DATE: March 3, 2015

SUBJECT: REQUEST FOR PROPOSALS FOR PROMOTER/ORGANIZER FOR LOBSTER FESTIVAL

Pursuant to the Promoter/Organizer for Lobster Festival Services Request for Proposals (RFP), all proposers were to submit any questions regarding this RFP no later than Tuesday, February 24, 2015. Questions were to be answered in writing and all questions and answers were to be posted on the Department’s Website. Below is a list of questions received from proposers and the Department’s response:

1. Q: How many vendors were involved in the past?
   A: One, Lobster Festivals International has been the successful vendor in the past.

2. Q: If awarded, will you share the vendor contracts for previous years?
   A: Disclosure of the vendor and exhibitor list was not required by the prior sponsorship agreements. Therefore it was not provided by the prior Contractor.

3. Q: Can we see a past vendor and exhibitor list?
   A: See #2.

4. Q: Is there a past timeline and layout that we can reference?
   A: Posted is a copy of the footprint of the last event. This location may not be available due to construction in the area of Ports o’ Call, so the location may change over the term of the agreement. The layout of the event is at the discretion of the contractor.

5. Q: Website - Can we use the existing website and just update the information? Or, do we have to create a new site? Is the back end easy to use? What platform is it?
   A: The existing web site is owned and operated by the existing contractor. A new contractor would have to create their own.
6. Q: Who is managing the social media/engagement?  
   A: The contractor is responsible of all advertising, print and social coordination of the event. That said, the Harbor Department will include the event in media outreach involving the Los Angeles Waterfront.

7. Q: Past lobster festival event budget range?  
   A: A copy of the last budget is attached.

8. Q: Do we have to secure sponsors? In the past, how much sponsorship money was brought in?  
   A: Working within the policy established by our Board and our new General Manager, all events at the LA Waterfront will be working towards a goal of cost neutrality. Past Lobster Festivals were sponsored by the Port with additional support provided through in-kind services. With all future events, the contractor will be expected to provide an event that 1) brings people to the Waterfront and 2) is profitable to the contractor, while 3) being cost neutral to the Port. The successful contractor will be able to propose an event that strives to succeed at all three of these goals.

9. Q: Please clarify this paragraph... Does it mean the Harbor will neither make money nor lose money?  
   In the past, the Harbor Department has taken on the title sponsorship role, paying a sponsorship fee of between $25,000 and $50,000. Going forward, the Harbor Department will strive to reach cost-neutral status to the Harbor Department on large events of this type. Therefore, the Harbor Department is seeking proposals that detail a structure that will result in a cost-neutral position.  
   A: The intent of the Harbor Department is to have events at the Waterfront that are self-sustaining and cost neutral to the Harbor Department. Our desire is for the selected contractor to profit after covering all associated costs related to the event. The selection process will look at the event plans and budgets and evaluate which proposal presents an event that will be successful in both bringing people to the Waterfront and be profitable for the contractor.

10. Q: I see there is an actual website; will we be creating another site?  
   A: Contractor will have to create their own website. The web site will be linked to the Port of Los Angeles. The name “Port of Los Angeles’ Lobster Festival” is copy written and owned by City of Los Angeles.

11. Q: Who handles the social network postings: Facebook/Twitter/Instagram? Does my firm manage all postings?  
   A: The contractor will be responsible for all advertising including social media.
12. Q: Vendor Spaces: After reading comments about last year’s festival, there were a small number of vendors. What, in your opinion, was the maximum number of vendor booths to meet full capacity from last year’s event?
A: The Harbor Department will define the footprint of the venue, the size and location of which may change year-to-year. It is up to the contractor to prepare a plan and work with the Harbor Department that balances food service, vendors, and attractions that will maximize participation and revenue.

13. Q: Does INKIND TRANSFER include mass transit?
A: Past in-kind services include Port Police Support, Department of Transportation Traffic Control, Parking, Bus Rental, and Port Construction and Maintenance support.

14. Q: On the consultant description form… what does: What is award total mean?
A: This is a standard form. This line does not apply to this particular RFP. Please ignore.

15. Q: Can we hire independent contractors opposed to actual hourly staffers?
A: Use of sub-consultants need to be addressed on the Contractor Description Form.

16. Q: Can interns be utilized with stipends and/or credit vs. pay?
A: Although staffing is an issue that is within the discretion of the Contractor, some staffing decisions may have impacts with their insurance coverage. Unfortunately, the question is vague as to the types of interns being used. Issues such as age and the duties they will be performing would need to be known before a definitive answer can be provided.

