



# City of Los Angeles

Department of Recreation and Parks

## Request for Proposals

### FOR OVERSIGHT OF THE GREEK THEATRE'S OPEN VENUE MODEL (CON-XXX-XXX)

At

2700 N. Vermont Drive, Griffith Park  
Los Angeles, CA 90027



|                                 |                                  |
|---------------------------------|----------------------------------|
| <b>Release Date:</b>            | <b>May XX, 2015</b>              |
| <b>Pre-Proposal Conference:</b> | <b>June XX, 2015 (see page)</b>  |
| <b>Due Date:</b>                | <b>July XX, 2015 (see page )</b> |

CITY OF LOS ANGELES, DEPARTMENT OF RECREATION AND PARKS  
350 S. Grand Ave., 47<sup>th</sup> Floor  
Los Angeles, CA 90071

Telephone: (213) 202-4303  
Fax: (213) 202-4311  
Web: [www.laparks.org/proposal.htm](http://www.laparks.org/proposal.htm)  
<http://www.labavn.org/>  
email: [agnes.ko@lacity.org](mailto:agnes.ko@lacity.org)

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# **REQUEST FOR PROPOSALS FOR OVERSIGHT OF THE GREEK THEATRE'S OPEN VENUE MODEL**

## **I. INTRODUCTION**

The Department of Recreation and Parks (hereinafter referred to as the "Department") is pleased to offer an exciting opportunity for a well-qualified business entity, with proven experience in concert venue operations and management (hereinafter "proposer"), to oversee the Greek Theatre's Open Venue model.

The proposing company shall demonstrate the ability to perform professional oversight in this type of business, clearly articulate achievable plans for an open venue operation, and document compliance with appropriate laws and regulations.

The Department, through its Board of Recreation and Park Commissioners, will set and define policy and have authority over all contracts and agreements allowed under the City Charter. The selected proposer will act as the Department's agent in implementing these objectives, policies and guidelines and work in collaboration with the Department staff.

This will be a fee based agreement with incentives built into the sale of venue sponsorships and box seats.

The Department's goals are threefold: (1) provide the public with the safest and most enjoyable customer experience, (2) maximize the Department's revenue and (3) maintain strong community collaboration on all aspects of the operation.

## **II. OBJECTIVE OF THE REQUEST FOR PROPOSALS**

The objective of this Request for Proposals (hereinafter "RFP") is to award a one (1) year Operational Oversight Agreement (hereinafter "Agreement"), with two (2) one (1) year extension options exercisable at the sole discretion of the Department's General Manager, to an operator who will perform the following:

- Provide operational oversight and collaboration on management at the Greek Theatre that attracts world class concert and performing arts talent for as many as 70 events between April and October. ***Note: Promotion of concerts or events by the selected proposer at the Greek Theatre will be strictly prohibited, consistent with an open venue model and therefore, any concert promoter, a subsidiary of a concert promoter or a joint venture with a concert promoter will be prohibited from receiving the award of the Agreement.***
- Coordinate with the food and beverage concessionaire and include financial data provided by the department in all financial reports. **Note:** The food and beverage concession will be under direct contract with the Department that will be under separate RFP. There will be no financial responsibility to the selected proposer under this RFP other than to coordinate the food and beverage operation for all GT events. In addition, it is the Department's intent for food and beverage to be available in the front plaza area on a year round basis.

- Provide the following dedicated core management staff: Greek Theatre Manager, Booking/Box Office Manager, Operations Manager and necessary administrative support staff. Proposer shall include furniture and equipment costs. No overhead shall be included that is associated with office space rentals or leasing for these positions as space will be provided on site at the GT.
- Manage the sales and marketing of advertising/sponsorships as well as box seating and VIP areas.
- Manage all parking operations including subcontracting of the operation if required as well as collecting and remitting all parking fees levied by the Department.
- Manage and hold contracts for shuttles associated with off-site parking.
- Manage and hold contracts for all Event Services including but not limited to ushers, ticket takers, and security.
- Manage and hold the contract for the annual lease of the house sound and lighting system.
- Prepare operating budget, monthly financial reports and pro-forma for length of the agreement. Submit audited financials on an annual basis.
- Manage the talent calendar. Note: The Department has purchased the Event Business Management Software (EBMS) for the GT.
- Provide service to meet or exceed the needs and expectations of the City of Los Angeles, concert attendees, park patrons and the neighboring community;
- Coordinate with Department staff on maintenance and capital needs to ensure facility is kept in a safe and clean manner. Note: Maintenance and capital will be the responsibility of the Department.

