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July 14, 2015

**REQUEST FOR PROPOSALS
FOR OVERSIGHT OF THE GREEK THEATRE'S OPEN VENUE MODEL
(CON-M15-001) (RFP)**

QUESTIONS & ANSWERS NO. 2

1. Question: Please clarify the fee structure for this RFP.

Answer: The fee structure for this RFP consists of four (4) sections as follows:

- A. *The Department requests a fixed cost quote for the Greek Theatre Management Team, Administrative Support and Operational Expenses. From the list of positions submitted by the proposer, the Department reserves the right to accept or reject all or some of the positions submitted by the proposer. There should be no mark-ups of any kind.*

As noted on Page 6 of the RFP, operational expense includes but is not limited to payroll taxes, insurance, employee benefits, bonds and any other employee related expenses.

- B. *The Base Management Fee should include all other expenses not covered in the fixed fee portion of the proposal necessary for the day-to-day operation to implement the open venue model at the Greek Theatre. All administrative and operational expense items such as office supplies, cell phones, copy machine rentals, postage, furniture, computer, travel, etc. are to be included in the Base Management Fee. The Base Management Fee should also include the proposer's corporate overhead for this contract and anticipated profit.*

As noted on Page 6 of the RFP, 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.

- C. *Reimbursable Expenses. The successful proposer will be required to purchase or lease equipment and contract services at the venue on behalf of the Department. Examples of purchased or leased equipment are house sound system, video displays and house lighting system. An example of a contract service is completion of the annual Fire/Life testing by a licensed contractor. When the successful proposer purchases, leases or*



contracts for services on behalf of the Department, the Department must pre-approve the recommended equipment or contractor and costs. The successful proposer will be reimbursed for the cost of the purchase, lease or contract service.

D. The Sponsorship and Box Seating Sales revenue will be shared between the Department and the successful proposer. The Department's minimum percentage is 75% of revenue and therefore, the successful proposer's maximum percentage is 25% of revenue. The successful proposer's revenue share will be payment in full for commission, including all expenses, of the sale of the sponsorship and box seats.

2. Question: Is the Base Management Fee cost (Section B on Page 6 of RFP), which includes all operating expenses other than the personnel related costs in Section A, for only the first year of the term, or also for the two possible subsequent one (1) year extension options? As Sections 3.2 and 3.2.1 on Page 5 of Exhibit C of the RFP require a listing of amounts of investment required, inclusive of start-up costs, for inventory, equipment, supplies, etc., some of these items may only be needed one-time (first year start up FF&E, depending on what is included in the requested City-Owned equipment list), and thus the proposed Base Management Fee (including operating expenses) could be lower in subsequent years.

Answer: The Base Management Fee cost should be submitted for up to three (3) years. Please clearly identify the Base Management Fee for the first year and for the two (2) potential one (1) year extension options exercisable at the sole discretion of the Department, along with approval of the Board of Recreation and Park Commission.

3. Question: Section VI A. 4b on Page 10 of the RFP requests a variety of information for "... every venue under your managerial control". Proposers are also required to denote which venues are used to qualify under conditions set in Exhibit C, Section 2, of a minimum of twenty-five (25) different concert/theatre venues with a minimum seating capacity of four-thousand (4,000) per venue. Would it be acceptable for the responding parties to provide the requested information for the qualifying venues denoted?

Answer: No. A proposer may not provide the requested information for only the qualifying venues. As stated in Section VI. A. 4b, the requirement is to provide the list of venue owner contracts and references for every venue under your managerial control. The list must contain the information requested in this section.

4. Question: In Section VI A. 4b, the annual gross revenues is requested, but does not provide a time period or definition of gross revenues. Please clarify if the time period is the same time period as requested on Page 4 of Exhibit C., Section 2.2.2 and if the gross revenue is the same revenue information in Exhibit C.

Answer: Yes. The time period for the information requested in Section VI. A. 4b is the same

*five (5) years as stated on Page 4 of Exhibit C., Section 2.2.2. The annual gross revenue is the same revenue information requested on Page 4 of Exhibit C., Section 2.2.2. The information requested in Section VI. A. 4b must be provided for **every** venue under your managerial control.*

5. Question: In Section IV C on Page 9 under Sponsorship and Box Seating Sales Plan, it indicates proposer conformance with "the Department's and City's sponsorship policies and guidelines." In order to estimate anticipates sales as required in this section, please provide the policies and guidelines in order for us to be informed and aware of any limiting factors to our efforts.