17. Q: Can we send out bids for various areas needed in order to select the best cost effective teamsters?
A: Sub-contractors need to be listed in the response, and any changes to the subcontractors need to be approved by the Harbor Department in advance.

18. Q: The logos, graphics and award certificates: Are they usable for the next campaign?
A: The title of the event Port of Los Angeles Lobster Festival is property of the Harbor Department. All other past branding is under control of the past event coordinator.

19. Q: Are there any public records of past proposals submitted?
A: Release of Past Proposals requires a Request for Public Information. Please contact Diana Henderson at dhenderson@portla.org.
20. Q: What types of groups to incorporate?
   A: In the past, community outreach included community groups and organizations, churches, and charities.

21. Q: What do you mean by a “cost-neutral status”?
   A: Simply put revenues equal expenditures with no costs to the port.

22. Q: Can you cite some examples on how this has been achieved in events like the recent Tall Ships Festival and/or Cars and Stripes?
   A: We are following policy direction of the Board and Executive Director of the Port. We attempted to achieve cost neutrality working with an Event Coordinator with the Tall Ships festival. Lessons were learned for future events such as the Lobster Festival. This policy does not apply to events coordinated in-house such as Cars and Stripes.

23. Q: Does the Harbor Department intend to furnish services such as Construction and Maintenance and Port Police in the future?
   A: No, we will not be providing these types of service in the future.

24. Q: Does the Harbor Department expect any sponsorship fee to be recovered in order to achieve a cost-neutral status?
   A: Yes.

25. Q: Over the past few contracts we have seen a pullback in Harbor Department support for this event. Los Angeles Fire Department, Department of Transportation, traffic control, materials, etc., that were once furnished by the Harbor Department have now become costs to be borne by the promoter. In order to produce as realistic and accurate budget as possible can you itemize the Port’s expenses that need to be neutralized?
   A: Please see the answer in Question #13.

26. Q: If achieving a cost-neutral status involves the Harbor Department participating as a profit partner, is the Harbor Department willing to share the risk should the Lobster Festival lose money?
   A: Your proposal should include an estimate of Harbor Department support and any strategy to recoup costs.
PORT OF LOS ANGELES
LOBSTER FESTIVAL,
September 12 - 14, 2014
9/12/14  5:00pm - 11:00pm
9/13/14  11:00am - 11:00pm
9/14/14  11:00am - 7:00pm
## ESTIMATED PROJECTED BUDGET 2014

### Estimated Expenses:

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Producer</td>
<td>$12,000.00</td>
</tr>
<tr>
<td>Production Manager</td>
<td>$28,000.00</td>
</tr>
<tr>
<td>Labor</td>
<td>$11,000.00</td>
</tr>
<tr>
<td>Security</td>
<td>$18,000.00</td>
</tr>
<tr>
<td>DOT &amp; Parking Lot Mgmt.</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Shuttles</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>First Aid</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Printing</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Travel/Hotel</td>
<td>$8,000.00</td>
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<tr>
<td>General Office Expenses</td>
<td>$9,500.00</td>
</tr>
<tr>
<td>Advertising</td>
<td>$61,000.00</td>
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<tr>
<td>Decorations/Banners/Prizes</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>Promotional Meals/Free admits</td>
<td>$18,500.00 ($7k meals, $11.5k admits)</td>
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<tr>
<td>Accounting</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Licenses and non-waived fees</td>
<td>$1,200.00</td>
</tr>
<tr>
<td>Golf Carts</td>
<td>$2,500.00</td>
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<tr>
<td>Fencing</td>
<td>$11,000.00</td>
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<tr>
<td>Electrical</td>
<td>$17,000.00</td>
</tr>
<tr>
<td>Waste Management</td>
<td>$35,000.00</td>
</tr>
</tbody>
</table>
Entertainment $44,000.00
Staging/Sound $14,000.00
Tents & Booths $23,000.00
Bar Supplies $19,000.00
Community Non-Profit earnings $23,000.00 (bar, First Class, etc)
Live Lobsters $195,000.00

Total Expenses: $570,200.00

Estimated Income:
Live Lobsters $195,000.00 (pass through offset)
Gate: $208,000.00 (23k adults at $9.00 avg. admit price)
Booth rentals $68,000.00
Bar: $91,000.00
Soft Drinks: $10,000.00

Sponsorships:
Port: $35,000.00
Alcohol: $8,000.00
Other: $12,000.00

Total Income: $591,000.00

Minus Operating Expenses: $570,200.00
Minus Taxes: $9,500.00

Net Loss: $3,950.00

Budget Notes: