

APPROVED

JUN 15 2006

REPORT OF GENERAL MANAGER

NO. 06-146

DATE June 7, 2006

BOARD OF RECREATION
and PARK COMMISSIONERS

C. D. 4

BOARD OF RECREATION AND PARK COMMISSIONERS

SUBJECT: GRIFFITH OBSERVATORY - VISITOR ACCESS PROGRAM - AWARD OF TIMED ENTRY RESERVATIONS TICKET AGREEMENT TO EXTREMETIX, INC., AND REQUEST FOR BEST AND FINAL PRICING FROM TOUR COACH CHARTER AND TRANSIT SYSTEMS, INC., FOR THE SHUTTLE/BUS AGREEMENT

J. Combs _____	H. Fujita _____
K. Regan _____	M. Shull _____
F. Mok _____	J. Kolb _____
S. Huntley _____	*B. Jensen _____

Robert H. Jensen (for)

 General Manager

Approved _____

Disapproved _____

Withdrawn _____

RECOMMENDATION:

That the Board:

1. Find that Tour Coach Charter and Transit Systems, Inc., are the best responsive proposers for shuttle/bus services to Griffith Observatory and direct staff to request Tour Coach Charter and Transit Systems Unlimited, Inc., to make a best and final offer on per person price for service;
2. Award a personal services contract to Extremetix, Inc., for provision of timed entry reservation tickets to visitors of Griffith Observatory;
3. Approve a one-year personal services agreement, with extensions up to two additional years, with Extremetix, Inc., substantially as on file in the Board office, subject to review and approval of the Mayor in accordance with Executive Directive No. 3, and subject to review and approval by the City Attorney as to form;
4. Direct the Board Secretary to transmit forthwith the proposed agreement to the Mayor and City Attorney for expedited review; and,
5. Authorize the Board President and Secretary to execute the agreement subsequent to receipt of necessary approvals.

REPORT OF GENERAL MANAGER

PG. 2

NO. 06-146

SUMMARY:

The world-famous Griffith Observatory will reopen to the public in late October or early November of 2006. Prior to closure, visitorship was over 2 million annually, with an unidentified additional number of visitors coming to the environs for the view but not counted in building entry admission numbers. Also, pre-closing length of visit was less than one-hour average. With the new show in the Samuel Oschin planetarium, more than 60 new exhibits, and an expansion both in the interior for exhibits and of terraces for the view, length-of-stay will likely be at least two hours, and up to three for those seeing the show. Demand to see the new Griffith Observatory will overwhelm the residential access roads and modest parking availability, as well as the building capacity itself, if visitor access management controls are not in place.

With this challenge in mind, and working in partnership with the Friends Of The Observatory, a study was launched late in 2004 to consider all the dynamics of the challenge and to develop a workable plan for managing visitors. Developed over the ensuing year, the two primary elements of the proposed Griffith Observatory Visitor Access Management Program were:

- Timed entry reservations for all building visitors to balance visitors throughout the day
- Visitor access only by shuttle from two off-site locations

Accordingly, staff prepared Requests for Proposals (RFPs) for timed entry reservations and for shuttle services at the Griffith Observatory, based on a cost-recovery model that would pass through the actual costs of the access services to visitors who desired to come to the Observatory during the first year when demand will be a peak exceeding capacity. Initial estimates suggested a per visitor cost, for the opening demand period, of \$5 to \$6. The Board approved the RFPs on December 14, 2005 (Board Report No. 05-319); the RFPs were released on January 19, 2006, and the deadline for submittal was February 28, 2006.

Four proposals were received for the shuttle/bus services and all four were deemed responsive and responsible:

- ClicknPrint Tickets (for Ryan's Express)
- Diversified Paratransit, Inc.
- Tour Coach Charter
- Transit Systems Unlimited, Inc.

Seven proposals were received for the timed entry reservation services, of which five were deemed responsive and responsible:

- CDSNet-MyTransit Plus
- Claviger Corporation
- ClicknPrint Tickets by Extremetix, Inc.

REPORT OF GENERAL MANAGER

PG. 3

NO. 06-146

- EZ2 Network, Inc.
- Starline Tours of Hollywood
- Tickets.Com
- US eDirect

Tickets.Com was deemed non-responsive for declining to staff and operate a retail location or to provide a \$250,000 performance bond, both of which were requirements of the RFP. Claviger Corporation was deemed non-responsive because virtually all aspects of the services to be provided were to be performed by multiple sub-contractors and under Section 3.14 of the RFP, proposers were advised that to be awarded they must be the prime contractor performing the primary functions of the contract; the City reserved the right to reject any proposal wherein use of subcontractors significantly affected the ability of the proposer to function as the prime contractor on the awarded contract, and in the case of this proposal, it was not apparent that the proposer would at all times be fully responsible.

The RFPs provided criteria for evaluation, notably:

- Record of past performance of the proposer in providing similar services
- Relevant public-agency experience of the Contractor in providing similar services
- Length of tenure of the key personnel who will be performing the work
- Strength of organization—organizational structure, financial stability, resources
- Staff training plan
- Costs of the services as detailed in the proposal
- Service plan as detailed in the proposal
- Comprehensive, straightforward, simple, and logical proposal identifying approach, plan of action, steps, timeframes, use of resources, and other recommendations to meet the objectives and scope of required work
- (For Shuttle) Efficiency of logistics and scheduling plans for meeting daily transportation requirements
- (For Shuttle) Specifications and appearance of vehicles planned for use and equipment available on vehicles; custodial and maintenance program details; percentage of fleet using alternative fuels; preliminary logistics and scheduling plan to meet maximum attendance scenario
- (For Ticketing) Relevant samples of website designs which are attractive and user-friendly
- (For Ticketing) Demonstrate command of the technical requirements through detail of hardware and software infrastructure plans and equipment proposed for use; maintenance program details including backup and redundancy plans

After initial review for compliance with the terms of the RFPs, all further evaluation was conducted in accordance with the stated criteria in the RFPs, as summarized above. All references were contacted and summary forms of responses were compiled by Department staff. The shuttle/bus proposals were analyzed by City of Los Angeles, Department of Transportation, Bureau of Transit

REPORT OF GENERAL MANAGER

PG. 4

NO. 06-146

Services staff and a consultant from Transportation Management Services, who prepared the Observatory Visitor Access Management Study. Timed Entry Reservation proposals were reviewed by staff from the City's Information Technology Agency, Internet Development Section, and by staff of the Department's Systems Division. Timed entry reservation providers were afforded an opportunity to give a demonstration of their preliminary website or an existing operational site that was similar to the Observatory's needs. Observatory operations and Department contract administration staff also worked on evaluating proposals and compiling results.

All four shuttle/bus proposers were deemed capable of performing the required services and had applicable current or recent operations. In assessing the best overall proposers, two of the four proposers were considered equally satisfactory. Tour Coach Charter offered sufficient understanding of the assignment, highly applicable recent operations with the J. Paul Getty Museum in Brentwood, the appropriate number of buses, use of biodiesel fuel in all buses, good plans for staff and bus appearance, and existing leases at the Hollywood and Highland location. Transit Systems Unlimited, Inc., likewise had clear understanding of the assignment, an excellent reputation for similar services to the City's Department of Transportation and the Hollywood Bowl, the appropriate number of buses, use of four CNG-fueled buses, good plans for staff and public wireless services within the buses. A detail of information about the four proposers is included in Attachment A, Summary of Shuttle/Bus Proposers for Griffith Observatory Visitor Access Program.

In order to make an award recommendation from among the two finalist proposals, staff proposes to request Tour Coach Charter and Transit Systems Unlimited, Inc., to submit a best and final offer on per person price for the first year of service. The costs per person proposed by each of the operators were close and fair; however, staff recommends requiring each proposer to carefully consider again their best and final pricing, without conditions, to be submitted by noon on the third business day after this action of the Board. The proposer offering the lower price with the contractor providing their own parking for shuttles will be recommended for award at the subsequent meeting of the Board.

The five timed entry reservation providers had varying experience in providing the specific range of services required to execute the Griffith Observatory Visitor Access Program. Extremetix, Inc., known as ClicknPrint Tickets, had the most applicable experience and offered a completely turnkey service package that would be flexible to meet all our needs, at a fair cost (\$1.65 per person). A detail of information about the five proposers evaluated is included in Attachment B, Summary of Timed Entry Reservation Proposers for Griffith Observatory Visitor Access Program.

The agreement proposed for approval integrates the key requirements from the RFP. The terms will be for one year, with provision for renewal for up to a total of two additional one-year terms that could be approved in quarterly increments. The City has no financial responsibility or liability for the operation, including no insurance, data transmission, or staffing costs; the City will monitor

REPORT OF GENERAL MANAGER

PG. 5

NO. 06-146

ticketing activity and receive the bus-cost portion of the timed entry ticket fee for pass through to the shuttle contractor. As an option, the City may receive revenue from special package sales of planetarium show tickets with shuttle/entry reservations, to be established when the Board approves a schedule of ticket fees for shows in the Samuel Oschin Planetarium theater at a later time. A Faithful Performance Bond or Deposit will be required to be maintained for the duration of each Agreement in the amount of \$250,000. All provisions of the Standard Provisions for City Contracts (Rev. 10/03) with Attachments 1 and 2 will be applicable to these agreements. Cost reimbursed will be in accordance with the per person prices proposed and summarized in Attachment B.

The Board previously found that these services are not practical or feasible for the City to self-operate (Board Report No. 05-319). The timed entry ticketing services require a huge infrastructure to support the expected demand on the Internet and by phone of thousands of simultaneous queries, and since the peak demand is not expected to last even three years, investment in staff, training, and equipment is not practical. The lease or purchase, and maintenance and daily operation, of sufficient shuttle buses to handle demand is not practical, as the City would have no other use for them outside Observatory operating hours or after approximately one year of operations.

FISCAL IMPACT STATEMENT:

These services are planned to be self-sufficient, with modest fees paid by visitors during the opening period evenly reimbursing the cost of the contract services. There will be minor General Fund costs to administer the contracts. Most other expenses related to the Visitor Access program have been funded in the 2006-2007 budget.

Report prepared by Linda Barth, Administrative Resources

Summary of Shuttle/Bus Proposers for Griffith Observatory Visitor Access Program

Ryan's Express Motorcoach Services, Inc. (As subcontractor to ClicknPrint)

Ryan's Express is offering 14 brand new motorcoaches with a seating capacity of 55, seven vehicles at each location (six on rotation plus a spare for backup, which is notably fewer than other proposers). The proposed operating plan has each coach on a one-hour rotation with departures every 10 minutes for a maximum capacity of 330 passengers per hour from each site or a total of 660 passengers per hour. Only four of the fourteen motorcoaches are wheelchair accessible. The company provides shuttle service to the Venetian Resort Hotel & Casino in Las Vegas, provided service at the Buick Open at Torrey Pines Golf Course in La Jolla, and has recently been awarded a contract to provide services to the J. Paul Getty Museum. They did not offer alternative fuels use. Reviewers were concerned that the number of buses, and failure to drive the route to confirm timing details, indicated that the service plan was not as certain as the other proposers'.

Diversified Paratransit, Inc.

Diversified Paratransit is offering up to 40 refurbished buses with a seating capacity of 38 passengers each. Each bus is wheelchair-lift equipped. A service plan was not submitted as part of the proposal. In later questioning, the plan was verbally described as having each bus on a 1-1.25 hour rotation with departures every 3.5-5 minutes. This plan indicates they could accommodate a maximum of 1140 - 1520 passengers per hour if needed. The company has prior experience providing service to the City of Los Angeles, as they were the first contract operator of DASH Downtown LA in 1985. The company has also provided fixed-route, pre-scheduled, and/or demand response transit services to the cities of Huntington Park, West Hollywood, Whittier, Maywood, to Cal State Long Beach, and with Access Services for ADA paratransit services. Lack of service plan submission was a major factor of concern to all reviewers.

Tour Coach Charter

Tour Coach is offering 28 reconditioned buses with a seating capacity of 42 passengers, 12 buses in rotation per site with two buses with a driver on standby. Each bus is wheelchair-lift equipped. The proposed operating plan details each bus on a one-hour rotation with 5 minute departures indicating a maximum capacity of 1,008 passengers per hour. The company designed and provided visitor shuttle service for opening of the Getty Center and provided service since 1999 until recently. Tour Coach's experience includes shuttle services for employees of Los Angeles County, United States Property and Fiscal Office, and two construction companies, as well as shuttle services for students at UCLA, and shuttles for 200 fourteen-day vacation tours covering California, Arizona, Nevada, and Utah.

Transit Systems Unlimited, Inc.

Transit Systems is offering 25-27 buses from their existing fleet (model years 1981, 1990, 1991), with a capacity of 43 passengers. Each bus is wheelchair-lift equipped. The proposed operating plan utilizes twelve buses on a 40-45 minute rotation from each site, with two buses on standby. Departures will be in 30 minute intervals. Transit System estimates a maximum capacity of 1000 passengers per hour. The company has experience working for the City of Los Angeles providing shuttle services for the annual DWP Light Festival in Griffith Park and other charters. They also provide shuttle services for the Hollywood Bowl park and ride lots, Pasadena Showcase House of Design, and for Shrine Auditorium events.

Summary of Timed Entry Reservation Proposers for
Griffith Observatory Visitor Access Program

CDSNet-MyTransit Plus

Has specific experience with transit and ticketing solutions (BART Cityride/DOT). Works with many government agencies and is headquartered in Los Angeles. A "consultant" with expertise to share and the experience to make suggestions rather than a "contractor" hired to do just what we ask. Call center already in operation with 24/7 multilingual availability; call center has capability to designate lines and display relevant scripts. Has experience operating retail. Their thoughts on the ticketing was that they would have one web ticket for as many as 20 people if purchased at the same time. This would allow the quick loading of passengers. They host their own projects and have a secure facility. No third party data center to worry about. Although it would be based on extensive and similar experience, an application would need to be developed for the Griffith Observatory project. Pricing was based on a sliding matrix of sales per month per category, and therefore was difficult to estimate likely cost per person for the cost recovery model.

Base Price Per Person Internet: \$.80 - \$1.25

Base Price Per Person Phone: 2.50

Base Price Per Person Retail: 3.00

Group Sales Price Per Person Internet: \$1.37

Group Sales Price Per Person Phone: 2.87

Group Sales Price Per Person Retail: 3.37

Escalation Second Year: 3%

Escalation Third Year: 3%

ClicknPrint Tickets by Extremetix, Inc. (Recommended Proposer)

Internet based ticketing company that has nationwide experience. Supports point of sale ticketing, Internet ticketing, Kiosks, etc. Uses a high-security 2D bar code with embedded digital signature to allow people to print tickets from home. Truly turnkey event ticketing specialists who set-up the website, create the tickets, and send out a box of scanners to event organizers. Evaluators, including ITA, had a high level of confidence that they can deliver all needed services plus future variations easily. There was some concern that they are located in Houston and they sell numerous event tickets through their call center which may make them less involved in any need for solutions with the shuttle operations. Experience with the equipment was the most extensive of the vendors. Has experience with the equipment at location in Los Angeles (FIDM Stars Wars exhibit and Bodywork exhibit). They use a third party data center with additional sites out of state for disaster recovery. All Infrastructure is in place (no further

build out would be required for this project). Prices were uniform for sales categories and there were few add-on costs.

Base Price Per Person Internet: \$1.65
Base Price Per Person Phone: 1.65
Base Price Per Person Retail: 1.65

Group Sales Price Per Person Internet: \$1.25
Group Sales Price Per Person Phone: 1.25
Group Sales Price Per Person Retail: 1.25

Escalation Second Year: 10%
Escalation Third Year: 10%

EZ2 Network, Inc.

Primary business is as an internet provider and web site design/hosting. No ticketing experience at all, they hope this to be their first. No experience as a call center. Current help desk call come into their office (four employees) but in off hours, calls go to India. Layout already available for inspection for the ticket. They had already reserved the names of griffthtickets.com, observatorytickets.com, Griffithobservatorytickets.com, griffithparktickets.org, net and info and said that it would be available for inspection. They propose to use two web sites with bandwidth 5.00 Megabits and 4.5 Megabits. They have worked with a bus company before. Prices were low but an understanding of the scope of the assignment, and ability to deliver at the stated cost per person, was not convincing.

Base Price Per Person Internet: \$1.50
Base Price Per Person Phone: 1.50
Base Price Per Person Retail: 1.50

Group Sales Price Per Person Internet: \$1.00
Group Sales Price Per Person Phone: 1.00
Group Sales Price Per Person Retail: 1.00

Escalation Second Year: 0%
Escalation Third Year: 0%

Starline Tours of Hollywood

Experienced tour operator but no previous timed-entry ticketing experience. No previous experience with ticket scanner. As an experienced local tour operator they are able to provide other expertise particularly in regards to ticket purchasing patterns, shuttle timing, customer service, marketing, and so forth, as well as offer access to their current offices and permitted areas at Hollywood/Highland. They had a little problem setting up their demonstration which did

not seem to have available tech support. Their web site design allows the user to see in one page how many seats are available. The time per transaction was not accurate as they didn't factor in latency from the credit card processing site (usually several seconds per transaction). Prices were fair but ability to deliver at the stated cost per person was not convincing because no infrastructure is in place.

Base Price Per Person Internet: \$1.50
Base Price Per Person Phone: 1.50
Base Price Per Person Retail: 1.50

Group Sales Price Per Person Internet: \$1.00
Group Sales Price Per Person Phone: 1.00
Group Sales Price Per Person Retail: 1.00

Escalation Second Year: 5%
Escalation Third Year: 5%

US eDirect

E-Direct seemed to be in the primary business of software development and has worked with several government recreation agencies on reservations and memberships but not ticketing or timed-entry. They have no experience running a call-center or a retail outlet. They are based in New York and have no employees here currently. They plan to hire two field supervisors and two operators for the retail sites. Their president will move here for the first six months of the contract to ensure a smooth transition. E-Partner was introduced as their partner on this project, though the proposal was not submitted as a partnership, to specialize in the architecture of the system and establishing authorities. E-Partner developed the Fandangle ticketing website. But e-Direct did not work on that project with e-Partner. E-Direct's written proposal and in-person presentation fail to demonstrate an understanding of the project requirements and challenges, and leaves an overall lack of confidence that they can perform the work. No experience with scheduling with transportation companies. Pricing was based on a sliding matrix of sales per month per category, and therefore was difficult to estimate likely cost per person for the cost recovery model.

Base Price Per Person Internet: \$1.25-2.00
Base Price Per Person Phone: 1.25-2.00
Base Price Per Person Retail: 1.25-2.00

Group Sales Price Per Person Internet: \$1.25-2.00
Group Sales Price Per Person Phone: 1.25-2.00
Group Sales Price Per Person Retail: 1.25-2.00

Escalation Second Year: 5%
Escalation Third Year: 5%