

EC-20-144

CITY OF ALBUQUERQUE

Albuquerque, New Mexico

Office of the Mayor



Mayor Timothy M. Keller

INTER-OFFICE MEMORANDUM

June 8, 2020

TO: Pat Davis, President, City Council

FROM: Timothy M. Keller 

SUBJECT: Mayor's Recommendation of Award (ROA) for RFP No. RFP0004EV "BioPark Admissions"

The City of Albuquerque's Cultural Services Department in conjunction with the Department of Finance, Purchasing Division, issued the RFP for BioPark Admissions.

The RFP was posted on the Purchasing E-Procurement, Bonfire website on January 13, 2020 and advertised in the Albuquerque Journal on January 19, 2020.

The City only received one (1) response to this solicitation. The ad hoc evaluation committee evaluated and scored the proposal received from New Mexico BioPark Society in accordance with the evaluation criteria published in the RFP. After thoroughly reviewing and scoring the proposal, New Mexico BioPark Society earned a score of 842 points. The ad hoc committee found this Offeror be both responsive and qualified and recommends an award to New Mexico BioPark Society.

I concur with this recommendation.

The City of Albuquerque's Cultural Services Department will manage this contract.

44-0524

Mayor's Recommendation of Award (ROA) for RFP No. RFP0004EV "BioPark Admissions"

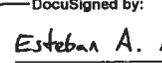
Approved:



Sarita Nair
Chief Administrative Officer

8/13/20
Date

Approved as to Legal Form:

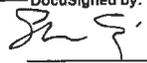
DocuSigned by:


Esteban A. Aguilar, Jr.
City Attorney

6/11/2020 | 3:20 PM MDT
Date

DS
DS

Recommended:

DocuSigned by:


Dr. Shelle Sanchez
Director of Cultural Services

6/9/2020 | 12:50 PM MDT
Date

Cover Analysis

- 1. What is it?** The Offeror will provide COA (BioPark) full ticketing operational services to the facility. This will include customer service, online ticketing, management of the membership program and marketing of the facility and its programs.

- 2. What will this do?**
This service will improve the efficiency and quality of the ticketing program, marketing and customer service for COA's ABQ BioPark facility. The Offeror will manage all ticket sales (both in person and online) for all events and normal operations; they will manage customer satisfaction and customer service for the facility, and they will market the BioPark, its programs and events.

- 3. Why is this project needed?**
This program is needed in order to improve and modernize the ticketing abilities of the facility. It will make it much easier for Albuquerque residents to purchase tickets for the facility and its related events. It will also improve the visitor experience both before and during their visit to the BioPark.

- 4. How much will it cost and what is the funding source**
All costs for this project will be borne by the Offeror.

- 5. Is there a revenue source associated with this contract: If so, what level of income is projected?**
This service will collect admissions revenue for the Biopark and remit those funds to the City. No quantifiable change from the current amount of revenue forecasted for the Biopark facility is anticipated as a result of this contract. However, this contract will provide an enhanced customer experience which may ultimately result in an increase in Biopark attendance and revenue.

- 6. What will happen if the project is not approved?**
If the project is not approved, we will keep the existing ticketing program that is not only lacking in customer service, but is lacking in technological advancements matching current best practices. We will also suffer a lack of marketing, not maximize our visitation possibilities, and continue to incur poor performance reviews from citizens.

FISCAL IMPACT ANALYSIS

TITLE: RFP0004EV, "BioPark Admissions"

FUND: General Fund 110

DEPT: Cultural Services BioPark

No measurable fiscal impact is anticipated, i.e., no impact on fund balance over and above existing appropriations.

(If Applicable) The estimated fiscal impact (defined as impact over and above existing appropriations) of this legislation is as follows:

	<u>CURRENT YEAR*</u>	<u>NEXT YEAR*</u>
Base Salary/Wages	\$ _____	\$ _____
Fringe Benefits at _____ %		
Subtotal Personnel		
Operating Expenses	\$ _____	\$ _____
Property		
Indirect Costs		
 Total	 \$ _____	 \$ _____
<input checked="" type="checkbox"/> Estimated revenues not affected		
<input type="checkbox"/> Estimated revenue impact	\$ _____	\$ _____

* These estimates do not include any adjustment for inflation.

* Range if not easily quantifiable.

Number of Positions 0

COMMENTS:

This award will provide the citizens of Albuquerque a complete customer service experience at the BioPark.

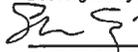
COMMENTS ON NON-MONETARY IMPACTS TO COMMUNITY/CITY GOVERNMENT:

PREPARED BY:

APPROVED:

DocuSigned by:

 Denise Ortiz
 FISCAL MANAGER

DocuSigned by:

 DIRECTOR

REVIEWED BY:

REVIEWED BY:

REVIEWED BY:

DocuSigned by:

 Emma Romero
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 EXECUTIVE BUDGET ANALYST

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 Lawrence L. Davis
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 BUDGET OFFICER

DocuSigned by:

 Christine Boerner
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 CITY ECONOMIST



City of Albuquerque
Department of Finance and Administrative Services

Timothy M. Keller, Mayor

Interoffice Memorandum

March 5, 2020

TO: Sarita Nair, Chief Administrative Officer

FROM: Dr. Shelle Sanchez, Director of Cultural Services 

SUBJECT: Recommendation of Award: RFP No. RFP0004EV, "BioPark Admissions"

The City of Albuquerque Cultural Services Department in conjunction with the Department of Finance and Administrative Services, Purchasing Division, issued the subject solicitation. The solicitation was posted on the purchasing website and advertised in the Albuquerque Journal. One response was received for evaluation.

