

**APPROVED**  
MAR 06 2013

REPORT OF GENERAL MANAGER

NO. 13-065

DATE March 6, 2013

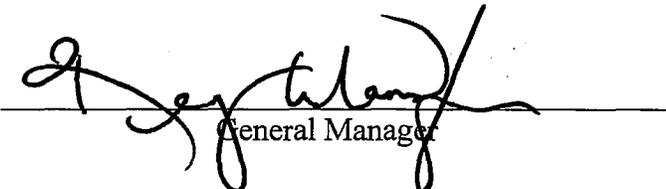
BOARD OF RECREATION  
AND PARK COMMISSIONERS

C.D. 4

BOARD OF RECREATION AND PARK COMMISSIONERS

SUBJECT: GRIFFITH PARK – FERN DELL REFRESHMENT STAND – AWARD OF CONCESSION AGREEMENT TO ROWENA PARTNERS, LLC

R. Adams _____	K. Regan _____
H. Fujita _____	M. Shull _____
V. Israel _____	*N. Williams <u>NON</u>



General Manager

Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

Withdrawn \_\_\_\_\_

RECOMMENDATIONS

That the Board:

1. Award the Fern Dell Refreshment Stand Concession to Rowena Partners, LLC;
2. Find, in accordance with Charter Section 1022, that the Department does not have sufficient personnel available in its employ to undertake these specialized professional tasks and that it is more economical to secure these services by contract;
3. Approve a proposed five (5) year concession agreement, with two (2) five (5) year renewal options exercisable at the General Manager's sole discretion, substantially in the form on file in the Board Office, subject to approval of the Mayor, City Council, and the City Attorney as to form;
4. Direct the Board Secretary to transmit the proposed agreement, concurrently, to the Mayor, in accordance with Executive Directive No. 3, and the City Attorney; and,
5. Authorize the Board President and Secretary to execute the subject agreement upon receipt of the necessary approvals.

SUMMARY:

The Fern Dell Refreshment Stand Concession (Concession) is a snack stand located at 2333 Fern Dell Place, Los Angeles, CA 90068. The Concession provides food and non-alcoholic beverages to patrons of Griffith Park and the surrounding community.

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The Concession has been operated on a month-to-month basis by Rowena Partners, LLC under an interim Concession Agreement since March 12, 2004. The Concession had a "soft opening" in July 2005 and was fully operational by 2006. In 2011, the concession generated \$629,829.33 in gross receipts and paid \$50,386.35 in revenue-sharing fees to the Department.

On June 15, 2011, the Board approved the release of the Request for Proposals (RFP) for the Operation and Maintenance of the Fern Dell Refreshment Stand Concession (Board Report No. 11-188). The RFP was released on September 27, 2011. The RFP was advertised in the Daily Journal; posted on the Los Angeles Business Assistance Virtual Network (BAVN); and posted on the Department's website. A letter inviting bids was mailed to over 250 organizations and individuals from a mailing list maintained by the Concessions Unit.

On October 14, 2011, Addendum No. 1 to the RFP was posted. The Addendum added Exhibit G to the RFP, which detailed instructions to the prospective proposers regarding compliance with Los Angeles City Charter Section 470(c)(12) (Measure H), and added Section 20(N) to the Sample Concession Agreement (Exhibit C to the RFP), also having to do with compliance with Measure H. On October 18, 2011, a revised version of Addendum No. 1 was posted to correct language in the original Addendum, as determined by the Board Office.

On October 24, 2011, a Pre-Proposal Conference was held at the main Conference Room in the Administration Building in the Central Services Yard. A walk-through of the premises was conducted after the conference concluded.

On November 8, 2011, the Questions and Answers document was posted. On November 22, 2011 the following proposals were received:

- High Rise Goodies Restaurant Group, Inc. dba Trimana
- JJ Management Company
- Rowena Partners, LLC.

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

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

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### Compliance Documents:

- 1) Proposer's Signature Declaration and Affidavit
- 2) Disposition of Proposals
- 3) Affirmative Action Plan
- 4) Contractor Responsibility Ordinance Statement
- 5) Equal Benefits Ordinance Statement
- 6) Living Wage Ordinance/Service Contractor Worker Retention Ordinance
- 7) Business Inclusion Outreach (BIO)
- 8) CEC Form 50 (Municipal Lobbying Ordinance/Bidder Certification)
- 9) CEC Form 55 (Measure H/Bidder Contributions) (*included in the RFP as Addendum No. 1*)

### Submittal Documents:

- a. Cover Letter
- b. Proposal Deposit
- c. Ability to Finance
- d. Background and Experience
- e. Proposed Business Plan For This Concession
- f. Proposed Revenue-Sharing Fee and Payment to City
- g. On-Going Refurbishment, Improvements, and Maintenance
- h. Concession Improvements (Optional)

Proposals are either Responsive (pass) or Non-Responsive (fail). The following is the complete Level I findings. It should be noted that Level I findings were not finalized until after Level II interviews had been conducted pending input from the City Attorney:

- High Rise Goodies Restaurant Group, Inc. dba Trimana (Trimana) was found Non-Responsive in four compliance documents and Responsive in all eight submittal documents (Attachment A-1). Therefore, the entire proposal is deemed Non-Responsive.
- JJ Management Company (JJ Management) was found Non-Responsive in one compliance document and Responsive in all eight submittal documents (Attachment A-2). Therefore, the entire proposal is deemed Non-Responsive.
- Rowena Partners, LLC (Rowena) was found Responsive in all nine compliance documents and all eight submittal documents (Attachment A-3), subject to clarification of non-submission of one document. As noted below, clarification was requested and received, resulting in the proposal being found Responsive.

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Full Level I Findings

Prior to consulting with the Bureau of Contract Administration (BCA) and the City Attorney, the original Level I findings were as follows:

A. Trimana was originally found Non-Responsive in the following categories:

Compliance Documents:

- Did not fill out Page A2 (“Total Composition of Workforce”) of the Affirmative Action Plan per RFP Section IV.B.4.c;
- Did not complete Page 1 of the Contractor Responsibility Ordinance Statement per RFP Section IV.B.4.d (failed to note how many pages were in the Statement);
- Did not submit Schedule A of the BIO per Exhibit B-2 of the RFP;
- Did not submit CEC Form 55 per Addendum No. 1 of the RFP.

Submittal Documents:

- Did not submit 12 months of bank statements per RFP Section V.A.1.3.1 (they only submitted 10 months of statements).

B. JJ Management was originally found Non-Responsive in the following category:

Compliance Documents:

- Did not submit CEC Form 55 per Addendum No. 1 of the RFP.

C. Rowena was originally found Non-Responsive in the following category:

Compliance Documents:

- Did not submit Schedule A of the BIO per Exhibit B-2 of the RFP.

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

Therefore, according to the City Attorney, certain items deemed “Non-Responsive” could be waived as follows:

1. Page A2 of the Affirmative Action Plan can be completed at any time prior to contract award, as verified by discussion with BCA;
2. The error on Page 1 of the Contractor Responsibility Ordinance Statement is not substantive; and
3. Ten months of bank statements, coupled with the credit reports submitted by Trimana, is enough information for the evaluation panel to make a determination on “Ability to Finance.”

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However, the City Attorney determined that non-submission of CEC Form 55 (Measure H) with the proposal could not be waived because Measure H is an ordinance. Therefore, Trimana's and JJ Management's proposals were deemed Non-Responsive. However, because this determination was not made until after Level II interviews were held, both proposers were allowed to participate in Level II interviews.

Staff also consulted with BCA, the Mayor's Office, and the City Attorney regarding Rowena's non-submission of Schedule A for the BIO. It was determined that staff could request clarification of the documentation omission from Rowena via U.S. mail, but not from Trimana, as Trimana was deemed Non-Responsive because of the non-waivable omission of CEC Form 55.

Staff received documentation from Rowena clarifying the omission of Schedule A, along with a copy of Schedule A. The proposer mistakenly believed that he had completed all BIO requirements via BAVN, and that Schedule A was to be submitted via hard copy only if he were to be awarded the contract for this Concession. The proposer further noted that he had sought out additional subcontractors on work not listed by the Department in its BIO instructions, but which may be of use to the proposer should he be awarded the contract. The proposer noted that these subcontractors are listed in his proposal along with the proposed concession improvements, and included them again as an attachment to Schedule A.

Because Schedule A did not match the previously submitted Summary Sheet on BAVN, the Department sought additional clarification from Rowena regarding the discrepancy in the two documents. The proposer responded in writing that they had attempted to include the vendors on the BAVN Summary Sheet, but that BAVN would not accept the vendors because they were categorized in work areas that had not been selected by the Department in the original BIO requirements and were thus "unavailable" to the proposer.

The clarification provided, along with the proposer's extra step of seeking out additional business enterprises listed on BAVN that were not required in the Department's listed categories, shows that the proposer did negotiate in good faith and thus passes all aspects of the BIO.

