of capital investment, there would be an 18-year timeframe without capital investment in the Greek Theatre in the Nederlander-AEG proposal.

2. **Asset Management/Concession Improvement Plan:** That capital investment, coupled with an ongoing schedule tied to an effective preventive maintenance plan, will ensure that the Greek Theatre is maintained at levels equal to or better than the other first class, high-quality venues in the market.

FINANCIAL COMPARISON	
Live Nation Worldwide, Inc. a wholly owned subsidiary of Live Nation Entertainment, Inc.	Nederlander-Greek, Inc. and AEG Live, LLC. a joint venture
<b>CONTRACTUAL GUARANTEE</b>	
<b>GUARANTEED PREVENTIVE MAINTENANCE FUNDING</b>	
\$217,000 average annually \$4,340,000 total within 20 years <sup>(8)</sup>	\$189,785 average annually \$3,795,700 total within 20 years <sup>(8)</sup>

Footnote:

(8) Preventive Maintenance guaranteed expenditures are part of operating expenses.

- Live Nation’s capital plan significantly improved current available space for front of the house concessions and created new opportunities for an improved fan experience through innovative seating modifications.
- Live Nation’s proposal guaranteed a higher level of spending for preventive maintenance to maintain the facility at the first class, high quality level described in the RFP.

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Exhibits K-1 through K-4 are conceptual renderings of the proposed Greek Theatre as submitted by Live Nation and Exhibits L-1 through L-4 are conceptual renderings of the proposed Greek Theatre as submitted by Nederlander-AEG.

3. **Event Activity:** As an iconic venue and major community asset, the Greek Theatre is positioned to appeal to a broad audience and RAP is interested in an innovative approach to overall programming and talent acquisition to provide a positive fan experience and to acquire a continuous, broad fan base.

<b>EVENT COMPARISON</b>	
<b>Live Nation Worldwide, Inc. a wholly owned subsidiary of Live Nation Entertainment, Inc.</b>	<b>Nederlander-Greek, Inc. and AEG Live, LLC. A joint venture</b>
<b>CONTRACTUAL GUARANTEE</b>	
<b>EVENT GUARANTEE</b>	
70 Guaranteed	50 Guaranteed

- Live Nation’s event guarantee exceeded the minimum 50 events requested in the RFP and proposed a minimum of 70 annual events.
  - Both proposals included innovative food and beverage concepts to improve the overall fan experience.
  - Live Nation’s Operational Plan proposed specific service standards and wait times to achieve the RFP’s stated goal to provide a first class, high quality competitive venue.
  - Live Nation proposed to implement new solutions to current venue concerns for both patrons and neighboring residents including traffic, parking and noise control.
4. **Community Partnership Plan:** The location of the Greek Theatre creates the opportunity for community engagement. RAP is interested in engaging the surrounding community to ensure that the Greek Theatre is a valued asset within Griffith Park.
    - Nederlander-Greek, Inc. has a current community partnership program engaging the surrounding community with events such as Neighbor Nights that Nederlander-AEG proposed to continue.
    - Live Nation proposed to start a Greek Theatre Community Trust at \$300,000 annually to expose low-income households, fixed-income households, at-risk youth and the disabled to the arts as well as implement programs and improvements in and around the Greek Theatre.
    - Live Nation also proposed to start a Greek Theatre Community Engagement Council, consisting of Cultural Arts and Community Service leaders to gain ongoing insight on

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supporting diverse programming that would include local arts organizations and focused on bringing local talent to the Greek Theatre.

### CONCLUSION

Live Nation is the recommended proposer for award of the Greek Theatre Concession Agreement because their proposal best meets and exceeds RAP's objectives as outlined in the RFP. The strength of Live Nation's proposal is their all-inclusive approach to managing the Greek Theatre, ensuring all aspects of the operation are executed at a first-class, high quality level. Their strategic direction to invest \$40,000,000 in capital investment during the twenty (20) contract term, (ten-year, with two (2) five-year extension options) will transform the Greek Theatre into a contemporary amphitheater, while preserving its historical elements and establishes a solid foundation for the continued success of the Greek Theatre for generations to come.

Live Nation's proposal includes innovative ideas for engaging the surrounding community, the broader community and reaching out to underserved communities to share in the Greek Theatre experience with a larger segment of City residents and stakeholders.

As noted in SAG's recommendation report, the Evaluation Panel strongly urges the Board, Mayor and City Council to expeditiously approve RAP's recommendation to enter into discussions with Live Nation for a concession agreement to usher in the next era in the continued success of the Greek Theatre. RAP staff supports the recommendation in order to complete the contract discussions and execution process no later than November 2015.

### FISCAL IMPACT STATEMENT:

Authorization to enter into discussions for a new concession agreement has no impact on the Department's General Fund.

Report prepared by Agnes Ko, Senior Management Analyst II, Concessions Unit, Finance Division.

EXCERPT FROM THE MINUTES OF THE SPECIAL MEETING  
BOARD OF RECREATION AND PARK COMMISSIONERS  
October 23, 2014

14-258

GRIFFITH PARK – GREEK THEATRE CONCESSION

Commissioner Sanford recused herself from acting on this item; and therefore did not attend the meeting.

On October 9, 2014, Michael Shull, General Manager, amended the report by deleting the four recommendations and replacing them with the following three:

- 1) APPROVE the Strategic Advisory Group, LLC's (SAG) recommended selection of Live Nation Entertainment, Inc. (Live Nation) as the highest ranked proposer to the Request for Proposal (RFP) for concessions and operations of the Greek Theatre and INSTRUCT the General Manager to obtain the City Council's concurrence with this selection;
- 2) AUTHORIZE and INSTRUCT the General Manager and designated staff, with the assistance of the Office of the City Attorney, to meet with representatives of Live Nation to develop a Concession Agreement substantially in conformance with the general terms and parameters set forth in the SAG report for ten (10) years with two (2) five-year extension options which will be returned to the Board for its approval; and
- 3) AUTHORIZE and INSTRUCT the General Manager to enter into discussion with Nederlander-Greek, Inc. and AEG Live, LLC (Nederlander-AEG), the second highest ranked proposer in the SAG report, should the department of Recreation and Parks (RAP) and Live Nation fail to agree to the terms of the Concession Agreement.

Public comment was invited and such comments were made to the Commission.

The Board recessed at 10:26 a.m.

The Board reconvened at 10:45 a.m.

Public comments continued to be received. 149 requests for public comment were received and such comments were made to the Commission. The Board further discussed the item in detail.

It was moved by President Patsouras, seconded by Commissioner Alvarez that General Manager's Report 14-258 be approved as amended, and that the Resolutions recommended in the report be thereby approved. There being no objections, the Motion was unanimously approved.

APPROVED

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MAY 21 2014

NO. 14-120

DATE May 7, 2014

BOARD OF RECREATION  
AND PARK COMMISSIONERS

C.D. 4

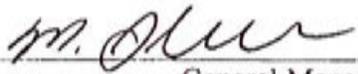
BOARD OF RECREATION AND PARK COMMISSIONERS

SUBJECT: GRIFFITH PARK – GREEK THEATRE CONCESSION – REQUEST FOR PROPOSALS FOR THE OPERATION AND MAINTENANCE OF THE GREEK THEATRE

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

K. Regan \_\_\_\_\_  
R. Barajas \_\_\_\_\_  
\*N. Williams HEM

*as amended  
see attached*

  
General Manager

Approved                      Disapproved \_\_\_\_\_ Withdrawn \_\_\_\_\_

RECOMMENDATIONS:

That the Board:

1. Approve the Greek Theatre Concession Request for Proposals (RFP) for a ten (10) year Concession Agreement, with two (2) five (5) year renewal options exercisable at the sole discretion of the Board of Recreation and Park Commissioners, substantially in the form on file in the Board Office, subject to review and approval of the City Attorney as to form;
2. Direct the Board Secretary to transmit the RFP to the City Attorney for review and approval as to form; and,
3. Direct staff, subsequent to City Attorney review and approval as to form, to advertise the RFP and conduct the RFP process for the Greek Theatre Concession.

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.

The Greek Theatre Concession (Concession) has been operated by Nederlander-Greek, Inc. (Concessionaire) under Concession Agreement Number 245 (Agreement) since May 21, 2002. The Agreement is due to expire on October 31, 2015 and there are no remaining renewal options.

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In 2013, the Greek Theatre generated \$22,806,300.00 in gross receipts, paid \$1,654,209.00 in revenue-sharing payments to the Department, and has consistently been the Department's highest revenue-producing non-golf concession.

In early 2013, Strategic Advisory Group LLC (SAG) was hired by the Department to conduct a best business practices study of the Greek Theatre, as well as to develop, through research and public outreach, an RFP for use by the Department. On September 11, 2013, SAG made a presentation to the Board on its approach to conducting and completing the best business practices study and on how best to integrate its results into a draft RFP for the Greek Theatre Concession.

The Scope of Work of Contract No. 3444 between the Department and SAG encompasses three Phases. Phase I was the best business practices study of the music concert industry. Phase II is the development of the RFP, including community outreach to receive public input on the operating priorities for the RFP. Phase III will be the development of a marketing plan for the RFP, assembling an independent evaluation panel, and assisting the Department in the formation of a recommendation for award to the Board of a new agreement for the Concession.

In Phase I, the best business practices study conducted by SAG involved extensive research on and evaluation of industry trends and activity levels of venues throughout the United States in order to understand current industry standards and trends, create benchmarks, and determine the best practices used in successful and/or competing venues.

SAG's research of competing venues included identifying the number and types of events presented, as well as community outreach programs and finance structures. SAG conducted interviews with operators and reviewed published venue activity data and current contracts where available. The research showed that management and operational models of the venues varied.

SAG also studied consistently high-ranking venues from across the country regarding operations, customer service, and experience for patrons and artists alike. SAG found that the top venues had advanced technology, upgraded amenities, and progressive food and beverage programs to compete for the best talent and provide the best experience for patrons and artists.

For example, many of the Greek Theatre's direct competitors use high-definition video technology for viewing screens, as well as permanent sound towers. Some of the competitive first class, high-quality venues have elevated and enhanced roof and support structures to accommodate larger, more dynamic performances. Also, many of the competitors have concession stands with customized menus, high-end food and beverage service, and creative approaches to on-site dining experiences.

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In order to bring the Greek Theatre up to the first class, high-quality level of the existing top venues, SAG made recommendations regarding required and potential capital improvements that they believe will serve the venue, Department, City, patrons, and artists.

Information about the Greek Theatre RFP process has been prominently featured on the Department's website, with a dedicated pop-up window that immediately displays upon entering the site.

In Phase II, to further assist in public outreach, two meetings were held. The first was an evening community meeting hosted by the Department on January 29, 2014 that was attended by approximately seventy (70) people. The second meeting was a special meeting of the Greek Theatre Advisory Committee on February 21, 2014 that was attended by approximately thirty (30) people. Members of the general public, surrounding community, homeowners associations including the Los Feliz Improvement Association, members of the music industry, and potential interested proposers were invited by letter, e-mail, and/or telephone calls to attend both meetings. A press release regarding the first community meeting was sent to local media outlets and trade periodicals to ensure the broadest section of the public and the music industry was informed about the meeting. Non-traditional organizations were also informed of the community meetings, such as the City's Department of Neighborhood Empowerment (DONE) and all City Council Offices to encourage additional participation in the community input phase. DONE assisted the Department in its outreach by sending an invitation to all Neighborhood Councils for the evening community meeting.

The purpose of both meetings was for SAG to gather public input regarding the contents of the Greek Theatre RFP. The public expressed its concerns about safety, cleanliness, traffic, and overall community involvement in the future of the Greek Theatre. Further input was sought in an online survey conducted by SAG between January 29, 2014 and February 12, 2014 on an independent website that was linked by the Department on its website and by SAG. The input from the meetings and survey was used in the creation of the RFP. SAG presented its findings at the Board meeting on March 19, 2014.

SAG submitted a model of an RFP for the Department's use. Staff then reviewed and analyzed the contents, and SAG was consulted regarding revisions. The RFP was refined to meet the Department's priorities for the Greek Theatre operation.

The RFP on file with the Board Office is intended to solicit proposals that will enhance the Greek Theatre's ability to compete in the current market and continue to stay competitive over the term of the agreement. The RFP also includes high service standards to elicit innovative plans for food and beverage, patron experience, and venue amenities in order to increase revenue both for the Department and the selected operator.

## REPORT OF GENERAL MANAGER

PG. 4

NO. 14-120

Staff, in collaboration with SAG, has finalized and is now ready to release, at the direction of the Board, the attached RFP for the concession. With this RFP, the Department will seek a qualified, experienced, and financially sound operator who will meet or exceed the Department's expectations in all operational and financial areas, and optimize service to the public and profitability to the business.

In Phase III, SAG will present its marketing plan for the RFP and provide subject matter experts for the independent evaluation panel, as well as assist in the formation of a recommendation for award to the Board for the new agreement for the Concession.

### Proposal and Contractual Provisions

1. Proposal Deposit: A Fifty Thousand Dollar (\$50,000) proposal deposit will be required with the submission of each proposal.
2. Term: Ten (10) years, with two (2) five (5) year renewal options exercisable at the sole discretion of the Board, subject to meeting or exceeding, during the first term of the agreement, the four (4) key criteria listed in the RFP: Financial Performance, Asset Management/Concession Improvement Plan, Event Activity, and Community Partnership.
3. Revenue-Sharing Terms: The monthly revenue-sharing term is a proposal item. The minimum annual revenue-sharing payment guarantee will be based on the submitted Pro Forma Financial document.
4. Concession Improvements: The operator will be required to complete required concession improvements as proposed within two (2) years of the commencement of the term of the agreement (i.e., November 1, 2015).
5. Utilities: Concessionaire shall be responsible for all utility charges (electricity, water, gas and all other utilities) associated with the operation of the concession. Concessionaire assumes full responsibility, financial and otherwise, for the separate meters, including all installation costs associated with the utility service(s) and the City utility users' tax. In all instances where damage to any utility service line is caused by concessionaire, its employees, contractors, suppliers, agents or invitees, concessionaire shall be responsible for the cost of all repairs.

Concessionaire shall pay for the telephone service. The telephone number shall be placed in the facility's name and shall not be transferable to any other location.

## REPORT OF GENERAL MANAGER

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Concessionaire expressly agrees to comply with all City energy and water conservation programs.

6. Contractual and Financial Terms: The City will enter into an Agreement whereby the City has no financial responsibility or liability for the operation of the Concession and the City will share in profits in the form of a guaranteed annual minimum revenue-sharing fee or a guaranteed percentage of gross revenue, whichever is greater.
7. Performance Deposit: A Performance Deposit will be required to be maintained for the duration of the Agreement in the amount of Five Hundred Thousand Dollars (\$500,000).

### Evaluation Process

Proposals which pass the Minimum Acceptable Qualifications (Section IV of the RFP) will be evaluated in two Levels. Level I will be a check and review by staff for required compliance and submittal documents, as well as a review of the proposer's background and experience, insurance, contract history, business references, and financial capacity. Level II will be a comprehensive evaluation of the proposals by an independent panel of subject matter experts. Proposers must successfully pass Level I to proceed to Level II.

### RFP Evaluation Criteria Areas

For the purposes of evaluation, the responsive proposals to Level I will be evaluated on the criteria below (Level II):

- 1) Financial Performance (30 points possible);
- 2) Asset Management/Concession Improvement Plan (30 points possible);
- 3) Event Activity Plan (30 points possible);
- 4) Community Partnership Plan (10 points possible).

The RFP documents will be advertised in newspapers and periodicals, made available on the Department's website, and posted on the Los Angeles Business Assistance Virtual Network (BAVN). A letter inviting bids will also be mailed to organizations and individuals from a mailing list maintained by the Concessions Unit and one compiled by SAG. SAG is also responsible for developing a marketing plan for the RFP to ensure the widest range of potential proposers is reached. The normal anticipated time of completion for the RFP process is approximately eight to twelve months; however, because of the urgency of this RFP, the Department seeks to accomplish this process prior to the expiration of the current concession agreement on October 31, 2015.

REPORT OF GENERAL MANAGER

PG. 6

NO. 14-120

A mandatory conference will be held approximately one month after the release of the RFP in order to provide potential proposers with a review of the submittal documents, compliance documents, and requirements for the Business Inclusion Program as mandated by Executive Directive No. 14, Villaragoisa Series, and the Board's policy (Board Report No. 12-050 approved February 15, 2012). Additionally, a mandatory site walk will be conducted after the conference in order for the potential proposers to view the facility to get a better understanding of the operation and maintenance of the Concession.

FISCAL IMPACT STATEMENT:

Releasing the Request for Proposals has no impact on the Department's General Fund.

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

EXCERPT FROM THE MINUTES OF THE SPECIAL MEETING  
BOARD OF RECREATION AND PARK COMMISSIONERS  
MAY 21, 2014

14-120

GRIFFITH PARK – GREEK THEATRE CONCESSION –  
REQUESTION FOR PROPOSALS FOR THE OPERATION AND  
MAINTENANCE OF THE GREEK THEATRE

Commissioner Sanford recused herself from acting on the item, and exited the meeting room.

The item was separately described and presented to the Board by Department staff, and the Board further discussed the item in detail. Public comment was invited on the item. Three requests for public comment were received and such comments were made to the Commission.

The draft Request for Proposal was amended as follows:

Pursuant to a recommendation made by Commissioner Zufiga, Section 2.3.1.1. was amended to change the minimum number of Cultural and Community Events from ten to fifteen.

Commissioner Zufiga also recommended that the language in Section 2.3.1.3. be revised to guarantee that fifty (50) tickets per event are offered to the Department for the right of first refusal in order for the Department to distribute the free ticket vouchers to the Department's Recreation Centers to provide opportunities for at-risk youth or underserved communities to participate in the Greek Theatre's events.

President Alvarez requested that the Request for Proposals be amended to address the issues raised by Nederlander in their letter dated May 15, 2014 and she further directed staff to add clarifying language at their discretion, as suggested in the letter.

Commissioner Zufiga further recommended that Section 2.3.1.2 of the Request for Proposals be amended to strengthen the definition of "Cultural Event".

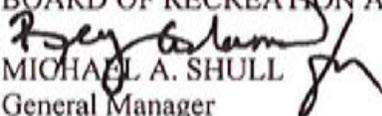
Agnes Ko, Senior Management Analyst II, requested that staff be allowed to make technical corrections as necessary to ensure consistency throughout the Request for Proposals.

It was moved by Commissioner Blumenfield, seconded by Commissioner Patsaouras that General Manager's Report 14-120 be approved as amended, and that the Resolutions recommended in the report be thereby approved. There being no objections, the Motion was unanimously approved.

FOR INFORMATION ONLYCITY OF LOS ANGELES  
DEPARTMENT OF RECREATION AND PARKS

June 11, 2014

TO: BOARD OF RECREATION AND PARK COMMISSIONERS

FROM:   
MICHAEL A. SHULL  
General Manager

SUBJECT: GRIFFITH PARK - GREEK THEATRE CONCESSION – UPDATE ON THE  
REQUEST FOR PROPOSALS FOR THE OPERATION AND MAINTENANCE  
OF THE GREEK THEATRE

On May 21, 2014, the Board of Recreation and Park Commissioners (Board) approved General Manager's Report No. 14-120 to release the Request for Proposals (RFP) for the Operation and Maintenance of the Greek Theatre Concession, as amended at the instruction of the Board.

Upon approval of the release, Department of Recreation and Parks (Department) staff worked to incorporate the requested changes and to finalize the RFP with the assistance of the City Attorney and Strategic Advisory Group, LLC (SAG). Changes included increasing the minimum number of Cultural and Community Events, guaranteeing the number of tickets offered to the Department per event, strengthening the definition of a "Cultural Event," and technical changes for consistency. A detailed list of changes can be found on Exhibit A and Exhibit B of this report. SAG provided the Department with a marketing plan for publicizing the RFP. A press release was distributed to well over 80 television and print news media announcing the release of the RFP and inviting interested companies to view and download the RFP from the department's website. The RFP was advertised in The Daily Journal and on [www.pollstarpro.com](http://www.pollstarpro.com) (a subscriber-based website that is part of Pollstar, a leading music industry publication). Notification letters and e-mails were sent to potential proposers on the Department's Interest List and from a list supplied to the Department by SAG, as well as from a contact list purchased from Pollstar, which provides targeted data for different aspects of the music industry, such as agents, talent buyers, and music venues.

The RFP was released to the public on June 4, 2014. However, the Draft RFP was available online at the Department's website in early May 2014. The approved RFP was posted on the Department's website (including on both the pop-up window and the Concessions page) and on the Los Angeles Business Assistance Virtual Network (BAVN) at [www.labavn.org](http://www.labavn.org). The Department will host a mandatory pre-proposal conference on Tuesday, June 17, 2014, to be followed that same day by a site walk of the facility. Additional optional site walks will be offered to potential proposers through July 2014 so that they may obtain a better understanding of the venue.

The Department encourages all written questions on the RFP requirements to be submitted by July 15, 2014 in order to provide the Department sufficient time to respond to the questions and proposers sufficient time to review the answers in advance of the proposal submission date. All appropriate questions will have answers posted to the Department's website and to BAVN.

Proposals are scheduled to be due to the Board Office before 3:00 p.m. on Tuesday, August 5, 2014.

Proposals meeting the Minimum Acceptable Qualifications contained in the RFP and the Level I contract compliance requirements proceed to the next step in the RFP process. Proposers who are deemed responsive to the RFP will be invited to speak before an independent evaluation panel for Level II review and evaluation. Due to confidentiality concerns, the names of the panelists will not be revealed until the first interview is conducted. The Department intends to conduct all interviews on one day in order to protect the confidentiality of the panelists and to expedite the review process; however, this will be dependent on the number of proposers who successfully meet the Minimum Acceptable Qualifications and pass Level I review. Interviews may occur in the later part of August or early part of September.

The Department's goal is to go before the Board with a recommendation for award of the next operating contract no later than October 1, 2014.

If the Board approves the award, the contract will then be sent to the Mayor's Office for Executive Directive No. 3 review, and ultimately to the City Council for final approval, subject to the approval of the City Attorney as to form. It is anticipated that the process will conclude in time to have the next operating contract in effect by November 1, 2015 (the current contract expires on October 31, 2015).

This report was prepared by Désirée Guzzetta, Management Analyst II, Concessions Unit, Finance Division.

CITY OF LOS ANGELES  
 DEPARTMENT OF RECREATION AND PARKS  
 REQUEST FOR PROPOSALS FOR THE OPERATION AND MAINTENANCE OF  
 THE GREEK THEATRE CONCESSION  
 REQUEST FOR PROPOSALS - LIST OF CHANGES  
 JUNE 3, 2014

Section Number	Page Number	Draft RFP Language	Final RFP Language
N/A	Cover Page	Placeholders for Release Date; Pre-proposal Conference Date; Due Date	Release Date: June 4, 2014; Pre-Proposal Conference: June 17, 2014 (see page 11); Due Date: August 5, 2014 (see page 10)
Page Footer	ALL	Draft as of May 2, 2014	Final as of June 3, 2014
VI.C.	10	To be considered, proposals must be received on or before 3:00 pm, <u>Weekday, Month XX, 20XX.</u>	To be considered, proposals must be received on or before 3:00 pm, <u>Tuesday, August 5, 2014.</u>
VI.C.	11	Placeholder for date, time and location for mandatory pre-proposal conference	June 17, 2014, 9:00 am - 11:00 am; Friendship Auditorium - 3201 Riverside Drive, Los Angeles, CA 90027
VI.C.	12	Placeholder for date, time and location for mandatory site walk	June 17, 2014, 1:00 pm - 3:30 pm; 2700 N. Vermont Ave., Los Angeles, CA 90027
VII.A.1.1.4	15	Size of company	Size of company (includes total number of employees and annual gross revenue)
VII.A.1.3.1	15	List of all opened and closed contracts during most recent twelve (12) months.	List of all contracts commenced and terminated, for whatever reasons, during most recent twelve (12) months, along with an explanation of the reasons for the termination.
VII.A.1.3.2	15	List of all lost contracts during 2009, 2010, 2011, 2012, and 2013.	List of all contracts which terminated during 2010, 2011, 2012, 2013 and 2014, along with an explanation of the reasons for the termination.

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Section Number	Page Number	Draft RFP Language	Final RFP Language
VII.A.1.3.3	15	List of contracts started and lost within twelve (12) months of opening/starting, along with an explanation for the loss.	None. Section deleted in entirety.
VII.A.2.1.2	20	...the minimum annual guarantee will be due to the City of Los Angeles by February 15th of the subsequent year.	...the minimum annual guarantee will be due to the City of Los Angeles by December 31 <sup>st</sup> of the current year.
VII.A.2.2.1.1.3	22	All seating must be replaced within two (2) years of the execution of the Agreement.	All seating must be replaced within two (2) years of the commencement of the Agreement, i.e. November 1, 2015.
VII.A.2.2.2	23	The Potential Concession Improvements are detailed in Exhibit I.	The Potential Concession Improvements are detailed in Exhibit J.
VII.A.2.3.1.1	26	A minimum of 50 commercial concerts open to all members of the public must be presented during the prescribed season, of which there shall be a minimum of ten (10) Cultural and Community Events.	A minimum of 50 commercial concerts open to all members of the public must be presented during the prescribed season, of which there shall be a minimum of fifteen (15) Cultural and Community Events.
VII.A.2.3.1.2	26	A "Cultural Event" is defined as the following categories:	A "Cultural Event" is an event intended to edify or enlighten and is defined as the following categories:

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Section Number	Page Number	Draft RFP Language	Final RFP Language
VII.A.2.3.1.3	27	<p>If any public event (i.e. Commercial Concert Event and/or Cultural Event and/or Community Event) undersells in such numbers that the selected operator elects to give out fee ticket vouchers to encourage more attendance at said event, either all available tickets or fifty (50) tickets per event, whichever is less, shall be offered to the Department for the right of first refusal in order for the Department to distribute the free ticket vouchers to the Department's Recreation Centers to provide opportunities for at-risk youth or underserved communities to participate in the Greek Theatre's events.</p>	<p>The selected operator will be required to give out fifty (50) free ticket vouchers per event (i.e. any public, Commercial Concert Event and/or Cultural Event and/or Community Event) to the Department for the right of first refusal in order for the Department to distribute the free ticket vouchers to the Department's Recreation Centers to provide opportunities for at-risk youth or underserved communities to participate in the Greek Theatre's events.</p>
VII.C.1	33	<p>The term of the concession agreement shall be ten (10) years, effective on the date of execution, with two (2) five (5) year options to renew,...</p>	<p>The term of the concession agreement shall be ten (10) years, effective on the date of commencement of the Agreement (i.e. November 1, 2015), with two (2) five (5) year options to renew,...</p>

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Exhibit	Section Number	Page Number	Draft RFP Language	Final RFP Language
A	N/A	ALL	Replaced Exhibit in its entirety.	Replaced Exhibit in its entirety.
C	Page Footer	ALL	As of May 21, 2014	As of June 3, 2014
			Certain minimum standards are required of the CONCESSIONAIRE to ensure proper diversity and access in programming. The CONCESSIONAIRE shall schedule a minimum of ten (10) Cultural Events and Community Events per year, as defined below. The GTAC shall monitor the CONCESSIONAIRE'S annual list of Cultural Events and Community Events and recommend accepted acts and events to the GENERAL MANAGER for his written approval. In the event the CONCESSIONAIRE fails to meet the obligation of ten qualified (10) Cultural Events and Community Events in any year or years, a penalty of Ten Thousand Dollars (\$10,000.00) shall be imposed for each missed Cultural Event and Community Event, payable to the CITY by 12:00 noon on December 31 in the subject year.	Certain minimum standards are required of the CONCESSIONAIRE to ensure proper diversity and access in programming. The CONCESSIONAIRE shall schedule a minimum of fifteen (15) Cultural Events and Community Events per year, as defined below. The GTAC shall monitor the CONCESSIONAIRE'S annual list of Cultural Events and Community Events and recommend accepted acts and events to the GENERAL MANAGER for his written approval. In the event the CONCESSIONAIRE fails to meet the obligation of fifteen qualified (15) Cultural Events and Community Events in any year or years, a penalty of Ten Thousand Dollars (\$10,000.00) shall be imposed for each missed Cultural Event and Community Event, payable to the CITY by 12:00 noon on December 31 in the subject year.
C	9.U	22	For the purposes of this section, "Cultural Event" shall be defined as the following categories:	For the purposes of this section, "Cultural Event" shall be defined as the following categories:
C	9.U	23		

