

APPROVED
AUG 14 2013
BOARD OF RECREATION
& PARK COMMISSIONERS

REPORT OF GENERAL MANAGER

NO. 13-219

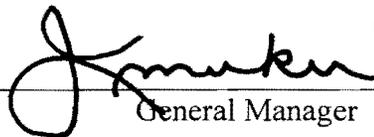
DATE August 14, 2013

C.D. ALL

BOARD OF RECREATION AND PARK COMMISSIONERS

SUBJECT: GOLF DIVISION – GOLF BUSINESS ANALYSIS SECTION AND ANCILLARY SERVICES DEVELOPMENT – AWARD OF CONTRACTS PURSUANT TO REQUEST FOR QUALIFICATIONS FOR AS-NEEDED CONSULTANT(S)

R. Adams _____
H. Fujita _____
V. Israel _____
K. Regan _____
M. Schull _____
*N. Williams ND



General Manager

Approved _____

Disapproved _____

Withdrawn _____

RECOMMENDATIONS:

That the Board:

1. Find in accordance with Charter Section 1022, that the Department of Recreation and Parks (RAP) does not have personnel available in its employ with sufficient time nor necessary expertise to undertake the Golf Business Analysis Section and ancillary services development projects and/or tasks, and it is more feasible, economical and in RAP's best interests to secure these services by contract with a number of consultants to perform the work as-needed and on an occasional, but frequent, basis without engaging in a new competitive bidding process for each individual project and/or task to be performed;
2. Find, in accordance with Charter Section 371(e)(2) and Los Angeles Administrative Code Section 10.15(a)(2), that competitive bidding is not practicable nor advantageous as it is necessary for RAP to be able to call on consultants to perform this work as-needed and on an occasional, but frequent, basis without engaging in a new competitive process for each individual project to be performed; however, from among as-needed consultants each individual task order is assigned on the basis of ability of an as-needed consultant to perform the work, determined by the best submission based on criteria of timeframe, deliverables and cost value;
3. Find in accordance with Charter Section 371(e)(10), that use of competitive bidding would be undesirable, impractical or impossible or is otherwise excused by the common law and the Charter because, unlike the purchase of a specified product, there is no single criterion, such

REPORT OF GENERAL MANAGER

PG. 2

NO. 13-219

as price comparison, that will determine which proposer can best provide the services required by the Department to provide as-needed services toward the specified study areas of Golf Business Analysis Section and ancillary services development;

4. Find, in accordance with Charter Section 372, that obtaining competitive proposals or bids for each individual project for which work may be performed pursuant to this agreement is not reasonably practicable nor compatible with RAP's best interests of having available as-needed consultants who are assigned various task orders on the basis of availability, price and expertise and that it is therefore necessary to have several as-needed consultants for this type of service available when called upon by RAP to perform services;
5. Approve the selection process for the selection of qualified firms for the specified study areas;
6. Award proposed contract, substantially in the form on file in the Board Office, RAP and the following two (2) firms for as-needed consulting for the Golf Business Analysis Section and ancillary services development for a term of three (3) years , specifying the terms and conditions, subject to approval of the Mayor and City Attorney as to form;

Consultants:

- 1) Global Golf Advisors
11 Allstate Parkway, Suite 410
Markham, Ontario, Canada L3R9T8
 - 2) Arthur M. Manask & Associates
209 W. Alameda Avenue, Unit 103
Burbank, CA 91502-3023
7. Direct the Board Secretary to transmit the Contracts to the Mayor in accordance with Executive Directive No. 3 and concurrently to the City Attorney for review and approval as to form; and,
 8. Authorize the Board President and Secretary to execute the Contracts upon receipt of the necessary approvals.

SUMMARY:

The Department of Recreation and Parks (RAP) has identified a need for a Golf Business Analysis Section and ancillary services development, which cannot be provided by staff; therefore, one or more consulting contracts are required. Currently, RAP does not have contracts

REPORT OF GENERAL MANAGER

PG. 3

NO. 13-219

in place to perform the necessary services. With thirteen (13) golf courses and a golf academy, which operate nearly 365 days per year in providing up to a million rounds of golf annually, these services are critical to supporting and improving the self-sustaining operations of the golf system.