### Level II – Panel Evaluation

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

- Delilah Puche, Administrative Analyst II, City Administrative Officer
- Joe Salaires, Principal Park Services Attendant, Recreation and Parks
- Dr. Mona Samuels-Sego, Police Performance Auditor, Police Commission/Office of the Inspector General, Los Angeles Police Department (LAPD)

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Ms. Puche has experience in the RFP process, including administering the current RFP for the Los Angeles Zoo. She also has extensive experience working in budget and finance, and has been the assistant to the Recreation and Parks Budget group for six years.

Mr. Salaices is long-time City employee with a diverse background and is the Division Head of the Park Services Unit. He is responsible for the direct oversight of several City-owned entrepreneurial public service operations that include Rental Halls, Pay Tennis courts, Travel Town Museum, and Sherman Oaks Castle Park. He is also very familiar with the needs of the community surrounding the Griffith Park area and those served at the Concession.

Dr. Mona Samuels-Sego possesses 25 years of experience as an Auditor for complex audits and reviews, including reviews of grants and contracts. She has prior experience performing a wide variety of complex audit duties in connection with procurement and contracting activities between the Federal Government and major contractors such as Boeing, Northrop-Grumman, and McDonnell Douglas. She currently provides oversight of the LAPD to ensure that its officers and employees act with honesty, integrity, and respect towards the public, as well as ensuring that the LAPD's responsibilities under the Federal Consent Decree with the United States Department of Justice are being met.

On August 1, 2012, the evaluation panel held proposer interviews. The interviews were intended to provide clarification of the proposals; modifications and/or enhancements of the proposals submitted were not permitted, as stated in the RFP.

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

Score and Rank

Rowena was unanimously ranked highest in four criteria: Background and Experience; Proposed Business Plan For This Concession; On-Going Refurbishment, Improvements, and Maintenance; and Concession Improvements. The evaluation panel's final general average score and ranking are as follows:

<u>Proposer</u>	<u>Final Average Score</u>	<u>Rank</u>
Rowena Partners, LLC	94.7	1
JJ Management Company	91.3	2
High Rise Goodies Restaurant Group, Inc. dba Trimana	87.7	3

Rowena had the highest ranking and score (Attachment C), and is therefore recommended by the evaluation panel as the preferred operator for the concession. The panel reported that it

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“considered the needs of the community, the residents and the uniqueness of the concession in evaluating each proposal.” The panel also felt that Rowena “has demonstrated the ability to successfully operate the concession and improve community relations since its opening.”

### Ability to Finance

All three proposers were deemed financially able by the panel to provide operational and other costs relating to the Concession. In this category, Trimana was ranked “1” by two panelists and “2” by the other. The panelists felt Trimana’s cash reserves and credit were “strong,” although one panelist felt JJ Management’s cash reserves, which were not tied to other businesses as Trimana’s are, meant it should be ranked “1.” All three panelists unanimously ranked Rowena “3” in this category; although they stated that Rowena has demonstrated the ability to operate the Concession financially, Ms. Puche noted that the proposal “did not demonstrate or provide a clear understanding of available reserves.”

### Background and Experience

All three panelists unanimously ranked Rowena “1” in this category. The panelists felt the increase in revenue over the years demonstrated Rowena’s ability to successfully operate the Concession. Additionally, the panelists believed Rowena’s focus on customer service and knowledge of the community was superior to the other proposers.

### Proposed Business Plan For This Concession

All three panelists unanimously ranked Rowena “1” in this category. Two panelists remarked positively on Rowena’s community outreach, particularly on Rowena’s promotion of special events for the community. This was a particular interest of the panel, given the community’s high level of involvement with the Concession. The panelists noted that Trimana did not seem familiar with the needs of the community, and that while JJ Management had “some understanding” of the community, they also fell short. The panelists all agreed Rowena also had a better sense of marketing the Concession; the Concession has steadily grown since 2006, when it made \$94,119.83 in gross revenue, to \$629,829.33 in 2011. Rowena’s plan of incremental growth to keep lines at the Concession manageable was considered the best plan by the panel over Trimana’s and JJ Management’s plans to heavily market the Concession, possibly resulting in crowds that would disturb the quiet of the hiking area and the surrounding community. Finally, Rowena’s success as an operator was taken into consideration, having proven its ability to operate and maintain the Concession over the past six years.

### Proposed Revenue-Sharing Fee and Payment to City

The panelists were divided over the best revenue-sharing fee proposed. JJ Management edged out Trimana by two points in this category to rank first, with Rowena ranked third. The panel

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agreed that the 11.7% in revenue-sharing fees offered by JJ Management outranked the 8% offered by both Trimana and Rowena (the current fee paid to the Department is 8% of monthly gross revenue), but had reservations that it would be sustainable. JJ Management's fee was based on a comparison of the Concession to the Griffith Park Golf Course Clubhouse (a restaurant) and Sherman Oaks Castle Park Food Service Concession (a café). One panelist also noted that JJ Management's proforma showed less revenue during the tenth year than the Concession is currently generating. Trimana edged out Rowena because its proposal offered 8% or \$4,000 in base rent per month, whichever is higher, and would raise the percentage to 9% if the yearly gross revenue exceeds \$650,000 and 10% if it exceeds \$750,000. Rowena's proposal offers the same 8% it currently pays as the incumbent. The panelists found this percentage "practical," "conservative," and "reasonable."

### On-Going Refurbishment, Improvements, and Maintenance

All three panelists unanimously ranked Rowena "1" in this category. The panelists cited the detailed schedule and "appropriate" cost (\$7,000) as factors in their ranking. The panelists noted that both Trimana and JJ Management were "vague" in their details of refurbishment, improvements and maintenance, and that Trimana's projected costs were too low compared to Rowena and JJ Management.

### Concession Improvements

All three panelists unanimously ranked Rowena "1" in this category, with JJ Management unanimously ranked "2" and Trimana ranked "3." The panelists found Rowena's proposed optional improvements to be reasonable and practical, with one panelist noting that Rowena "has an understanding of the improvements required to take the facility to the next level." The panelists were concerned that Trimana's idea to add a grill to the facility would not be acceptable to the community, and also that the proposed 60-day down time for improvements would result in too much lost revenue to the City. One panelist stated the work proposed could be done on days the Concession is already closed or after operating hours. The panelists found JJ Management's proposed improvements appropriate for the Concession, but found those by Rowena were more targeted to the needs of the Concession. It should also be noted that JJ Management did not submit a cost for its proposed optional Concession Improvements, as required in Section V.A.6 of the RFP.

### Staff Review

Staff continued its analysis of the proposals to determine which represented the best prospective concessionaire for this agreement.

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In analyzing the proformas of each proposer, staff found Rowena's proforma to be sustainable and realistic for the Concession based on Rowena's past performance and conservative estimate of annual growth (5.28%) based on the current growth of the Concession.

For comparison, staff researched the Consumer Price Index (CPI) and found that between July 2011 and July 2012, the CPI rose 1.9% (Attachment D). Rowena projects 4.76% growth annually for Years 2 through 5. It is unknown what percentage growth they are predicting for Year 1; as of July 2012, the Concession has earned \$332,478.13. Assuming the latter half of 2012 mirrors the first, the Concession will earn approximately \$664,956.26, putting growth for Year 1 at 5.28%.

Staff determined that a fair comparison would be between the CPI and the Rowena's projected growth, or 3.5% annual growth. The Department also used the projected gross revenue for 2012 as a basis for its own projections. Attachment E-1 shows the difference between the actual growth and the Department's projections. Attachments E-2, E-3, and E-4 show the proforma projections of Rowena, JJ Management, and Trimana, respectively.

Staff extrapolated data from the proformas and determined that although Rowena's revenue-sharing fee was ranked third by the panel, it would actually return more rent to the City based on the proposer's conservative estimate of growth and the proposer's past performance. Using the numbers provided in the proformas, the difference in the revenue-sharing fees over the five years of the contract would be as follows:

<b>Revenue-Sharing Projections (Total For Years 1 through 5)</b>		
<b>Rowena</b>	<b>JJ Management</b>	<b>Difference</b>
\$310,319	\$218,752	\$91,567
<b>Rowena</b>	<b>Trimana</b>	<b>Difference</b>
\$310,319	\$233,236	\$77,083

By awarding to the incumbent, the City stands to make substantially more in revenue-sharing fees.

Staff also conducted a check of the business and financial references provided by Rowena. Staff was able to speak to two of the three business references. Both business references consistently rated Rowena "Exceptional" in terms of overall performance, responsiveness, company knowledge and experience, and quality of services. The references uniformly consider Rowena a "good customer" with whom they enjoy working.

Of the three financial references, one was unable to speak to staff due to client confidentiality. The other two financial references rated Rowena "Above Average" and consider Rowena a "good client." One reference categorized Rowena's financial account as "stable" and stated they are a client "in good standing."

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Staff's review findings support the results and recommendation of the panel. No information was uncovered that would support a different recommendation than that of the panel. Staff therefore concurs with the review panel's findings and staff recommends Rowena Partners, LLC for award of this concession.

Charter Section 1022

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

On May 19, 2010, the Personnel Department completed a Charter Section 1022 review (Attachment F) and determined there was no City classification that "would include food and beverage service as an essential function." Furthermore, although there are some City classifications that could perform some of the work, that work would exceed City staffing availability.

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

Staff reviewed the panel's ranking and scoring sheets, and Rowena's proposal, and concurs with the recommendation to award the Fern Dell Refreshment Stand Concession to Rowena Partners, LLC.

Rowena Partners, LLC has been the incumbent operator at the Concession since a pilot permit to begin improvements to the existing facility was signed on March 12, 2004, and is deemed to have the necessary background and experience to operate the Concession.

FISCAL IMPACT STATEMENT:

Based on the financial projections provided in Attachment E-2, it is estimated that during the five-year term of the concession agreement, approximately \$310,319 will be paid in rent to the Department. Of that amount, 90% (approximately \$279,287) will be deposited in the Department's General Fund and 10% (approximately \$31,032) will be deposited into the Concession Improvement Account. The contractor will provide any approved optional concession improvements at the contractor's expense.

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

**HIGH RISE GOODIES RESTAURANT GROUP/TRIMANA  
FERN DELL REFRESHMENT STAND CONCESSION RFP  
LEVEL I EVALUATION**

<b>I. Compliance Documents</b>		<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
1.	Affidavit of Non-Collusion	Yes	Yes	
2.	Disposition of Proposals	Yes	Yes	
3.	Affirmative Action Plan	Yes	Yes	Did not fill out Page 2 (RFP IV.B.4.c); waivable per City Attorney
4.	Contractor Responsibility Questionnaire	Yes	Yes	Did not complete form (RFP IV.B.4.d); waivable per City Attorney
5.	Equal Benefits Ordinance Statement	Yes	Yes	
6.	Worker Retention Ordinance Forms	No	N/A	Optional - Not applying for exemption
7.	BIP Outreach	Yes	No	Did not submit Schedule A per Exhibit B-2; do not need clarification because proposal is Non-Responsive due to lack of CEC Form 55
8.	CEC Form 50	Yes	Yes	
9.	CEC Form 55	No	No	Did not submit; not waivable per City Attorney
<b>II. Submittal Documents</b>		<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
10.	Cover Letter	Yes	Yes	
11.	Proposal Deposit	Yes	Yes	
12.	Ability to Finance	Yes	Yes	Did not submit 12 months of bank statements per RFP Sec. V.A.1.3.1; waivable per City Attorney
13.	Background and Experience	Yes	Yes	
14.	Proposed Business Plan For This Concession	Yes	Yes	
15.	Proposed Revenue-Sharing Fee and Payment to City	Yes	Yes	Did not submit organizational chart per RFP Sec. V.A.2.1.4, but a description is given
16.	On-Going Refurbishment, Improvements, and Maintenance	Yes	Yes	
17.	Concession Improvements	Yes	Yes	This item is optional

**JJ MANAGEMENT COMPANY  
FERN DELL REFRESHMENT STAND CONCESSION RFP  
LEVEL I EVALUATION**

<b>I. Compliance Documents</b>		<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
1.	Affidavit of Non-Collusion	Yes	Yes	
2.	Disposition of Proposals	Yes	Yes	
3.	Affirmative Action Plan	Yes	Yes	
4.	Contractor Responsibility Questionnaire	Yes	Yes	
5.	Equal Benefits Ordinance Statement	Yes	Yes	
6.	Worker Retention Ordinance Forms	No	N/A	Optional - Not applying for exemption
7.	BIP Outreach	Yes	Yes	
8.	CEC Form 50	Yes	Yes	
9.	CEC Form 55	No	No	Did not submit; not waivable per City Attorney
<b>II. Submittal Documents</b>		<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
10.	Cover Letter	Yes	Yes	
11.	Proposal Deposit	Yes	Yes	
12.	Ability to Finance	Yes	Yes	
13.	Background and Experience	Yes	Yes	Did not give years and months per RFP Sec. V.A.2.1.2, but did give dates
14.	Proposed Business Plan For This Concession	Yes	Yes	
15.	Proposed Revenue-Sharing Fee and Payment to City	Yes	Yes	
16.	On-Going Refurbishment, Improvements, and Maintenance	Yes	Yes	
17.	Concession Improvements	Yes	Yes	This item is optional

**ROWENA PARTNERS LLC  
FERN DELL REFRESHMENT STAND CONCESSION RFP  
LEVEL I EVALUATION**

<b>I. Compliance Documents</b>		<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
1.	Affidavit of Non-Collusion	Yes	Yes	
2.	Disposition of Proposals	Yes	Yes	
3.	Affirmative Action Plan	Yes	Yes	
4.	Contractor Responsibility Questionnaire	Yes	Yes	
5.	Equal Benefits Ordinance Statement	Yes	Yes	
6.	Living Wage/Service Contract Worker Retention Ordinance Forms	No	N/A	Optional - Not applying for exemption
7.	BIP Outreach	Yes	Yes	Did not submit Schedule A per Exhibit B-2; clarification requested per BCA; received clarification and Schedule A matching BAVN Summary Sheet
8.	CEC Form 50	Yes	Yes	
9.	CEC Form 55	Yes	Yes	
<b>II. Submittal Documents</b>		<b>Submitted</b>	<b>In Compliance</b>	<b>Comments</b>
10.	Cover Letter	Yes	Yes	Incumbent currently uses Concession address as mailing address
11.	Proposal Deposit	Yes	Yes	
12.	Ability to Finance	Yes	Yes	Did not explicitly state amount to be funded per RFP Sec. V.A.1.2; however, only one source of funding provided, thus compliant
13.	Background and Experience	Yes	Yes	
14.	Proposed Business Plan For This Concession	Yes	Yes	
15.	Proposed Revenue-Sharing Fee and Payment to City	Yes	Yes	
16.	On-Going Refurbishment, Improvements, and Maintenance	Yes	Yes	
17.	Concession Improvements	Yes	Yes	This item is optional

**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: August 9, 2012

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

Attn: Attn: Désirée Guzzetta, Management Analyst II

From: Dellilah Puche, Administrative Analyst, City Administrative Officer  
Joe Salaiques, Principal Park Services Supervisor, Recreation and Parks  
Mona Samuels-Sego, Police Performance Auditor, Los Angeles Police

Subject: **FERN DELL REFRESHMENT STAND CONCESSION – PANEL EVALUATION AND RECOMMENDATION**

The Fern Dell concession is located in a community-based area within Griffith Park. The design of the facility corresponds with the neighboring area and nearby recreational activities, which include hiking, horseback riding, the Greek Theatre, and Griffith Observatory.

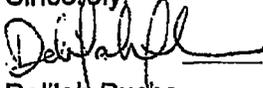
On August 1, 2012, a panel consisting of City staff conducted interviews for the operation and maintenance of the Fern Dell Refreshment Stand. Upon completion of the interviews, the panel scored and ranked each of the proposals based on the goals and criteria detailed in the Request for Proposal. The following table reflects the final score by each panel member for each of the proposals:

	Rowena Partners LLC	High Rise Goodies Restaurant Group / Trimana	JJ Management Company
D. Puche	93	91	89
J. Salaiques	97	83	92
M. Samuels-Sego	94	89	93

Based on the scoring of the proposals, the panel recommends award of the Fern Dell Concession to Rowena Partners LLC. The recommended proposal was the highest evaluated proposal by all panel members. The panel considered the needs of the community, the residents and the uniqueness of the concession in evaluating each proposal. Rowena Partners LLC has demonstrated the ability to successfully operate the concession and improve community relations since its opening in 2006.

Please let me know if you have questions or need further assistance. On behalf of the panel, I would like to thank you for the opportunity to participate in the Request for Proposal process for Fern Dell concession.