CITY OF LOS ANGELES  
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Exhibit	Section Number	Page Number	Draft RFP Language	Final RFP Language
C	9.U	23	<p>If any public event (i.e. commercial concert event and/or cultural event and/or community event) undersells in such numbers that the CONCESSIONAIRE elects to give out free ticket vouchers in order to encourage more attendance at said event, either all available tickets or fifty (50) tickets per event, whichever is less, shall be offered to the DEPARTMENT for the right of first refusal in order for the DEPARTMENT to distribute the free ticket vouchers to the DEPARTMENT's Recreation Centers to provide opportunities for at-risk youth or underserved communities to participate in the Greek Theatre's events.</p>	<p>The selected operator will be required to give out fifty (50) free ticket vouchers per event (i.e. any public, Commercial Concert Event and/or Cultural Event and/or Community Event) to the Department for the right of first refusal in order for the Department to distribute the free ticket vouchers to the Department's Recreation Centers to provide opportunities for at-risk youth or underserved communities to participate in the Greek Theatre's events.</p>
C	9.V	23	<p>The season for performances shall be the period from April 15 to the second Sunday in November and shall include a minimum of fifty (50) commercial concert events per season, of which ten (10) must be cultural and community events, as defined in SECTION 9.U above).</p>	<p>The season for performances shall be the period from April 15 to the second Sunday in November and shall include a minimum of fifty (50) commercial concert events per season, of which fifteen (15) must be cultural and community events, as defined in SECTION 9.U above).</p>

CITY OF LOS ANGELES  
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 REQUEST FOR PROPOSALS FOR THE OPERATION AND MAINTENANCE OF  
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 JUNE 3, 2014

Exhibit	Section Number	Page Number	Draft RFP Language	Final RFP Language
C	11	29	<p>The Greek Theatre is a historically significant contributing element to Griffith Park (Historic-Cultural Monument No. LA-942). CONCESSIONAIRE shall obtain the written approval of the Cultural Heritage Commission for any substantial alterations.</p>	<p>The Greek Theatre is part of Griffith Park, which is designated as Historic-Cultural Monument (HCM) No. LA-942 in accordance with Chapter 9, Article 1 of the Los Angeles Administrative Code. HCM LA-942 includes the Greek Theatre as a historically significant contributing element. HCM LA-942 is also listed in the California Register of Historic Resources as eligible for the National Register of Historic Places. Therefore, the Greek Theatre is considered historically significant for California Environmental Quality Act (CEQA) purposes. The CONCESSIONAIRE shall obtain the written approval of the Cultural Heritage Commission for any substantial alterations to the affected area in accordance with Section 22.171.14 of the Los Angeles Administrative Code.</p> <p>Any infractions, large or small, will be treated as a material breach of the AGREEMENT and will be subject to all of the applicable laws, fines and penalties imposed by the City's Department of Building and Safety, as well as the Office of Historic Resources.</p>

CITY OF LOS ANGELES  
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Exhibit	Section Number	Page Number	Draft RFP Language	Final RFP Language
C	11.A.1.b, 2.a, 3.a, and 11.B	30	<SPECIFICS OF MUTUALLY AGREED-UPON CONCESSION IMPROVEMENTS WILL BE INSERTED HERE>	<SPECIFICS OF MUTUALLY AGREED-UPON CONCESSION IMPROVEMENTS WILL BE INSERTED HERE>

REPORT OF GENERAL MANAGER

**APPROVED**NO. 14-196DATE July 23, 2014

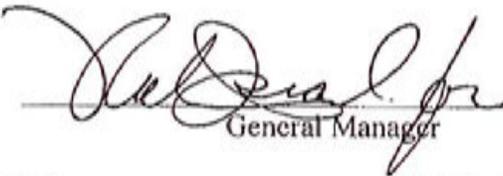
JUL 23 2014

C.D. 4BOARD OF RECREATION  
AND PARK COMMISSIONERS

SUBJECT: GRIFFITH PARK – GREEK THEATRE CONCESSION – AMENDMENT TO  
THE REQUEST FOR PROPOSALS FOR THE OPERATION AND  
MAINTENANCE OF THE GREEK THEATRE

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

K. Regan \_\_\_\_\_  
R. Barajas \_\_\_\_\_  
N. Williams \_\_\_\_\_

  
General Manager

Approved as amended

Disapproved \_\_\_\_\_

Withdrawn \_\_\_\_\_

RECOMMENDATIONS:

That the Board:

1. Authorize Department staff to amend the Request for Proposals for the Operation and Maintenance of the Greek Theatre Concession (RFP) and Exhibit C of the RFP (Exhibit C), through issuance of Addendum No. 2 to the RFP (Addendum No. 2), substantially in the form on file in the Board Office, subject to review and approval of the City Attorney as to form;
2. Direct Department staff to post Addendum No. 2 to the Department's website (both the Greek Theatre pop-up window and the official page for the RFP) and to labavn.org, and to notify potential proposers who attended the mandatory Pre-Proposal Conference on June 17, 2014 of the availability of Addendum No. 2; and,
3. Authorize the General Manager to make changes as necessary to meet the stated RFP objectives as approved by the Board (General Manager's Report No. 14-120).

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.

The Greek Theatre Concession (Concession) has been operated by Nederlander-Greek, Inc. (Concessionaire) under Concession Agreement Number 245 (Agreement) since May 21, 2002. The Agreement is due to expire on October 31, 2015 and there are no remaining renewal options.

## REPORT OF GENERAL MANAGER

PG. 2

NO. 14-196

In 2013, the Greek Theatre generated \$22,806,300.00 in gross receipts, paid \$1,654,209.00 in revenue-sharing payments to the City of Los Angeles (City) Department of Recreation and Parks (Department), and has consistently been the Department's highest revenue-producing non-golf concession.

In early 2013, Strategic Advisory Group LLC (SAG) was hired by the Department to conduct a best business practices study of the Greek Theatre, as well as to develop, through research and public outreach, an RFP for use by the Department.

SAG submitted a model of an RFP for use by the Department and collaborated with the Department on staff in finalizing an RFP for release.

On May 21, 2014, the Board approved the release of the RFP, as amended, in General Manager's Report No. 14-120. The Board approved the following changes to the RFP:

1. Section VII.A.2.3.1.1: Increase the required number of Cultural and Community Events from ten (10) to fifteen (15);
2. Section VII.A.2.3.1.3: Guarantee that fifty (50) free ticket vouchers are available to the Department for every event for right of first refusal in order for the Department to distribute free ticket vouchers to the Department's recreation centers to provide opportunities for at-risk youth or underserved communities to participate in events at the Greek Theatre;
3. Section VII.A.2.3.1.2: Strengthen the definition of "Cultural Event"; and
4. Address issues raised in a letter dated May 15, 2014 from the Concessionaire by adding clarifying language to the RFP as necessary.

Furthermore, the Board authorized Department staff to make any technical changes to the RFP necessary to ensure consistency throughout the RFP.

The approved changes were made and the RFP was released on June 4, 2014. A mandatory Pre-Proposal Conference and mandatory Site Walk were held on June 17, 2014. Responses to the RFP are due August 5, 2014. To date, nine (9) site walks have been completed, with two (2) more scheduled for July 30 and 31, 2014.

Questions regarding the RFP have been received periodically since June 17, 2014. The first Questions & Answers document was posted on June 16, 2014 and addressed ten (10) questions asked by potential proposers. Questions & Answers No. 2, which partially addressed a request for the architectural, structural, electrical, mechanical, and plumbing plans for the Greek Theatre, was posted on July 3, 2014 and revised on July 9, 2014 to complete the request for the plans. Questions & Answers No. 3 was released on July 17, 2014. Addendum No. 1 to the RFP, which

REPORT OF GENERAL MANAGER

PG. 3

NO. 14-196

addresses two technical changes to the RFP (adding an Alternate Contract Coordinator who must be CC'd on all correspondence to the Contract Coordinator and correcting an inadvertent omission from Exhibit M, "Scoring Matrix") was released and posted on July 15, 2014.

In response to community concerns, the Department is requesting changes which have been deemed material to the RFP by the City Attorney and require Board approval.

The following changes are recommended for Board approval:

1. Revert the length of the season, which is listed in the RFP as "between April 15 and the second Sunday of November", back to the current contract language ("April 15 and October 31"); corresponding changes to Exhibit C of the RFP, "Sample Concession Agreement" (Exhibit C) would also need to be made to reflect the new dates;
2. Add additional language to specify that "surrounding community" refers to the community within a five (5) mile radius of the Greek Theatre and ensure proposers submit an outreach plan for that community; corresponding changes to Exhibit C would also need to be made;
3. Specify one (1) of the two (2) required Community Surveys to be for the five (5) mile radius surrounding the Greek Theatre; and,
4. Add a new section to Exhibit C addressing a methodology for measuring decibel levels at the Greek Theatre in order to ensure that the next operator complies with all City noise ordinances. The proposed methodology requires delegating authority to the Department's General Manager in determining a minimum of three (3) required locations for measuring decibel levels at the Greek Theatre and provides a mechanism to enforce violations to any City noise ordinances. Liquidated damages in the amount of One Thousand Dollars (\$1,000.00) is proposed for failure to comply. Exhibit C currently does not give the Department sufficient mechanisms for monitoring noise levels at the Greek Theatre and enforcing the City's noise ordinances.

The proposed changes support the objectives of the RFP for engaging the surrounding community and ensuring that the Greek Theatre is a valued asset of Griffith Park.

The current contract language allows for extension of the season upon prior written approval of the General Manager; reverting back to the current language from the proposed season length in the RFP will still enable the Department to meet the RFP's objectives to increase revenues at the Greek Theatre. Additionally, a survey specifically tailored to the community affected by noise, traffic, and other issues which arise from the operation of a major concert venue will enable the Department to better meet the needs of that community. Adding a specific methodology for measuring decibel levels emanating from the Greek Theatre, along with liquidated damages for decibel levels which exceed the prevailing noise ordinance, gives the Department more direct control over operations at the venue.

REPORT OF GENERAL MANAGER

PG. 4

NO. 14-196

The Department has prepared Addendum No. 2 (attached) to the RFP to amend the above RFP sections. These proposed amendments have been reviewed by the City Attorney.

Due to the timing in releasing Addendum No. 2, the Department is requesting that the submittal due date be extended one week, from August 5, 2014 to August 12, 2014, in order to give potential proposers additional time to incorporate the changes to the RFP into their proposals as they deem necessary. The extension does not impact the Department's proposed timeline for completion of the RFP process. The extension of the submittal due date is the first item in Addendum No. 2.

FISCAL IMPACT STATEMENT:

Releasing Addendum No. 2 has no impact on the Department's General Fund.

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

BOARD OF RECREATION AND  
PARK COMMISSIONERS

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ATTACHMENT

DEPARTMENT OF  
RECREATION AND PARKS

221 NORTH FIGUEROA STREET  
15TH FLOOR, SUITE 1550  
LOS ANGELES, CA 90012

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MICHAEL A. SHULL  
GENERAL MANAGER

July XX, 2014

REQUEST FOR PROPOSALS  
FOR THE OPERATION AND MAINTENANCE OF  
THE GREEK THEATRE CONCESSION  
(RFP #CON-M14-001)

*ADDENDUM NO. 2*

The Request For Proposals for the Operation and Maintenance of the Greek Theatre Concession (RFP) has been modified as follows:

1. Extend the due date for submittals from August 5, 2014 to the new due date of **Tuesday, August 12, 2014** at 3:00 p.m. Proposals must be submitted per Section VI.C of the RFP to:

City of Los Angeles Department of Recreation and Parks  
Office of the Board of Recreation and Park Commissioners  
Attention: Board Secretary  
221 North Figueroa Street, Suite 1510  
Los Angeles, CA 90012

2. Section VII.C.2, "Hours of Operation" (page 34):

Delete Section VII.C.2., "Hours of Operation," in its entirety and replace with the following:

CONCESSIONAIRE shall operate between April 15 and October 31 of each year of the term of the agreement. CONCESSIONAIRE will operate per applicable City codes, rules, regulations, ordinances, and laws regarding levels of noise and with regard to the desires of the surrounding community. Days and hours of operation may not be changed without prior written approval of GENERAL MANAGER.

Requests to extend the season must be submitted in advance in writing to the GENERAL MANAGER. The season may only be extended with the GENERAL MANAGER's prior written approval.



3. Section VII.A.2.4, "Community Partnership Plan" (page 31):

Delete the opening paragraph on page 31, which reads:

Proposers must create a community partnership plan that will outline the approach to supporting and engaging the surrounding community and proactively reaching out to the broader community to gain an understanding of current interests.

Replace with the following new opening paragraph:

Proposers must create a community partnership plan that will outline the approach to supporting and engaging the surrounding community within a five (5) mile radius of the Greek Theatre and proactively reaching out to the broader community to gain an understanding of current interests.

4. Section VII.A.2.4.1 (pages 31-32):

Delete the following opening portion of VII.A.2.4.1:

2.4.1. Proposed Communications Plan for the surrounding Griffith Park community should include the following:

- \_\_\_ Outreach plan to broader community groups
- \_\_\_ Frequency and method of communications, i.e., online, website, Public Service Announcements, meetings, forums, e-mail, etc.
- \_\_\_ Approach to on-going community engagement
- \_\_\_ Approach to support the Greek Theatre Advisory Committee
- \_\_\_ Proposed community reporting/response plan
- \_\_\_ Proposed approach to tracking community awareness and opinions, to include regular third party surveys and other feedback on concessionaire satisfaction

Replace with the following new opening portion of VII.A.2.4.1:

2.4.1. Proposed Communications Plan for the surrounding Griffith Park community should include the following:

- \_\_\_ Outreach plan to broader community groups
- \_\_\_ Outreach plan to the surrounding community within a five (5) mile radius of the Greek Theatre
- \_\_\_ Frequency and method of communications, i.e., online, website, Public Service Announcements, meetings, forums, e-mail, etc.
- \_\_\_ Approach to on-going community engagement

- \_\_\_\_\_ Approach to support the Greek Theatre Advisory Committee
- \_\_\_\_\_ Proposed community reporting/response plan
- \_\_\_\_\_ Proposed approach to tracking community awareness and opinions, to include regular third party surveys and other feedback on concessionaire satisfaction

5. RFP Exhibit C, "Sample Concession Agreement":

Delete Section 8, "Hours / Days of Operation," of Exhibit C in its entirety and replace with the following:

8. Hours / Days of Operation

CONCESSIONAIRE shall operate between April 15 and October 31 of each year of the term of the agreement. CONCESSIONAIRE will operate per applicable City codes, rules, regulations, ordinances, and laws regarding levels of noise and with regard to the desires of the surrounding community. Days and hours of operation may not be changed without prior written approval of GENERAL MANAGER.

Requests to extend the season must be submitted in advance in writing to the GENERAL MANAGER. The season may only be extended with the GENERAL MANAGER's prior written approval.

6. RFP Exhibit C, "Sample Concession Agreement":

Delete Section 9.V, "Season and Minimum Activity Level," in its entirety and replace with the following:

V. Season and Minimum Activity Level

The season for performances shall be the period from April 15 to October 31 and shall include a minimum of fifty (50) commercial concert events per season, of which fifteen (15) must be cultural and community events, as defined in SECTION 9.U above). Failure to meet the required minimum number of events shall result in a penalty of Fifty Thousand Dollars (\$50,000.00) per missed event (see SECTION 21 for details). Although failure to comply with any conditions or terms of the AGREEMENT is a material breach (SECTION 22.A.1), the CITY, by imposing the penalty, does not waive the right to terminate the AGREEMENT. CONCESSIONAIRE shall remit to the CITY the penalty amount postmarked no later than December 31<sup>st</sup> of the same calendar year. Deviations from this schedule must have the prior written approval of the GENERAL MANAGER. The DEPARTMENT reserves the right to use the PREMISES for events including, but not limited to, public school graduations and related rehearsal activities (rehearsals and other one-day events), fundraisers, etc., for up to ten (10) days each year. There will be an

attempt to coordinate days and hours of DEPARTMENTAL use with CONCESSIONAIRE. The DEPARTMENT reserves the right, during the off-season, to use the audience and stage facilities in coordination with CONCESSIONAIRE for meetings and other DEPARTMENT uses subject to CONCESSIONAIRE'S approval which shall not be unreasonably withheld, and with no facility use fee charged to the DEPARTMENT.

7. RFP Exhibit C, "Sample Concession Agreement":

Delete Section 9.DD, "Required Surveys," in its entirety and replace with the following:

DD. Required Surveys

The CONCESSIONAIRE shall be responsible to ensure customer satisfaction surveys are conducted a minimum of two (2) times per season, once at mid-season and once at the end of the season. The CONCESSIONAIRE is required to hire, at its own expense, a third party to develop and conduct the customer satisfaction surveys. One survey should reach out to the surrounding community within a five (5) mile radius of the Greek Theatre; other surveys should reach out to the broader community of Greek Theatre patrons. The survey results are one measure of CONCESSIONAIRE'S overall performance. The surveys shall also be subject to review and penalties for failure to cure consecutive low scores that fall below the DEPARTMENT'S standards, as described in SECTION 21.A.1. The survey questions shall be approved by the DEPARTMENT prior to public use. The DEPARTMENT reserves the right to add, change, or remove questions as necessary. Surveys may be carried out in the form of e-mail messaging, secret shopper, etc., as the third party sees fit.

The CONCESSIONAIRE shall also be responsible to ensure community surveys are conducted annually, as described in Exhibit B, to include the above standards and penalties (SECTION 21.A.1).

8. RFP Exhibit C, "Sample Concession Agreement":

Add new Section 9.EE, "Sound Equipment and Compliance with City Noise Ordinances" as follows:

EE. Sound Equipment and Compliance with City Noise Ordinances

The CONCESSIONAIRE shall comply with all City noise ordinances. The CONCESSIONAIRE shall purchase and install, at its own expense, sound equipment appropriate for use in an outdoor venue such as the Greek Theatre. The sound equipment must comply with industry standards. The CONCESSIONAIRE shall monitor the sound levels at a minimum of three (3) locations as designated by the GENERAL MANAGER. The CONCESSIONAIRE shall monitor sound levels for all events at all designated locations. During each season, the CONCESSIONAIRE shall submit to the GENERAL

MANAGER sound level reports by the 15<sup>th</sup> of every month for the preceding month. In addition to the enforcement powers of any other City department, the DEPARTMENT will review the sound level reports for compliance with City noise ordinances. ~~If the CONCESSIONAIRE'S sound level reports for any event indicate a failure to comply with City noise ordinances, the CITY shall impose liquidated damages in the amount of One Thousand Dollars (\$1,000.00) per event.~~

DRAFT

EXCERPT FROM THE MINUTES OF THE SPECIAL MEETING  
BOARD OF RECREATION AND PARK COMMISSIONERS  
July 23, 2014

14-196

GRIFFITH PARK – GREEK THEATRE CONCESSION –  
AMENDMENT TO THE REQUEST FOR PROPOSALS FOR THE  
OPERATION AND MAINTENANCE OF THE GREEK THEATRE

Commissioner Sanford recused herself from acting on the item, and exited the meeting room.

The above item was separately described and presented to the Board by Department staff, and the Board further discussed the item in detail. Public comment was invited on the item. One request for public comment was received and such comment was made to the Commission.

Agnes Ko, Senior Management Analyst II, amended the last sentence of Section 8 of Addendum No. 2 - RFP Exhibit C, "Sample Concession Agreement" as follows:

If the CONCESSIONAIRE's sound level reports for any event indicate a failure to comply with City noise ordinances, the CITY shall impose liquidated damages in the amount of One Thousand Dollars (\$1,000.00) per location per event for the first ten (10) events. For violations between eleven (11) and twenty-five (25) events, the GENERAL MANAGER has the right to impose penalties up to Ten Thousand Dollars (\$10,000.00) per location per event.

It was moved by Commissioner Patsouras, seconded by Commissioner Zuñiga that General Manager's Report 14-196 be approved as amended, and that the Resolutions recommended in the report be thereby approved. There being no objections, the Motion was unanimously approved.

BOARD OF RECREATION AND  
PARK COMMISSIONERSLYNN ALVAREZ  
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GENERAL MANAGER

June 16, 2014

REQUEST FOR PROPOSALS (RFP #CON-M14-001)  
FOR THE OPERATION AND MAINTENANCE OF  
THE GREEK THEATRE CONCESSION

## QUESTIONS &amp; ANSWERS

1. Question: Given the expediency required for the Request For Proposal (RFP) responses and the extensive capital improvement projects required/suggested, we would like to arrange for our team to spend time as soon as possible in the Greek Theatre to accurately assess what needs to be done and our options for doing so.

*Answer: We will have a sign-up sheet for individual site walks at the June 17th mandatory pre-proposal conference and site walk. At that time, potential proposers will be able to sign up for additional individual site walks at the Greek Theatre.*

2. Question: How long will we be allowed for the additional site walks?

*Answer: Each additional site visit is approximately 5 - 6 hours (actual time touring the facility), including a 30-minute lunch break. Arrangements are being made to allow potential proposers as much time as they need to assess the facility.*

3. Question: I wanted to inquire about submitting our firm for the architectural services needed for the Greek Theatre Concession. I didn't see a separate section for subcontractors.

*Answer: There will be an opportunity to network with prime contractors at the Pre-Proposal Conference on Tuesday, June 17, 2014 at 9 a.m. The conference is a mandatory requirement for bidding on the Greek Theatre RFP and will be held at Friendship Auditorium, 3201 Riverside Drive, Los Angeles, CA 90027.*

*There will also be a mandatory site walk that same day at 1 p.m. at the Greek Theatre, 2700 N. Vermont Ave., Los Angeles, CA 90027. During the site walk, subcontractors will again be able to network with prime contractors, as well as gain a better understanding of the venue.*



*We also encourage subcontractors to register with the Business Assistance Virtual Network ("BAVN") at [www.labavn.org](http://www.labavn.org). BAVN enables prime contractors performing subcontractor outreach to contact specialized firms for City projects.*

4. Question: Would it be possible to meet with Department staff to get a better understanding of the nuances of what the Department is looking for in RFP proposal responses?

*Answer: The competitive bidding rules preclude the Department from meeting individually with any potential proposers regarding our RFPs to ensure fairness to all potential proposers.*

5. Question: Who is on the selection committee that will be evaluating the responses?

*Answer: We have not yet selected an Evaluation Panel. Once they are selected, their names are kept confidential until Level II review is complete in order to protect the integrity of the evaluation process.*

6. Question: What type of people will be on the selection panel? City staff? Neighborhood residents? Non-bidding industry veterans? How will the Department ensure the panelists do not have conflicts of interest?

*Answer: The evaluation panel will consist of an independent panel of subject matter experts. The Department will thoroughly vet all panelists for potential conflicts of interest in order to protect the integrity of the evaluation process.*

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PARK COMMISSIONERSLYNN ALVAREZ  
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GENERAL MANAGER

July 9, 2014

REQUEST FOR PROPOSALS (RFP #CON-M14-001)  
FOR THE OPERATION AND MAINTENANCE OF  
THE GREEK THEATRE CONCESSION

## QUESTIONS &amp; ANSWERS NO. 2 – UPDATED

Questions & Answers No. 2 has been revised in its entirety to read as follows:

1. Question: Please supply any and all existing plans regarding Architectural, Structural, Mechanical, Electrical, and Plumbing at the Greek Theatre.

*Answer: Two DVDs and one CD containing all plans may be obtained by contacting Désirée Guzzetta, Contract Coordinator, at (213)202-3291. If Ms. Guzzetta is unavailable, please contact Agnes Ko, Senior Management Analyst II, at (213) 202-4303. The DVDs and CD may be picked up at the Concessions Unit at the following address from 8:00 a.m. to 5:00 p.m. Monday through Thursday:*

*221 North Figueroa Street  
15<sup>th</sup> Floor, Suite 1520  
Los Angeles, CA 90012*

*DVD No. 1 contains a folder called "Greek Theatre RFP" with the following subfolders:*

1. 03-04 Architectural
2. 03-04 Civil
3. 03-04 Electrical
4. 03-04 Fire Protection
5. 03-04 Kitchen
6. 03-04 Landscape
7. 03-04 Mechanical
8. 03-04 Plumbing
9. 03-04 Theatre Rigging
10. 1929
11. 1930
12. 1931
13. 1947
14. 1980
15. 1982



16. 1984
17. 1985
18. 1986
19. 1988
20. 1989
21. 1994
22. Misc No Date
23. Stage 76-78

*DVD No. 2 contains a folder called "Drawings" with the following subfolders:*

1. 1924
2. 1930
3. 1946-47
4. 1948-49
5. 1956-57
6. 1958-59
7. 1960
8. 1962
9. 1964
10. 1966
11. 1968-69
12. 1971
13. 1977
14. 1979
15. 1980
16. 1982
17. 1983-84
18. 1985
19. 1986
20. 1988-89
21. 1993
22. 1994
23. 1995-96
24. 1997
25. 1999
26. No Date Not Legible Misc

*The CD contains a folder called "Misc" with the following files:*

1. Basement Plan – Existing – A1.0
2. Communicating System Conduit Plan
3. Conduit & Equipment Plan – Basement & Second Floor

Questions & Answers No. 2

July 9, 2014

Page 3

4. *Conduit & Equipment Plan – First Floor*
5. *Conduit & Equipment Plan – Amphitheater*
6. *Cover Page – Index*
7. *Electrical Equipment*
8. *Elevations – 3*
9. *Floor Plans – 2*
10. *Floor Plans – 2*
11. *Greek Theatre – Restrooms – A2.0*
12. *Greek Theatre – Restrooms – A2.1*
13. *Greek Theatre – Restrooms – A2.2*
14. *Mens' Reflected Ceiling Plan – A1.5*
15. *Mens Restroom Demolition Plan – A1.1*
16. *Mens' Restroom - Floor Plan – A1.3*
17. *Seating Plan – 4*
18. *Sections & Details – A3.0*
19. *Vault Details – 265 K.V.A 4600 V. Transformer Vault – A-1500*
20. *Wiring Diagram - A – 7900*
21. *Womens' Reflected Ceiling Plan – A1.6*
22. *Womens Restroom – Demolition Plan – A1.2*
23. *Womens' Restroom – Floor Plan – A1.4*

*Please specify which set of drawings you need (DVD No. 1, DVD No.2, and/or CD) so that they can be copied prior to your arrival.*

BOARD OF RECREATION AND  
PARK COMMISSIONERSLYNN ALVAREZ  
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GENERAL MANAGER

July 17, 2014

REQUEST FOR PROPOSALS (RFP #CON-M14-001)  
FOR THE OPERATION AND MAINTENANCE OF  
THE GREEK THEATRE CONCESSION

## QUESTIONS &amp; ANSWERS NO. 3

1. Question: Where are the Minimum Acceptable Qualifications to be listed?

*Answer: As stated in RFP Section IV, pages 4-5, proposers are to submit an "Industry Track Record" with their proposals that clearly demonstrates that they meet the minimum acceptable qualifications described in Section IV.*

2. Question: How is the Proposal Deposit to be submitted?

*Answer: RFP Section VI.B.2 on page 7 states: "All proposals must include a Fifty Thousand Dollar (\$50,000) Proposal Deposit in the form of a cashier's check only, payable to the City of Los Angeles." The Proposal Deposit is therefore to be submitted with the written proposal.*

3. Question: How should proposers designate materials as confidential and is a redacted version of the proposal required under RFP Section VI.B.4.A? If so, does the redacted version of the proposal need to be reproducible?

*Answer: Proposers may choose the method of designating which materials in their proposals are confidential (for example, by stamping the pages "Confidential" or providing a list of which materials contained in the proposal are confidential and should be redacted in the event of a public records request. The RFP does not require the submittal of a redacted version of the proposal.*

*Please note that stamping the entire response "Confidential" negates the real confidential data and as such, may make the entire response releaseable to the public.*

4. Question: Are "the revenues of past or current comparable operations" required for every venue described or only for those venues identified as "most similar to the Greek" or other?



*Answer: The revenues are required for all similar, current, and past operations requested under RFP Section VII.A.1.2.1 on page 15.*

5. Question: Are proposers to list all contracts that have been both commenced and terminated in the most recent twelve (12) months (RFP Section VII.A.1.3.1, page 15)?

*Answer: No. To clarify what the Department's intent was: Proposers are to list all contracts that have been commenced within the most recent twelve (12) months, all contracts that have been terminated within the most recent twelve (12) months, and all contracts which have been commenced and/or terminated during the most recent twelve (12) months, along with an explanation of the reasons for the termination.*

6. Question: Is this with respect to all contracts of any nature or contracts with respect to the operation and management of a similar venue? (A list of all contracts would be very lengthy and include contracts that are not at all related to issues of the RFP.)

*Answer: Proposers are to list all contracts, as stated in Section VII.A.1.3.1, as clarified in Answer No. 5 above, and VII.A.1.3.2 on page 15 of the RFP.*

7. Question: When the word "terminated" is used, does that mean contracts that were terminated before the end of their term (early termination), or does it mean any contract that ended, including contracts where the term expired and the contract was over (RFP Section VII.A.1.3.1 and VII.A.1.3.2, page 15)?