### **III. DESCRIPTION OF THE GREEK THEATRE**

The Greek Theatre, located at 2700 N. Vermont Avenue in Griffith Park, is nestled in the picturesque tree-enclosed setting of Griffith Park. This award-winning theatre was built in 1929 and is one of Los Angeles' most historic entertainment venues; it has played host to some of the biggest names in entertainment, from pop to classical and reggae to rock.

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.

This 5,801-seat venue offers an intimate concert setting, with state-of-the-art acoustics combined with excellent sight lines. The Greek Theatre offers top quality entertainment under the stars in the heart of Los Angeles. The Greek Theatre consists of a theatre building and the surrounding hillside: The main theatre structure (all areas, structures and concession facilities in the North Wing, South Wing, North Concourse, South Concourse and Front Concourse; seating areas; light booth; immediate exterior walls; fencing and public access areas fronting North Vermont

Avenue, the Box Office structure, and the public restrooms), the VIP Parking Lot, and parking in the adjacent valley west of the theatre. The Premises Maps are provided in Exhibit A.

The Greek Theatre is an important community asset for the citizens of Los Angeles. It has hosted community events such as Bach, Rock and Shakespeare, which is performed annually by John Marshall High School, as well as other music outreach programs. The Greek Theatre has also hosted private, corporate and social events and is a unique venue for hosting a wide variety of private events.

The Greek Theatre is owned by the City of Los Angeles, Department of Recreation and Parks. It has become a world-renowned, award-winning Amphitheatre hosting thousands of events since opening in 1931, making it one of the cultural icons of the City. The Greek Theatre has been named North America’s Best Small Outdoor Venue multiple times, and has been ranked in the top 25 amphitheatres in the country consistently over the last 10 years, from a ticket sales standpoint, according to Pollstar magazine, the industry’s leading trade publication.

Parking is available at adjacent areas surrounding the Greek Theatre. Parking Area 1 off of Boy Scout Road has 875 spaces (stacked), Parking Area 2 off of Vermont Canyon Road has 245 spaces (stacked), Parking Area 3 also off of Vermont Canyon Road has 1,085 spaces (stacked). 69 quick park spaces and 16 handicap spaces are available along Vermont Canyon Road and 2 handicap spaces are available off North Vermont Ave. 110 VIP spaces and 100 employee spaces are adjacent to the Greek Theatre. The following chart summarizes the parking availability:

|             |              |
|-------------|--------------|
| Handicapped | 18 Spaces    |
| VIP         | 110 Spaces   |
| Employees   | 100 Spaces   |
| Quick Park  | 69 Spaces    |
| Stacked     | 2,205 Spaces |

Please review Exhibit J for an overview of data related to the Greek Theatre.

#### **IV. PROPOSAL ITEMS**

In the written proposal, proposers should include explicit, detailed responses to each of the Proposal Items. If selected as the winning proposal, the proposer must be willing and able to commit to the Proposal Items and all provisions contained in the Sample Operational Oversight Agreement. The contents of a proposer’s response will be deemed as a binding commitment and included as an attachment to the Agreement.

Proposers must respond to each of the following items in their written proposal. Each response in the proposal must be numbered to correspond with each of the numbered items herein.

##### **Proposal Items**

###### **A. Operations and Management Staff Plan**

- B. Event Management Staffing Plan
- C. Marketing and Sponsorship Plan

### **A. Operations and Management Staff Plan**

The selected proposer shall provide operational oversight and coordinated management of the GT, acting as the Department's agent and working with and under the direction of the Department's staff with respect to the day to day operations of the venue. The Department, through its Board of Recreation and Park Commissioners, will establish all policies and standards for the venue including a Standard User Agreement, Booking Policy, and rules and regulations by which the selected proposer will manage the GT on behalf of the Department.

The desired management staff should include a Greek Theatre Manager, Booking Manager, Operations Manager/Box Office Manager and appropriate administrative support staff. **Note: All On-Site Manager(s) must have a minimum of ten (10) years' experience in entertainment management and/or facility experience and adequate technical background.** It is intended for the management staff to be located at the GT where office space will be provided alongside the Department staff.

The management team will have the following basic duties and responsibilities:

1. Manage and book the venue calendar along with challenge process for as many as 70 Concerts and/or event, utilizing the Department's venue management software: EBMS
2. Coordinate and assist in overseeing the **food and beverage** concession and include financial data provided by the Department in all financial reports. Note: The food and beverage concession will be under direct contract with the Department that will be under separate RFP. There will be no financial responsibility to the selected proposer under this RFP. However, it is expected that the selected proposer will assist in the oversight and implementation of the Departments' requirements and standards for the concessionaire, including coordination the food and beverage operation at all GT events. In addition, it is the Department's intent for food and beverage to be available in the front plaza area on a year round basis.
3. Manage the sales and marketing of **sponsorships** and box seating.
4. Manage the sales and marketing of VIP areas.
5. Manage and provide through your company or a subcontract for all **customer-oriented event services** including but not limited to ushers, ticket-takers and security on an as-needed basis.
6. Prepare an operating budget, monthly financial reports, marketing plans and pro-forma for length of the agreement. Submit audited financials on an annual basis.
7. Coordination and collaboration with promoters before, during and after the event.
8. Complete end-of-show settlement process.
9. Maintain public and concert staff ingress and egress at all times to the venue.
10. Manage all **parking operations** including subcontracting of the operation if required as well as collecting and remitting all parking fees levied by the Department.
11. Prepare and manage a **traffic control plan** with the community, Department and Department of Transportation input.

12. Prepare and manage a **shuttle program** to transport customers from off-site Department parking lots and transportation hubs. The Selected proposer will need to hold shuttle services contract for this operation. *Note: it is very important to promote off-site parking to limit congestion of the local neighborhoods.*
13. Be completely accessible to the **surrounding community** to answer questions and to collaborate on all aspects of the operation. Note: The Department will be providing a full time community liaison but this should not limit the community's access to the venue's management.
14. Manage and staff the **Box Office**. The ticketing will be left to the promoter to select the ticketing company for their booked events. Note: There will be no exclusive rights to ticketing vendor at the GT.
15. Coordinate with Los Angeles Fire and Police Department on all scheduled events regarding Fire, EMS and Security services necessary for public protection.
16. Perform annual Fire/Life testing of the venue with a licensed contractor in conformance with LAFD Regulations 4.
17. Purchase and install **sound monitoring equipment**. Operations Manager shall be responsible for monitoring and coordinating necessary adjustments with the sound board.
18. Procure annual lease arrangement for the **house sound and lighting system**.
19. Coordinate with the Department's **web-site** vendor on all content keeping up to date calendar and promotional information.
20. Ensure the venue is always in a safe and clean condition. Note: All **building and grounds maintenance** for the venue will be provided by the Department. Close coordination with Department staff will be required.
21. Coordination with **IATSE Local 33**.
22. Manage the transition of the venue from current operator.

*NOTE: Utilities, with the exception of phone and internet, will be paid by the Department. Office space with the exception of office equipment and furniture will be provided to the selected proposer at the venue. Office space shall not be included in percentage of mark-up.*

Submit a sample operations and management staffing plan as shown in table below. Please list all administrative support positions separately. The percentage mark-up shall include all taxes, furniture, equipment, bonding, training, profit, benefits, insurance and any and all overhead not listed. This shall be a **fixed cost quote** where the Department reserves the right to accept all or some of the positions as part of the management team.

| <u>Position</u>                    | <u>Annual Salary</u> | <u>% Mark-up</u> | <u>Total \$</u> |
|------------------------------------|----------------------|------------------|-----------------|
| Greek Theatre Manager              |                      |                  |                 |
| Operation Manager                  |                      |                  |                 |
| Booking Manager/Box Office Manager |                      |                  |                 |
| Administrative support             |                      |                  |                 |
|                                    |                      |                  | \$ _____        |

## **B. Event Management Staffing**

The selected proposer shall be responsible for providing customer-oriented Event Services staffing on an **as-needed basis**. These services will include parking, ushers, ticket takers, security, shuttle services and box office. The selected proposer has the ability to subcontract this work should your company not provide these services in-house. The selected proposer shall implement industry accepted practices and standards needed to provide the best service to the Department and its customers: the performers, promoters and patrons utilizing the venue. Every effort shall be made to display professionalism to assist in creating a positive image of the venue while enhancing the patrons experience and safety. The Department shall approve the staffing levels at least seven (7) calendar days prior to each event.

### **Ushers**

Duties include, but are not limited to, assisting patrons by providing directional guidance between entry points and seating areas and other patron facilities, and checking tickets to ensure correct seating placement. They shall at all times be kind, courteous and helpful to the patrons.

### **Ticket takers**

Ticket taker personnel shall be capable of scanning tickets or collect, verify and tear approximately 500 tickets per hour. They are to prevent unauthorized entry into the venue, obtain accurate ticket counts by hand or using mechanical or electronic counting devices and to perform visual check of patrons entering the venue for contraband items.

### **Security**

Security personnel are responsible for, but not limited to, crowd management, direction and safety enforcement of facilities and regulations, entrance inspection for checking of contraband items, securing of backstage areas, VIP/hospitality and other areas as needed, from unauthorized entry. Security will also be responsible for outside areas including but not limited to parking lots, front entry plaza and surrounding neighborhood. It is important that patrons lawfully enter and exit the venue through the surrounding neighborhood. Security personnel shall be strategically placed and roaming the immediate neighborhood to ensure good collaboration and respect with surrounding neighborhoods.

The Security Company used shall have requisite security experience and skills managing, and developing security plans for this type of venue. All security companies operating in the in the State of California are required to have a Private Patrol Operators License issued by the State of California Department of Consumer Affairs.

Security plans shall involve the ability to react to both anticipated and unanticipated issues. As a result, the ratio of security personnel may increase or decrease depending on size, music genre, and time of day of the event.

### **Parking Attendants**

Attendants will be responsible for managing the safe entry and exit to all parking lots serving the venue as well as collecting and remitting all parking fees levied by the Department. They will be directly responsible for coordinating with the City of Los Angeles, Department of Transportation and LAPD. It shall be the responsibility of the venue's Operations Manager to coordinate with a parking supervisor to ensure accurate account of vehicles parked, loading and unloading of patrons utilizing the shuttle services. They shall be responsible for any cash handling along with audited parking counts that shall be turned over and secured by the management team. All funds collected shall be remitted to the Department within twenty-four (24) hours after the conclusion of the event.

**Box Office**

The GT Box Office will be open on show days a minimum of two (2) hours before the show and will be open for six (6) hours each Saturday. Promoters will select the ticketing agent. There is no exclusive ticketing agent at the GT. Box Office staff must be able to process sales on multiple systems.

Submit a sample Event Services staffing plan for a typical sold out concert event as shown in table below. Please list any required positions not listed. The Plan shall include a map of the venue and surrounding neighborhood showing the stationed locations of all staff listed below. The percentage mark-up shall include all taxes, furniture, equipment, bonding, training, profit, benefits, insurance and any and all overhead not listed. Because these services are on an as-needed basis, please submit fixed hourly rates with mark-up included. (Assume eight (8) shuttles running per event)

| <u>Position</u>  | <u>Hourly Rate</u> | <u>% Mark-up</u> | <u>Hours Worked</u> | <u># of staff or # shuttles</u> | <u>Total \$</u> |
|------------------|--------------------|------------------|---------------------|---------------------------------|-----------------|
| Ushers           |                    |                  |                     |                                 |                 |
| Ticket Takers    |                    |                  |                     |                                 |                 |
| Security         |                    |                  |                     |                                 |                 |
| Parking Attends. |                    |                  |                     |                                 |                 |
| Shuttles         |                    |                  |                     |                                 |                 |
| Box Office       |                    |                  |                     |                                 |                 |
| Supervision      |                    |                  |                     |                                 |                 |
| Other            |                    |                  |                     |                                 |                 |
|                  |                    |                  |                     |                                 | \$ _____        |

**C. Marketing and Sponsorship Plan**

It will be the responsibility of the selected proposer to manage the sales and marketing of sponsorships as well as box seating and VIP areas in conformance with the Department and City's sponsorship policies and guidelines. The selected proposer shall diligently undertake and

perform the sponsorship and box seating sales of the venue; provided, however, the Department reserves the right to seek and obtain sponsorship opportunities from potential sponsors. The selected proposer shall not be compensated for sponsorship opportunities and sales which originate within or directly obtained by the Department. The Department reserves the absolute right in its sole discretion to refuse any sponsorship presented by the selected proposer and the Department shall not be liable for any fee in the event of such refusal.

The selected proposer shall pay the following **minimum** percentages of all monies received by sponsors and box seats to the Department:

Sponsorships and Box Seats: 75%

The selected proposer shall list in their response the actual percentage being offered to the Department at or above the minimum. The balance will be payment in full for commission, including all expenses, of the sale of the sponsorship and box seats to the selected proposer. Payment to the Department must be made within thirty (30) days of receipt of such fees.

**Prepare a marketing strategy** as part of this RFP that will best achieve maximum revenues from sponsorships and box seats. Include total anticipated sales and minimum revenue share to the Department.

## **VI. EVALUATION AND AWARD**

### **A. Evaluation Process and Criteria**

The Department reserves the right to request additional information to clarify a submitted proposal. The evaluation of proposals will consist of two levels. **Each proposer must pass Level I in order to advance to Level II.**

#### **Tentative Interview Dates:**

Interviews of the proposers by the evaluation panel will be scheduled at a later date for the purpose of clarifying matters in the proposals or responding to questions by the evaluation panel.

#### **Level I – Compliance with RFP Submission Requirements: (Exhibit C)**

The Department will conduct a preliminary evaluation of all proposals submitted by the deadline to determine compliance with proposal requirements and mandatory document submissions.

- Cover Letter
- Proposal Deposit (\$20,000.00)
- Compliance Documents
- Background and Experience
- Financial Capacity

**Level II – Evaluation and Scoring Criteria of Proposal Items:** For the purposes of Level II evaluation, the responsive proposals will be evaluated, ranked and scored based on the criteria below:

Maximum points will be given to proposals that represent the most qualified firm that provide the best economic model to generate maximum revenues while providing best customer experience in a safe and well managed venue.

- Operational Oversight and Management Plan & Costs: 50%
- Event & Concert Plan & Costs: 20%
- Marketing and Sponsorship Revenue & Department Share Plan: 30%

**B. Evaluation and Recommendation**

Responsive proposals will be scored in each of the criteria above and ranked according to scores. A comprehensive evaluation of the proposals by a panel of City and/or non-City employees will be conducted.

Furthermore, the City reserves the right to conduct such investigations as the City considers appropriate with respect to the qualifications of each Respondent and any information contained in its proposal.

All proposals will be evaluated solely on the basis of the criteria listed above and the ranking of any outside expert review panel will serve as a basis to formulate the General Manager's recommendation, setting forth the reasons for recommendation in a Board Report. The Board of Recreation and Park Commissioners (Board) will consider the General Manager's recommendation during a public Board meeting and may accept or reject the General Manager's recommendation in making its decision as to the selection, if any, stating publicly the reasons for their action.

**C. Award**

The General Manager of the Department of Recreation and Parks recommends contract awards to the Board of Recreation and Park Commissioners. The Department shall notify all proposers in writing of the General Manager's recommendation.

Section 10.5 of the Los Angeles Administrative Code requires approval by the City Council of contracts for periods of longer than three (3) years. Agreements are deemed to be executed upon the date of signature, or as otherwise stipulated under the Terms section of the Agreement.

Once the award is approved, the awarded concessionaire will complete and submit the additional documents as required by this RFP, City Attorney, City Ordinance, State and/or Federal laws within forty-five (45) calendar days from the date the contract is awarded by the Board.

**IMPORTANT:**

**Charter Section 371(e)(10)**

In approving this RFP, the Board, in its capacity as the contract awarding authority for the Department, finds, pursuant to Charter Section 371(e)(10), that the use of competitive bidding would be undesirable, impractical or otherwise excused by the common law and the Charter because, unlike the purchase of a specified product, there is no single criterion, such as price comparison, that will determine which proposer can best provide the services required by the Department for the improvement, operation and maintenance of the Department's concession. To select the best proposer for this concession, the Board finds it is necessary to utilize a standard request for proposals process and to evaluate proposals received based upon the criteria included in this RFP. The Board specifically finds that the narrower and more specialized competitive sealed proposal process authorized but not required by Charter Section 371, subsection (b), would not meet the Department's needs and therefore opts to utilize the standard request for proposals process.

**City's Right to Reject Proposals and to Waive Informalities**

Notwithstanding any other provisions of this RFP, the City reserves the right to withdraw this RFP at any time without prior notice. The City also reserves the right to reject any and all proposals submitted or to waive any minor administrative irregularities contained in any proposal, when to do so would be in the best interest of the City and pursuant to Los Angeles City Charter Section 371 (c): "The City shall reserve the right to reject any and all bids or proposal and to waive any informality in the bid or proposal when to do so would be to the advantage of the City."

**VII. EXHIBITS**

- A. Premises Map
- B. Instructions to Proposers
- C. Level I Requirements
- D. Compliance Documents
- E. Sample Operational Oversight Agreement
- F. Pro Forma Financial Statements Submittal Forms
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