Sincerely,



Dellilah Puche

**DEPARTMENT OF RECREATION AND PARKS  
REQUEST FOR PROPOSALS  
FOR THE OPERATION AND MAINTENANCE OF THE  
FERN DELL REFRESHMENT STAND CONCESSION  
RANKING AND SCORING SHEET**

HIGH RISE GOODIES RESTAURANT GROUP/TRIMANA	Max No. of Points (Score)	Score	Rank	Comments
Ability to Finance	10	9	2	Has cash for start up of the concession. Tries not to operate on loans.
Background and Experience	25	24	2	Experienced seemed to focus on office-like eateries or cafes. Has several businesses throughout the City of Los Angeles.
Proposed Business Plan For This Concession	20	19	2	Focused on serving a healthy menu. Has an existing commissary. Plans to market the concession through social media and self advertise or use a mass email distribution. Did not seem familiar or aware of the surrounding community or residents. Submitted two menus depending on the use of the grill.
Proposed Revenue-Sharing Fee and Payment to City	25	25	1	Projections are a conservative estimate. Proposes 8 percent of total net sales. Projections are inline with the existing revenue/rent.
On-Going Refurbishments, Improvements, and Maintenance	10	7	3	The proposer will budget \$200.00 per month for preventive maintenance and increase over the years.
Concession Improvements	10	7	3	Proposer plans to replace tiles and panels in interior, paint to both interior and exterior. Plans to add seating and a new Point of Sale to reduce wait time and congestion at pickup window. Plans to add a grill to the facility if feasible.
<b>TOTAL SCORE and OVERALL RANK</b>	<b>100</b>	<b>91</b>	<b>2</b>	

ROWENA PARTNERS LLC	Max No. of Points (Score)	Score	Rank	Comments
Ability to Finance	10	6	3	Proposal did not demonstrate or provide a clear understanding of available reserves.
Background and Experience	25	25	1	Very experienced with the operation of a unique facility in this setting. Knew the community and surrounding customer relations. Demonstrated the ability to increase revenue over several years.
Proposed Business Plan For This Concession	20	20	1	Knew the limits for advertising and customer capacity. Promotes community outreach and special events for the community.
Proposed Revenue-Sharing Fee and Payment to City	25	22	3	The 8 percent sharing was revised by Recreation and Parks for the past few years. Proposes no changes to the existing rate. Revenue is expected to increase based on prior year data and with the upgrades/improvements.
On-Going Refurbishments, Improvements, and Maintenance	10	10	1	Proposes \$7,000 annually. Regular scheduled maintenance of refrigeration, pest control, landscaping, hood cleaning, water filtration, and routine cleaning. Paints the patio tables, maintains the restrooms, stains wood and planter boxes on a regular basis.
Concession Improvements	10	10	1	The proposer plans to add storage space to the rear of the facility, install a retractable awning, refurbish and paint restroom exterior, and replace the service windows during the first year of the contract. The proposer has an understanding of the improvements required to take the facility to the next level.
<b>TOTAL SCORE and OVERALL RANK</b>	<b>100</b>	<b>93</b>	<b>1</b>	

JJ MANAGEMENT COMPANY	Max No. of Points (Score)	Score	Rank	Comments
Ability to Finance	10	10	1	Has \$500K in cash reserves not tied to other businesses.
Background and Experience	25	21	3	New management company. Owner has experience with two other restaurants.
Proposed Business Plan For This Concession	20	17	3	Focused on providing good food quality and promoting a healthy menu. Will use an accountant for cash register reconciliation.
Proposed Revenue-Sharing Fee and Payment to City	25	24	2	Proposes 11.7 percent of gross receipts. Projections at year ten are less than current year revenues for this concession.
On-Going Refurbishments, Improvements, and Maintenance	10	8	2	Plans to set aside \$22,000 for second through fifth year of contract. Will have funds for paint and moderate upgrades or improvements.

*of*

DEPARTMENT OF RECREATION AND PARKS  
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Concession Improvements	10	9	2	The proposer plans to add a wooden pergola over the patio area. The proposer also plans to plant trees, install a patio heater, provide fountain bowls for dogs, install a reverse osmosis water purification system, replace front shelf, replace trash cans, install a bike rack, and replace signs.
<b>TOTAL SCORE and OVERALL RANK</b>	<b>100</b>	<b>89</b>		

Delilah Puche  
Panelist Name (Print)

  
Signature

August 9, 2012  
Date

**DEPARTMENT OF RECREATION AND PARKS  
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HIGH RISE GOODIES RESTAURANT GROUP/TRIMANA	Max No of Points (Score)	Score	Rank	Comments
Ability to Finance	10	10	1	Shows strong ability to finance with available cash and credit line
Background and Experience	25	21	4	Small to medium sized cafes in office setting. Model does not fit the Fern Dell Stand operation
Proposed Business Plan For This Concession	20	18	3	Fair to good ideas on a business plan by improving appliances Lacks commitment to onsite owner/manager
Proposed Revenue Sharing Fee and Payment to City	25	22	3	Tiered progressive model based on revenue targets Base is 8% to 16% capping
On Going Refurbishments, Improvements, and Maintenance	10	7	3	Vague on details. Too little monthly commitment.
Concession Improvements	10	7	3	Mostly interior. Proposer claimed he would not make changes to the exterior except to install phone chargers and TVs
<b>TOTAL SCORE and OVERALL RANK</b>	<b>100</b>	<b>85</b>	<b>3</b>	

ROWENA PARTNERS LLC	Max No of Points (Score)	Score	Rank	Comments
Ability to Finance	10	7	3	Weak cash reserves according to bank statements
Background and Experience	26	28	1	Incumbent with excellent experience. Revenue increases annually by 34% last 5 years. Good relationship with the community.
Proposed Business Plan For This Concession	20	20	1	Continue to have owner/manager oversight. Community outreach by offering organized programming such as hikes and information kiosks
Proposed Revenue Sharing Fee and Payment to City	25	25	1	8% revenue sharing fee
On Going Refurbishments, Improvements, and Maintenance	10	10	1	\$7000 for annual maintenance. Pest control, painting etc
Concession Improvements	10	10	1	Good list of improvements including an information kiosk, intractable seating and window improvements
<b>TOTAL SCORE and OVERALL RANK</b>	<b>100</b>	<b>97</b>	<b>1</b>	

JJ MANAGEMENT COMPANY	Max No of Points (Score)	Score	Rank	Comments
Ability to Finance	10	8	2	Strong cash reserves available
Background and Experience	25	23	2	Currently operates 2 locations in office building setting. To some degree understands needs of the park patrons
Proposed Business Plan For This Concession	20	19	2	Make improvements to infrastructure Has some understanding of the patron base
Proposed Revenue Sharing Fee and Payment to City	25	24	2	Offers 11.7 % revenue sharing fee. May be too high to sustain.
On Going Refurbishments, Improvements, and Maintenance	10	9	2	Vague description. Not clear on purpose
Concession Improvements	10	9	2	Shows interest in park users by providing pet water fountains and bicycle racks.
<b>TOTAL SCORE and OVERALL RANK</b>	<b>100</b>	<b>92</b>	<b>2</b>	

Joe Salaries

Parkist Name (Print)

*Joe Salaries*  
Signature

8-Aug-12  
Date

**DEPARTMENT OF RECREATION AND PARKS  
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HIGH RISE GOODIES RESTAURANT GROUP/TRIMANA	Max No. of Points (Score)	Score	Rank	Comments
Ability to Finance	10	10	1	Trimana's upfront investment will be \$72,000 if a grill unit can be installed, \$62,000 if it cannot (includes \$3,000 Performance Deposit). Trimana stated that they will fund with cash reserves; states no other funding sources necessary. I believe Trimana has the ability to successfully operate all aspects of the business.
Background and Experience	25	22	3	Trimana was established in 1985 with one location in downtown Los Angeles and now has 66 locations throughout Los Angeles. The company is based in Los Angeles and the owners, senior managers, and executive corporate chefs live in the Los Angeles area. The company employs more than 270 people at 66 locations and has a main central Commissary for mass-producing entrees, soups, and salads, which enables diversity in menu items; delivers daily to all its locations. Trimana has a vast amount of experience managing concessions in big business buildings however, the Trails is a community based concession catering to an urban wilderness crowd. Trimana's commercial experience may not fit with this community.
Proposed Business Plan For This Concession	20	17	3	Trimana's plan is to staff with one full-time store manager who has 20 years of experience in restaurant management and staff will include 3 full-time and 3 part-time employees, plus one assistant manager. Trimana has a pool of 200 employees at other locations in case extra staffing is required on weekends and holidays. It also has centralized HR will hire and train all employees for concession. This plan meets the objectives of the City because it is very comprehensive and addresses all components staffing, training, marketing, customer service, accounting, food and beverage service, patio decor, equipment, additional services, and estimated gross revenues, however, I have concerns regarding community outreach. It was mentioned during our interviews that the homeowners would prefer not to smell food grilling and Trimana would like to propose a grill combo unit if possible.
Proposed Revenue-Sharing Fee and Payment to City	25	24	2	Trimana has proposed 8% of total net sales or a base rent of \$4,000 per month, whichever is higher and proposes to determine percentage of sales annually and pay any amount due to City by February 15 of following year. If yearly net sales total more than \$650,000, rent percentage will increase to 9%. If yearly net sales total more than \$760,000, rent percentage will increase to 10%. This seems to be sensible.
On-Going Refurbishments, Improvements, and Maintenance	10	9	2	Trimana's plan is to budget approximately \$200 per month for preventative maintenance first year and the budget will increase years 2 - 5, bi-weekly pest control and semi-annual "Hydro Jet" of plumbing, \$200 per month for ongoing refurbishment to the concession stand, increases to \$300 per month in year 3 of contract, and routine maintenance semi-annually or as needed. This detailed schedule and the cost seems appropriate for the proposal.
Concession Improvements	10	7	3	Trimana proposes to replace tiles and panels in interior; paint interior and exterior; install new HVAC, propose that improvements will take approximately 45 days to complete; however, estimated down time is a maximum of 60 days (shorter if work can be completed after hours) and estimated budget for all work is \$15,000. I have a concern with the 60 day down time which results in loss revenues. I believe these repairs can be handled for this small outdoor cafe in a shorter period of time however, part of that time would include the install of the HVAC. The concerns of the community regarding grilling would eliminate the need for this work. In addition, the Trails is open for business 8:00-6:30pm, Tuesday through Sunday and much of this work can be done before and after hours and on Mondays. I'm not sure this was considered.

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<b>TOTAL SCORE and OVERALL RANK</b>	100	89	3	The Trails is a very unique concession in the middle of one the biggest city parks in the nation and Upscale Los Feliz community. This outdoor cafe location in the midst of the woods, takes a very creative person to run it. It would be difficult for an entity like Trimana to run it because they are extremely commercial.
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ROWENA PARTNERS LLC	Max No. of Points (Score)	Score	Rank	Comments
Ability to Finance	10	7	3	Rowena's proposed upfront investment \$6,000 (includes \$3,000 Performance Deposit, \$2,000 for inventory, and \$1,000 for operating supplies) to fund with cash seems reasonable since Rowena is currently running the concession. Rowena's Gross Revenues in 2010 were over 500,000 even though bank statements for the last months of 2010, Sept, Oct, Nov, and Dec showed 3,669, 1,166, 950, 2,129, respectively. I believe Rowena has the ability to successfully operate all aspects of the business.
Background and Experience	25	25	1	Rowena was established in 2006 and has 11 employees, including Mario Petralia (Proprietor) and Jenny Park (Chef/Manager). Mr. Petralia is the sole owner of Rowena Partners LLC. The business is 6 years, 4 months old and started as The Trails and became Rowena in 2006. Mr. Petralia and manager have proven that they can successfully operate a business.
Proposed Business Plan For This Concession	20	20	1	Rowena's Proposed Business Plan for this concession appears to be very sound. This plan exceeds the objectives of the City because it is very comprehensive and addresses all components: staffing, training, marketing, community outreach, customer service, accounting, food and beverage service, patio decor, equipment, additional services, and estimated gross revenues.
Proposed Revenue-Sharing Fee and Payment to City	25	22	3	Rowena's proposed 8% on gross receipts for all goods sold (food, beverage, other merchandise) was based on revenue-sharing fee paid for past five years. This seems to be reasonable.
On-Going Refurbishments, Improvements, and Maintenance	10	10	1	Rowena is proposing a minimum cost of maintenance of \$7,000 annually which Mr. Petralia states it's currently running. The proposed maintenance schedule is as follows: All refrigeration (including HVAC) serviced once a month; pest control via Western Exterminator twice a month; landscaping/gardening services twice a week; hood cleaning serviced two to three times per year; water filtration system serviced bi-monthly; detailed cleaning of interior, exterior, and restrooms once per week and as-needed; routine cleaning daily; drain maintenance serviced bi-monthly; has plumber and electrician on-call. Paints patio tables regularly (approved by Department); stains wood when it shows wear; stains planter boxes when they show wear; maintains restrooms daily, with weekly and as-needed restocking; replaces equipment that cannot be repaired by Department; stains wood when it shows wear; stains planter boxes when they show wear; maintains restrooms daily, with weekly and as-needed restocking; replaces equipment that cannot be repaired. This detailed schedule and the cost seems most appropriate for the proposal.

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Concession Improvements	10	10	1	Rowena is proposing to add storage space to the back of the building during first year of contract; space would be approximately 10' x 13'; estimated cost is \$30,000; install retractable awning during first year of contract; awning would be placed at front of building, estimated cost is \$2,700; refurbish and paint restroom exterior during first year of contract estimated cost is \$1,876; replace existing service windows during first year of contract (would like to replace glass with a fixed screen on upper half of glass to enable better communication with customers), estimated cost is \$600; and install information kiosk where old pay phone is located during first year of contract; kiosk could house maps and other literature related to Griffith Park, estimated cost is \$500. Since Mr. Petralla has been running the concession and he has a vision on what is needed at a reasonable cost to address the community. These improvements seem to be sound, practical and sustainable.
<b>TOTAL SCORE and OVERALL RANK</b>	<b>100</b>	<b>84</b>	<b>1</b>	Mr Petralla (Rowena/Tralls) has transformed an empty, vacant space to a popular hot spot in the Griffith Park Community as indicated in the Press and Community writeups. I had the opportunity to view the restaurant, menu, and observe the customers and operations. This is truly a unique concession and location and it takes a very creative person like Mr. Petralla to run it.

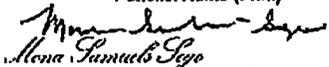
JJ MANAGEMENT COMPANY	Max No. of Points (Score)	Score	Rank	Comments
Ability to Finance	10	9	2	JJ Management proposed upfront investment estimated at \$64,785 (includes \$20,000 for "unforeseen" miscellaneous expenses and \$3,000 Performance Deposit) and will fund with cash reserves; states no other funding sources necessary. They also proposed that if more capital is required than anticipated, they have a \$475,000 line of credit at Cit Bank and currently have \$502,000 in cash reserves available. I believe JJ Management has the ability to successfully operate all aspects of the business.
Background and Experience	25	24	2	JJ Management is a new entity established on 10/5/11 for the Fern Dell Concession RFP. This company is based in Industry, CA and Partner Angle Park has managed Crossroads Cafe since 2007 (Cafe in business since 1986) and Charley's Grilled Sub since 2007. JJ Management has a great amount of experience managing concessions however, the Tralls cafe is rustic and caters to an urban crowd and their experience may not fit with this community.
Proposed Business Plan For This Concession	20	19	2	JJ Management's plan is to staff one operation partner (Ms. Park), one managing partner (Mr. Leo), one chef/baker and 10 staff (work crew to be hired if contract awarded); full-time vs. part-time not clarified. This plan exceeds the objectives of the City because it is very comprehensive and addresses all components staffing, training, marketing, community outreach, customer service, accounting, food and beverage service, patio decor, equipment, additional services, and estimated gross revenues.
Proposed Revenue-Sharing Fee and Payment to City	25	25	1	JJ Management is proposing 11.7% of gross receipts on food and beverage and 11.7% of gross receipts on "all other". The numbers are based on comparing the Fern Dell concession to other City concessions (specifically Griffith Park Golf Course Restaurant and Sherman Oaks Casile Park). This seems to be practical.

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On-Going Refurbishments, Improvements, and Maintenance	10	7	3	JJ Management proposes to set aside \$22,000 for the second through fifth year of contract for refurbishment, improvements, and maintenance. If the first renewal option is exercised they will set aside another \$22,000 for the next five years of the contract. If the second renewal option is exercised, they will set aside another \$22,000 (\$66,000 total for 15 years). They are proposing the funding to come from profits from concession. I'm not clear that JJ Management has a vision on maintenance costs because there wasn't a detailed list on what specifically needs to be maintained.
Concession Improvements	10	9	2	JJ Management plans to install a wooden pergola over the patio area estimated to take five days to install (plan to install September or October of first year of operation) and they do not anticipate any down time from installation, plant ivy trees or similar plants to grow on pergola, install stainless steel patio heater; estimates it will take one day to assemble; no down time, provide "fountain" bowls for dogs (bowls are small, plug into electrical outlet, provide flowing water for animals), as many people bring their dogs to the Park; estimates it will take two days to assemble all bowls; no down time, install a Reverse Osmosis Water Purification System; estimates it will take one day to install; no down time anticipated (will pick "slowest day" to install, replace stainless steel shelf in front of window with a wider stainless steel shelf; estimates approximately one week for shelf to be manufactured, and one day to install; may need to close for a few hours to complete installation, replace trash cans and recycling bin with wooden barrels to match decor; estimates one week to order and manufacture, and one day to install; no down time, install bike rack for customer use; estimates one day to install; no down time and replace all signs at concession with new wooden signs; estimates one day to install; no down time and no estimated budget/costs included. These improvements seem to be sound, practical and sustainable.
TOTAL SCORE and OVERALL RANK	100	93	2	JJ Management can handle a small venue like the Trails however, this is a unique concession and location and it takes a special blend of an earthy, yet trendy, and creative person and culture to continue to meet the needs of the community. I'm not certain that JJ management can mesh long term with this community.

Mona Samuels-Sego

Panelist Name (Print)



Mona Samuels-Sego

Signature

8/9/2012

Date

**FERN DELL REFRESHMENT STAND CONCESSION  
REQUEST FOR PROPOSAL**

**Evaluation Panel Scoring and Ranking**

The individuals on the panel were as follows:

- Delilah Puche, Administrative Analyst II, City Administrative Officer, who has extensive experience working in budget and finance;
- Joe Salaices, Principal Park Services Attendant, Recreation and Parks, who is the Division Head of the Park Services Unit and deals with the community served by the Concession;
- Dr. Mona Samuels-Sego, Police Performance Auditor, Police Commission/Office of the Inspector General, Los Angeles Police Department (LAPD), who has 25 years of experience doing complex audits and reviews, including reviews of grants and contracts.

The aggregate panel scores are summarized as follows:

Rating Criteria	Rowena Partners LLC		JJ Management Company		High Rise Goodies Restaurant Group/ Trimana	
Ability to Finance	R3	20	R2	27	R1	29
Background and Experience	R1	75	R2	68	R3	67
Proposed Business Plan For This Concession	R1	60	R2	55	R3	52
Proposed Revenue-Sharing Fee and Payment to City	R3	69	R1	73	R2	71
On-Going Refurbishment, Improvements, and Maintenance	R1	30	R2	24	R3	23
Concession Improvements	R1	30	R2	27	R3	21
Total	R1	284	R2	274	R3	263

**FERN DELL REFRESHMENT STAND CONCESSION  
REQUEST FOR PROPOSALS (CON-M11-002)  
RANK BY PROPOSER**

<b>ROWENA PARTNERS LLC</b>	<b>Puche</b>	<b>Salaices</b>	<b>Samuels- Sego</b>	
Ability to Finance	3	3	3	
Background and Experience	1	1	1	
Proposed Business Plan For This Concession	1	1	1	
Proposed Revenue-Sharing Fee and Payment to City	3	1	3	
On-Going Refurbishment, Improvements, and Maintenance	1	1	1	
Concession Improvements	1	1	1	
<b>OVERALL RANK</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

<b>JJ MANAGEMENT COMPANY</b>	<b>Puche</b>	<b>Salaices</b>	<b>Samuels- Sego</b>	
Ability to Finance	1	2	2	
Background and Experience	3	2	2	
Proposed Business Plan For This Concession	3	2	2	
Proposed Revenue-Sharing Fee and Payment to City	2	2	1	
On-Going Refurbishment, Improvements, and Maintenance	2	2	3	
Concession Improvements	2	2	2	
<b>OVERALL RANK</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>

<b>HIGH RISE GOODIES RESTAURANT GROUP/TRIMANA</b>	<b>Puche</b>	<b>Salaices</b>	<b>Samuels- Sego</b>	
Ability to Finance	2	1	1	
Background and Experience	2	3	3	
Proposed Business Plan For This Concession	2	3	3	
Proposed Revenue-Sharing Fee and Payment to City	1	3	2	
On-Going Refurbishment, Improvements, and Maintenance	3	3	2	
Concession Improvements	3	3	3	
<b>OVERALL RANK</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

**FERN DELL REFRESHMENT STAND CONCESSION  
REQUEST FOR PROPOSALS (CON-M11-002)  
TOTAL POINTS (SCORE) BY PROPOSER**

<b>ROWENA PARTNERS LLC</b>	<b>Max No. of Points</b>	<b>Puche</b>	<b>Salaices</b>	<b>Samuels-Sego</b>	<b>TOTAL</b>
Ability to Finance	10	6	7	7	20
Background and Experience	25	25	25	25	75
Proposed Business Plan For This Concession	20	20	20	20	60
Proposed Revenue-Sharing Fee and Payment to City	25	22	25	22	69
On-Going Refurbishment, Improvements, and Maintenance	10	10	10	10	30
Concession Improvements	10	10	10	10	30
<b>TOTAL</b>	<b>100</b>	<b>93</b>	<b>97</b>	<b>94</b>	<b>284</b>

<b>JJ MANAGEMENT COMPANY</b>	<b>Max No. of Points</b>	<b>Puche</b>	<b>Salaices</b>	<b>Samuels-Sego</b>	<b>TOTAL</b>
Ability to Finance	10	10	8	9	27
Background and Experience	25	21	23	24	68
Proposed Business Plan For This Concession	20	17	19	19	55
Proposed Revenue-Sharing Fee and Payment to City	25	24	24	25	73
On-Going Refurbishment, Improvements, and Maintenance	10	8	9	7	24
Concession Improvements	10	9	9	9	27
<b>TOTAL</b>	<b>100</b>	<b>89</b>	<b>92</b>	<b>93</b>	<b>274</b>

<b>HIGH RISE GOODIES RESTAURANT GROUP/TRIMANA</b>	<b>Max No. of Points</b>	<b>Puche</b>	<b>Salaices</b>	<b>Samuels-Sego</b>	<b>TOTAL</b>
Ability to Finance	10	9	10	10	29
Background and Experience	25	24	21	22	67
Proposed Business Plan For This Concession	20	19	16	17	52
Proposed Revenue-Sharing Fee and Payment to City	25	25	22	24	71
On-Going Refurbishment, Improvements, and Maintenance	10	7	7	9	23
Concession Improvements	10	7	7	7	21
<b>TOTAL</b>	<b>100</b>	<b>91</b>	<b>83</b>	<b>89</b>	<b>263</b>

**RANK 1**  
**RANK 2**  
**RANK 3**

## Databases, Tables & Calculators by Subject

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**Series Id:** CUURA421SA0, CUUSA421SA0  
**Not Seasonally Adjusted**  
**Area:** Los Angeles-Riverside-Orange County, CA  
**Item:** All items  
**Base Period:** 1982-84=100

Download: .xls

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual	HALF1	HALF2
2002	178.9	180.1	181.1	182.2	182.6	181.9	182.2	183.0	183.4	183.7	184.0	183.7	182.2	181.1	183.3
2003	185.2	186.5	188.2	187.6	186.4	186.3	186.3	186.9	188.2	187.8	187.1	187.0	187.0	186.7	187.2
2004	188.5	190.1	191.5	191.9	193.3	193.7	193.4	193.1	194.5	196.3	196.9	195.2	193.2	191.5	194.9
2005	195.4	197.4	199.2	201.1	201.5	200.7	201.4	203.1	205.8	206.9	205.6	203.9	201.8	199.2	204.5
2006	206.0	207.5	208.5	210.5	212.4	211.1	211.4	211.9	212.9	211.4	211.1	210.6	210.4	209.3	211.6
2007	212.584	214.760	216.500	217.845	218.596	217.273	217.454	217.330	217.697	218.696	219.943	219.373	217.338	216.260	218.416
2008	220.918	221.431	223.606	224.625	226.651	229.033	229.886	228.484	227.449	226.159	222.229	219.620	225.008	224.377	225.638
2009	220.719	221.439	221.376	221.693	222.522	223.906	224.010	224.507	225.226	225.264	224.317	223.643	223.219	221.943	224.495
2010	224.610	224.620	225.483	225.916	226.438	225.877	225.991	226.373	226.048	226.794	225.941	226.639	225.894	225.491	226.298
2011	228.652	229.729	232.241	233.319	233.367	232.328	231.303	231.833	233.022	233.049	232.731	231.567	231.928	231.606	232.251
2012	233.441	234.537	236.941	236.866	237.032	236.025	235.776							235.807	

$$(235.776 - 231.303) / 231.303 = 1.9\%$$

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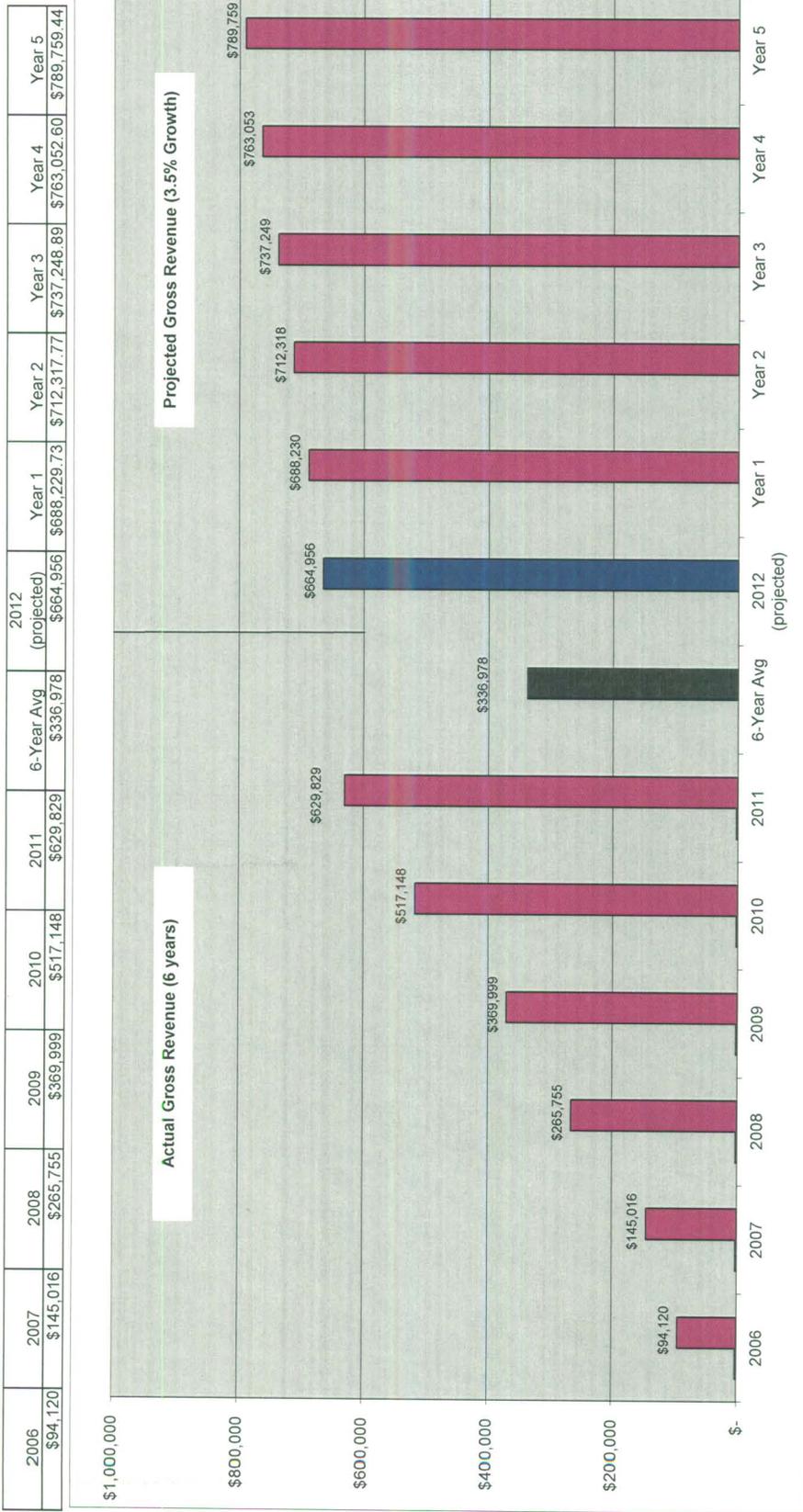
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FERN DELL REFRESHMENT STAND CONCESSION  
 ACTUAL AND PROJECTED GROSS REVENUE  
 ROWENA PARTNERS LLC AND DEPARTMENT OF RECREATION AND PARKS

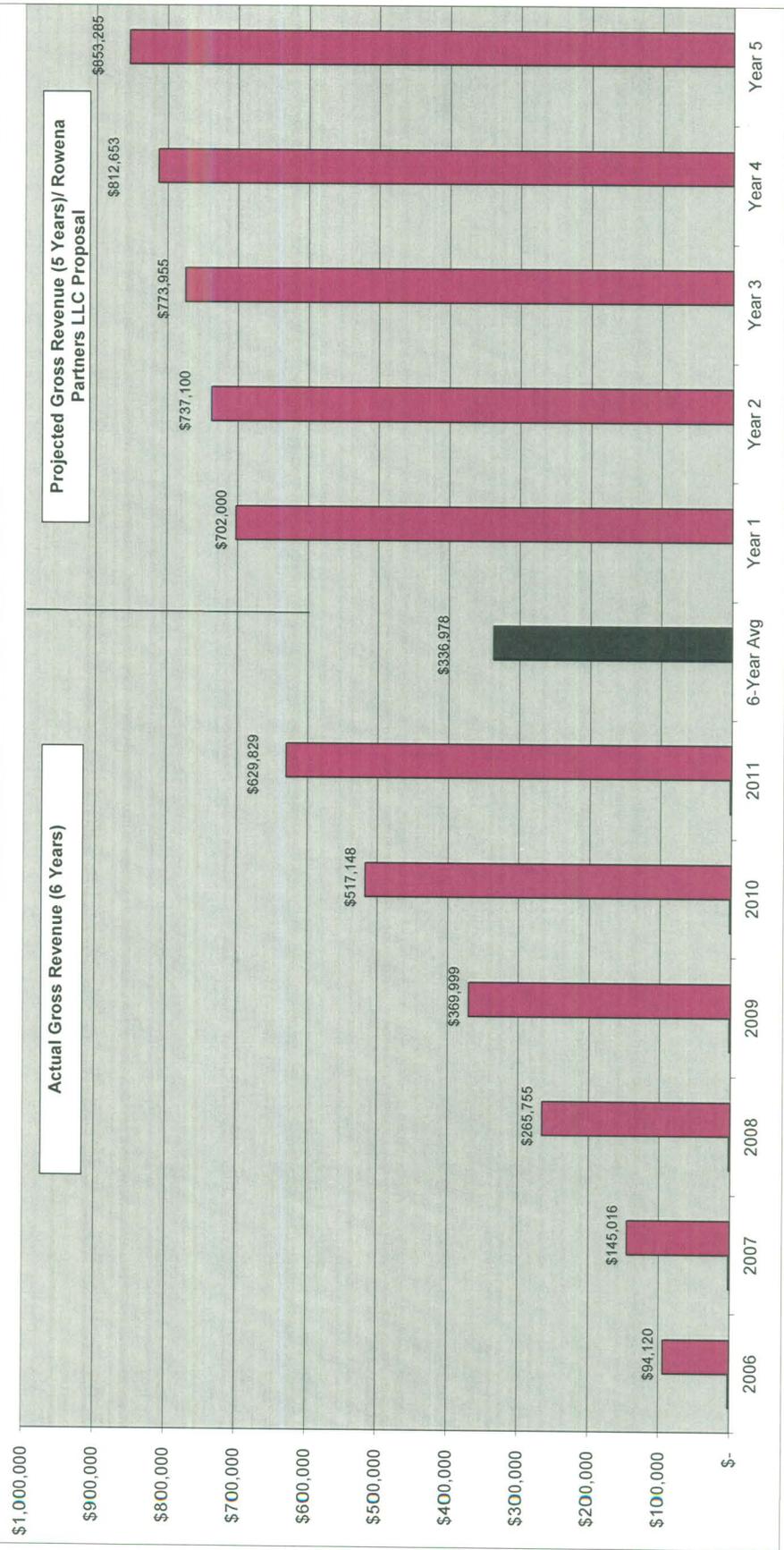
ACTUAL AND PROJECTED GROSS REVENUE (3.5% GROWTH PER YEAR) - FERN DELL REFRESHMENT STAND CONCESSION



FERN DELL REFRESHMENT STAND CONCESSION  
 6 YEAR ACTUAL GROSS REVENUE COMPARISON WITH  
 ROWENA PARTNERS LLC'S PROFORMA PROJECTION

ACTUAL AND PROJECTED GROSS REVENUE (BASED ON SUBMITTED PROFORMA) - FERN DELL REFRESHMENT STAND CONCESSION

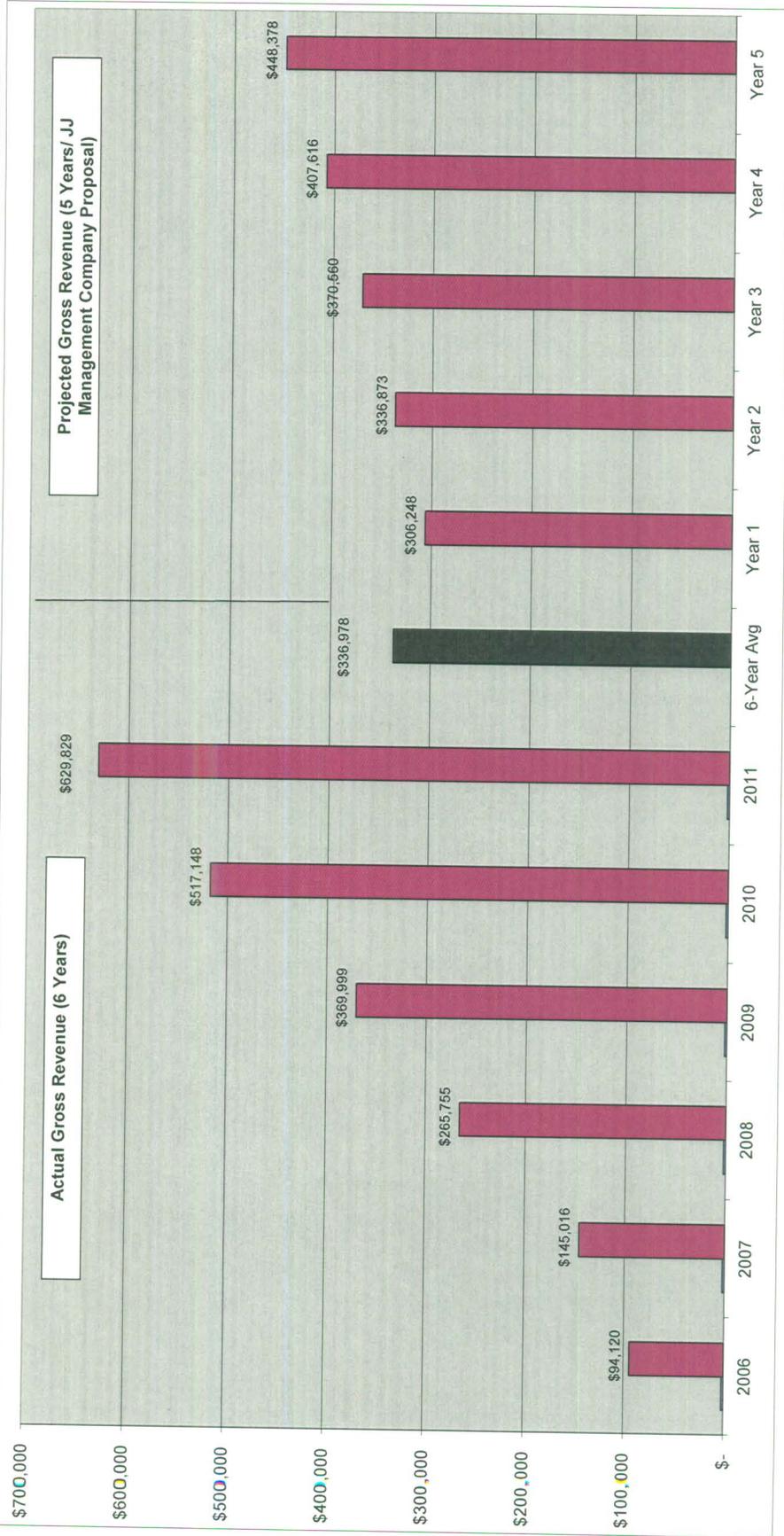
2006	2007	2008	2009	2010	2011	6-Year Avg	Year 1	Year 2	Year 3	Year 4	Year 5
\$94,120	\$145,016	\$265,755	\$369,999	\$517,148	\$629,829	\$336,978	\$702,000	\$737,100	\$773,955	\$812,653	\$853,285



FERN DELL REFRESHMENT STAND CONCESSION  
 6 YEAR ACTUAL GROSS REVENUE COMPARISON WITH  
 JJ MANAGEMENT COMPANY'S PROFORMA PROJECTION

ACTUAL AND PROJECTED GROSS REVENUE (BASED ON SUBMITTED PROFORMA) - FERN DELL REFRESHMENT STAND CONCESSION

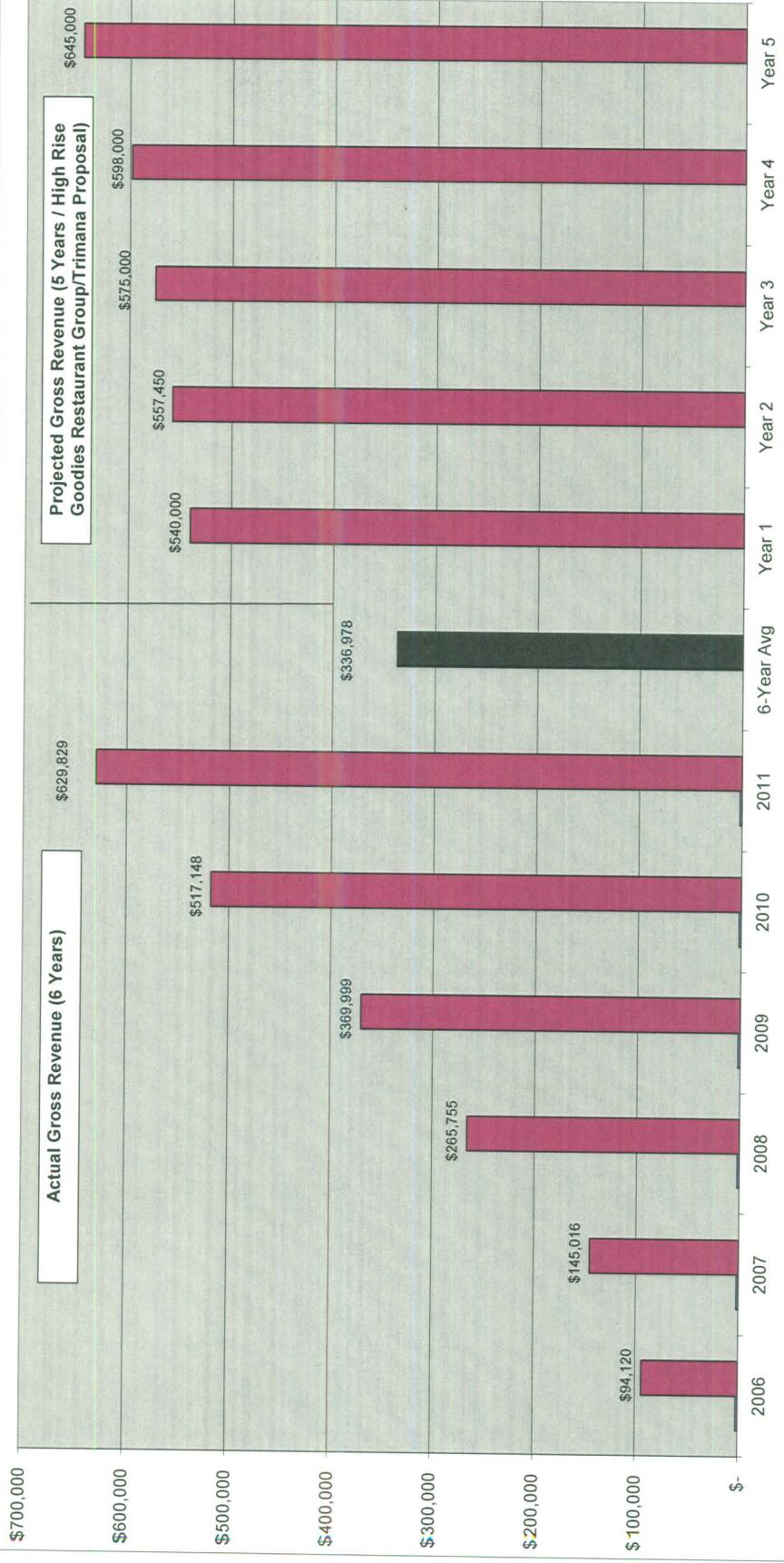
2006	2007	2008	2009	2010	2011	6-Year Avg	Year 1	Year 2	Year 3	Year 4	Year 5
\$94,120	\$145,016	\$265,755	\$369,999	\$517,148	\$629,829	\$336,978	\$306,248	\$336,873	\$370,560	\$407,616	\$448,378



FERN DELL REFRESHMENT STAND CONCESSION  
 6 YEAR ACTUAL GROSS REVENUE COMPARISON WITH  
 HIGH RISE GOODIES RESTAURANT GROUP/TRIMANA'S PROFORMA PROJECTION

ACTUAL AND PROJECTED GROSS REVENUE (BASED ON SUBMITTED PROFORMA) - FERN DELL REFRESHMENT STAND CONCESSION

2006	2007	2008	2009	2010	2011	6-Year Avg	Year 1	Year 2	Year 3	Year 4	Year 5
\$94,120	\$145,016	\$265,755	\$369,999	\$517,148	\$629,829	\$336,978	\$540,000	\$557,450	\$575,000	\$598,000	\$645,000



## PERSONNEL DEPARTMENT CONTRACT REVIEW REPORT

1. Requesting Department: Department of Recreation and Parks

2. Contacts:

Department: Désirée Guzzetta Phone No. (818) 243-6488 Fax No. 818-243-6451  
 CAO: Veronica Salumbides Phone No. 213-473-7561 Fax No. 213-473-7514

3. Work to be performed:

The Department of Recreation and Parks is seeking a contractor to manage the Fern Dell Refreshment Stand Concession. Job duties include: management and operation of a snack stand providing food and non-alcoholic beverages to the public; maintenance of the refreshment stand facility; customer service; marketing and promotion of business; and community relations with the surrounding neighborhoods.

4. Is this a contract renewal? Yes  No

5. Proposed length of contract: Five years with two five-year options at the discretion of the City.  
 Proposed Start Date: First quarter 2011.

6. Proposed cost of contract (if known): Unknown (revenue generating in past years)

7. Name of proposed contractor: Unknown

8. Unique or special qualifications required to perform the work:  
The operator must have knowledge and expertise in restaurant management and operations, marketing, and customer service.

9. Are there City employees that can perform some of the work being proposed for contracting?  
 Yes  No

<b>Classification</b>	<b>Department(s)</b>	<b>List Expires</b>
Concessions Manager (9247)	Airports	Exempt class
Park Services Attendant	Rec & Parks and Zoo	11/27/2010
Public Relations Specialist	Airports, Animal Services, Cultural Affairs, Convention Center, DWP, Disability, Harbor, Library, Police, PW Sanitation, Zoo	3/23/2011
Senior Clerk Typist	Various	No eligible list

If yes,

- a. Which class(es) and Department(s): Please see above.
- b. Is there sufficient Department staff available to perform the work? Yes  No
- c. Is there a current eligible list for the class(es)? Yes  No  Please see above.

- d. Estimated time to fill position(s) through CSC process? Unknown due to hiring freeze.
- e. Can the requesting department continue to employ staff hired for the project after project completion? Yes  No
- f. Are there City employees currently performing some of the work? Yes  No

10. Findings

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

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

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

**SUMMARY:**

The Department of Recreation and Parks is seeking a contractor to operate the Fern Dell Refreshment Stand that is located in Griffith Park. The concession stand serves snacks and non-alcoholic drinks. There are several City classifications that may perform some of the duties outlined in the contract. However, there is not any City Classification that would include food and beverage service as an essential function.

Submitted by: Cathy T. Tanaka  
Cathy T. Tanaka

Approved by: Shelly Del Rosario  
Shelly Del Rosario

Date: 5-19-13