*Answer: The explanations of the reasons for contract termination include all reasons for the end of a contract, whether it was an early termination, a contract which terminated because it expired, or "whatever reason" that a contract was terminated. As Section VII.A.1.3.1 is clarified in Answer No. 5 above, proposers are to list all contracts that have been commenced within the most recent twelve (12) months, all contracts that have been terminated within the most recent twelve (12) months, and all contracts which have been commenced and/or terminated during the most recent twelve (12) months, along with an explanation of the reasons for the termination. Also, as stated in Section VII.A.1.3.2, the Department is requesting a list "of all contracts which terminated during 2010, 2011, 2012, 2013, and 2014, along with an explanation of the reasons for the termination."*

8. Question: Are audited financial statements being requested (RFP Section VII.A.1.6.3, page 16)?

*Answer: No. However, should audited financial statements be submitted in response to the RFP, the Department is requiring that they not have any qualified opinions, including "going concern" issues.*

9. Question: In Section 2.1.1., in the last paragraph on page 19, the RFP states: "Please indicate the third-party CPA who has done an independent review of the [pro forma] financial statement. Submit a signed letter from the third party reviewer." Does this mean that we are **required** to have a third-party CPA review our pro forma financial statement, or just indicate if we have had a review done and if so, submit a letter? If a review is required, what are they being asked to review or compare against?

*Answer: No, proposers are not required to have the Pro Forma reviewed by an independent third party. However, should the Pro Forma be reviewed by an independent third party, a signed letter from the third party reviewer must be submitted.*

10. Question: Please define the type of document(s) that constitute Proof of Project Completion.

*Answer: Each proposed project may require different certifications from different City Departments and Commissions. For example, for construction-related projects, the Department of Building and Safety's final inspection approval would be required. It will be the selected operator's responsibility to obtain all certifications necessary to provide proof of project completion.*

11. Question: Does the Greek Theatre have an existing Sustainability Plan? If so, please provide a copy.

*Answer: No, there is no existing Sustainability Plan. The Sustainability Plan is a new requirement unique to this RFP.*

12. Question: Please define the level of details the respondent needs to provide for the Signage Plan. Due to the duration of the RFP response period, it does not provide sufficient time for construction-ready full design, City Approval, and bidding towards the Signage Plan. Will the City accept a Substantiated Budget towards a written description of a Signage Plan Concept? Please provide any Conditional Use Permit that overrides any City Signage Ordinances (RFP Section VII-A2.3.2.5, page 29).

*Answer: The proposing entity is responsible for determining what level of details to include in its Signage Plan. There are no Conditional Use Permits which override the signage ordinance.*

*Additionally, the Department will not accept a Substantiated Budget for this item, as it does not provide sufficient information to be responsive to the RFP.*

13. Question: Does Business Inclusion Program Outreach need to be performed for capital expenditure projects and operating expenses? Do we need to perform Business Inclusion Program Outreach post-award of the concession agreement, and is time for due diligence allowed and performed on the scope of work?

*Answer: Business Inclusion Program Outreach must be completed for all identified work areas listed at the Greek Theatre RFP opportunity posted to [www.labavn.org](http://www.labavn.org). Please review Exhibit B, Section I.G for all the requirements, including deadlines, of the Business Inclusion Program.*

14. Question: Exhibit M says Event Activity scoring has three (3) areas (Operational Plan, Food and Beverage Plan, and Sustainability Plan); however, the Event Activity requirements in the RFP has four sections (Operational Plan, Food and Beverage Plan, Sustainability Plan and Event Plan). Is the Event Plan not being scored or counted toward scoring?

*Answer: An addendum to the RFP will be released with an updated version of Exhibit M which includes "Event Plan" in the scoring matrix.*

15. Question: Exhibit C, Section 9.H ("Operating Responsibilities" / "Prices") states, in part: "The prices to be charged for merchandise and services shall be comparable to prices charged in similar and/or competing establishments." What facilities will the Department benchmark against?

*Answer: Prices will be compared to whichever existing comparable sites are in operation at the time the price list is submitted to the General Manager for that particular upcoming season.*

16. Question: Are there any restrictions on the hillside behind the back row of benches in the seating area?

*Answer: Yes, there are restrictions. The operator controls the area between the back wall of the seating area and a fence that is approximately fifty (50) to seventy (70) yards*

*up the hillside. This area is filled with brush, trees, and hillside. The public is not allowed into this fenced area and can be cited for trespassing.*

17. Question: Are any of the VIP areas or decks restricted to the current type of use or can they be repurposed for other uses in the future?

*Answer: The uses of the current VIP areas are not prescribed by the contract. It is up to the selected operator to determine how best to maximize the assets of the Greek Theatre.*

18. Question: Will the selected operator be allowed to sell sponsorship to the concert series? For example, "The Greek Theatre by Sponsor X", "The Greek Theatre brought to you by Sponsor X" or "Sponsor X Concert Series at the Greek Theatre" (RFP Exhibit C, Section 13.15, page 37)?

*Answer: No. The Greek Theatre is owned and presented by the City of Los Angeles, Department of Recreation and Parks, not any sponsor. As stated in the RFP, Exhibit C, Section 13.15, the selected operator will be prohibited from permitting "the Theatre or any portion of the premises to be named for a sponsor because the Concessionaire has no Naming Rights authority." The selected operator may present events sponsored by other companies, but may not name the Greek Theatre or any portion of the premises (such as the North Plaza) for any sponsor.*

19. Question: Please provide the event schedule for last 24 months, along with attendance.

*Answer: A list of acts that have played the Greek Theatre is available at [http://www.greektheatrela.com/events/past\\_events.asp](http://www.greektheatrela.com/events/past_events.asp). Please see Exhibit I of the RFP for attendance.*

20. Question: Can the Department provide a list of community events held at the Greek over the last five years?

*Answer: "Community Events" is a new category specific to this RFP and as such, no records of "community events" have been kept by the Department because it is not a requirement of the current concession agreement.*

21. Question: What events are booked for next twelve (12) months?

*Answer: A list of acts that are currently booked for the Greek Theatre is available at <http://www.greektheatrela.com/events/index.asp>.*

22. Question: Please provide a history of private events, including the type and number of guests.

*Answer: The Department does not maintain this information.*

23. Question: Please provide list of current vendors, suppliers and contractors to the Greek Theatre along with the service performed and/or product supplied. Can the Department provide a list of contact names for the list of subcontractors and City Service providers (i.e. security, concessions, police, fire, medical, cleaning, parking)?

*Answer: The current subcontractors are Aramark Entertainment, LLC, which is the food, beverage, and merchandise supplier; SP Plus Gameday, a division of Standard Parking Corporation, which provides parking, shuttle, and traffic services; and US Metro Group, Inc., which provides cleaning services.*

*Additionally, as stated on page 13 of the RFP, Section VI.C under "Contact with City Personnel": "Please direct all comments and questions to the Contract Coordinator." No other City Personnel may be contacted regarding this RFP. Only the Contract Coordinator can supply the correct, vetted answers to potential proposer's questions.*

24. Question: What activity has been performed in-house vs. outsourced in the last 24 months at this Concession?

*Answer: As stated in the answer to Question No. 24 above, Aramark Entertainment, LLC provides food, beverage, and merchandise; SP Plus Gameday provides parking, shuttle, and traffic service; and US Metro Group, Inc., provides cleaning services. The Department does not keep records of in-house vs. outsourced work at the concession.*

25. Question: Does the present operator have any union labor agreements for the venue?

*Answer: Yes, the incumbent operator has union labor agreements for the venue.*

26. Question: Please define the level of equipment or product details the respondent needs to provide for RFP Section VII.A.2.2.1 (page 21). Due to the duration of the RFP response period, it does not provide sufficient time for construction-ready full design, engineering, and bidding towards the Required Concession Improvements and Potential Concession Improvements. Will the City accept a Substantiated Budget from a Design Build Contractor towards a written description of the Required Concession Improvements and Potential Concession Improvements?

*Answer: The Department is requesting that the proposer tell the Department what level of equipment or product details needs to be provided. It is up to the proposing entity to decide what equipment or product details should be included in the response to the RFP.*

*Additionally, the Department will not accept a Substantiated Budget for this item, as it does not provide sufficient information to be responsive to the RFP.*

27. Question: Please define the level of equipment or product details the respondent needs to provide for RFP Section VII.A.2.2 (pages 21-26). Due to the duration of the RFP response period, it does not provide sufficient time for construction-ready full design, engineering, and bidding towards the Required Concession Improvements and Potential Concession Improvements.

*Answer: The Department is requesting that the proposer tell the Department what level of equipment and/or product details needs to be provided. It is up to the proposing entity to decide what equipment and/or product details should be included in the response to the RFP to successfully operate the Greek Theatre and meet or exceed the stated objectives of the RFP.*

28. Question: What current equipment is still under warranty? What is the length of any remaining warranties?

*Answer: The Department does not maintain a list of the operator-owned equipment. A list of the City-owned equipment on the premises is attached at the end of this document.*

29. Question: Does the Department or the current operator have a current Preventative Maintenance plan on equipment at the venue and if so, which equipment?

*Answer: The Preventative Maintenance Plan for the equipment at the Greek Theatre is the responsibility of the current operator and may be requested directly from the operator.*

30. Question: Has the Greek Theatre facility been seismically upgraded? If not, do we need to upgrade as per current building code?

*Answer: The Greek Theatre was seismically retrofitted in 1995.*

*The selected operator is responsible for ensuring that the facility is in compliance with all applicable building codes throughout the life of the concession agreement.*

31. Question: Can the Department provide the last structural evaluation on the venue?

*Answer: Yes. The most recent structural evaluation is attached at the end of this document.*

32. Question: Can the Department provide a list of Historic-Cultural protected assets at the Greek?

*Answer: An historic structure evaluation would need to be conducted to determine which individual elements of the Greek Theatre are historic; the Department has not conducted such an evaluation.*

*Also, as stated in RFP Section V, "Designation As A Historic-Cultural Monument," "The Greek Theatre is part of Griffith Park, which is designated as Historic-Cultural Monument (HCM) No. LA-942 in accordance with Chapter 9, Article 1 of the Los Angeles Administrative Code. HCM LA-942 includes the Greek Theatre as a historically significant contributing element. HCM LA-942 is also listed in the California Register of Historic Resources as eligible for the National Register of Historic Places. Therefore, the Greek Theatre is considered historically significant for California Environmental Quality Act (CEQA) purposes."*

*Please consult Los Angeles Administrative Code Section 22.171.14, as well as CEQA, Public Resources Code Section 21000 et seq., for guidance in proposing concession improvements to the Greek Theatre.*

33. Question: What is the maximum load weight capability of the stage area that supports sound equipment?

*Answer: There are permanent towers on the Greek Theatre's roof, installed as part of the 2004 renovations. Sound equipment can hang from these towers; the maximum load weight capabilities of these towers is as follows:*

*Maximum 4,000 per sound wing  
Maximum 2,500 per spreader tube.*

*Please refer to the attached Stage House Load Chart for additional information.*

34. Question: Please provide any current conditions relative to alcoholic beverage service, including both Alcoholic Beverage Control and Conditional Use Permits.

*Answer: As noted in Exhibit C, Sample Concession Agreement, Section 9.B: "Sale of alcoholic beverages must comply with the rules and regulations of the Alcoholic Beverage Control Board." The selected proposer is responsible for adhering to all rules and regulations regarding licensing from the Department of Alcoholic Beverage Control, including obtaining Conditional Use Permits.*

35. Question: In addition to designated concession stands, are there any restrictions on areas where food and beverage may be sold, e.g., in-seat, carts, kiosks, food trucks, etc.)?

*Answer: Food and beverage may be sold within the Greek Theatre premises as follows: North and South Concession Stands and Plazas; Front Plaza; Upper Zeus Bar; Lower Zeus Bar and adjacent walkway. No sales of any kind are allowed in the parking lots and other designated parking areas, or in any area that is outside the Premises as defined in Exhibit A.*

36. Question: Who currently does the artist catering? Aramark or Nederlander in-house?

*Answer: A third-party vendor currently does the artist catering.*

37. Question: Can the Department provide the latest Americans with Disabilities Act (ADA) compliance evaluation on the venue?

*Answer: The current operator is responsible for ADA compliance and has not submitted any evaluations to the Department.*

38. Question: Can the Department provide the latest Fire and Emergency Evacuation Plan?

*Answer: No. The current operator is responsible for the Fire and Emergency Evacuation Plan, and it is proprietary information.*

39. Question: Please provide utility invoices for last twenty-four (24) months and interval data for the previous twelve (12) months.

*Answer: Utilities are paid by the operator directly to the Department of Water and Power; the invoices are not maintained by the Department of Recreation and Parks.*

40. Question: Please define any noise ordinances and/or restrictions for the venue. Please also provide any history of complaints, citing the situation when rules were exceeded. Finally, please define any locations where decibel measurements are currently in place.

*Answer: It is the selected operator's responsibility to be familiar with all ordinances and restrictions on noise at the venue. For reference, please see Chapter XI of the Los Angeles Municipal Code, especially Article 2, Section 112.06, for more information.*

*Noise complaints are sent directly to the current operator. The Department does not maintain a record of such complaints.*

*The Department does not maintain a record of the locations. The current operator selects locations for measuring decibels.*

41. Question: Is there an emergency generator onsite? If yes, where is it located?

*Answer: Yes. There is one emergency generator located under the North Terrace.*

42. Question: Could you please provide a breakdown of food and beverage sales, if possible, by event type (concert vs. community)? Could you provide the 2013 percentage of total food and beverage that is catering sales?

*Answer: The Department does not maintain records of this information; additionally, the "Community Event" is a new requirement specific to this RFP. The Department also does not maintain records of catering sales at the venue.*

43. Question: Who coordinates with the Department of Transportation and/or Bureau of Street Services regarding street construction on event days?

*Answer: The Department of Transportation (DOT) and the Bureau of Street Services (BSS) do not enter Park Property unless the Department has issued a Right of Entry permit, or they are contracted to by the operator. Areas outside the Griffith Park gate are dedicated City roads and are out of the Department's control; however, both DOT and BSS do notify the stakeholders in Griffith Park, including Department supervisors and the operator of the Greek Theatre, whenever work is planned that may affect theater operations.*

44. Question: Please identify how the industry research was conducted, who conducted it, and any written reports created by or for the Department of Recreation and Parks (Department) regarding this recently completed research, as noted in the Request For Proposals (RFP) Section I, "Introduction," page 1.

*Answer: The research was conducted by Strategic Advisory Group, LLC (SAG), the consulting company hired by the Department for this purpose. The research and how it was conducted is proprietary to SAG and is not considered public information.*

*Any written report created based on this research and used by the Department in the formulation of the RFP is not considered public information at this time and cannot be released until the execution of the next concession agreement for this concession.*

Question: Please identify how the research in RFP Exhibit K, "Community Research Overview," was conducted, who conducted it, when was it conducted, how many respondents were interviewed, how respondents were selected, and any other written reports provided to the Department by the surveying entity regarding this research.

*Answer: The research was conducted by Strategic Advisory Group, LLC (SAG), the consulting company hired by the Department for this purpose. The research was conducted through community outreach meetings held on January 29, 2014 and February 21, 2014. Approximately seventy (70) people attended the January 29<sup>th</sup> meeting and approximately thirty (30) people attended the February 21<sup>st</sup> meeting.*

*Additionally, an on-line survey was conducted between January 29 and February 12, 2014. The Department does not have information on the number of individuals who responded to the survey nor the number of individuals interviewed. Exhibit K is the resultant report of the survey.*

45. Question: Please provide any written patron survey results submitted to the Department by the current operator or third-party research firm for the past two years.

*Answer: No such results have been provided to the Department.*

46. Question: By category, what has been the historical run rate for these areas in terms of operating expenses (RFP Section VII.A.1.6.5.3, VII.A.1.6.5.4, and VII.A.1.6.5.5, page 17)?

*Answer: Every proposer has varying operational standards, policies, and practices on how best to operate a first-class venue. Each proposer is expected to base their projections on their first-hand experience in operating similar-sized venues and their knowledge of the Greek Theatre in response to the RFP.*

47. Question: The Pro Forma has an expense category for "Advertising and Promotion" and a later expense line for "Sales and Marketing". What should be included in each expense line item (RFP Exhibit D)?

*Answer: Each proposing entity has different ways to allocate costs by line item. As long as all costs from the Marketing Plan (RFP Section VII.A.2.3.2.6) are included in the*

*Pro Forma, the proposing entity has the ability to allocate where the items belong in the Pro Forma. It is the responsibility of the proposing entity to determine what information needs to be included in the Pro Forma in order to support its assumptions and plan.*

48. Question: Right now the Pro Forma worksheet has only input cells for revenue growth (cell B5) and another for expense (cell B6). We might want to adjust the worksheet with different rates during the twenty (20) years. Do we have the flexibility to modify the model to accommodate accordingly? This modification would be very limited if at all.

*Answer: Yes, potential proposers may customize the Pro Forma spreadsheets in order to provide the best possible response to the RFP. Explanations for changes/customizations must be included in the response.*

49. Question: Regarding the Pro Forma: Officer Salaries, Possessory Interest Tax, Repairs and Maintenance, Salaries, and Telephone (cells A72-A81) are generally considered Fixed Costs and as such, we might model them differently than the growth rates in cells B5 and B6. Where we might need flexibility, may we hardcode or link to smaller support worksheets? Our narrative, if not the linked cells, would provide insights into the assumptions.

*Answer: Yes, potential proposers may customize the Pro Forma spreadsheets in order to provide the best possible response to the RFP. Explanations for changes/customizations must be included in the response.*

50. Question: On the website, there are two files for the Pro Forma (years 1-10 and 11-20). Can they be merged into one workbook?

*Answer: Yes, potential proposers may customize the Pro Forma spreadsheets in order to provide the best possible response to the RFP. Explanations for changes/customizations must be included in the response.*

51. Question: There are some #REF# issues in the Pro Forma., Could someone please fix the formula issues so we are sure we utilize the form as intended? Lines 72 and 73 plus C125 seem to be the issue (RFP Exhibit D).

*Answer: Lines 72 and 73 are placeholders and may not be applicable for each proposing entity. Items listed in the Pro Forma should be based on each proposing entity's own knowledge of the economy and its own financial projections, and be supported in the narrative assumptions section of the Pro Forma.*

52. Question: Could you provide additional guidance regarding the Net Present Value rate in cell C124 of the Pro Forma (RFP Exhibit D)?

*Answer: The Net Present Value (NPV) is meant to reduce inflation within the economy and impact on the City's asset, and provide the City with projections of the venue and site over the course of the potential 20-year term of the agreement. NPV should be determined based on each proposing entity's own knowledge of the economy and its own financial projections, and be supported in the narrative assumptions section of the Pro Forma.*

53. Question: Can charitable events be excluded from total gross receipts, as they will considerably increase gross revenues but not profitability, which may reduce ability to fund venue reinvestment at levels we might otherwise desire? We would still charge a minimum rent on the same level of competitive venues in the City of Los Angeles.

*Answer: No, charitable events may not be excluded from total gross receipts.*

54. Question: Does the Department have existing bids on the capital projects listed on Page 22?

*Answer: No. These projects are new and specific to this RFP.*

55. Question: Does the Department have a list of complaints about the Greek from the last two (2) to four (4) years?

*Answer: No, the Department does not maintain a list of complaints about the Greek Theatre.*

56. Question: Suppose a proposing entity is a newly formed single purpose entity ("SPE"), which was formed for the sole purpose of managing and operating the Greek Theatre. The SPE is a wholly owned subsidiary of a large, publicly traded company that does business internationally with numerous different subsidiaries and some lines of business that do not involve the operation of concert venues ("Parent Company"). The drafting of the RFP is such that components of both (1) the Minimum Acceptable Qualifications necessary for proceeding to Level I review of the RFP and (2) Level I Review can only reasonably be satisfied by, or responded to, through either (a) the Parent Company; (b) the SPE; or (c) through all contracts in California for a concert venue that is managed/operated by related entities of the Parent Company with "at least a capacity of 5,000 seats and that hosts nationally touring acts," which in this instance would include six venues. Given that the aforementioned sections of the RFP are pass/fail and are only used to determine if a proposal will advance to Level II review, will the Department

exercise a flexible, holistic approach as set forth above with respect to which related entities may be used to satisfy and/or respond to different components of the Minimum Qualifications and Level I, so long as "overall experience, risk mitigation, and financial capacity to support the proposed concession improvement plan and business/operation plan" establish that a proposal has been submitted by a "qualified firm" (RFP Section IV, page 4 and RFP Section VII.A.1, page 14)?

*Answer: No. The requirements remain as stated in the RFP. The single purpose entity (SPE) can submit a proposal. All proposers, including an SPE, must pass the Minimum Acceptable Qualifications and Level I requirements as prescribed and specified in the RFP in order to proceed to Level II.*

57. Question: Could the Department provide contact names and numbers for the Greek Theatre Advisory Committee?

*Answer: The members of the committee are: Chair and President David DeFore, Ellen Berkowitz, Tim Chaikovsky, Jon Dalberg, Leslie Greif, Sean McCarthy, and Angela Stewart.*

58. Question: Is there a certain type of binding method needed for submittals, for example ring binders? Are slip cases acceptable? Additionally, should compliance documents be submitted in a separate binder? Please provide any specifics or limitations.

*Answer: The binding format of the RFP and submittal of compliance documents, either in the same binding format or separate from the main RFP, is for each proposing entity to decide.*

**City of Los Angeles**  
**Department of Recreation and Parks**  
**Greek Theatre Concession**  
**City-Owned Equipment Inventory List**  
**July 2014**

Equipment #	Quantity	Description	Make	Model	Serial #	Location
_609936	1	Sink 3 Compartment	N/A	N/A	N/A	South Stand
_609937	1	Rack Pot & Pan	N/A	N/A	N/A	South Stand
_609938	1	Exhaust Hood/Ansul System	Gaylord	N/A	N/A	South Stand
_609939	14	Beer Towers	Multiplex	N/A	N/A	South Stand
_609940	1	Sink Hand	N/A	N/A	N/A	South Stand
_609941	1	Sink Hand	N/A	N/A	N/A	South Stand
_609942	14	Beer Towers	Multiplex	N/A	N/A	North Stand
_609943	1	Sink 3 Compartment	N/A	N/A	N/A	North Stand
_609944	1	Rack Pot & Pan	N/A	N/A	N/A	North Stand
_609945	1	Sink Hand	N/A	N/A	N/A	North Stand
_609946	1	Sink Hand	N/A	N/A	N/A	North Stand
_609947	1	Freezer Walk-In	RMI	N/A	N/A	North Stand
_609948	1	Refrigerator Walk-in	RMI	N/A	N/A	North Stand
_609949	1	Exhaust Hood/Ansul System	Gaylord	N/A	N/A	North Stand
_609950	1	Cart Portable	N/A	N/A	N/A	North Stand
_609951	1	Cart Portable	N/A	N/A	N/A	Import Stand VIP 2
_609952	1	Cart Portable	N/A	N/A	N/A	Near North Terrace
_609953	1	Refrigerator	N/A	N/A	N/A	VIP Stand
_609954	3	Beer Towers	Multiplex	N/A	N/A	VIP Stand
_609955	1	Sink Hand	N/A	N/A	N/A	VIP Stand
_609956	1	Sink 3 Compartment	N/A	N/A	N/A	VIP Stand

**City of Los Angeles  
Department of Recreation and Parks  
Greek Theatre Concession  
City-Owned Equipment Inventory List  
July 2014**

_609957	1	Refrigerator Work Top	Randell	N/A	N/A	Upper Zeus
_609958	1	Refrigerator Work Top	Randell	N/A	N/A	Upper Zeus
_609959	4	Beer Towers	Multiplex	N/A	N/A	Upper Zeus
_609960	1	Sink Mop	N/A	N/A	N/A	Upper Zeus
_609961	1	Sink Hand	Advance	N/A	N/A	Upper Zeus
_609962	1	Freezer Ice Cream	Keivinator	B5S3	WB32938350	Mobile Mini Storage Container in the Parking Lot
_609963	1	Refrigerator Walk-in	RMI	N/A	N/A	Basement (Near Commissary)
_609964	1	Counter Steel	N/A	N/A	N/A	Commissary Kitchen
_609965	1	Counter Steel	N/A	N/A	N/A	Commissary Kitchen
_609966	1	Oven/Grill	Wolfe	N/A	N/A	Commissary Kitchen
_609967	1	Exhaust Hood/Ansul System	Gaylord	N/A	N/A	Commissary Kitchen
_609968	1	Oven Convection	Montague	N/A	N/A	Commissary Kitchen
_609969	1	Warmer w/ Sneeze Guard	Merco	N/A	N/A	Commissary Dining Area
_609970	1	Warmer w/ Sneeze Guard	N/A	N/A	N/A	Commissary Dining Area
_609971	1	TV	Philips	N/A	N/A	Commissary Dining Area

**City of Los Angeles**  
**Department of Recreation and Parks**  
**Greek Theatre Concession**  
**City-Owned Equipment Inventory List**  
**July 2014**

_609972	1	TV	Phillips	N/A	N/A	Commissary Dining Area
_609973	1	TV	Phillips	N/A	N/A	Commissary Dining Area
_609974	1	Sound System	System includes Ashly Amp & Tuner, Sony CD Changer, JBL Speakers & Sony TV	N/A	N/A	Office

**DESIGN  GROUP**  
**FACILITY SOLUTIONS**  
A BARRY-WEHMILLER COMPANY

April 30, 2014

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**SUBJECT: Structural Inspection for the Existing North and South Terrace Seating Structure**

Dear Mr. Green:

Per your request after an initial April 23<sup>rd</sup> site visit, on April 29, 2014 we conducted a structural inspection at Greek Theater North and South Wing terrace seating structure. Our inspections were visual, no paint removal or probing. Except for the base of round steel pipe column as they are critical main structural members resisting both gravity and seismic loads. These columns by Code definition were designed as cantilever columns.

The original Greek Theater was built in 1929 with center seating area bear on the graded slopes. The North and South Wing terrace seating areas were built in 1983 on a raised steel structure. The structure consists of conventional wide flange steel girders, channel beams and composite metal decking as platforms for seating areas, aisles and landings. Round 10" or 12" diameter steel pipe columns support these platforms and were embedded in deep concrete pile foundations. See attached North Wing framing plan, excerpt from original structural drawing sheet S-2 (see page 11) & Detail 2/S-3 (see Photo #8).

**Inspection Findings:**

**Pipe Columns**

- All of the steel pipe columns bases within paved area had bottom 12" of paint removed by sandblasting. A good number of steel pipe columns had some minor deterioration from rust which resulting a minor lost in cross sectional area of approximately 2 to 4%. The pockmark surface indicates rust removal was done some time in the past. These material losses have minor effect on the strength of column in shear and flexure. See Photos #1 to #3.

- Only one steel column showed measurable rust damaged on the South Wing upper area. However; since the column is supporting a small tributary area and has short height, the existing condition of steel column is acceptable. See Photo #4 & column location on page 12.
- For the steel pipe columns located on the hillside/dirt which were inaccessible by heavy equipment, two columns on each wing, as representatives of hillside columns, had surrounding dirt removed by hand and sandblasted to expose the base of these columns. See Photo #5. These columns had sign of rust all along the buried portion. It is reasonable to assume that similar condition would be found on the rest of steel columns located on hillside. Although the pockmark surface area is large, the loss of cross sectional area is also approximate 2 to 4%. These material losses have minor effect on the strength of column in shear and flexure.

### **Wide Flange Girders**

- All wide flange girders including their connections to steel columns were in good conditions, except for some localized rusting that need maintenance work.
- One girder to beam connection under North Terrace, see marked location on page 8 and photo #6 and #7, need to be repair immediately. The connector plate shall be removed and replace with the same.

### **Channel Beams**

- Significant number of Channel beams have rusted upper flange where the composite decks sit on. These channel beams, C10x10.5 and C15x33.9 were typically selected to achieve the required slope on seating terrace. They are found generally to be 3 to 4 times the required strength by calculations. Based on the existing framing plan we calculated these Channels with 50% flange cross sectional reduction, and found them adequate to support Code mandate live loads.

### **Composite Metal Deck**

- The entire terrace flooring, including seating areas, aisles, ramps, landings and walkway, is constructed of 4" composite concrete deck, which consists of 1-1/2" B metal decks with 2-1/2" concrete topping with wire mesh reinforcing steel. Most of deck ends and edges have various degree of rust. The rust is caused by water seeping into the gap between concrete and deck edge steel. These edge steel were necessary when pouring concrete topping at the time of construction. The deck flexural capacity derives from composite action and shear capacity comes mostly from concrete topping. Since the rust damage occurs only at the ends and edges of deck, it has little effect on composite deck load carrying capacity. See Photo #9
- Small cracks parallel to metal deck direction (or perpendicular to seating rows) are observed in most areas. However, these cracks are due to concrete shrinkage and will not impact the overall strength of composite deck
- Composite decks are also used at stairway landings. Noticeable cracks were found in 2 locations, one at each wing. Both cracks were parallel and right above the supporting beam below. Since composite deck has no negative moment capacity, cracking at these locations are anticipated. These cracks will not impact the integrity of existing concrete slab.

### **Guard Rail**

- Only 2 rail posts were found to be in need of repair. They are at the first riser of South Terrace stair tower. The bases of these posts were rusted away. See Photo #10
- All guard rails were visually inspected and tested by applying horizontal forces perpendicular to top rail. No deficiency noticed except for minor rusting.

**Summary**

After structural inspection and internal re-assessment of structural as-built drawings, in our opinion, North and South Wing terrace seating areas structure are safe to be used for 2014 season. The overall structure integrity is adequate after assessing the magnitude of damages due to rust.

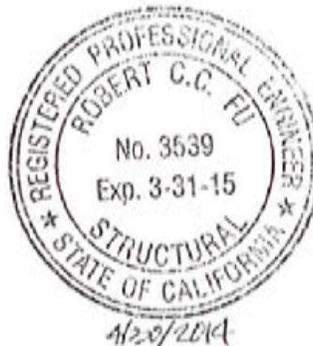
Removal of rust and preventive maintenances on concrete surfaces, structural steel, composite decks and guardrails, need to be addressed in a timely manner. These necessary maintenance to prevent further deterioration of steel components are strongly recommended to avoid costly structural repair or replacement.

We appreciate the opportunity of providing our services for this project. If you have questions regarding this report or need further assistance, please do not hesitate to contact us.

Respectfully submitted,



Robert Fu, P.E., S.E.  
Director, Structural Department



Cc: file

**Photographs:**



**(Photo #1) Typical sand blasted base of steel column pipe.**



**(Photo #2) Typical sand blasted base of steel column pipe.**



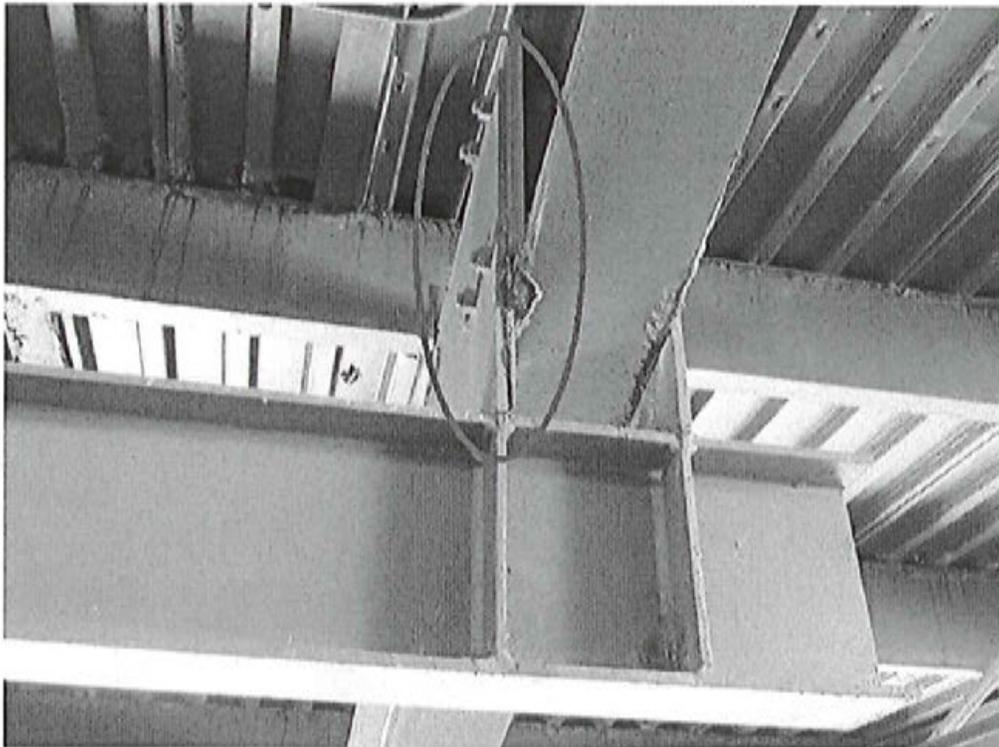
**(Photo #3) Typical sand blasted base of steel column pipe.**



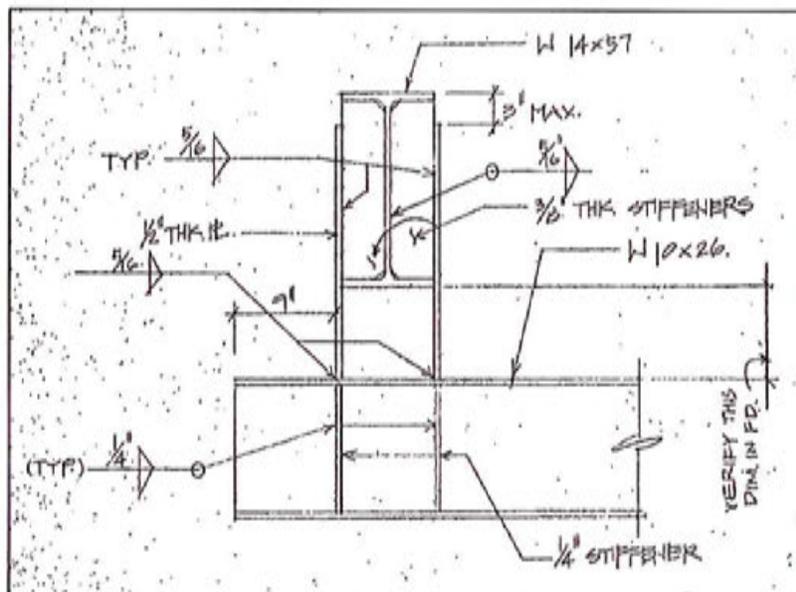
**(Photo #4) Slightly damaged steel pipe due to rust.**



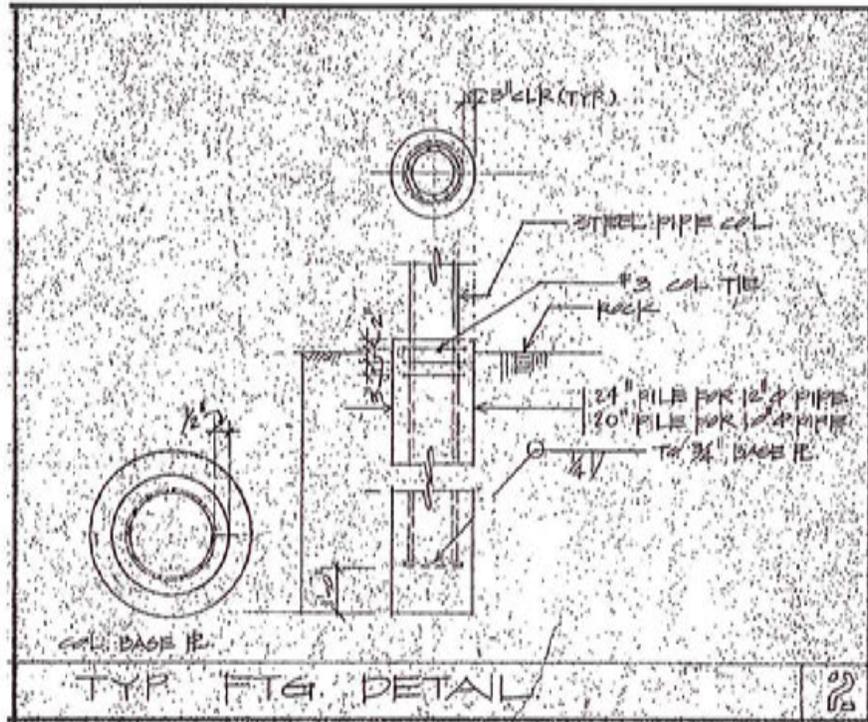
(Photo #5) Half of steel pipe column in contact with soil, dug, exposed & sand blasted.



(Photo #6) Girder connection needs to be fixed. Left plate on top of the Wx beam below shall be removed and replaced with new one, for plate thickness and weld, see photo #7. Plate on right side is in good condition, however needs some maintenance.



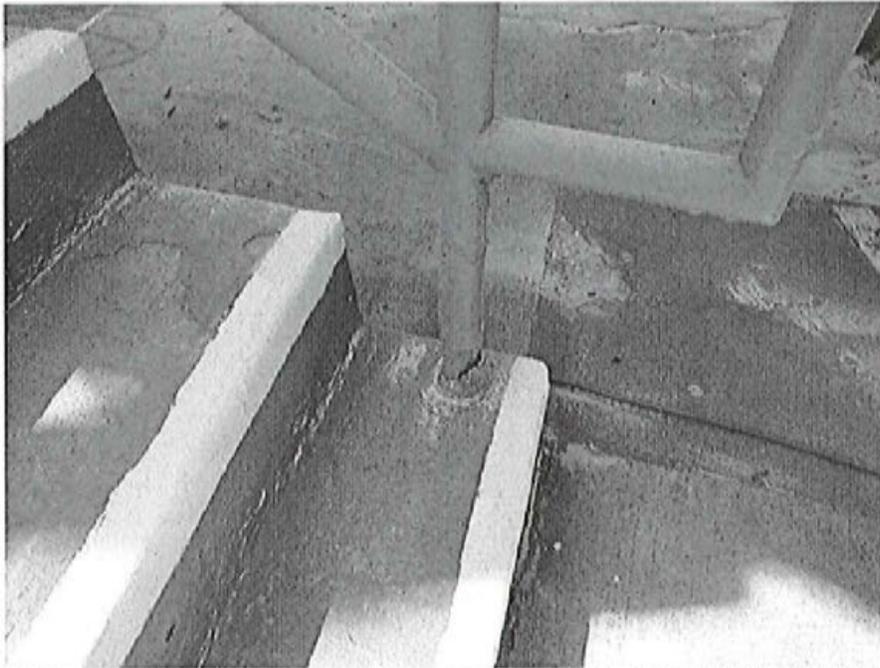
(Photo #7) Excerpt from "detail 11 of Sheet S-4"



(Photo #8) Excerpt from "detail 2 of Sheet S-3"



(Photo #9) Typical rusting on metal deck & channel beam.



**(Photo #10) Guardrail showed rust at base, needs to be repaired to its original strength.**



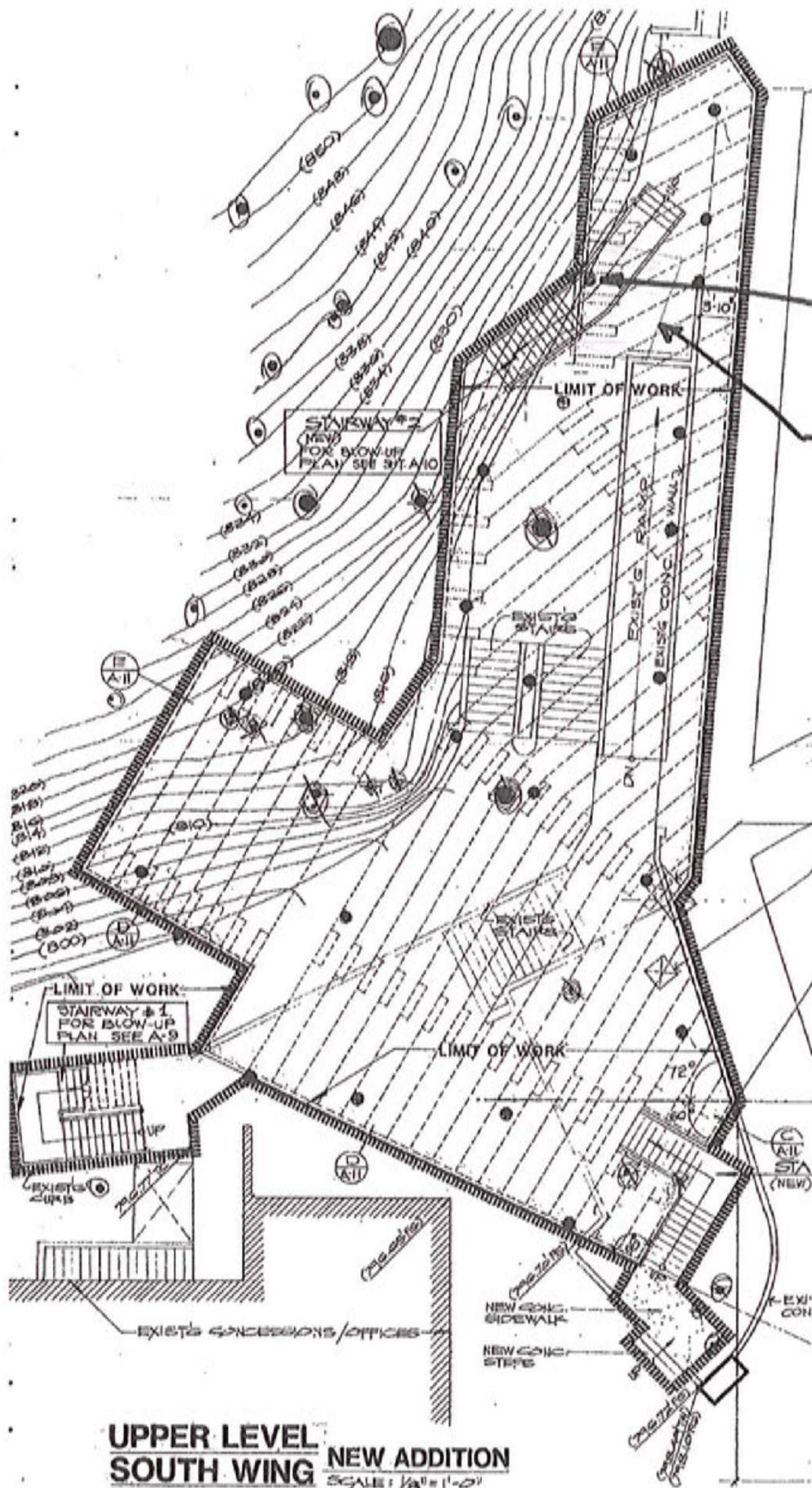
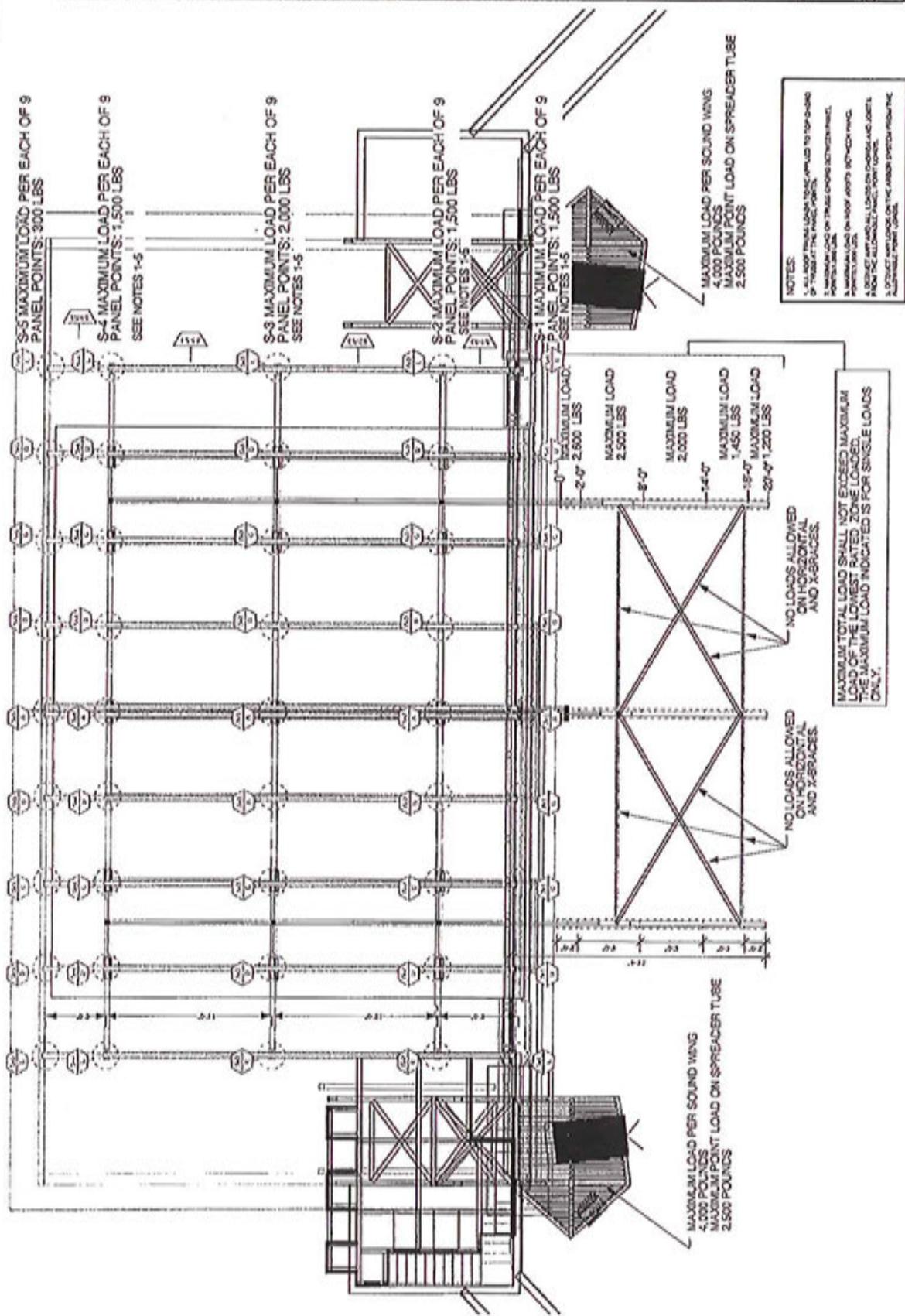


Photo #4  
 Column  
 Approximate  
 Tributary  
 Area.

**UPPER LEVEL SOUTH WING NEW ADDITION**  
 SCALE: 1/8" = 1'-0"



**PART PLAN A-4**



**NOTES:**

1. ALL ROOF TRUSS LOADS TO BE APPLIED TO TOP CHORD & TRUSS AT THE PANEL POINTS.
2. LOADS TO BE APPLIED TO THE CHORD BETWEEN PANEL POINTS.
3. MAXIMUM LOAD ON ROOF ADJUST BETWEEN PANEL POINTS.
4. POINT LOADS SHALL BE APPLIED TO THE CHORD BETWEEN PANEL POINTS.
5. POINT LOADS SHALL BE APPLIED TO THE CHORD BETWEEN PANEL POINTS.

HENRY R. CHOW & ASSOCIATES STRUCTURAL ENGINEERS 1000 UNIVERSITY AVENUE, SUITE 1000 SAN FRANCISCO, CALIFORNIA 94103		DATE: 11/11/11	SCALE: 1/8" = 1'-0"	PROJECT: G-41A
LOAD CHART		DESIGNED BY: HRC	CHECKED BY: HRC	DATE: 11/11/11
GREEK THEATER		PROJECT NO.: G-41A	DATE: 11/11/11	SCALE: 1/8" = 1'-0"
PLAN VIEW		PROJECT NO.: G-41A	DATE: 11/11/11	SCALE: 1/8" = 1'-0"

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FAX (213) 202-2614MICHAEL A. SHULL  
GENERAL MANAGER

August 7, 2014

REQUEST FOR PROPOSALS (RFP #CON-M14-001)  
FOR THE OPERATION AND MAINTENANCE OF  
THE GREEK THEATRE CONCESSION

## QUESTIONS &amp; ANSWERS NO. 4

1. Question: Please provide the past 24 months of operating expenses for this Concession (RFP Section VII.A, page 14).

*Answer: The Department does not maintain records of the concessionaire's operating expenses.*

2. Question: Please provide detailed and complete list of existing major equipment for the venue. Such as but not limited to the following: air-conditioning system; electrical panel distribution size and location; plumbing equipment; kitchen equipment; point of sale equipment; stage lighting and sound equipment; stage lighting and sound equipment; stage and rigging capacity and limitation; video equipment; camera surveillance system; Furniture, Fixture, and Equipment (FF&E).

*Answer: The Department does not maintain a list of the operator-owned equipment.*

3. Question: Please provide a copy of the "Traffic Control Program" as well as the 2013 and 2014 Traffic Control Program currently in use (RFP Exhibit C, Section 9.D).

*Answer: Copies of the 2013 and 2014 Traffic Control Program are attached.*

4. Question: Please provide most recent annual Traffic Control Program invoice to better understand "consistent with prior years scope" (RFP Exhibit C, Section 9.D).

*Answer: The Department does not have a copy of the most recent Traffic Control Program invoice.*

5. Are there any contractual agreements that extend beyond Nederlander's current management agreements?

*Answer: The Department does not have any agreements with the concessionaire that extend beyond the current management agreement.*



6. Question: In order to address the evolution of all types of events per RFP Section II.3 on page 2, please provide a list of all concerts, festivals, corporate, private events, special events, and others for each season for the past five years (2009 – 2013). Please list and identify each event that qualified toward the cultural event requirements as set forth in the operating agreement for that year. Additionally, please provide any cultural count shortfalls and the current contract minimum for cultural events between 2008 and 2013.

*Answer: Information regarding current and past public events held at the Greek Theatre is available online at <http://www.greektheatrela.com/events/> and at [http://past.greektheatrela.com/events/past\\_events.asp](http://past.greektheatrela.com/events/past_events.asp)*

*The Department does not keep records of corporate and private events at the Greek Theatre.*

*Regarding the cultural event requirements: Please note that the requirements in the RFP are different than the ones in the current contract. As such, past accepted cultural events may not no longer be acceptable under the new concession agreement.*

*The following is a partial list of Cultural Events that were approved by the Greek Theatre Advisory Committee:*

<i>Year</i>	<i>Event</i>	<i>Approximate Date</i>
<i>2008</i>	<i>Bach, Rock and Shakespeare V</i>	<i>LOST TO THE AETHER</i>
	<i>Celtic Woman</i>	<i>May 16</i>
	<i>WAR</i>	<i>May 26</i>
	<i>WAR</i>	<i>May 27</i>
	<i>A Prairie Home Companion</i>	<i>June 6</i>
	<i>True Colors</i>	<i>June 28</i>
	<i>Los Lonely Boys/Los Lobos</i>	<i>July 25</i>
	<i>L.A. Jazz Festival</i>	<i>July 26</i>
	<i>Gipsy Kings</i>	<i>August 15</i>
	<i>Gipsy Kings</i>	<i>August 16</i>
	<i>Wavefest</i>	<i>September 26</i>
	<i>Wavefest</i>	<i>September 27</i>
<i>2009</i>	<i>Bach, Rock and Shakespeare 6</i>	<i>April 24</i>
	<i>Celtic Woman</i>	<i>April 25</i>
	<i>War</i>	<i>May 23</i>
	<i>L.A. Latin Jazz Festival</i>	<i>May 16</i>

<i>Year</i>	<i>Event</i>	<i>Approximate Date</i>
	<i>Video Games Live</i>	<i>June 4</i>
	<i>A Prairie Home Companion</i>	<i>June 5</i>
	<i>Chris Botti</i>	<i>July 9</i>
	<i>Los Lonely Boys / Los Lobos</i>	<i>August 16</i>
	<i>Gipsy Kings</i>	<i>September 18</i>
	<i>Gipsy Kings</i>	<i>September 19</i>
	<i>Wavefest</i>	<i>September 25</i>
	<i>Wavefest</i>	<i>September 26</i>
<i>2010</i>	<i>Information not available for this year.</i>	
<i>2011</i>	<i>Bach, Rock and Shakespeare 8</i>	<i>May 26</i>
	<i>Youssou N' Dour, Angeliqe Kidjo And Vusi Mahlasela</i>	<i>June 16</i>
	<i>Siavash Ghomayshi &amp; Shademehr Aghili</i>	<i>July 23</i>
	<i>Los Lonely Boys / Los Lobos</i>	<i>July 29</i>
	<i>Cristian Castro</i>	<i>August 5</i>
	<i>Gipsy Kings</i>	<i>August 13</i>
	<i>Gipsy Kings</i>	<i>August 14</i>
	<i>Return To Forever IV</i>	<i>September 20</i>
	<i>Daniela Mercury</i>	<i>October 13</i>
	<i>Idina Menzel</i>	<i>October 22</i>
	<i>Celtic Thunder</i>	<i>October 26</i>
	<i>EEK! At The Greek!</i>	<i>October 30</i>
<i>2012</i>	<i>Los Lobos Cinco de Mayo Festival</i>	<i>May 5</i>
	<i>Bach, Rock and Shakespeare 9</i>	<i>May 11</i>
	<i>Kristin Chenoweth</i>	<i>May 12</i>
	<i>California Music Festival &amp; AIDS Walk</i>	<i>May 20</i>
	<i>WAR/Tower of Power</i>	<i>May 26</i>
	<i>Chris Botti</i>	<i>June 2</i>
	<i>Legend of Zelda: Symphony of the Goddesses</i>	<i>June 6</i>
	<i>Al Green plus special guest Allen Stone</i>	<i>July 19</i>
	<i>Andy plus special guest Shani</i>	<i>August 4</i>
	<i>Neil Diamond</i>	<i>August 11</i>
	<i>Daddy Yankee</i>	<i>August 15</i>
	<i>Neil Diamond</i>	<i>August 16</i>
	<i>Neil Diamond</i>	<i>August 18</i>
	<i>Neil Diamond</i>	<i>August 23</i>
	<i>Neil Diamond</i>	<i>August 25</i>
	<i>Pink Martini with singer China Forbes</i>	<i>September 9</i>

<i>Year</i>	<i>Event</i>	<i>Approximate Date</i>
	<i>Anthony Hamilton with special guest Estelle / Antonine Dunn</i>	<i>September 25</i>
	<i>Amon Tobin: ISAM Live</i>	<i>October 12</i>
	<i>EEK! At The Greek! featuring Symphony in the Glen</i>	<i>October 28</i>
2013	<i>Bach, Rock and Shakespeare X</i>	<i>May 4</i>
	<i>Los Lobos Cinco de Mayo Festival</i>	<i>May 5</i>
	<i>Kim Jang Hoon</i>	<i>May 11</i>
	<i>WAR/Cheech &amp; Chong/Tower of Power</i>	<i>May 25</i>
	<i>The Tenors</i>	<i>June 1</i>
	<i>A Prairie Home Companion</i>	<i>June 7</i>
	<i>Legend of Zelda: Symphony of the Goddesses</i>	<i>June 12</i>
	<i>70's Soul Jam featuring The Stylistics</i>	<i>July 14</i>
	<i>Amy Grant</i>	<i>July 28</i>
	<i>Gipsy Kings</i>	<i>August 3</i>
	<i>Jerry Garcia Symphonic Celebration</i>	<i>August 15</i>
	<i>Funkfest featuring George Clinton &amp; Parliament Funkadelic</i>	<i>August 17</i>
	<i>Michael W. Smith</i>	<i>September 8</i>
	<i>Diana Krall</i>	<i>September 21</i>
	<i>Lila Downs</i>	<i>September 22</i>
	<i>Once Upon A Dream starring The Rascals</i>	<i>October 10</i>
	<i>Cristian Castro</i>	<i>October 11</i>
	<i>Eros Ramazzotti</i>	<i>October 17</i>
	<i>Ana Gabriel</i>	<i>October 19</i>
	<i>EEK! At The Greek!</i>	<i>October 27</i>

*Regarding cultural event count shortfalls and the contract minimum for cultural events between 2008 and 2013: There were no count shortfalls between 2008 and 2013. The current contractual minimum of cultural events is ten (10) per season.*

7. Question: What has been the MBE/WBE percentage of participation in the last 5 years? Which companies have been hired and what services do they perform?

*Answer: The Department does not have the MBE/WBE percentage of participation on file.*

8. Question: Please provide the facility rental fee schedule and booking policies (e.g., days out and restrictions) for private events.

*Answer: The Department does not maintain a list of the current operator's fees for private events.*

*For the limited days of use by the Department on certain events, such as LAUSD high school graduations, the Department requires a fee in addition to whatever the operator charges for use of the facility for a private event. This fee will be determined at the time of the event based on the Schedule of Rates and Fees in force at that time and is paid separately and directly to the Department.*

*The fees in force at this time are as follows. Please note that these fees may have been changed by the time the new concession agreement is executed:*

*Minimum Fee for Admission-Charged Event: 10% of the gross, or \$2,000  
whichever is greater*

*Non-Admission Charged Event:*

*(4,000 or less) \$1,000  
(4,001 or more) \$1,300*

**ADDITIONAL CHARGES**

*Rehearsals (on date(s) other than that of the event) \$350  
Rental of Lighting Equipment To be negotiated  
Non-Refundable Reservation Fee \$500*

*A clean-up deposit may be required.*

*Parking Only Fee (25% deposited to MRP)*

*The parking only fee is for use of the lot as parking for ten or more vehicles for any off-site activity. If the parking lot is used for any activity beyond parking, the Facility Use Fee will apply. Patron must supply own security, additional insurance may be required.*

*15 cars or less \$10 per car*

*More than 15 cars, or any number of vehicles if catering trucks, semi-pulled trailers, or oversized vehicles are included \$50 per hour*

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*At this time, there is no Department booking policy for private events. Booking policies for private events are determined on a case-by-case basis and also based on the terms of the operating concession agreement.*



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# TRAFFIC OPERATIONS 2013

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## Overall Goal of the Traffic Program

It is the goal of the Traffic Program of The Greek Theatre to assist in the flow of traffic and parking before, during and after events, and to ensure the safety of all patrons and neighbors, as well as to keep the impact on the surrounding neighborhood as minimal as possible. The Greek Theatre and The City of Los Angeles (Police Department, Department of Transportation, and Park Services Traffic Control) all work together while striving for this goal. Each entity has their own responsibilities and with effective communication helps to ensure the safety and efficient travel of the Los Feliz Community, The Greek Theatre, Griffith Observatory, and general Griffith Park Patrons. In this 2013 season we shall continue to work towards improving service, and, as always, with the additional goal of trying to speed the average time of ingress and egress to and from the venue.

## 2013 Goals of the Traffic Operations

### A. Griffith Park Observatory

The Griffith Park Observatory has been open during the last several Greek seasons and we continue to work hand in hand as well as successfully with the Department of Recreation & Parks, to meet the respective needs of the patrons of both the Observatory and The Greek Theatre. Once again, we plan on working closely with Recreation & Parks Traffic Control to ensure that “no parking” areas are strictly enforced in a timely manner, so that neither venue is affected by the other, regarding its parking needs.

### B. Off- Duty L.A.P.D. Officers

We continue to use bicycles as a method of transportation for our off-duty officers, with great success. We find that with the use of bicycles the response time of our officers is dramatically improved, making our officers more effective as well as more available to our patrons, as well as the surrounding community. The officers are able to cover more ground on the bikes which is an added benefit. We plan on continuing the use of the bicycles for the 2014 season. In addition, as a result of the Department of Transportation’s current lack of funding, we will be using more L.A.P.D. off duty officers to supplement some of the positions previously manned by D.O.T. officers.

## C. Shuttle Programs

### i. Dine & Ride

“Dine & Ride” is a Greek shuttle service which includes convenient parking, great dining and shuttle service to and from the Greek performance. Restaurants that are currently participating in this program are: The Vermont, Rockwell, The Dresden Restaurant, Desert Rose, and The Palace.

## D. Trucks & Busses

As the noise generated by arriving trucks and busses is a major concern to the neighborhood, and, as we are very sensitive to the comfort of our neighbors, we are continuing the program we implemented in 2009 that will help mitigate this problem. All touring groups are informed in advance that they will not be allowed to enter the Park until after 7:00a.m. In addition, this information is also posted on the technical page of our website. In an effort to ensure that arrivals do not happen prior to 7:00a.m., we station 2 security officers at Vermont & Los Feliz, beginning at 12:00a.m. the evening before the scheduled arrival, along with a message reader board informing the drivers of this policy. They are directed to “stage” their vehicles at the parking lot at Friendship Auditorium on Riverside Drive. In addition, though trucks are not allowed on Hillhurst (above Los Feliz) we are positioning another message reader board with similar instructions for trucks and busses that may arrive too early in spite of our good intentions and production advance.

## E. Cones & Parking on Vermont Avenue

Towards the end of the 2006 season, across from the Theatre on Vermont Avenue, the City instituted diagonal (angled) parking which had previously been parallel parking, available until 5pm. In 2007, as a result of the May fires in the park, no parking at all was allowed in these spaces at any time. With the start of the 2008 season, we began coning the angled spaces on event days in order to avoid a traffic nightmare and the towing of many vehicles – just one car remaining after 5pm in these angled spaces creates a traffic back-up far down Vermont and Hillhurst Avenues and reduces the number of incoming lanes, impacting the arriving audience as well as emergency vehicles and the over 700 cars heading to the Observatory. At the same time as cones were introduced, we insured adequate parking availability in Lot 2 (now Lot G) as an alternative parking option for visitors to the Park. When we found out that some people didn’t know that they could park in Lot 2, we immediately implemented large signage to insure they knew that parking was available. This solution didn’t seem to work for everyone. At a meeting with Councilmember Tom LaBonge, representatives from GTAC, and LFIA, we agreed to limit coning to between 3pm and 5pm on event days. The 3pm cutoff allows for the towing of vehicles in a timely manner prior to the arrival

of patrons. Perhaps an alternative solution for parking until 5pm is to restore the parallel parking and eliminate the diagonal parking. We have been discussing this idea with Councilman Tom LaBonge, and we think it is a particularly good one based on our observations that very few people make use of the angled parking.

## DEPARTMENTS AND CONTACTS

- THE GREEK THEATRE:  
2700 N. Vermont Avenue  
Los Angeles, CA 90027  
Phone #: 323.665.5857  
Fax #: 323.666.8202  
Web site [www.greektheatrela.com](http://www.greektheatrela.com)
- General Manager: Rena Wasserman  
Phone #: 323.644.5018  
e-mail: [rwasserman@nederland.com](mailto:rwasserman@nederland.com)
- Operations Manager: Denise Minatoya  
Phone #: 323.644.5011  
e-mail: [dminatoya@nederland.com](mailto:dminatoya@nederland.com)
- Neighborhood Liaison: Bob Diaz  
Phone #: 323.644.5088  
e-mail: [bdiaz@nederland.com](mailto:bdiaz@nederland.com)
- Parking Manager: SP + Gameday  
Elba Luna, Supervisor  
Phone #: 323.644.5039  
e-mail: [eluna@spplus.com](mailto:eluna@spplus.com)
- CITY OF LOS ANGELES PARK SERVICES TRAFFIC CONTROL:  
4800 Griffith Park Drive  
Los Angeles, CA 90027  
Phone #: 323.661.9465  
Fax #: 213.485.8761
- Principle Park Services Attendant: Joe Salaices  
Nextel #: 213.798.8451
- Park Services Traffic Control Supervisor: Brenda Aguirre  
Phone #: 818.209.6890
- Griffith Observatory Traffic Supervisor: Sean Hinton  
Phone #: 213.473.0832

- CITY OF LOS ANGELES DEPARTMENT OF TRANSPORTATION
- Special Events Director:  
 Sergeant Cheryl Lloyd Phone #: 323.913.4655  
 Lieutenant Kenneth Hill Phone #: 323.913.4604  
 Sergeant Diane Armijo Phone #: 323.913.4652  
 Fax # for All: 213.485.1672
- Sign Posting Director: Phan Vuong  
 Phone #: 213.485.2298  
 Fax #: 323.223.0328
- Signal Timing Superintendent: Scott Morrial  
 Phone #: 213.473.8465
- D.O.T. Operator: Main Office: 213.972.8470  
 Hollywood/Wilshire District: 323.957.6843
- CITY OF LOS ANGELES POLICE DEPARTMENT:  
 3353 San Fernando Rd  
 Los Angeles, Ca 90065  
 Phone #: 213.485.2563
- Off Duty LAPD Supervisors: Jim Buck/ Ed Brown  
 Phone #: 323.644.5001 or 323.665.5857

# DEPLOYMENT

## Greek Theatre & SP + Gameday:

### Lot A:

- 1 cashiers supervisor
- 1 - 2 cashiers (Ingress Only)
- 1 parking supervisors
- 2 - 4 attendants (Ingress & Egress)

### Lot B:

- 1 cashiers supervisor
- 3 - 4 cashiers (Ingress Only)
- 2 parking supervisors
- 6 - 12 attendants (Ingress & Egress)

### Lot C (Golf Course):

- 1 cashier

### Lot D:

- 1 cashier supervisor
- 1 cashier (Ingress Only)
- 1 attendant (Ingress & Egress)

### Lot F:

- 1-2 attendants

### Lot G:

- 1 supervisor
- 2 cashiers
- 2 attendants

### Lot H:

- 1 cashiers supervisor
- 6 cashiers (Ingress Only)
- 2 parking supervisors
- 6 - 12 attendants (Ingress & Egress)

## Area C: Commonwealth/Tennis Courts/ Overflow ADA

### Parking:

- 1 supervisor
- 1-2 cashiers (Ingress Only)
- 2 - 4 attendants

### Nederlander Parking:

- 1 attendant

### Artist Parking:

- 1 attendant

### Lot J:

- 1 supervisor
- 1-2 attendants

**Limo/ Taxi Drop Off & Pick Up:**

1 - 2 attendants

**Quick Park:**

1 cashier

2 attendants

**Shuttle Drop Off & Pick Up:**

2 attendants (Ingress)

2 - 6 line control (Egress)

**Park Services Traffic Control**

1 traffic control officer. Location: Vermont "triangle" Canyon & Observatory Road.

1 - 2 traffic control officers (Egress only when traffic diversion is necessary.)

Location: Ranger House – Ferndell

**C. Off-Duty LAPD Officers**

**Lot A:** 1 outside of lot at entrance

**Lot B:** 1 outside of lot at entrance

**Lot G:** 1 outside of lot at north entrance

**Lot H:** 1 outside of lot at entrance

**Hillhurst and Vermont Avenues:**

Roaming Bicycle/ Motor Officers

**Glendower and Vermont Avenues:**

Roaming Bicycle/ Motor Officers

**Gainsborough and Vermont Avenues:**

Roaming Bicycle/ Motor Officers

**Gainsborough and Hillhurst Avenues:**

Roaming Bicycle/ Motor Officers

**Aberdeen (lower) and Vermont Avenues:**

Roaming Bicycle/ Motor Officers

**Aberdeen (upper) and Vermont Avenues:**

Roaming Bicycle/ Motor Officers

**Commonwealth Avenue:**

Roaming Bicycle/ Motor Officers

**Commonwealth Park Gate:**

Roaming Bicycle/ Motor Officers

**Commonwealth and Cromwell Avenues:**

Roaming Bicycle/ Motor Officers

**Vermont and Hillhurst:** 1 -2 officers

#### D. Department of Transportation

Vermont and Los Feliz: 2 officers

Hillhurst and Los Feliz: 1 officer

*Note: It is imperative that the Department of Transportation and Off-duty Los Angeles Police officers work in conjunction with Theatre Management requests regarding the ticketing and towing of illegally parked vehicles that interfere with the traffic flow to and from the theatre. This includes: Vehicles parked within the park (parking lots, and roads) and the surrounding neighborhoods. Theatre Management and the Department of Recreation and Parks are in agreement and have approved this statement. (Appendix B.)*

#### E. Off Premise Crowd Control/Neighborhood

The Greek Theatre employs off-duty police officers to assist in several key areas. The off duty officers assist in crowd control outside of the venue thereby enhancing the protection of the surrounding neighborhoods. They handle any unruly behavior of individuals such as excessive noise, littering, alcohol and drug use and illegal parking. In addition, the officers address the illegal vending of merchandise as well as ticket scalping. Most often, just speaking with the offending parties is enough to change the behavior; however, on occasion arrests are made. In all cases, all parties are handled respectfully and in a professional manner. During the exiting of the Park, Officers cover several locations while "roaming" on bicycle or motorcycle. Typical locations include:

Hillhurst and Vermont Avenues  
Glendower and Vermont Avenues  
Gainsborough and Vermont Avenues  
Gainsborough and Hillhurst Avenues  
Aberdeen and Vermont Avenues  
Commonwealth Avenue  
Commonwealth Park Gate  
Commonwealth and Cromwell Avenues  
Upper Aberdeen and Vermont Avenues  
Lower Aberdeen and Vermont Avenues

In addition, the Greek hires a non-police neighborhood walking patrol as well as "Police Cadets", a group of young men and women who work with the L.A.P.D. Northeast Division. These employees work in teams of two, with flashlights, patrolling the neighborhood during Greek Theatre events. The members of this "team" are called "Yellow Jackets" as they wear bright yellow jackets so that they are easily recognized. In addition to being available to the neighbors, they help the off-

duty officers with patrons who may be behaving in unruly ways. After the event, they provide post-show clean-up in the neighborhoods.

The Greek Theatre also employs a full-time Community Liaison who is always available to the community for any issues or concerns that arise, on a seasonal basis. This season, our Community Liaison is Bob Diaz, a retired LAPD officer, who can be reached at 323.644.5088.

## Lot Locations/ Capacities/ Descriptions/Pricing

**Lot A:** located on the west side of Vermont Avenue as you enter the park. Grass/Dirt area south of Boy Scout Rd. Stack Parking holds approximately 215 vehicles or non-stacked parking which holds 180 vehicles. (Stacked Parking is \$15 or non-stacked parking for \$20, cash only day of show).

**Lot B:** located on the west side of Vermont Avenue as you enter the park. Half paved (Boy Scout Rd.), area above Boy Scout Rd. behind donut area upper dirt, as well as grass area just south of Boy Scout Rd. Stack Parking holds approximately 500 vehicles or non-stacked parking which holds 375 vehicles (Stacked Parking is \$15 or non-stacked parking for \$20, cash only day of show).

**Lot C - Golf Course:** located on the east side of Vermont Avenue as you enter the park. Paved stall parking. Holds approximately 65 - 70 vehicles, depending on size. (Only available after Golf Course Patrons have left). \$20 per vehicle (cash only, day of show).

**Area C - Commonwealth:** first cross street to the east as you enter the park off of Vermont Avenue. Non-stacked parking, paved road. Holds approximately 200 vehicles. Used for Overflow and ADA patrons (\$15 per vehicle, cash only day of show).

**Vermont Canyon Tennis:** located on the north side of Commonwealth about 1/8<sup>th</sup> of a mile from Vermont Avenue. Paved stall parking, Holds 60 vehicles. (Only available after Tennis Court patrons have left). (\$20 per vehicle, cash only day of show).

**Lot D:** located on the east side of Vermont Avenue as you enter the park, just north of Commonwealth Drive. Grass/Dirt area. Stacked Parking holds 90 vehicles and Non-Stacked Parking holds approximately 60 vehicles. (\$25 per vehicle, cash only day of show).

**Artist:** located just south of the Greek Theatre, entrance to basement paved stall parking, approximately 12 vehicles depending on size (6 inside and 6 outside).

**Niederlander:** located on the west side of Vermont Avenue, outside of theatre to the south. Stall parking. Holds approximately 6-8 vehicles depending on size. Greek issues permits.

**Quick Park:** located in the center of Vermont Avenue directly in front of the Greek Theatre, starts at Artist Drive and ends at the second driveway on the left, north as you pass the theatre (U-Turn Area), holds approximately 50-70 vehicles. Non-stacked. \$50 per vehicle on line advance purchase, \$30 - \$50 cash only day of show.

**Lot F:** located on the west side of Vermont Avenue, north of the Greek Theatre, first driveway north of the Box Office. Paved, stall parking. Holds approximately 40 vehicles. Parking for Box Suite patrons and Press and Media. Motorcycle parking holds approximately 20 motorcycles, \$10 cash only day of show.

**Lot G:** located on the west side of Vermont Avenue, north of the Greek Theatre, second driveway north of the Box Office. Paved, stall parking. Holds approximately 170 vehicles. \$20 cash only day of show. Mostly for VIP parking for industry and Artist guests. Also ADA parking for wheelchair patrons.

**Lot J:** located north of Greek Theatre inside of the lower portion of Lot F. Employee Parking Only. Unpaved, non-stacked.

**Lot H:** located north of Lot G on the west side of Vermont Avenue. Large grass area, Upper valley west of grass area, Lower valley south of grass area and west of Lot G. Grass and dirt, stacked and non-stacked parking (depending on show attendance). Holds approximately 900-1200 vehicles stacked and 675 non-stacked, depending on size. (Stacked Parking is \$15 or non-stacked parking for \$20, cash only day of show).

**Equal Access Parking (blue curbs):** 8 blue curb spaces facing south on the west side of Vermont Avenue south of the theatre (street parking), 18 blue curb spaces outside of Lot G facing south on the west side of Vermont Avenue North of the theatre (street parking), and 14 blue curb spaces inside on the south east area of Lot G, all areas are non-stacked parking. \$20 per vehicle.

## Ingress Procedures

### A. Opening Timeline:

Approximately 2 hours and 30 minutes prior to show time Lots A & B open.

Approximately 2 hours and 30 minutes prior to show time Lot H opens.

Approximately 2 hours and 30 minutes prior to show time Commonwealth Avenue opens. Once the golf course parking lot is empty; it is used for Greek Theatre patron parking.

Approximately 1 hour and 30 minutes prior to show time Commonwealth overflow parking opens. (4000+ patron attendance), Commonwealth parking may open at any time to relieve traffic back up, keeping vehicles continuously flowing through neighborhood (at the discretion of the Parking Managers).

Every morning before an event, Lot G opens at load in time. 2 hours and 30 minutes prior to show time Lot G parking supervisor and full staff are on site with the parking list.

2 hours and 30 minutes prior to show time Quick Park opens.

Every morning before an event the Artist parking opens at load in time.

When necessary the Tennis Court Parking Lot will open as an overflow lot (only available after Tennis Court Patrons have left).

Under the discretion of the Parking Managers the Ferndell Parking Lot will open. A shuttle transport to the front of the Greek Theatre and back at end of performance will be available. This Lot may be used for employee or patron overflow parking.

As soon as the last tee time has occurred and golf course patrons exit, the Golf Course Parking Lot will open to Greek Theatre patrons.

Approximately 3 hours and 15 minutes prior show time Lot J opens.

### B. Ingress from Los Feliz:

Hillhurst Entrance: entering north on Hillhurst from Los Feliz, when you reach Vermont Avenue you will meet the L.A.P.D. off duty officers. They will guide you up the east lanes of Vermont Avenue. As you enter the park you will reach The City of LA's Park Services Traffic Control officers ("P.S.T.C.") who will direct patron's to open lots. The majority of vehicles will be directed to Lot H for general parking.

Vermont Entrance: entering the park north on Vermont Avenue patrons will be greeted by L.A.P.D. officers and P.S.T.C. officers. Here, patrons will have the choice to either enter Lot A or B or continue on the north bound lanes of Vermont Avenue. Traveling north on Vermont will lead to Lot C, Area C (Commonwealth Avenue), Lot D, Lot F, Lot G, Quick Park, or Lot H.

**Commonwealth Entrance:** traveling north on Commonwealth from Los Feliz to the park gates. Here, patrons will be greeted by a Greek Theatre Neighborhood Patrol employee. Patrons in possession of the proper credentials, (i.e. name on the Greek Theatre Lot G entrance list, Parking List, Quick Park or Artist Parking) will be allowed to continue on Commonwealth to Vermont Avenue. At this point a PSTC officer will direct patrons to the correct parking area (Lot D, Lot G, Artist Parking, Quick Park, etc.). Patrons without the proper credentials at the Park Gates and Commonwealth Avenue will be redirected back down to Los Feliz.

**Ferndell Avenue Entrance:** entering north on Ferndell to Western Canyon from Los Feliz to the Park Gates at the Western Canyon Rd and West OBS (PSTC station 3) patrons will be greeted by PSTC officers. Greek Theatre attendees will be allowed to head south on Vermont Avenue, through the tunnel to East OBS and Vermont (PSTC station 2) where an additional officers will direct patrons to head south bound on Vermont Avenue to parking in Lot A, B, or H.

### **C. Shuttle Program (Equal Access Overflow):**

**Equal Access Overflow:** Once all of the designated spaces for equal access patrons are full, Patrons will be directed toward Commonwealth Avenue to the Vermont Canyon Tennis Court Parking Lot. Greek Theatre parking staff will direct patrons into a parking stall, and shuttles will pick-up patrons at the Tennis Court Parking Lot and drop-off in front of the theatre. Shuttles will also pick-up in front of the theatre to return patrons to the Tennis Court Parking Lot after the show.

## Egress Procedures

### Egress from Theatre without Diversion

**Lot A:** Patrons will be directed by parking staff to head south bound on Vermont Avenue.

**Lot B:** Patrons will be directed by parking staff to head south bound on Vermont Avenue.

**Lot C:** Patrons will be directed by parking staff to head north bound on Vermont Avenue and turn right on Commonwealth to exit Park and return to Los Feliz.

**Lot D:** Patrons will be directed by parking staff to head east on Commonwealth to exit Park and return to Los Feliz.

**Lot G:** Patrons will exit lot directed by parking staff, heading south on Vermont Avenue.

**Quick Park:** Patrons will be directed by parking staff to head south on Vermont.

**Lot H:** First Fire Lane: Patrons will be directed by parking staff to head south (reverse lane) on the west north bound lane. Second Fire Lane: Patrons will be directed by parking staff to head south (reverse lane) on the middle north bound lane.

**Lot J:** Patrons or staff will be directed through Lot F to the nearest exit, then south on Vermont Avenue.

**Commonwealth Tennis Court Parking:** Patrons will be directed by parking staff to head east on Commonwealth to Los Feliz.

**Hillhurst Avenue:** When patrons head south on Hillhurst to Los Feliz, a DOT officer will direct patrons east on Los Feliz or south on Hillhurst.

**Vermont Avenue:** When patrons head south on Vermont Avenue to Los Feliz, a DOT officer will direct them south on Vermont Avenue.

## Egress from Theatre with Diversion

Lot A: Patrons will be directed by parking staff to head south bound on Vermont Avenue.

Lot B: Patrons will be directed by parking staff to head south bound on Vermont Avenue.

Lot C: Patrons will be directed by parking staff to head north bound on Vermont Avenue and turn right on Commonwealth to exit Park and return to Los Feliz.

Lot D: Patrons will be directed by parking staff to head east on Commonwealth to exit Park and return to Los Feliz.

Lot G: Patrons will be directed by parking staff to head north and south on Vermont Avenue.

Quick Park: Patrons will be directed by parking staff to head south on Vermont.

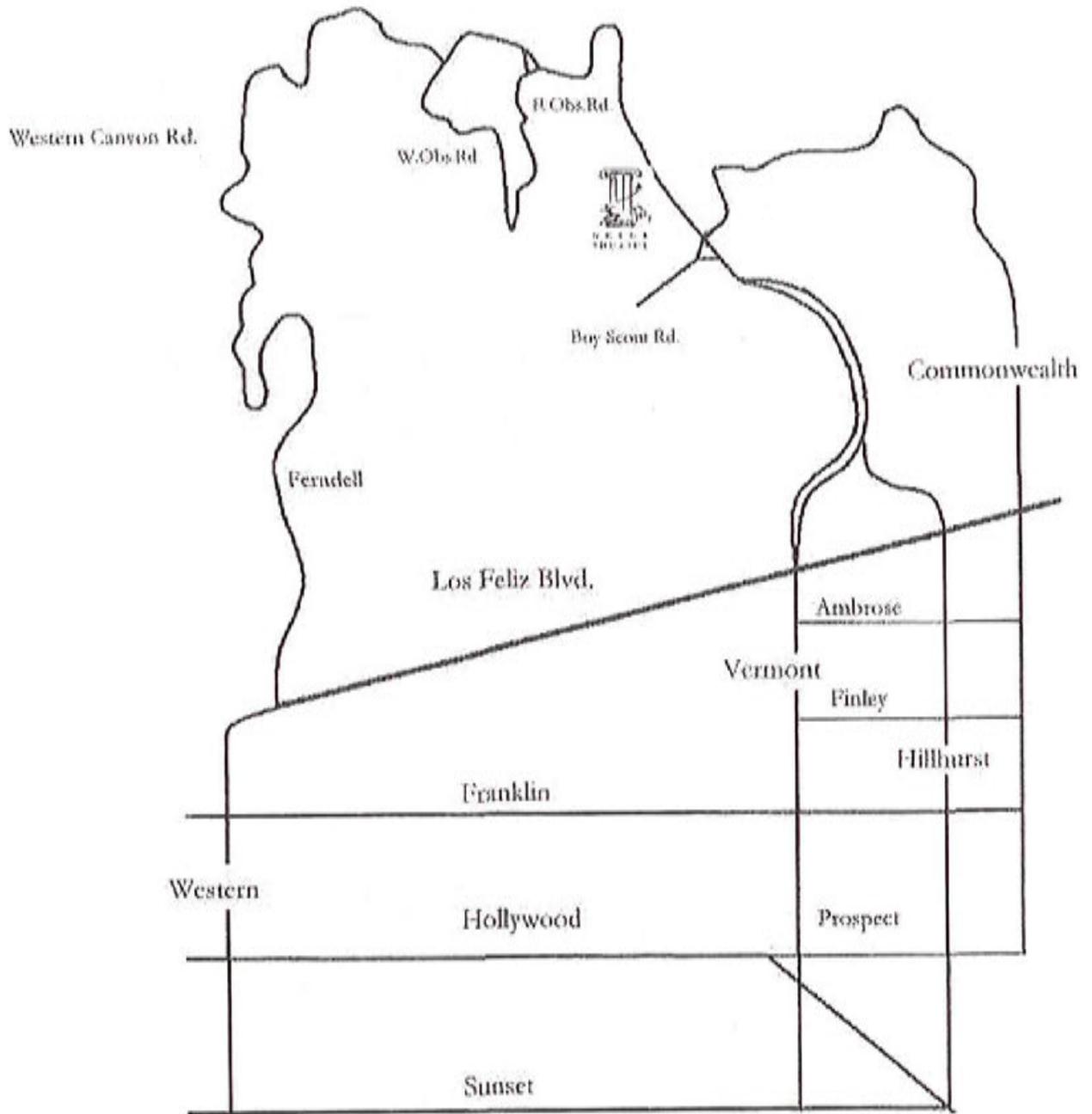
Lot H: First Fire Lane: Patrons will be directed by parking staff to head north on the west and middle north bound lanes until congested then south on the middle north bound lane. Second Fire Lane: Patrons will be directed by parking staff to head north on the west and middle north bound lanes.

Commonwealth Tennis Court Parking: Patrons will be directed by parking staff to head south on commonwealth to Los Feliz.

Ferndell: As patrons exit from Lot H they will be directed south on Western Canyon to Ferndell by P.S.T.C. to Los Feliz.

Hillhurst Avenue: When patrons head south on Hillhurst to Los Feliz, a DOT officer will direct patrons to head east on Los Feliz or south on Hillhurst.

Vermont Avenue: When patrons head south on Vermont Avenue to Los Feliz, a DOT officer will direct patrons south on Vermont Avenue.



BOARD OF RECREATION AND  
PARK COMMISSIONERS

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3008 W. CHEVY CHASE DRIVE  
LOS ANGELES, CA 90099  
MAIL STOP 600-9

(213) 485-6520

FAX-- (310) 243-0841

LINDA J. BARTH  
DIVISION HEAD

February 11, 2005

Mr. Jimmy Price  
Chief of Parking Enforcement  
Department of Transportation  
555 Ramirez St.  
Los Angeles, CA 90012  
Mail Stop #742

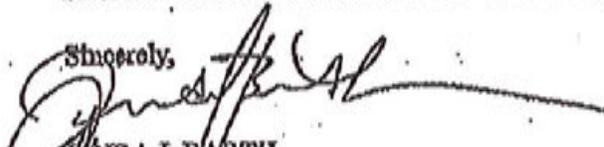
Dear Chief Price:

This letter is to establish an agreement between the Department of Transportation and the Department of Recreation and Parks with regards to parking enforcement during the Greek Theatre concert season in Griffith Park. The concert season begins in April and runs through the end of October. Currently, roads and traffic flow within Griffith Park's boundaries coming to or in the area of the Greek Theatre are supervised by Recreation and Parks Park Services staff, in coordination with your DOT staff outside the Park's boundaries on roads leading into the Park.

On behalf of Recreation and Parks, I am requesting support from your Department to ticket or tow any vehicle we determine to be creating a hazard by impeding traffic flow on concert nights. We have assigned Mr. Sean Hinton, Sr. Park Services Attendant, the duties of managing traffic control during the concert season. He will serve as our lead contact with your Department for coordinating scheduling and needs depending on the event.

Thank you in advance for your support and we look forward to working together in the upcoming season. Last season was a great success, in no small measure because of DOT's coverage. Please feel free to contact me at 213-485-5520 if you have any questions or concerns.

Sincerely,



LINDA J. BARTH  
Sr. Management Analyst II  
Administrative Resources Division

Cc: Albert Torres, Acting Chief Park Ranger  
Dennis Treadwell, Park Services Supervisor  
Sean Hinton, Sr. Park Services Attendant  
Miko Garcia, Greek Theatre Manager



2700 N. Vermont Ave, Los Angeles, Ca 90027 Ph. 323.665.5857 Fax. 323.666.8202

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# TRAFFIC OPERATIONS 2014

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## Overall Goal of the Traffic Program

It is the goal of the Traffic Program of The Greek Theatre to assist in the flow of traffic and parking before, during and after events, and to ensure the safety of all patrons and neighbors, as well as to keep the impact on the surrounding neighborhood as minimal as possible. The Greek Theatre and The City of Los Angeles (Police Department, Department of Transportation, and Park Services Traffic Control) all work together while striving for this goal. Each entity has their own responsibilities and with effective communication helps to ensure the safety and efficient travel of the Los Feliz Community, The Greek Theatre, Griffith Observatory, and general Griffith Park Patrons. In this 2014 season we shall continue to work towards improving service, and, as always, with the additional goal of trying to speed the average time of ingress and egress to and from the venue.

## 2014 Goals of the Traffic Operations

### A. Griffith Park Observatory

The Griffith Park Observatory has been open during the last several Greek seasons and we continue to work hand in hand as well as successfully with the Department of Recreation & Parks, to meet the respective needs of the patrons of both the Observatory and The Greek Theatre. Once again, we plan on working closely with Recreation & Parks Traffic Control to ensure that “no parking” areas are strictly enforced in a timely manner, so that neither venue is affected by the other, regarding its parking needs.

### B. Off- Duty L.A.P.D. Officers

We continue to use bicycles as a method of transportation for our off-duty officers, with great success. We find that with the use of bicycles the response time of our officers is dramatically improved, making our officers more effective as well as more available to our patrons, as well as the surrounding community. The officers are able to cover more ground on the bikes which is an added benefit. We plan on continuing the use of the bicycles for the 2014 season. In addition, as a result of the Department of Transportation’s current lack of funding, we will be using more L.A.P.D. off duty officers to supplement some of the positions previously manned by D.O.T. officers.

### C. Shuttle Programs

#### i. Dine & Ride

“Dine & Ride” is a Greek shuttle service which includes convenient parking, great dining and shuttle service to and from the Greek performance. Restaurants that are currently participating in this program are: The Vermont, Rockwell, The Dresden Restaurant, Desert Rose, Mess Hall and The Palace.

#### ii. Off-Site Parking / Shuttle

Newly launched this 2014 Season is an off-site, non-stacked, parking option for Greek Theatre patrons, with Shuttle service to and from the Greek concert. Approximately 275 parking spaces are located near the Pony Ride / Train Ride area on Crystal Springs Drive that has been allocated by Rec & Parks for this purpose. Parking areas will be available 90 minutes prior to the shows and for 60 minutes following the events.

### D. Trucks & Busses

As the noise generated by arriving trucks and busses is a major concern to the neighborhood, and, as we are very sensitive to the comfort of our neighbors, we are continuing the program we implemented in 2009 that will help mitigate this problem. All touring groups are informed in advance that they will not be allowed to enter the Park until after 7:00a.m. In addition, this information is also posted on the technical page of our website. In an effort to ensure that arrivals do not happen prior to 7:00a.m., we station 2 security officers at Vermont & Los Feliz, beginning at 12:00a.m. the evening before the scheduled arrival, along with a message reader board informing the drivers of this policy. They are directed to “stage” their vehicles at the parking lot at Friendship Auditorium on Riverside Drive. In addition, though trucks are not allowed on Hillhurst (above Los Feliz) we are positioning another message reader board with similar instructions for trucks and busses that may arrive too early in spite of our good intentions and production advance.

### E. Cones & Parking on Vermont Avenue

Towards the end of the 2006 season, across from the Theatre on Vermont Avenue, the City instituted diagonal (angled) parking which had previously been parallel parking, available until 5pm. In 2007, as a result of the May fires in the park, no parking at all was allowed in these spaces at any time. With the start of the 2008 season, we began coning the angled spaces on event days in order to avoid a traffic nightmare and the towing of many vehicles – just one car remaining after 5pm in these angled spaces creates a traffic back-up far down Vermont and Hillhurst Avenues and reduces the number of incoming lanes, impacting the arriving audience as well as emergency vehicles and the over 700 cars heading to the Observatory. At the same time

as cones were introduced, we insured adequate parking availability in Lot 2 (now Lot G) as an alternative parking option for visitors to the Park. When we found out that some people didn't know that they could park in Lot 2, we immediately implemented large signage to insure they knew that parking was available. This solution didn't seem to work for everyone. At a meeting with Councilmember Tom LaBonge, representatives from GTAC, and LFIA, we agreed to limit coning to between 3pm and 5pm on event days. The 3pm cutoff allows for the towing of vehicles in a timely manner prior to the arrival of patrons. Perhaps an alternative solution for parking until 5pm is to restore the parallel parking and eliminate the diagonal parking. We have been discussing this idea with Councilman Tom LaBonge, and we think it is a particularly good one based on our observations that very few people make use of the angled parking.

## DEPARTMENTS AND CONTACTS

- THE GREEK THEATRE:  
2700 N. Vermont Avenue  
Los Angeles, CA 90027  
Phone #: 323.665.5857  
Fax #: 323.666.8202  
Web site [www.greektheatrela.com](http://www.greektheatrela.com)
  
- General Manager: Rena Wasserman  
Phone #: 323.644.5018  
e-mail: [rwasserman@nederlander.com](mailto:rwasserman@nederlander.com)
  
- Operations Manager: Denise Minatoya  
Phone #: 323.644.5011  
e-mail: [dminatoya@nederlander.com](mailto:dminatoya@nederlander.com)
  
- Neighborhood Liaison: Bob Diaz  
Phone #: 323.644.5088  
e-mail: [bdiaz@nederlander.com](mailto:bdiaz@nederlander.com)
  
- Parking Manager: SP + Gameday  
Elba Luna, Supervisor  
Phone #: 323.644.5039  
e-mail: [eluna@spplus.com](mailto:eluna@spplus.com)
  
- CITY OF LOS ANGELES PARK SERVICES TRAFFIC CONTROL:  
4800 Griffith Park Drive  
Los Angeles, CA 90027  
Phone #: 323.661.9465  
Fax #: 213.485.8761

- Principle Park Services Attendant: Joe Salaices  
Nextel #: 213.798.8451
- Park Services Traffic Control Supervisor: Brenda Aguirre  
Phone #: 818.209.6890
- Griffith Observatory Traffic Supervisor: Sean Hinton  
Phone #: 213.473.0832
- CITY OF LOS ANGELES DEPARTMENT OF TRANSPORTATION
- Special Events Director:  
Sergeant Cheryl Lloyd Phone #: 323.913.4655  
Lieutenant Kenneth Hill Phone #: 323.913.4604  
Sergeant Diane Armijo Phone #: 323.913.4652  
Fax # for All: 213.485.1672
- Sign Posting Director: Phan Vuong  
Phone #: 213.485.2298  
Fax #: 323.223.0328
- Signal Timing Superintendent: Scott Morrial  
Phone #: 213.473.8465
- D.O.T. Operator: Main Office: 213.972.8470  
Hollywood/Wilshire District: 323.957.6843
- CITY OF LOS ANGELES POLICE DEPARTMENT:  
3353 San Fernando Rd  
Los Angeles, Ca 90065  
Phone #: 213.485.2563
- Off Duty LAPD Supervisors: Jim Buck/ Ed Brown  
Phone #: 323.644.5001 or 323.665.5857

# DEPLOYMENT

## Greek Theatre & SP + Gameday:

### Lot A:

- 1 cashiers supervisor
- 1 - 2 cashiers (Ingress Only)
- 1 parking supervisors
- 2 - 4 attendants (Ingress & Egress)

### Lot B:

- 1 cashiers supervisor
- 3 - 4 cashiers (Ingress Only)
- 2 parking supervisors
- 6 - 12 attendants (Ingress & Egress)

### Lot C (Golf Course):

- 1 cashier

### Lot D:

- 1 cashier supervisor
- 1 cashier (Ingress Only)
- 1 attendant (Ingress & Egress)

### Lot E:

- 1-2 attendants

### Lot G:

- 1 supervisor
- 2 cashiers
- 2 attendants

### Lot H:

- 1 cashiers supervisor
- 6 cashiers (Ingress Only)
- 2 parking supervisors
- 6 - 12 attendants (Ingress & Egress)

## Area C: Commonwealth/Tennis Courts/ Overflow ADA

### Parking:

- 1 supervisor
- 1-2 cashiers (Ingress Only)
- 2 - 4 attendants

### Nederlander Parking:

- 1 attendant

### Artist Parking:

- 1 attendant

### Lot J:

- 1 supervisor
- 1-2 attendants

**Limo/ Taxi Drop Off & Pick Up:**

1 - 2 attendants

**Quick Park:**

1 cashier

2 attendants

**Shuttle Drop Off & Pick Up:**

2 attendants (Ingress)

2 - 6 line control (Egress)

**Park Services Traffic Control**

1 traffic control officer. Location: Vermont "triangle" Canyon & Observatory Road.

1 - 2 traffic control officers (Egress only when traffic diversion is necessary.)

Location: Ranger House - Ferndell

**C. Off-Duty LAPD Officers**

**Lot A:** 1 outside of lot at entrance

**Lot B:** 1 outside of lot at entrance

**Lot G:** 1 outside of lot at north entrance

**Lot H:** 1 outside of lot at entrance

**Hillhurst and Vermont Avenues:**

Roaming Bicycle/ Motor Officers

**Glendower and Vermont Avenues:**

Roaming Bicycle/ Motor Officers

**Gainsborough and Vermont Avenues:**

Roaming Bicycle/ Motor Officers

**Gainsborough and Hillhurst Avenues:**

Roaming Bicycle/ Motor Officers

**Aberdeen (lower) and Vermont Avenues:**

Roaming Bicycle/ Motor Officers

**Aberdeen (upper) and Vermont Avenues:**

Roaming Bicycle/ Motor Officers

**Commonwealth Avenue:**

Roaming Bicycle/ Motor Officers

**Commonwealth Park Gate:**

Roaming Bicycle/ Motor Officers

**Commonwealth and Cromwell Avenues:**

Roaming Bicycle/ Motor Officers

**Vermont and Hillhurst:** 1 -2 officers

#### D. Department of Transportation

Vermont and Los Feliz: 2 officers

Hillhurst and Los Feliz: 1 officer

*Note: It is imperative that the Department of Transportation and Off-duty Los Angeles Police officers work in conjunction with Theatre Management requests regarding the ticketing and towing of illegally parked vehicles that interfere with the traffic flow to and from the theatre. This includes: Vehicles parked within the park (parking lots, and roads) and the surrounding neighborhoods. Theatre Management and the Department of Recreation and Parks are in agreement and have approved this statement. (Appendix B.)*

#### E. Off Premise Crowd Control/Neighborhood

The Greek Theatre employs off-duty police officers to assist in several key areas. The off duty officers assist in crowd control outside of the venue thereby enhancing the protection of the surrounding neighborhoods. They handle any unruly behavior of individuals such as excessive noise, littering, alcohol and drug use and illegal parking. In addition, the officers address the illegal vending of merchandise as well as ticket scalping. Most often, just speaking with the offending parties is enough to change the behavior; however, on occasion arrests are made. In all cases, all parties are handled respectfully and in a professional manner. During the exiting of the Park, Officers cover several locations while "roaming" on bicycle or motorcycle. Typical locations include:

Hillhurst and Vermont Avenues  
Glendower and Vermont Avenues  
Gainsborough and Vermont Avenues  
Gainsborough and Hillhurst Avenues  
Aberdeen and Vermont Avenues  
Commonwealth Avenue  
Commonwealth Park Gate  
Commonwealth and Cromwell Avenues  
Upper Aberdeen and Vermont Avenues  
Lower Aberdeen and Vermont Avenues

In addition, the Greek hires a non-police neighborhood walking patrol as well as "Police Cadets", a group of young men and women who work with the L.A.P.D. Northeast Division. These employees work in teams of two, with flashlights, patrolling the neighborhood during Greek Theatre events. The members of this "team" are called "Yellow Jackets" as they wear bright yellow jackets so that they are easily recognized. In addition to being available to the neighbors, they help the off-

duty officers with patrons who may be behaving in unruly ways. After the event, they provide post-show clean-up in the neighborhoods.

The Greek Theatre also employs a full-time Community Liaison who is always available to the community for any issues or concerns that arise, on a seasonal basis. This season, our Community Liaison is Bob Diaz, a retired LAPD officer, who can be reached at 323.644.5088.

## Lot Locations / Capacities / Descriptions / Pricing

**Lot A:** located on the west side of Vermont Avenue as you enter the park. Grass/Dirt area south of Boy Scout Rd. Stack Parking holds approximately 215 vehicles or non-stacked parking which holds 180 vehicles. (on-line in advance purchase is \$15 or \$20 cash only day of show).

**Lot B:** located on the west side of Vermont Avenue as you enter the park. Half paved (Boy Scout Rd.), area above Boy Scout Rd. behind donut area upper dirt, as well as grass area just south of Boy Scout Rd. Stack Parking holds approximately 500 vehicles or non-stacked parking which holds 375 vehicles (on line advance purchase is \$15 or \$20 cash only day of show).

**Lot C - Golf Course:** located on the east side of Vermont Avenue as you enter the park. Paved stall parking. Holds approximately 65 - 70 vehicles, depending on size. (Only available after Golf Course Patrons have left). \$20 per vehicle (cash only, day of show).

**Area C - Commonwealth:** first cross street to the east as you enter the park off of Vermont Avenue. Non-stacked parking, paved road. Holds approximately 200 vehicles. Used for Overflow and ADA patrons (on line advance purchase is \$15 or \$20 cash only day of show).

**Vermont Canyon Tennis:** located on the north side of Commonwealth about 1/8<sup>th</sup> of a mile from Vermont Avenue. Paved stall parking, Holds 60 vehicles. (Only available after Tennis Court patrons have left). \$20 per vehicle (cash only day of show).

**Lot D:** located on the east side of Vermont Avenue as you enter the park, just north of Commonwealth Drive. Grass/Dirt area. Stacked Parking holds 90 vehicles and Non-Stacked Parking holds approximately 60 vehicles. (On-line in advance is \$25 per vehicle or \$30 cash only day of show).

**Artist:** located just south of the Greek Theatre, entrance to basement paved stall parking, approximately 12 vehicles depending on size (6 inside and 6 outside).

**Nederlander:** located on the west side of Vermont Avenue, outside of theatre to the south. Stall parking. Holds approximately 6-8 vehicles depending on size. Greek issues permits.

**Quick Park:** located in the center of Vermont Avenue directly in front of the Greek Theatre, starts at Artist Drive and ends at the second driveway on the left, north as you pass the theatre (U-Turn Area), holds approximately 50-70 vehicles. Non-stacked. \$50 per vehicle on line advance purchase, \$30 - \$50 cash only day of show.

**Lot F:** located on the west side of Vermont Avenue, north of the Greek Theatre, first driveway north of the Box Office. Paved, stall parking. Holds approximately 40 vehicles. Parking for Box Suite patrons and Press and Media. Motorcycle parking holds approximately 20 motorcycles, available on line in advance is \$5 and \$5 cash only day of show.

**Lot G:** located on the west side of Vermont Avenue, north of the Greek Theatre, second driveway north of the Box Office. Paved, stall parking. Holds approximately 170 vehicles. \$25 per vehicle on line advance purchase and \$20 cash only day of show. Mostly for VIP parking for industry and Artist guests. Also ADA parking for wheelchair patrons.

**Lot J:** located north of Greek Theatre inside of the lower portion of Lot F. Employee Parking Only. Unpaved, non-stacked.

**Lot H:** located north of Lot G on the west side of Vermont Avenue. Large grass area, Upper valley west of grass area, Lower valley south of grass area and west of Lot G. Grass and dirt, stacked and non-stacked parking (depending on show attendance). Holds approximately 900-1200 vehicles stacked and 675 non-stacked, depending on size. \$15 per vehicle on line advance purchase and \$20 cash only day of show.

**Equal Access Parking (blue curbs):** 8 blue curb spaces facing south on the west side of Vermont Avenue south of the theatre (street parking), 18 blue curb spaces outside of Lot G facing south on the west side of Vermont Avenue North of the theatre (street parking), and 14 blue curb spaces inside on the south east area of Lot G, all areas are non-stacked parking. \$20 per vehicle.

## Ingress Procedures

### A. Opening Timeline:

Approximately 2 hours and 30 minutes prior to show time Lots A & B open.

Approximately 2 hours and 30 minutes prior to show time Lot H opens.

Approximately 2 hours and 30 minutes prior to show time Commonwealth Avenue opens. Once the golf course parking lot is empty; it is used for Greek Theatre patron parking.

Approximately 1 hour and 30 minutes prior to show time Commonwealth overflow parking opens. (4000+ patron attendance), Commonwealth parking may open at any time to relieve traffic back up, keeping vehicles continuously flowing through neighborhood (at the discretion of the Parking Managers).

Every morning before an event, Lot G opens at load in time. 2 hours and 30 minutes prior to show time Lot G parking supervisor and full staff are on site with the parking list.

2 hours and 30 minutes prior to show time Quick Park opens.

Every morning before an event the Artist parking opens at load in time.

When necessary the Tennis Court Parking Lot will open as an overflow lot (only available after Tennis Court Patrons have left).

Under the discretion of the Parking Managers the Ferndell Parking Lot will open. A shuttle transport to the front of the Greek Theatre and back at end of performance will be available. This Lot may be used for employee or patron overflow parking.

As soon as the last tee time has occurred and golf course patrons exit, the Golf Course Parking Lot will open to Greek Theatre patrons.

Approximately 3 hours and 15 minutes prior show time Lot J opens.

Off-Site Parking Lots at the Pony Ride/Train Ride area at 3900 Crystal Springs Drive opens 90 minutes prior to scheduled showtime.

### B. Ingress from Los Feliz:

Hillhurst Entrance: entering north on Hillhurst from Los Feliz, when you reach Vermont Avenue you will meet the L.A.P.D. off duty officers. They will guide you up the east lanes of Vermont Avenue. As you enter the park you will reach The City of LA's Park Services Traffic Control officers ("P.S.T.C.") who will direct patron's to open lots. The majority of vehicles will be directed to Lot H for general parking.

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**Ferndell Avenue Entrance:** entering north on Ferndell to Western Canyon from Los Feliz to the Park Gates at the Western Canyon Rd and West OBS (PSTC station 3) patrons will be greeted by PSTC officers. Greek Theatre attendees will be allowed to head south on Vermont Avenue, through the tunnel to East OBS and Vermont (PSTC station 2) where an additional officers will direct patrons to head south bound on Vermont Avenue to parking in Lot A, B, or H.

### **C. Shuttle Program (Equal Access Overflow):**

**Equal Access Overflow:** Once all of the designated spaces for equal access patrons are full, Patrons will be directed toward Commonwealth Avenue to the Vermont Canyon Tennis Court Parking Lot. Greek Theatre parking staff will direct patrons into a parking stall, and shuttles will pick-up patrons at the Tennis Court Parking Lot and drop-off in front of the theatre. Shuttles will also pick-up in front of the theatre to return patrons to the Tennis Court Parking Lot after the show.

## Egress Procedures

### Egress from Theatre without Diversion

Lot A: Patrons will be directed by parking staff to head south bound on Vermont Avenue.

Lot B: Patrons will be directed by parking staff to head south bound on Vermont Avenue.

Lot C: Patrons will be directed by parking staff to head north bound on Vermont Avenue and turn right on Commonwealth to exit Park and return to Los Feliz.

Lot D: Patrons will be directed by parking staff to head east on Commonwealth to exit Park and return to Los Feliz.

Lot G: Patrons will exit lot directed by parking staff, heading south on Vermont Avenue.

Quick Park: Patrons will be directed by parking staff to head south on Vermont.

Lot H: First Fire Lane: Patrons will be directed by parking staff to head south (reverse lane) on the west north bound lane. Second Fire Lane: Patrons will be directed by parking staff to head south (reverse lane) on the middle north bound lane.

Lot J: Patrons or staff will be directed through Lot F to the nearest exit, then south on Vermont Avenue.

Commonwealth Tennis Court Parking: Patrons will be directed by parking staff to head east on Commonwealth to Los Feliz.

Hillhurst Avenue: When patrons head south on Hillhurst to Los Feliz, a DOT officer will direct patrons east on Los Feliz or south on Hillhurst.

Vermont Avenue: When patrons head south on Vermont Avenue to Los Feliz, a DOT officer will direct them south on Vermont Avenue.

## Egress from Theatre with Diversion

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**Lot B:** Patrons will be directed by parking staff to head south bound on Vermont Avenue.

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**Lot D:** Patrons will be directed by parking staff to head east on Commonwealth to exit Park and return to Los Feliz.

**Lot G:** Patrons will be directed by parking staff to head north and south on Vermont Avenue.

**Quick Park:** Patrons will be directed by parking staff to head south on Vermont.

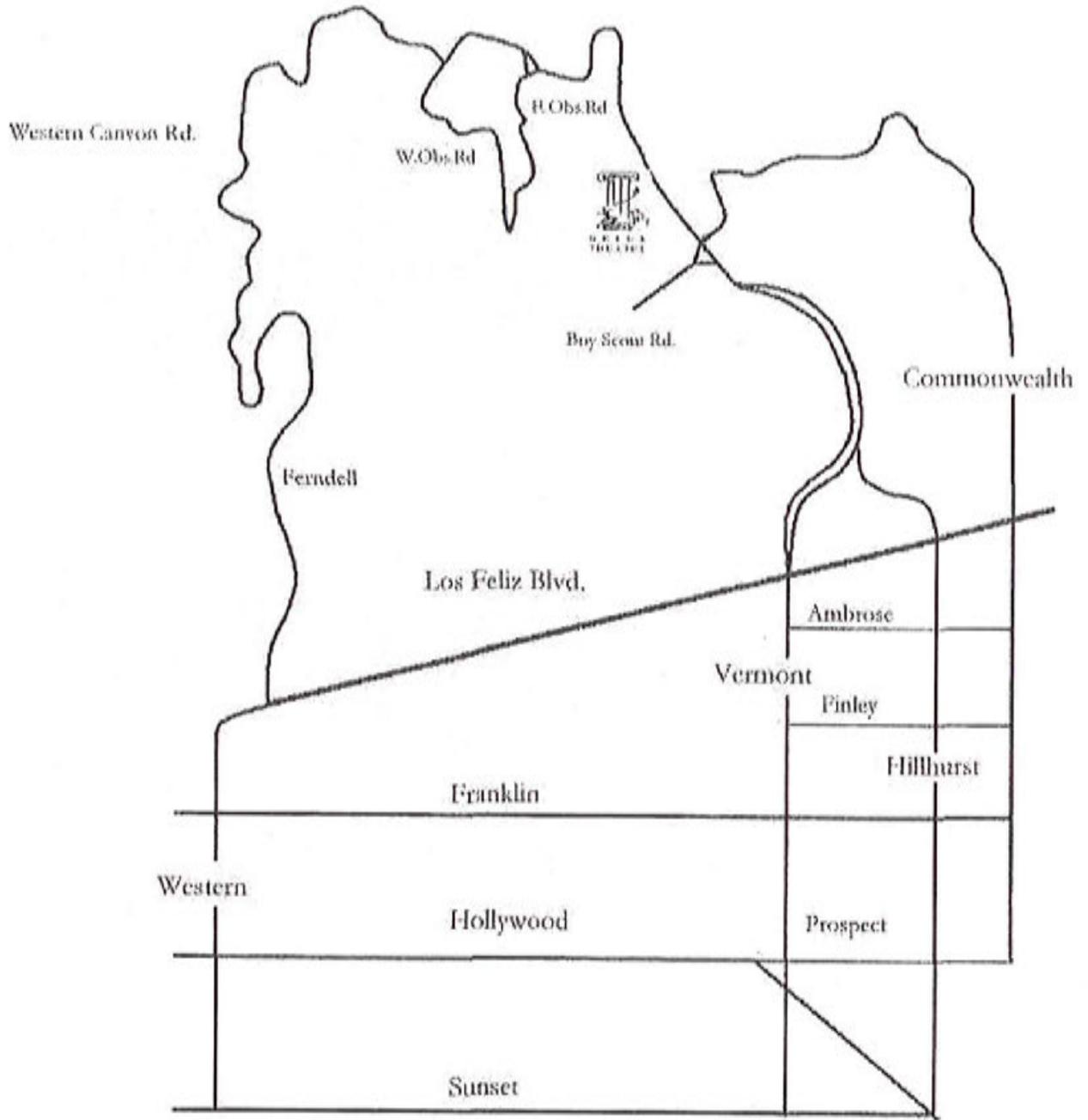
**Lot H:** First Fire Lane: Patrons will be directed by parking staff to head north on the west and middle north bound lanes until congested then south on the middle north bound lane. Second Fire Lane: Patrons will be directed by parking staff to head north on the west and middle north bound lanes.

**Commonwealth Tennis Court Parking:** Patrons will be directed by parking staff to head south on commonwealth to Los Feliz.

**Ferndell:** As patrons exit from Lot H they will be directed south on Western Canyon to Ferndell by P.S.T.C. to Los Feliz.

**Hillhurst Avenue:** When patrons head south on Hillhurst to Los Feliz, a DOT officer will direct patrons to head east on Los Feliz or south on Hillhurst.

**Vermont Avenue:** When patrons head south on Vermont Avenue to Los Feliz, a DOT officer will direct patrons south on Vermont Avenue.



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**DEPARTMENT OF  
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ADMINISTRATIVE RESOURCES DIVISION  
3800 W. CHEVY CHASE DRIVE  
LOS ANGELES, CA 90039  
MAIL STOP 668-3**

**(213) 485-6520**

**FAX-- (518) 249-0041**

**LINDA J. BARTH  
DIVISION HEAD**

February 11, 2005

Mr. Jimmy Price  
Chief of Parking Enforcement  
Department of Transportation  
555 Ramirez St.  
Los Angeles, CA 90012  
Mail Stop #742

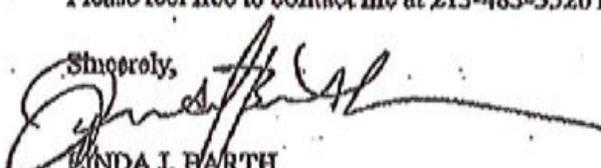
Dear Chief Price:

This letter is to establish an agreement between the Department of Transportation and the Department of Recreation and Parks with regards to parking enforcement during the Greek Theatre concert season in Griffith Park. The concert season begins in April and runs through the end of October. Currently, roads and traffic flow within Griffith Park's boundaries coming to or in the area of the Greek Theatre are supervised by Recreation and Parks Park Services staff, in coordination with your DOT staff outside the Park's boundaries on roads leading into the Park.

On behalf of Recreation and Parks, I am requesting support from your Department to ticket or tow any vehicle we determine to be creating a hazard by impeding traffic flow on concert nights. We have assigned Mr. Sean Hinton, Sr. Park Services Attendant, the duties of managing traffic control during the concert season. He will serve as our lead contact with your Department for coordinating scheduling and needs depending on the event.

Thank you in advance for your support and we look forward to working together in the upcoming season. Last season was a great success, in no small measure because of DOT's coverage. Please feel free to contact me at 213-485-5520 if you have any questions or concerns.

Sincerely,

  
LINDA J. BARTH  
Sr. Management Analyst II  
Administrative Resources Division

Co: Albert Torres, Acting Chief Park Ranger  
Dennis Treadwell, Park Services Supervisor  
Sean Hinton, Sr. Park Services Attendant  
Miko Garcia, Greek Theatre Manager

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15TH FLOOR, SUITE 1550  
LOS ANGELES, CA 90012(213) 202-2633  
FAX (213) 202-2614MICHAEL A. SHULL  
GENERAL MANAGER

July 16, 2014

REQUEST FOR PROPOSALS  
FOR THE OPERATION AND MAINTENANCE OF  
THE GREEK THEATRE CONCESSION  
(RFP #CON-M14-001)*ADDENDUM NO. 1 - REVISED*

The Request For Proposals for the Operation and Maintenance of the Greek Theatre Concession (RFP) has been modified as follows:

1. Section VI.C, "Proposal Submittal Information" ("Contact with City Personnel" on page 13):

Delete only the portion of VI.C entitled "Contact with City Personnel" at the top of page 13 in its entirety and replace with the following:

**Contact with City Personnel**

Please direct all comments and questions to the Contract Coordinator, cc: Alternate Contract Coordinator. All contact regarding this RFP or any matter relating thereto must be in writing and may be mailed, e-mailed, or faxed as follows:

Name: Désirée Guzzetta, Contract Coordinator  
Address: 221 N. Figueroa St., 15<sup>th</sup> Fl., Ste. 1520, MS 625-26  
Los Angeles, CA 90012  
E-mail: desiree.guzzetta@lacity.org  
Fax: (213) 202-4311

Name: Agnes Ko, Alternate Contract Coordinator  
Address: 221 N. Figueroa St., 15<sup>th</sup> Fl., Ste. 1520, MS 625-26  
Los Angeles, CA 90012  
E-mail: agnes.ko@lacity.org  
Fax: (213) 202-4311



Addendum No. 1  
July 16, 2014  
Page 2

2. RFP Exhibit M, "Scoring Matrix"

Delete Exhibit M, "Scoring Matrix," in its entirety and replace with the attached corrected update.

All other terms and conditions of the RFP remain in full force and effect.

City of Los Angeles  
 Department of Recreation and Parks  
 Request for Proposals  
 For the Operation and Maintenance of  
 The Greek Theatre Concession

Financial Performance

	Max Percent	Max Points	Fail	Poor	Average	Above Average	Good	Excellent	Total Points Awarded
Points out of ten			1 to 5	6	7	8	9	10	
Point Allocation		30							
Strategic Plan and Direction	33.3%	10							0.0
Level of Revenue Sharing	33.4%	10							0.0
Level of Capital Investment	33.3%	10							0.0
<b>Total</b>	<b>100.0%</b>	<b>30.0</b>							<b>0.0</b>
Weighted Percentage									0.0%

Asset Management/Concession Improvement Plan

	Max Percent	Max Points	Fail	Poor	Average	Above Average	Good	Excellent	Total Points Awarded
Points out of ten			1 1 to 2	2 3 to 4	3 5 to 6	4 7 to 8	5 9 to 10	6 11 to 12	
Point Allocation		30							
Approach to Required Concession Improvements	20.0%	6							0.0
Approach to Potential Concession Improvements	40.0%	12							0.0
Approach to Preventative Maintenance Plan	40.0%	12							0.0
<b>Total</b>	<b>100.0%</b>	<b>30.0</b>							<b>0.0</b>
Weighted Percentage									0.0%

City of Los Angeles  
 Department of Recreation and Parks  
 Request for Proposals  
 For the Operation and Maintenance of  
 The Greek Theatre Concession

Event Activity Plan

	Max Percent	Max Points	Fail	Poor	Average	Above Average	Good	Excellent	Total Points Awarded
Points out of ten			1 to 3 0	4 to 6 1 to 2	7 to 8 3 to 4	9-10 5	11 6	12 7	
Point Allocation		30							
Operational Plan	40.0%	12							0.0
Food and Beverage Plan	25.0%	7							0.0
Event Plan	20.0%	6							0.0
Sustainability Plan	15.0%	5							0.0
<b>Total</b>	<b>100.0%</b>	<b>30.0</b>							<b>0.0</b>
Weighted Percentage									0.0%

Community Partnership Plan

	Max Percent	Max Points	Fail	Poor	Average	Above Average	Good	Excellent	Total Points Awarded
Points Out of ten			0	1	2	3	4	5	
Point Allocation		10							
Communications Plan	50.0%	5							0.0
Reporting/Feedback Plan	50.0%	5							0.0
<b>Total</b>	<b>100.0%</b>	<b>10.0</b>							<b>0.0</b>
Weighted Percentage									0.0%

City of Los Angeles  
 Department of Recreation and Parks  
 Request for Proposals  
 For the Operation and Maintenance of  
 The Greek Theatre Concession

Performance Summary

	Max Percent	Max Points	Total Points Awarded
Points Out of ten			
Point Allocation			
Financial Performance		30.0	0.0
Asset Management/Concession Improvement Plan		30.0	0.0
Event Activity Plan		30.0	0.0
Community Partnership Plan		10.0	0.0
<b>Total Points Awarded</b>		<b>100.0</b>	<b>0.0</b>

BOARD OF RECREATION AND  
PARK COMMISSIONERSLYNN ALVAREZ  
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MISTY M. SANFORDLATONYA D. DEAN  
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RECREATION AND PARKS221 NORTH FIGUEROA STREET  
15TH FLOOR, SUITE 1550  
LOS ANGELES, CA 90012(213) 202-2633  
FAX (213) 202-2614MICHAEL A. SHULL  
GENERAL MANAGER

July 23, 2014

REQUEST FOR PROPOSALS  
FOR THE OPERATION AND MAINTENANCE OF  
THE GREEK THEATRE CONCESSION  
(RFP #CON-M14-001)*ADDENDUM NO. 2*

The Request For Proposals for the Operation and Maintenance of the Greek Theatre Concession (RFP) has been modified as follows:

1. Extend the due date for submittals from August 5, 2014 to the new due date of **Tuesday, August 12, 2014** at 3:00 p.m. Proposals must be submitted per Section VI.C of the RFP to:

City of Los Angeles Department of Recreation and Parks  
Office of the Board of Recreation and Park Commissioners  
Attention: Board Secretary  
221 North Figueroa Street, Suite 1510  
Los Angeles, CA 90012

2. Section VII.C.2, "Hours of Operation" (page 34):

Delete Section VII.C.2., "Hours of Operation," in its entirety and replace with the following:

CONCESSIONAIRE shall operate between April 15 and October 31 of each year of the term of the agreement. CONCESSIONAIRE will operate per applicable City codes, rules, regulations, ordinances, and laws regarding levels of noise and with regard to the desires of the surrounding community. Days and hours of operation may not be changed without prior written approval of GENERAL MANAGER.

Requests to extend the season must be submitted in advance in writing to the GENERAL MANAGER. The season may only be extended with the GENERAL MANAGER's prior written approval.



3. Section VII.A.2.4, "Community Partnership Plan" (page 31):

Delete the opening paragraph on page 31, which reads:

Proposers must create a community partnership plan that will outline the approach to supporting and engaging the surrounding community and proactively reaching out to the broader community to gain an understanding of current interests.

Replace with the following new opening paragraph:

Proposers must create a community partnership plan that will outline the approach to supporting and engaging the surrounding community within a five (5) mile radius of the Greek Theatre and proactively reaching out to the broader community to gain an understanding of current interests.

4. Section VII.A.2.4.1 (pages 31-32):

Delete the following opening portion of VII.A.2.4.1:

2.4.1. Proposed Communications Plan for the surrounding Griffith Park community should include the following:

- \_\_\_ Outreach plan to broader community groups
- \_\_\_ Frequency and method of communications, i.e., online, website, Public Service Announcements, meetings, forums, e-mail, etc.
- \_\_\_ Approach to on-going community engagement
- \_\_\_ Approach to support the Greek Theatre Advisory Committee
- \_\_\_ Proposed community reporting/response plan
- \_\_\_ Proposed approach to tracking community awareness and opinions, to include regular third party surveys and other feedback on concessionaire satisfaction

Replace with the following new opening portion of VII.A.2.4.1:

2.4.1. Proposed Communications Plan for the surrounding Griffith Park community should include the following:

- \_\_\_ Outreach plan to broader community groups
- \_\_\_ Outreach plan to the surrounding community within a five (5) mile radius of the Greek Theatre
- \_\_\_ Frequency and method of communications, i.e., online, website, Public Service Announcements, meetings, forums, e-mail, etc.
- \_\_\_ Approach to on-going community engagement

- \_\_\_ Approach to support the Greek Theatre Advisory Committee
- \_\_\_ Proposed community reporting/response plan
- \_\_\_ Proposed approach to tracking community awareness and opinions, to include regular third party surveys and other feedback on concessionaire satisfaction

5. RFP Exhibit C, "Sample Concession Agreement":

Delete Section 8, "Hours / Days of Operation," of Exhibit C in its entirety and replace with the following:

8. Hours / Days of Operation

CONCESSIONAIRE shall operate between April 15 and October 31 of each year of the term of the agreement. CONCESSIONAIRE will operate per applicable City codes, rules, regulations, ordinances, and laws regarding levels of noise and with regard to the desires of the surrounding community. Days and hours of operation may not be changed without prior written approval of GENERAL MANAGER.

Requests to extend the season must be submitted in advance in writing to the GENERAL MANAGER. The season may only be extended with the GENERAL MANAGER's prior written approval.

6. RFP Exhibit C, "Sample Concession Agreement":

Delete Section 9.V, "Season and Minimum Activity Level," in its entirety and replace with the following:

V. Season and Minimum Activity Level

The season for performances shall be the period from April 15 to October 31 and shall include a minimum of fifty (50) commercial concert events per season, of which fifteen (15) must be cultural and community events, as defined in SECTION 9.U above). Failure to meet the required minimum number of events shall result in a penalty of Fifty Thousand Dollars (\$50,000.00) per missed event (see SECTION 21 for details). Although failure to comply with any conditions or terms of the AGREEMENT is a material breach (SECTION 22.A.1), the CITY, by imposing the penalty, does not waive the right to terminate the AGREEMENT. CONCESSIONAIRE shall remit to the CITY the penalty amount postmarked no later than December 31<sup>st</sup> of the same calendar year. Deviations from this schedule must have the prior written approval of the GENERAL MANAGER. The DEPARTMENT reserves the right to use the PREMISES for events including, but not limited to, public school graduations and related rehearsal activities (rehearsals and other one-day events), fundraisers, etc., for up to ten (10) days each year. There will be an

attempt to coordinate days and hours of DEPARTMENTAL use with CONCESSIONAIRE. The DEPARTMENT reserves the right, during the off-season, to use the audience and stage facilities in coordination with CONCESSIONAIRE for meetings and other DEPARTMENT uses subject to CONCESSIONAIRE'S approval which shall not be unreasonably withheld, and with no facility use fee charged to the DEPARTMENT.

7. RFP Exhibit C, "Sample Concession Agreement":

Delete Section 9.DD, "Required Surveys," in its entirety and replace with the following:

DD. Required Surveys

The CONCESSIONAIRE shall be responsible to ensure customer satisfaction surveys are conducted a minimum of two (2) times per season, once at mid-season and once at the end of the season. The CONCESSIONAIRE is required to hire, at its own expense, a third party to develop and conduct the customer satisfaction surveys. One survey should reach out to the surrounding community within a five (5) mile radius of the Greek Theatre; other surveys should reach out to the broader community of Greek Theatre patrons. The survey results are one measure of CONCESSIONAIRE'S overall performance. The surveys shall also be subject to review and penalties for failure to cure consecutive low scores that fall below the DEPARTMENT'S standards, as described in SECTION 21.A.1. The survey questions shall be approved by the DEPARTMENT prior to public use. The DEPARTMENT reserves the right to add, change, or remove questions as necessary. Surveys may be carried out in the form of e-mail messaging, secret shopper, etc., as the third party sees fit.

The CONCESSIONAIRE shall also be responsible to ensure community surveys are conducted annually, as described in Exhibit B, to include the above standards and penalties (SECTION 21.A.1).

8. RFP Exhibit C, "Sample Concession Agreement":

Add new Section 9.EE, "Sound Equipment and Compliance with City Noise Ordinances" as follows:

EE. Sound Equipment and Compliance with City Noise Ordinances

The CONCESSIONAIRE shall comply with all City noise ordinances. The CONCESSIONAIRE shall purchase and install, at its own expense, sound equipment appropriate for use in an outdoor venue such as the Greek Theatre. The sound equipment must comply with industry standards. The CONCESSIONAIRE shall monitor the sound levels at a minimum of three (3) locations as designated by the GENERAL MANAGER. The CONCESSIONAIRE shall monitor sound levels for all events at all designated locations. During each season, the CONCESSIONAIRE shall submit to the

GENERAL MANAGER sound level reports by the 15<sup>th</sup> of every month for the preceding month. In addition to the enforcement powers of any other City department, the DEPARTMENT will review the sound level reports for compliance with City noise ordinances. If the CONCESSIONAIRE'S sound level reports for any event indicate a failure to comply with City noise ordinances, the CITY shall impose liquidated damages in the amount of One Thousand Dollars (\$1,000.00) per location per event for the first ten (10) events. For violations between eleven (11) and twenty-five (25) events, the GENERAL MANAGER has the right to impose penalties up to Five Thousand Dollars (\$5,000.00) per location per event. For violations after twenty-five (25) events, the GENERAL MANAGER has the right to impose penalties up to Ten Thousand Dollars (\$10,000.00) per location per event.

# Strategic Advisory Group

DATE: September 25, 2014

TO: Michael A. Shull, General Manager  
Department of Recreation and Parks

FROM: Daniel N. Fenton, Principal  
Strategic Advisory Group, LLC



**SUBJECT: Greek Theatre RFP – Evaluation Panel Analysis and Recommendation for Award**

## **BACKGROUND**

On April 15, 2013 the Department of Recreation and Parks (RAP) engaged Strategic Advisory Group, LLC (SAG) to complete extensive industry research, engage the local community and prepare a new Request for Proposal (RFP) and Sample Concession Agreement for the Operation and Maintenance of the Greek Theatre to begin November 2015. The overriding goal of this process was to be forward thinking, inclusive and encourage innovative and creative approaches to ensure the success of the Greek Theatre for the next 20 years.

SAG completed research on industry trends, comparable venue benchmarking, best practices, operational models and comparable venue contracts. The research was compiled into a presentation and presented to RAP.

SAG and RAP staff engaged the broader community and neighborhoods around the Greek Theatre to gain an understanding of areas of concern such as safety, traffic, and the overall fan experience. SAG hosted two public meetings with RAP, attended two commission meetings and created a survey which was posted on the RAP's website. All feedback received from the community and other stakeholders was considered when developing the new RFP.

The outcome of the research and community input provided insight for the creation of an RFP that was designed to encourage proposers to develop a long-term innovative vision for the Greek Theatre.

SAG worked in collaboration with RAP to develop four overriding objectives for guidance in responding to the RFP. These objectives functioned as guiding principles for the respondents and the platform for how to assess RFP responses. The following is an excerpt from the RFP describing the four objectives:

### **Financial Performance**

The compensation received should be appropriate based on achievement of the overall objectives. The highest levels of revenue generation coupled with the mitigation of risk are critical aspects of the overall objectives.

# Strategic Advisory Group

## **Asset Management/Concession Improvement Plan**

The level of investment and direction of the concession improvement plan and ongoing asset management plan must support the achievement of the overall objectives of RAP. Investment in and maintenance of the Greek Theatre as a first class, high-quality venue is a cornerstone of this RFP.

## **Event Activity**

The quantity, quality and diversity of programming and event types insure that the Greek Theatre appeals to a broad base of the community and generates appropriate financial results.

## **Community Partnership Plan**

The engagement of the community surrounding the Greek Theatre is a critical aspect of its overall success. The location coupled with community pride in the Greek Theatre make a successful community partnership program essential.

SAG utilized the industry research and community input to create a new RFP and Sample Concession Agreement for the Operation and Maintenance of the Greek Theatre. SAG worked with RAP to finalize the goals in order to elevate the Greek Theatre to a first class venue that will be competitive in the entertainment industry in the greater Los Angeles region.

Below are highlights of the RFP:

- 10-year contract with two (2) five (5) year extensions, a potential 20 year agreement.
- Financial Performance with increased revenue-sharing guarantee options.
- Asset Management/Concession Improvement Plan with required and respondent driven improvements with concession updates, a preventative maintenance and sustainability plan with a commitment to first class operations.
- Event Activity Plan including commercial concerts as well as cultural and community performance minimums. A food and beverage plan for the venue as well as customer service programs to ensure a commitment to first class operations.
- Community Partnership Plan including communications and feedback requirements with the surrounding neighborhood and larger community stakeholders, including a reporting mechanism. This portion of the plan required outreach and engagement of a broad, cross section of the community.

The RFP included the development of a 20-year Pro Forma, an operational approach to provide a first class patron experience, a plan for a diverse event activity mix, and the development of a community partnership plan with independent monitoring. The RFP also included required capital improvements as well as an opportunity for respondents to propose and develop their specific approach to potential capital improvements. The RFP provided the opportunity for proposers to demonstrate how their overall capital plan supported RAP's four objectives.

In conjunction with the release of the RFP and Sample Concession Agreement, outreach was conducted to create an "interest list" of potential proposers and recipients of the RFP. SAG and RAP developed a marketing plan for purposes of raising awareness in the entertainment industry of this opportunity.

# Strategic Advisory Group

RAP submitted the new RFP and Sample Concession Agreement for Operation and Maintenance of the Greek Theatre to the Board of Recreation and Park Commissioners on May 21 2014. On May 21, 2014, the Board of Recreation and Park Commissioners instructed staff to release the Request for Proposals for the Operation and Maintenance of the Greek Theatre (RFP); Board Report No. 14-120. On June 4, 2014, the RFP was released to the public.

SAG and RAP included specific exhibits and attachments to detail the priorities within the RFP. These attachments included a scoring matrix to give proposers a clear understanding of the priorities and importance of each of the objectives mentioned above. SAG believed it was important to release the scoring matrix with the RFP in order to be transparent and provide a platform for the proposers to understand the relative significance of the priorities within RAP's four objectives.

Based on a marketing plan developed by SAG, RAP reached out to music venue operating companies, music and entertainment promoters and various industry professionals to create awareness for the opportunity to operate and maintain the Greek Theatre.

On June 17, 2014, RAP and SAG hosted a mandatory Pre Proposal Conference and mandatory site walk for potential proposers. The mandatory Pre Proposal Conference and mandatory site walk were attended by approximately 70 attendees of potential proposers and their subcontractors. Between July 9, 2014 and August 7, 2014, RAP responded to numerous questions that were received after the mandatory Pre Proposal Conference and mandatory site walk and issued two addenda. SAG reviewed specific questions and provided guidance to RAP.

SAG and RAP developed a plan to create a panel of industry experts to evaluate the proposals. SAG and RAP determined that the panel must be composed of independent industry experts to objectively evaluate the proposals. SAG researched key industry figures from across the country. SAG selected and engaged a blue ribbon evaluation panel of industry experts to evaluate and score the proposals. The panelists are all veterans in their field with 20 plus years of industry experience. Panelists' expertise included music and entertainment law, architecture and capital improvements, facility operations, public sector department oversight, operation of music venues and venue finance.

A list of independent industry experts for potential Evaluation Panel members were compiled and proposed by SAG. SAG in conjunction with RAP jointly selected and confirmed the panel members who would review, evaluate and recommend a proposer for the operation and maintenance of the Greek Theatre.

On August 12, 2014, two proposals were received. One proposal was submitted on behalf of Live Nation Worldwide, Inc. a wholly owned subsidiary of Live Nation Entertainment, Inc. (Live Nation) and the second from Nederlander-Greek, Inc. and AEG Live, LLC., a joint venture (Nederlander-AEG). On August 13, 2014, RAP staff and SAG began reviewing the proposals for minimum acceptable qualifications and Level I compliance. Level I review included financial capacity, experience and background, ability to finance the operations and compliance with all City contracting requirements. Minimum acceptable qualifications for Level I were reviewed on a pass/fail basis. Both proposers passed Level I. Level II review included evaluating the proposers approach to meeting or exceeding RAP's four objectives. Level II would require the independent panel of five (5) individuals with veteran industry experience as previously described to evaluate the proposals and interview the proposers.

# Strategic Advisory Group

Each evaluation panelist completed an extensive review of both proposals individually, prior to attending the evaluation sessions on August 25-27, 2014. After the individual reviews, the panelist met together with SAG and RAP to focus on RAP's four objectives. The panelists formulated specific questions that were tailored to the proposals to insure a thorough understanding of each proposal. Panelists spent a minimum of 34 hours each reviewing the proposals including individual assessments, a tour of the Greek Theatre on August 25th, drafting targeted questions and interviews with proposers. Collectively the Evaluation Panel spent a minimum of 170 hours in the evaluation process, which included reviewing proposals, interviewing proposers, scoring and providing a recommendation.

Each proposer participated in a two-hour interview with the Evaluation Panel, which included a 15-minute presentation to the panelists on the content of the written proposal. The presentations and discussions were limited to the content included in the written proposals.

The Evaluation Panel scored and ranked the proposals in accordance with the established objectives following the interviews. The ranking sheets were compiled and this report was prepared to summarize the evaluation process and report the results to the General Manager.

## **OVERVIEW OF PROPOSALS**

Both Live Nation and Nederlander-AEG's proposals met and exceeded the RFP minimum requirements as well as brought in significant increased guaranteed revenue to RAP. Both proposals committed to capital investment, preventative maintenance and community engagement plans. Both proposals presented new operational approaches in food and beverage as required in the RFP. Both proposers expressed their support in the interviews for the new direction that had been established in the RFP.

# Strategic Advisory Group

## PROPOSAL COMPARISON

The following grid represents a financial comparison that includes contractual guarantees and pro forma projections.

<b>Financial Comparison</b>	
Live Nation Worldwide, Inc. a wholly owned subsidiary of Live Nation Entertainment, Inc.	Nederlander-Greek, Inc. and AEG Live, LLC. a joint venture
<b>CONTRACTUAL GUARANTEES</b>	
<b>MINIMUM GUARANTEED PROPOSAL VALUE</b>	
\$106,000,000 Total Cash Payments & Investment* \$72,571,220.42 Net Present Value after 20 years**	\$96,246,000 Total Cash Payments & Investment* \$64,359,851.24 Net Present Value after 20 years**
*includes \$6,000,000 for Community Trust Program **5% Discount Rate	*includes \$431,000 current Nederlander equipment **5% Discount Rate
<b>GUARANTEED REVENUE SHARE</b>	
\$3,000,000 annually or 8% of gross revenue whichever is greater \$60,000,000 over 20 year term	\$3,500,000 annually with \$250,000 in escalation every 5 years or 10% of gross revenue whichever is greater \$77,500,000 over 20 year term
<b>GUARANTEED CAPITAL INVESTMENT</b>	
\$25,000,000 in first 2 years \$15,000,000 during extension period \$40,000,000 total over 20 Years	\$18,746,000 in first 2 years \$0 during extension period \$18,746,000 total over 20 years *includes \$431,000 in current Nederlander equipment
<b>EVENT GUARANTEE</b>	
70 Guaranteed 65 current average number of events	50 Guaranteed 65 current average number of events
<b>GUARANTEED PREVENTATIVE MAINTENANCE FUNDING</b>	
\$217,000 average annually \$4,340,000 total over 20 years	\$189,785 average annually \$3,795,700 total over 20 years
<b>GUARANTEED COMMUNITY PARTNERSHIP</b>	
\$300,000 minimum annually in Community Trust Program \$6,000,000 total over 20 years	n/a
<b>PRO FORMA PROJECTIONS (NON GUARANTEED)</b>	
<b>PROJECTED GROSS REVENUE &amp; REVENUE SHARING</b>	
\$972,239,570 total over 20 years \$77,779,165.60 total paid to the City (8%) \$81,584,048.70 present value to City**	\$977,729,661 total over 20 years \$97,772,966 total paid to the City (10%) \$75,312,216 present value to City**
*Includes capital investment and Community Trust Program **5% Discount Rate	*Includes capital investment **5% Discount Rate

\*\*SAG used a Discount Rate of 5% to calculate the Net Present Value of the Projected Gross Revenue Share and Minimum Guaranteed Proposal Value. SAG's analysis of NPV took into account historical inflation/CPI trends as well as potential future interest rates.

# Strategic Advisory Group

## EVALUATION PANEL ANALYSIS OF RESPONSIVE PROPOSALS

### I. Scoring

Level II evaluation was conducted by the Evaluation Panel based on the four objectives noted above. The proposal with the highest total score would be the best overall response to the RFP and therefore recommended for award of the concession agreement for the operation and maintenance of the Greek Theatre.

The following are the total Level II scores and respective ranking of the proposers by the independent expert Evaluation Panel:

### Evaluation Panel Section Scoring

	Max Points	Live Nation	Nederlander-AEG
Strategic Plan and Direction	50	46	37
Level of Revenue Sharing	50	39	45
Level of Capital Investment	50	47	37
<b>Financial Performance</b>	<b>150</b>	<b>132</b>	<b>119</b>
Approach to Required Concession Improvements	30	30	23
Approach to Potential Concession Improvements	60	55	45
Approach to Preventative Maintenance	60	54	41
<b>Asset Management/Concession Improvements</b>	<b>150</b>	<b>139</b>	<b>109</b>
Operational Plan	60	55	43
Food and Beverage Plan	35	33	34
Event Plan	30	27	24
Sustainability Plan	25	24	20
<b>Event Activity</b>	<b>150</b>	<b>139</b>	<b>121</b>
Communications Plan	25	22	25
Reporting/Feedback Plan	25	23	22
<b>Community Partnership</b>	<b>50</b>	<b>45</b>	<b>47</b>
<b>Total</b>	<b>500</b>	<b>455</b>	<b>396</b>

### Ranking

1. Live Nation Worldwide, Inc., a wholly owned subsidiary of Live Nation Entertainment Inc.  
**455 points**
2. Nederlander-Greek, Inc. and AEG Live, LLC., a joint venture  
**396 points**

# Strategic Advisory Group

## Key Points for Evaluation Panel Rational to Support Recommendation

The following are highlights of the panelists' conclusions that supported the evaluation and their recommendation:

### Financial Performance

- Both proposers exceeded the revenue sharing minimums set by the RFP. Live Nation's minimum revenue sharing guarantee exceeded the RFP minimum each year and increased the total minimum revenue sharing guarantee to RAP within the 20 years by \$17,500,000 with a total of \$60,000,000.
- Live Nation's strategic direction for capital investment in the first term and second extension periods of the contract is advantageous in achieving RAP's objective of the highest revenue opportunity coupled with risk mitigation. Nederlander-AEG's proposed revenue share was higher, however, the panel believed the more substantial, long-term capital investment proposed by Live Nation better achieved the RAP's objectives. The panelists also concluded, based on their experience, that the level of capital investment had a higher impact on mitigating risk for revenue generation and all of the stated objectives for RAP.
- The panelists were concerned that after the first two years there would be an 18-year timeframe without capital investment in the Greek Theatre in the Nederlander-AEG proposal. This lack of long-term investment coupled with a lower expenditure guarantee for preventative maintenance contributed to the panelists' scoring in the Financial Performance section. The panelists indicated that rapid developments in the entertainment industry will create a need for ongoing capital investment to maintain and increase market share.
- The Evaluation Panelists' analysis concluded that the likelihood of continued revenue growth and overall asset value is better supported through long term capital investment.
- The Net Present Value of all aspects of Live Nation's guaranteed proposal was higher.

### Asset Management/Capital Improvement Plan

- Live Nation's capital plan maximized current available space for an improved fan experience. This approach supports the ongoing goal of creating a first class competitive venue.
- Live Nation's proposal guaranteed a higher level of spending for preventative maintenance designed to maintain the facility at the first class, high quality level described in the RFP.

### Event Activity Plan

- Live Nation's event guarantee exceeded the minimum of 50 and committed the minimum to be 70 events further mitigating risk to RAP.

# Strategic Advisory Group

- Live Nation's Operational Plan committed to specific service standards and wait times to achieve the stated goal in the RFP of a first class, high quality competitive venue.
- Live Nation committed to implement new solutions to current venue concerns for both patrons and neighboring residents including traffic, parking and noise control.

## Community Partnership Plan

- The Evaluation Panel recognized Nederlander has had a successful history with the neighboring community and has a positive relationship with the community.
- Live Nation committed to start a Greek Theatre Community Trust contributing \$300,000 annually to support diverse programming and conduct outreach to at-risk youth and underserved communities.
- Live Nation also committed to start a Cultural Arts Council, consisting of Cultural Arts and Community Service leaders to gain ongoing insight in supporting diverse programming that would include local arts organizations and focus on bringing local talent to the Greek Theatre.

The Evaluation Panel determined that Live Nation's proposal commitments and overall approach more strongly supported the objectives set forth by RAP in the RFP. Therefore the Evaluation Panel scored Live Nation's proposal as the most responsive to RAP's four objectives for the Operation and Maintenance of the Greek Theatre.

### Evaluation Panel Recommendation:

Upon completion of the in-depth review, including the panelists' focus on the aforementioned objectives for the Greek Theatre, the panelists recommended that the contract for the operation and maintenance of the Greek Theatre be awarded to Live Nation. The Evaluation Panel for the Operation and Maintenance of the Greek Theatre strongly urge RAP, the Recreation and Parks Board of Commissioners as well as the City Council to support this recommendation and move quickly to approve the selected proposer in order to meet the timelines set out by RAP and the successful proposer to begin operations and extensive capital investment at the Greek Theatre.

### III. SAG Conclusion

Through collaboration with RAP over the last 16 months, specific objectives and goals were developed and the process that was created established a thorough and thoughtful analysis of proposals by independent industry experts. Each panelist brought targeted areas of expertise related to the specific objectives of the RFP for purposes of a comprehensive evaluation. Due to the steps taken to develop specific objectives and goals with RAP, and the independent evaluation panel experts' role in the evaluation, SAG is confident in the Evaluation Panel's recommendation. The process was transparent, effective and SAG concludes that the Board of Recreation and Parks Commissioners should support the decision recommended by the Evaluation Panel. SAG believes that the process put in place provided a platform to effectively determine the best course of action and recommends that a contract be drafted by RAP with the selected proposer, Live Nation. The overriding goal throughout the RFP process was to create an innovative and successful direction for the Greek Theatre. The process implemented to deliver an independent expert evaluation and recommendation to RAP has been successful in achieving this goal. SAG will continue to work with RAP on finalizing all aspects of the award.