Answer: The Sponsorship Recognition Policy, Procedures and Guidelines for Recognizing Organizations and Individuals who Contribute to and/or Support City of Los Angeles Parks and Programs is Attachment A.

6. Question: In Section IV B on Page 8 under Box Office, it lists box office hours for Saturdays and minimum hours on show days; however, there is no mention of non-show day operation for daily sales. The current operation is open 12:00-6:00 M-F, and 10:00-4:00 on Saturday for daily sales, whether there is a show or not. To factor the box office operating hours into a staffing plan and associated cost proposal, should we include daily sales hours of operation as well? If so, please provide the expectation of operating hours.

Answer: The Box Office will not be required to be open on non-show days.

City of Los Angeles Department of Recreation and Parks
Sponsorship Recognition Policy, Procedures and Guidelines for Recognizing Organizations and
Individuals who Contribute to and/or Support City of Los Angeles Parks and Programs

The mission of the Department of Recreation and Parks (“RAP”) is to enrich the lives of the residents of Los Angeles by providing safe, welcoming parks and recreation facilities and affordable, diverse recreation and human services activities for people of all ages to play, learn, contemplate, build community and be good stewards of our environment.

RAP’s objective is to enhance and expand recreational programs and services through public and private collaborations.

POLICY:

RAP recognizes that there are many opportunities and potential benefits to be gained from RAP collaborations with private and public entities for monetary, in-kind (product and/or services), and capital contributions (collectively referred to herein as “Sponsorships”) benefiting RAP facilities, programs, events, services and/or activities. These contributions often merit some form of recognition to acknowledge and thank the sponsor, donor, and/or contributor (collectively, “Sponsors”) for their contribution to RAP. However, it shall be understood that any transaction between RAP and a private and public entity involving the naming of a park, recreation facility, amenity, landmark or other park asset, in exchange for financial support shall be in accordance with the RAP Naming Policy, which is separate and independent of this Policy.

RAP supports, in principle, public-private relationships that generate financial and/or other types of support for RAP’s mission. Accordingly, the Board of Recreation and Park Commissioners (“Board”) has adopted this Sponsorship Recognition Policy (“Policy”) establishing the criteria and setting forth the guidelines and procedures for thanking, acknowledging, and/or recognizing significant contributions provided to RAP by private and public entities. The intent of this Policy is to establish a mechanism under which RAP may thank, acknowledge and recognize private and public entities who contribute to parks and related programs and services for the primary benefit of the general public. The Board has hereby designated RAP’s General Manager or her or his designee (collectively, “GM”) to implement this Policy.

Pursuant to this Policy, RAP shall have the authority to determine the criteria, requirements, and restrictions under which a proposed form of Sponsorship Recognition shall be evaluated and approved, whether included herein or established in the future. It shall be understood that all forms of Sponsorship Recognition shall be temporary in nature, and that the duration of time that such Sponsorship Recognition shall remain in place and/or be in effect is subject to the prior approval of the Board.

RAP shall identify and solicit potential Sponsors, and evaluate Sponsorship proposals from private and public entities in accordance with this Policy, and if such Sponsorship is approved and implemented, shall recognize such Sponsors for providing monetary and/or in-kind support for RAP parks and recreation facilities, programs and/or services, and grant the authority for the Sponsor to associate its name or function with RAP parks and facilities, programs and services, and/or RAP name, as approved by the Board. RAP may provide Sponsorship Recognition, other than a displayed acknowledgement on RAP property (recognition signage), such as but not limited to, use of the RAP name or logo, association with RAP in communications, media opportunities, event participation, and distribution of information and/or product sample.

GENERAL PROVISIONS:

RAP shall retain complete discretion and authority at all times in determining whether, with whom, where, how, and when contributions shall be accepted, Sponsorships approved, and Sponsorship Recognition provided, subject to the approval of the Board. Sponsorship signage shall comply with all applicable laws.

1. Criteria for Sponsorship Agreements. The following criteria, in its entirety, shall be considered in evaluating sponsorship proposals:
 - a. The Sponsorship must support, and conform to, the Mission of RAP.
 - b. The Sponsorship must provide a direct benefit to the park, facility or amenity.
 - c. Sponsorship benefits may be commensurate with the value of the support offered through the Sponsorship.
2. Sponsorship Considerations. RAP shall consider the following when evaluating a Sponsorship proposal.
 - a. The timeliness, readiness, and requirements associated with a potential Sponsor entering into an agreement with RAP.
 - b. Any current or future RAP operating or maintenance costs associated with the Sponsorship or impacts on other agencies.
 - c. The Sponsor's record of responsibility in past involvement with the City, RAP, and/or community.
 - d. Sponsorships, Sponsorship benefits, and Sponsorship Recognition shall enhance rather than detract from the design standards and visual integrity of the sponsored program, activity or facility.
3. Sponsorship Recognition Requirements and Responsibilities. Subject to prior determination by RAP, Sponsorship Recognition requirements and responsibilities may include, but not be limited to the following:
 - a. RAP shall exercise full control and authority over the form and content of the Sponsorship Recognition, including but not limited to, retaining editorial and design control over signage, publications, the sponsor name, logo and all other graphic materials.
 - b. Prior to the implementation of any form of Sponsorship Recognition portraying any physical or intellectual image incorporating the RAP logo or name, and/or indicating the existence of an affiliation between RAP and the Sponsor, such recognition shall be approved by the Board.
4. Sponsorship Benefits. Sponsor benefits may include, but not be limited to:
 - a. Public exposure of corporate logo through placement on RAP publications (facility brochures and program fliers), RAP website and/or social media, on apparel (for participants and volunteers), or on other materials such as bags, or giveaways.
 - b. Recognition through press and other events, and media mentions.
 - c. Participation in RAP events.
 - d. Distribution of product samples at RAP events and/or facilities.
 - e. The placement of a Sponsor logo on an athletic field or court surface.

- f. Recognition Signage. In addition to the general provisions of this Policy, the following shall be considered when determining the appropriateness of placing Recognition Signage on park property.
- (i) Recognition Signage may include, but not be limited to, banners, wraps, plaques, placards, dasher boards, or signs.
 - (ii) RAP shall maintain control over the printing, manufacturing, or otherwise fabricating of Recognition Signage to be placed on park property, and shall oversee the installation of all Recognition Signage, which may be accomplished by RAP staff or by a third party acting under RAP's direction and control, whether funded at Contributor's expense or RAP's expense.
 - (iii) Signage in recognition of a Sponsor's furtherance of RAP's mission through contributions in support of RAP programs or activities, and/or improvement of RAP facilities, shall expressly include a phrase confirming that RAP is recognizing, acknowledging, and/or thanking the Sponsor, which text shall be prominently featured, and of a reasonable size proportionate to space and location, and identifying RAP as the entity responsible for the content and placement of the Sponsorship Recognition.
5. Sponsorship and Recognition Restrictions. In general, the following shall be restricted under this Policy:
- a. Sponsorship Restrictions:
 - (i) A company or organization, or subsidiary, that conducts or has business or operational activities substantially derived from or involved with the sale, production, or distribution of alcohol, tobacco, firearms, pornography, or any other business or activities regarded as "adult oriented".
 - (ii) A Sponsorship that could cause a conflict of interest or policy deviation.
 - (iii) A Sponsorship made conditional upon RAP performance with respect to level of public participation or response, event outcome, or objectives achieved.
 - (iv) An individual Sponsor that limits RAP's ability to seek other sponsorship opportunities, unless agreed to by RAP.
 - b. Recognition Signage Restrictions:
 - (i) The placement of individual Recognition Signage shall not limit RAP's ability to seek other Sponsorship opportunities, unless agreed to by RAP.
 - (ii) Billboards shall not be authorized under this Policy for use on park property.
 - (iii) Signs that contain a call to action by a commercial sponsor, for the public or RAP to purchase a good or service, shall not be authorized for use on park property.

SPONSORSHIP RECOGNITION APPROVAL REQUIREMENTS

Prior to any form of Sponsorship Recognition being implemented, sponsorship proposals shall be evaluated by RAP staff, with recommendations to the GM for possible consideration by the Board, which shall be provided in a report detailing the scope of the proposal (sponsorship, donation, cost, funding, duration, etc.) and the terms and conditions of any related Sponsorship Agreement, when applicable.