These contracts will provide the knowledge base and skills of experts that cannot be provided by RAP's personnel in order to enhance areas within the Golf Division where improvement or change is needed toward profitability of the golf system. These contracts will also help to provide for higher levels of customer satisfaction due to better integration of services and more effective use the resources contained in the system. These areas include retail services, i.e. food services and merchandising; strategic planning for the Golf System; customer relations; revenue management/pricing; marketing, i.e. advertising, market share management, product development; and, capital planning.

On February 20, 2013, the Board approved a Request for Qualifications (RFQ) for As-Needed Consultants for the Golf Business Analysis Section (GBAS) and Ancillary Services Development, which was released on March 20, 2013. On May 28, 2013, the Department received three (3) submittals in response to the RFQ. The responders were:

- 1) Global Golf Advisors
11 Allstate Parkway, Suite 410
Markham, Ontario, Canada L3R 9T8
- 2) Arthur M. Manask & Associates
209 W. Alameda Avenue, Unit 103
Burbank, CA 91502-3023
- 3) Wasserman Media Group
10960 Wilshire Boulevard, Suite 2200
Los Angeles, CA 90024

Responders were required to meet City contract compliance and provide evidence of their qualifications by meeting the minimum requirements for one or more of the specified study areas of:

1. Organization and Management Structure and Functions of GBAS
2. Strategic Planning for Golf Courses
3. Strategic Capital Improvement Planning
4. Marketing, Advertising and Travel/Golf Tourism
5. Customer Service Programs
6. Food Service Operations

REPORT OF GENERAL MANAGER

PG. 4

NO. 13-219

7. Retail/Merchandise Service Operations
8. Lesson/Training Programs
9. Revenue Enhancement Opportunities and Analysis of Customer Base
10. Evaluation of Structure and Role of Advisory Groups Related to the Municipal Golf System
11. Major Golf Events
12. Information Systems Technology and Golf Systems

Two (2) of the three (3) responders satisfied the minimum requirements for the RFQ are as-needed consultants for the GBAS and ancillary services development in the following study areas.

<u>Consultant</u>	<u>Study Area(s)</u>
1) Global Golf Advisors 11 Allstate Parkway, Suite 410 Markham, Ontario, Canada L3R 9T8	1, 2, 3, 4, 5, 6, 7, 9, 10 and 12
2) Arthur M. Manask & Associates 209 W. Alameda Avenue, Unit 103 Burbank, CA 91502-3023	6

The third responder, Wasserman Media Group, did not complete and submit as required, including Section II compliance documents as well as the non-waivable Measure H, CEC Form 55. Therefore, this responder was eliminated from any further consideration in the review process.

RFQ responses from Global Golf Advisors, Inc. and Arthur M. Manask & Associates were evaluated for the minimum qualifications (as stated in RFQ document, Attachment A). The minimum qualifications, as set forth, determined the responder's knowledge and experience to perform the basic terms and specifications of this Contract. It was found through review and verification by RAP staff that the above-listed responders met and/or exceeded the minimum qualification as set forth in the RFQ.

After review of the submittal documents, staff verified the references provided by the respondents. Questions were posed regarding the consultant's ability to complete similar tasks to those delineated in the RFQ and an overall satisfaction rating was requested. All references returned positive comments regarding the work performed. Based on those references, it was determined that the above listed Respondents should be selected as pre-qualified, as-needed consultants for the GBAS and ancillary services development and eligible to bid on future Department task orders in the areas for which they were qualified under this process.

REPORT OF GENERAL MANAGER

PG. 5

NO. 13-219

All responders who submitted and qualified have completed the City's Business Inclusion Program (BIP) outreach.

RAP is seeking authorization to award contracts to each of the two (2) qualified responders and authorize the Board President and Secretary to execute these contracts, subject to City Attorney and Mayor approval. The selected pre-qualified consultants are recommended to the Board for three (3) year contract, in an amount anticipated to exceed \$100,000 per year. There is no contract estimate, and RAP does not guarantee a contract maximum amount. The services requested will be on an as-needed basis. In entering into a Contract, RAP guarantees no minimum amount of business or compensation. Contracts awarded through this RFQ shall be subject to funding availability and early termination by RAP as provided in the Standard Provisions for City Contracts.

RAP staff supports the recommendations contained in this report.

FISCAL IMPACT STATEMENT:

Executing these as-needed contracts has no impact to RAP's General Fund. Funding for projects will be funded by Golf Special Funds.

This report was prepared by Noel Williams, Chief Management Analyst, Finance Division.