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Cumulative Score by Panelist: Live Nation - 455

## Panelist 1 Performance Summary

	Max Points	Total Points Awarded
Financial Performance	30.0	28.0
Asset Management/Concession Improvement Plan	30.0	27.0
Event Activity Plan	30.0	28.0
Community Partnership Plan	10.0	9.0
<b>Total Points Awarded</b>	<b>100.0</b>	<b>92.0</b>

## Panelist 2 Performance Summary

	Max Points	Total Points Awarded
Financial Performance	30.0	26.0
Asset Management/Concession Improvement Plan	30.0	28.0
Event Activity Plan	30.0	28.0
Community Partnership Plan	10.0	8.0
<b>Total Points Awarded</b>	<b>100.0</b>	<b>90.0</b>

## Panelist 3 Performance Summary

	Max Points	Total Points Awarded
Financial Performance	30.0	26.0
Asset Management/Concession Improvement Plan	30.0	28.0
Event Activity Plan	30.0	28.0
Community Partnership Plan	10.0	9.0
<b>Total Points Awarded</b>	<b>100.0</b>	<b>91.0</b>

## Panelist 4 Performance Summary

	Max Points	Total Points Awarded
Financial Performance	30.0	26.0
Asset Management/Concession Improvement Plan	30.0	28.0
Event Activity Plan	30.0	28.0
Community Partnership Plan	10.0	9.0
<b>Total Points Awarded</b>	<b>100.0</b>	<b>91.0</b>

## Panelist 5 Performance Summary

	Max Points	Total Points Awarded
Financial Performance	30.0	26.0
Asset Management/Concession Improvement Plan	30.0	28.0
Event Activity Plan	30.0	27.0
Community Partnership Plan	10.0	10.0
<b>Total Points Awarded</b>	<b>100.0</b>	<b>91.0</b>

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Cumulative Score by Panelist: Nederlander-AEG - 396

## Panelist 1 Performance Summary

	Max Points	Total Points Awarded
Financial Performance	30.0	25.0
Asset Management/Concession Improvement Plan	30.0	22.0
Event Activity Plan	30.0	24.0
Community Partnership Plan	10.0	9.0
<b>Total Points Awarded</b>	<b>100.0</b>	<b>80.0</b>

## Panelist 2 Performance Summary

	Max Points	Total Points Awarded
Financial Performance	30.0	24.0
Asset Management/Concession Improvement Plan	30.0	21.0
Event Activity Plan	30.0	24.0
Community Partnership Plan	10.0	9.0
<b>Total Points Awarded</b>	<b>100.0</b>	<b>78.0</b>

## Panelist 3 Performance Summary

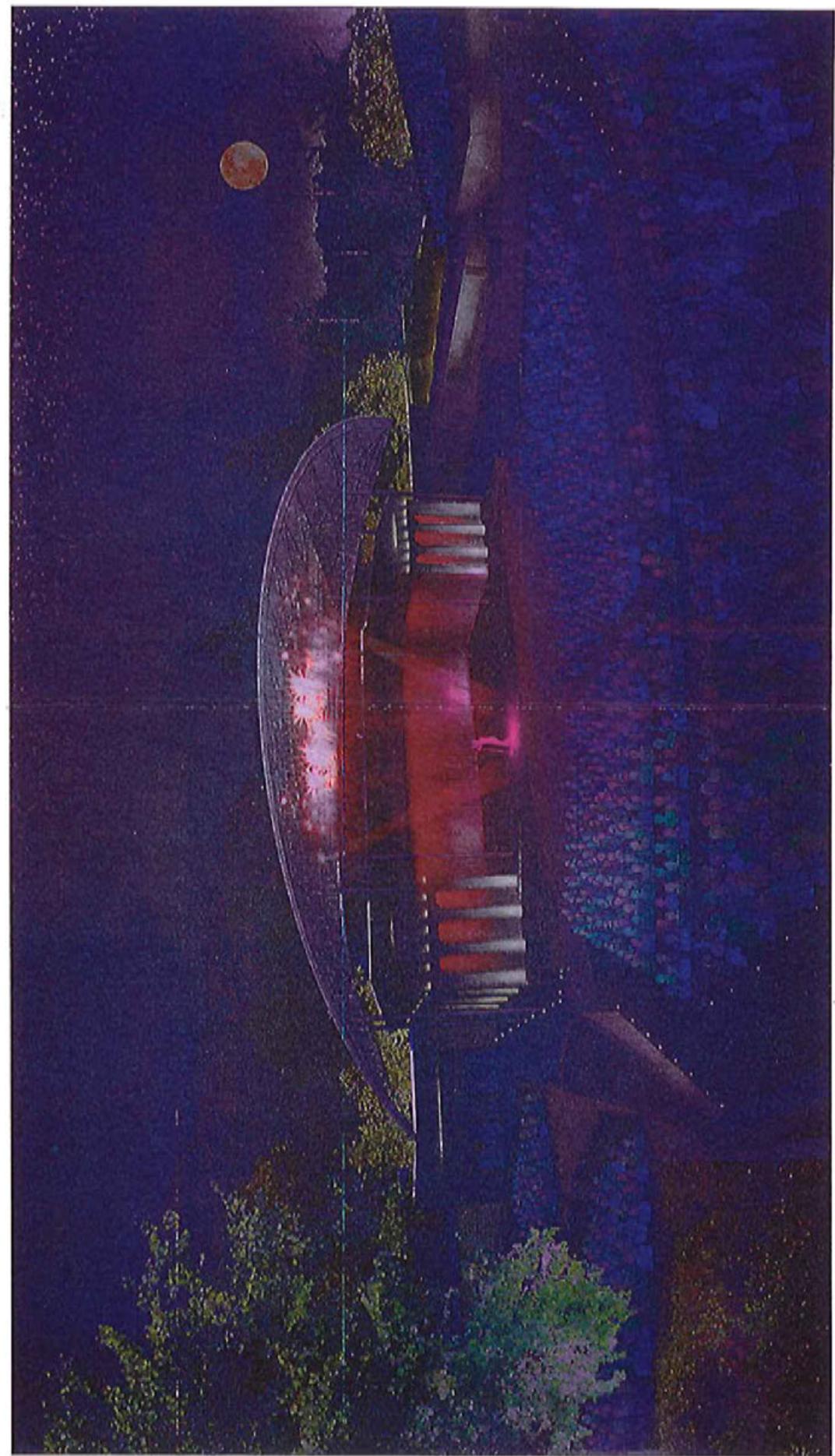
	Max Points	Total Points Awarded
Financial Performance	30.0	25.0
Asset Management/Concession Improvement Plan	30.0	25.0
Event Activity Plan	30.0	27.0
Community Partnership Plan	10.0	10.0
<b>Total Points Awarded</b>	<b>100.0</b>	<b>87.0</b>

## Panelist 4 Performance Summary

	Max Points	Total Points Awarded
Financial Performance	30.0	22.0
Asset Management/Concession Improvement Plan	30.0	19.0
Event Activity Plan	30.0	22.0
Community Partnership Plan	10.0	9.0
<b>Total Points Awarded</b>	<b>100.0</b>	<b>72.0</b>

## Panelist 5 Performance Summary

	Max Points	Total Points Awarded
Financial Performance	30.0	23.0
Asset Management/Concession Improvement Plan	30.0	22.0
Event Activity Plan	30.0	24.0
Community Partnership Plan	10.0	10.0
<b>Total Points Awarded</b>	<b>100.0</b>	<b>79.0</b>



2.2 ASSET MANAGEMENT/CONCESSION IMPROVEMENT PLAN

EXHIBIT K-2

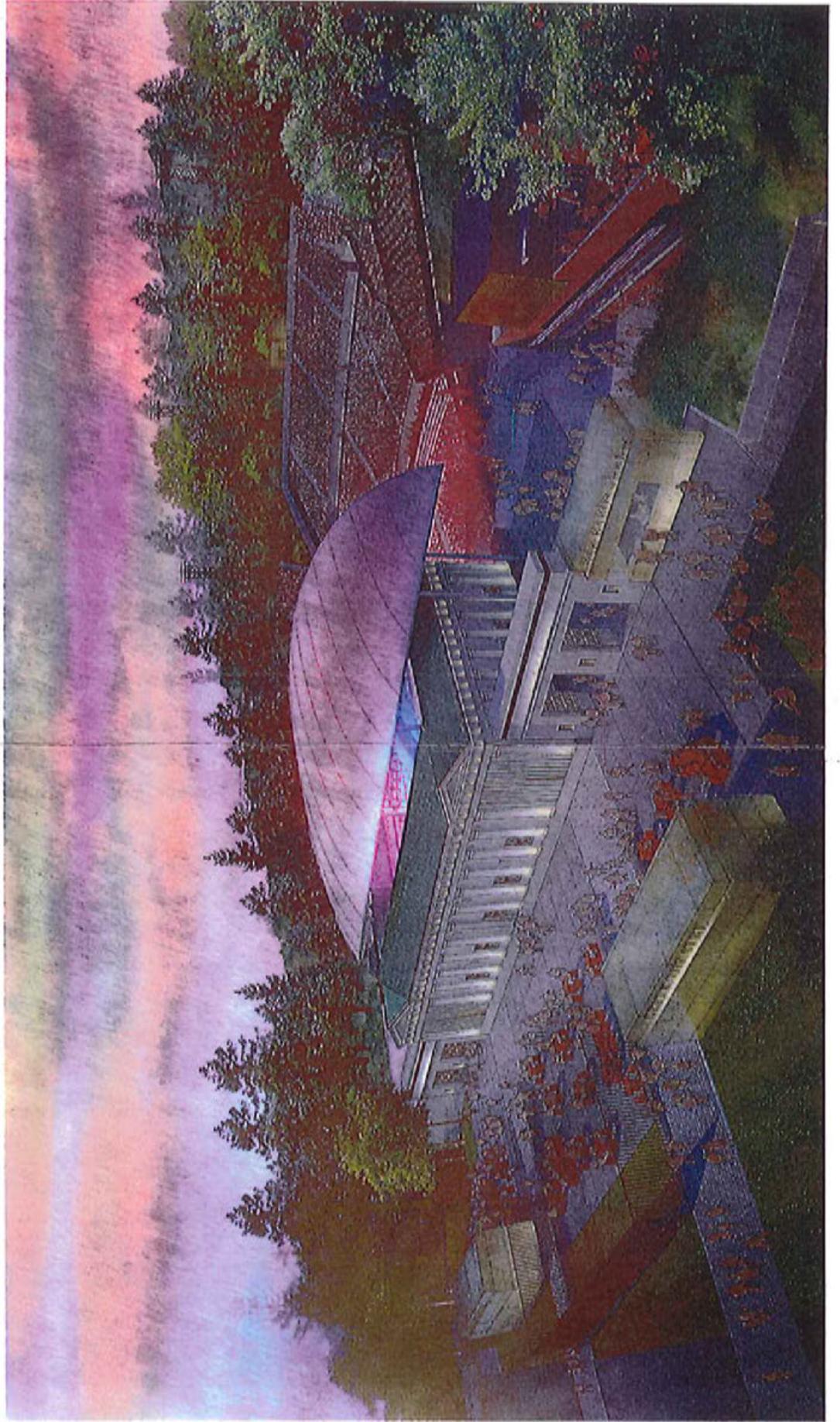
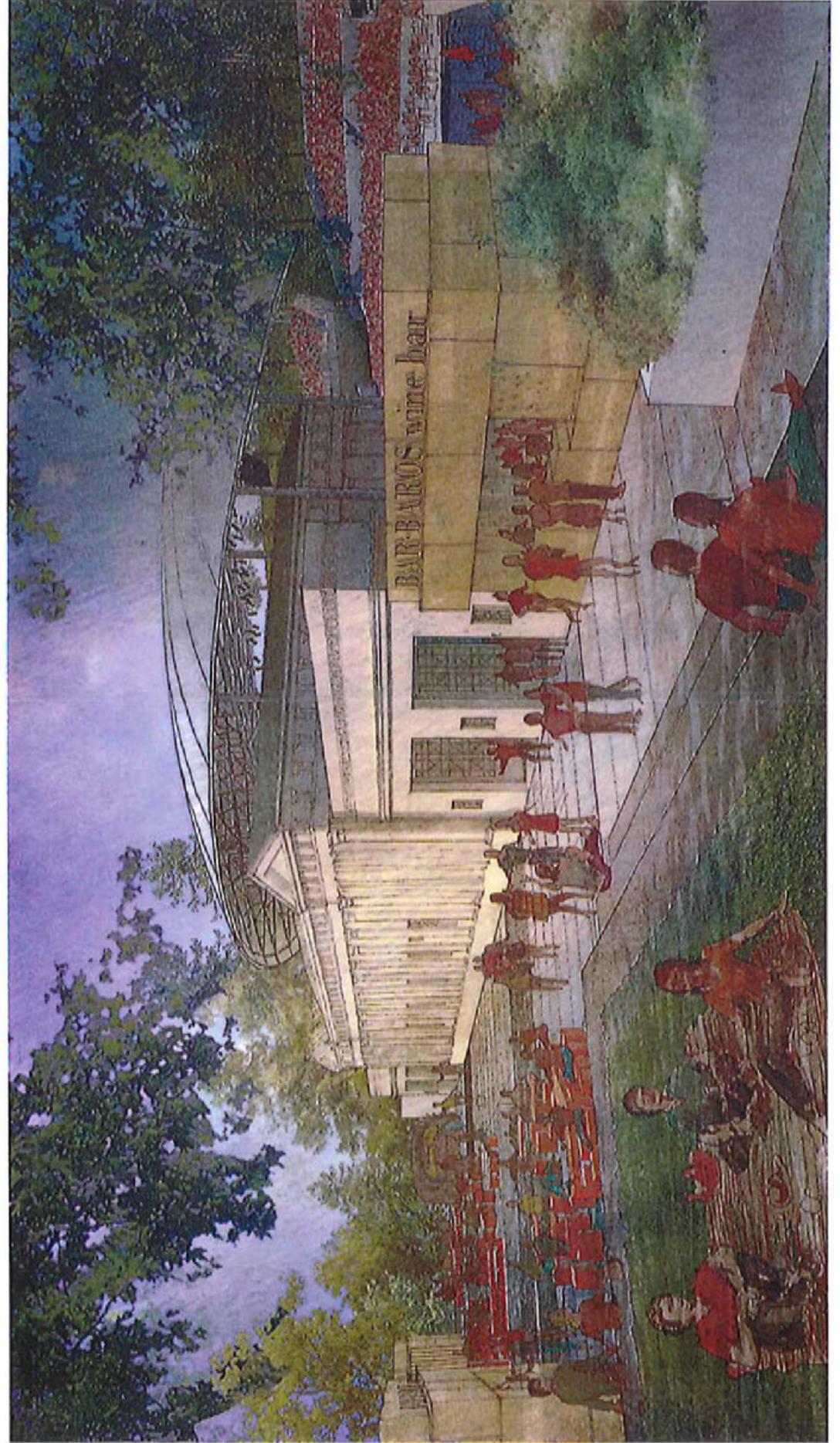
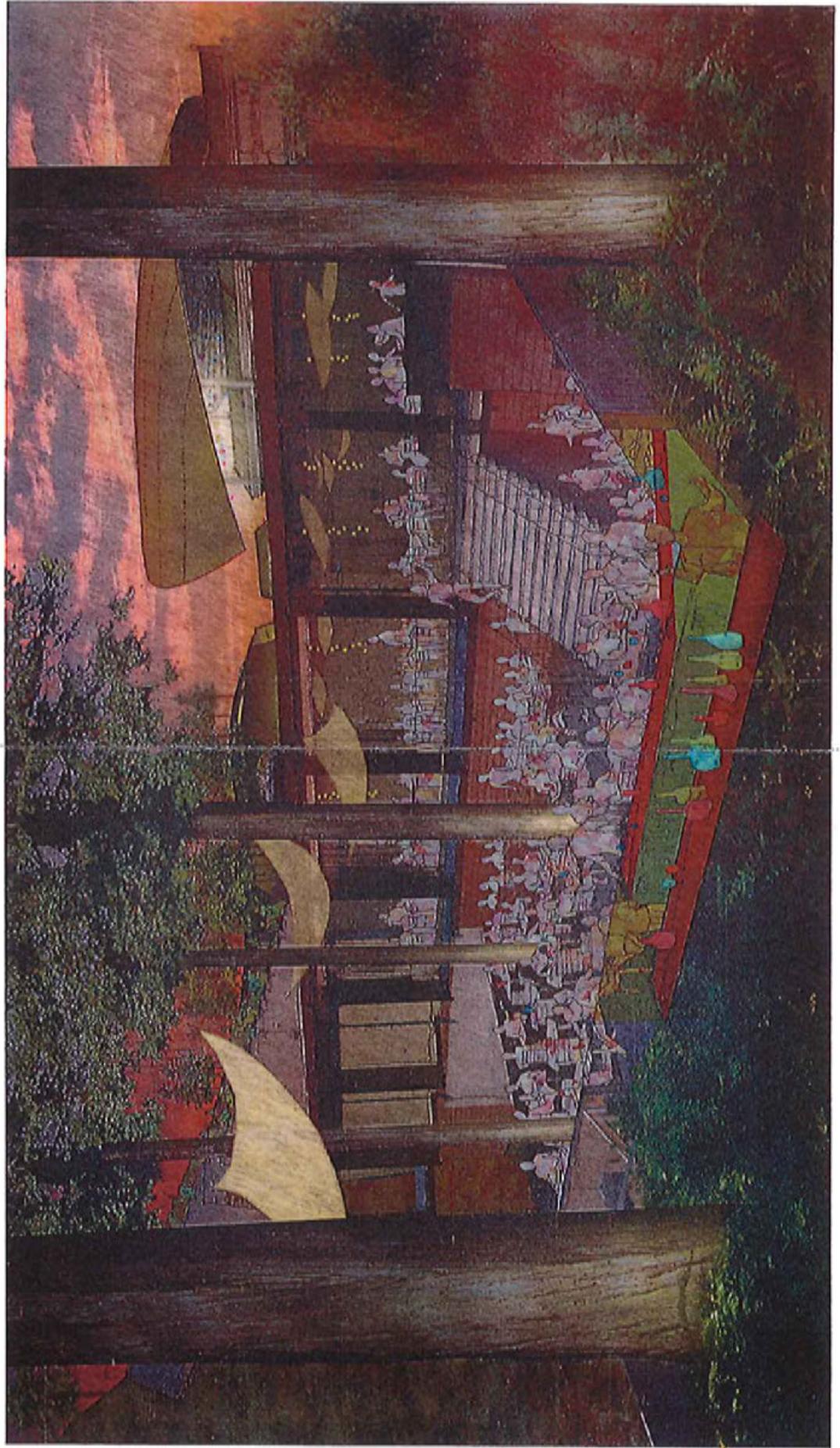


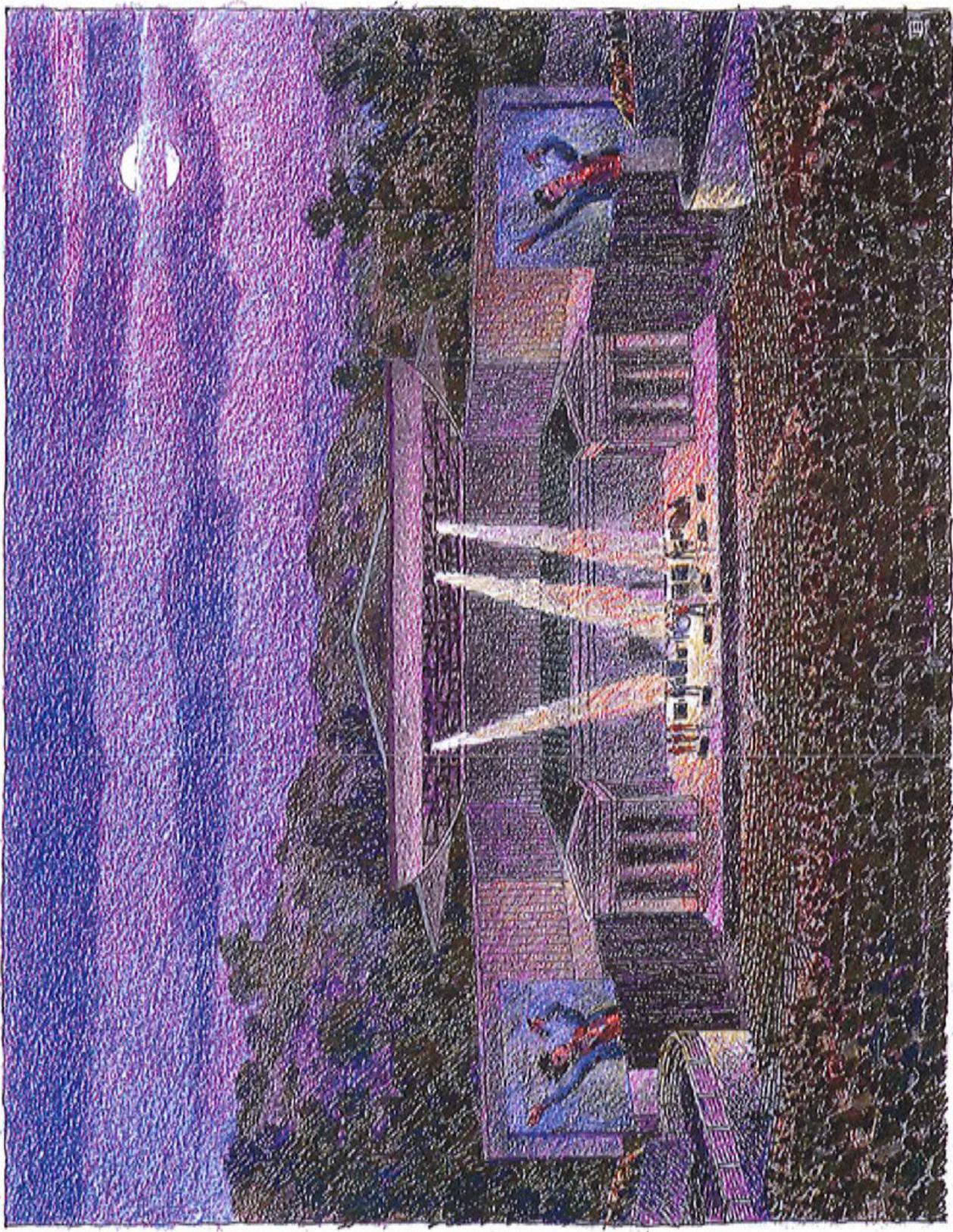
EXHIBIT K-3



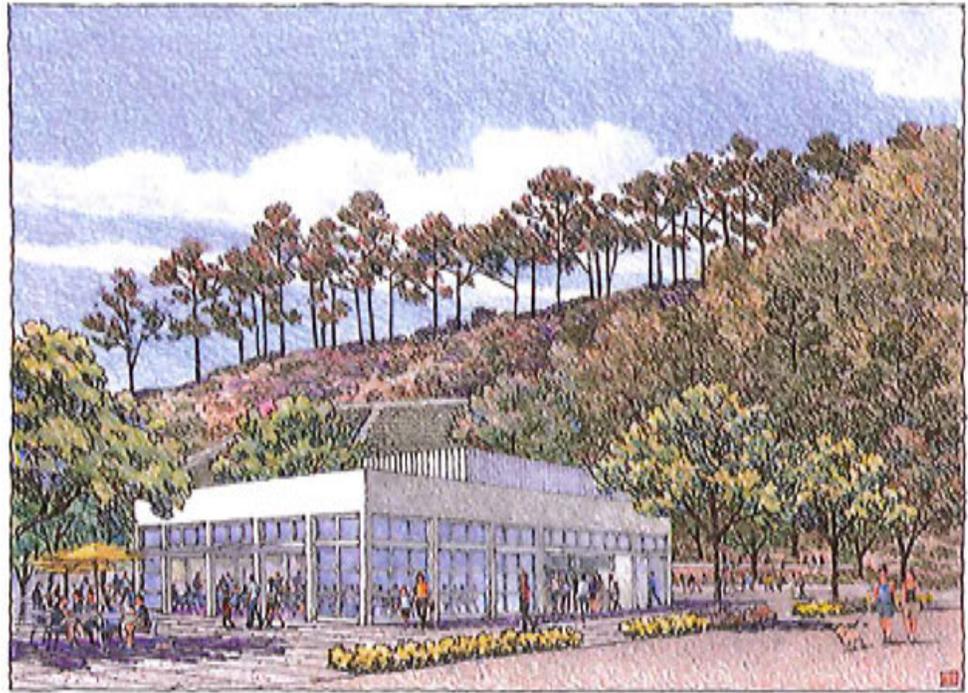
2.2 ASSET MANAGEMENT/CONCESSION IMPROVEMENT PLAN

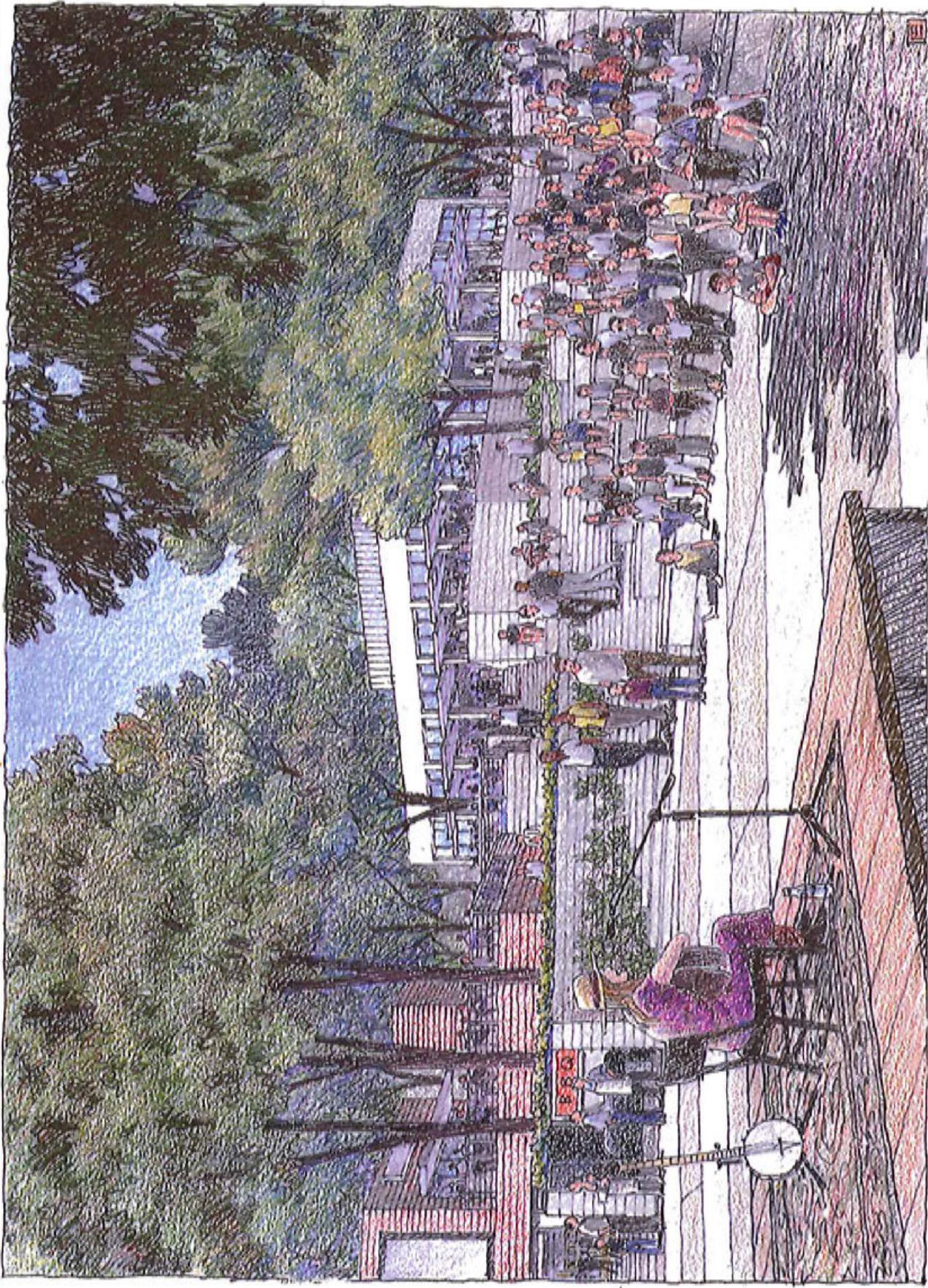
EXHIBIT K-4





POTENTIAL CONCESSION IMPROVEMENTS





NEDERLANDER | AEG LIVE  
POTENTIAL CONCESSION IMPROVEMENTS

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