The ad hoc evaluation committee evaluated and scored the response in accordance with the evaluation criteria published in the RFP and recommends award of contract to New Mexico BioPark Society. I concur with this recommendation. Listed below is the composite score for the one response received:

New Mexico BioPark	842
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The City of Albuquerque's Cultural Services Department will manage this contract.

Approved:

 3/7/2020

DocuSigned by:
Sarita Nair (Date)
Chief Administrative Officer

Attachment: Scoring Summary

RFP0004EV - BioPark Admissions

Scoring Summary

Active Submissions

	Total	The Offeror's general approach and plans to meet the requirements of Part 1 of the Scope of Services.	The Offeror's detailed sample plans to meet the financial accountability requirements of Part 2 of the Scope of Services.	The Offeror's detailed sample plans to meet the staffing requirements of Part 3 of the Scope of Services.	The Offeror's detailed sample plans to meet the requirements of Parts 4-7 of the Scope of Services (50 per each individual part).	Experience and qualifications of the Offer and personnel as shown on staff resumes as described in the Scope of Services.	The overall ability of the Offeror, as judged by the evaluation committee, to successfully complete the project. His judgment will be based upon factors such as the project management plan and availability of staff and resources.	Cost Proposal – The costs proposed by the Contractor as described in Section 2.2 of this RFP to perform the tasks listed in Part 3, Scope of Services. The evaluation of this section will occur after the technical evaluation, based on a cost/price analysis.	I agree to the City's standard terms and conditions?	I will provide insurance and the fidelity bond as required?	Proposal Provided?	Pay Equity Form Provided?	Affidavit of Vendor Preferences provided?
Supplier	/ 1,000.00 pts	/ 100 pts	/ 100 pts	/ 100 pts	/ 200 pts	/ 100 pts	/ 200 pts	/ 200 pts	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail	/ 0 pts
New Mexico BioPark Society	842	80	75.67	82	151.67	81.67	170	200	Pass	Pass	Pass	Pass	0



BioPark Admissions and Guest Services Management

Proposal submitted by New Mexico BioPark Society, Inc.

Solicitation Number: RFP0004EV

NEW MEXICO
BIOPARK
SOCIETY



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February 18, 2020

It is with great pleasure that the New Mexico BioPark Society (NMBPS) presents its proposal to the City of Albuquerque and the ABQ BioPark for consideration to manage the BioPark's general admissions, ticket sales and promotions.

The NMBPS is the 501(c)(3) nonprofit support organization for the BioPark, and we are committed to making the exceptional possible at the BioPark. Through 50 years of partnership, NMBPS has demonstrated successful leadership, management and growth in support of the BioPark. The NMBPS has contributed \$40 million to the ABQ BioPark, not including in-kind donations or government funds, or the 1/8 cent gross receipts tax, which resulted in the BioPark receiving \$15-17 million annually for 15 years.

We intend to create extraordinary experiences for the BioPark's 1.3 million annual Guests. From the moment Guests arrive at the BioPark to the time they depart, NMBPS staff will provide unparalleled, friendly and genuine Guest service. By enhancing the Guest experience, we will secure the success of BioPark programs and ensure the facility remains a source of community pride.

Through this collaboration, we expect to increase admission and membership sales, increase ticketing revenues to the BioPark and City of Albuquerque, increase Guest satisfaction, decrease labor costs, increase capacity to collect conservation donations and increase promotional activities, to name a few.

The NMBPS will contribute 75-77% of gross revenue from general admissions and ticket sales to the City of Albuquerque. However, because our organization exists solely to support the ABQ BioPark, we will contribute all net revenue, which means the contribution could exceed 77% in some years.

We place the highest value on the bond between our organization and the BioPark. We are confident that you will find our organization to be well qualified and fully prepared to elevate Guest experiences through efficient, innovative and friendly services.

Respectfully submitted,



Julie Miller Rugg

Executive Director, New Mexico BioPark Society



NEW MEXICO
BIO PARK
SOCIETY

Who We Are

New Mexico BioPark Society, Inc.
903 Tenth Street SW
Albuquerque, NM 87102
505-764-6280

Nature of organization: 501(c)(3) nonprofit [See Appendix A for IRS letter](#)

Executor of Draft Agreement: Julie Miller Rugg, Executive Director, 505-764-6228, director@bioparksociety.org

Laws and Draft Agreement

Concerning this particular Proposal and any forthcoming agreement, the NMBPS Board of Directors has authorized this proposal to be submitted and shall provide a motion and a formal vote of approval of the final contract prior to Ms. Miller Rugg executing the agreement on behalf of the organization. By doing so, the NMBPS acknowledges and **agrees to remain in compliance with all laws** within the RFP and any subsequent agreements concerning the scope of activities specified within these documents. Upon executing the Draft Agreement, the NMBPS acknowledges it **agrees with the terms and conditions** within.

Insurance

The NMBPS currently carries insurance policies that meet the requirements in RFP0004EV, including an umbrella policy with limits exceeding the required General Liability limits specified in section 1.23.3.1 and Worker's Compensation insurance. NMBPS is confident in its ability to secure any additional insurance policies eventually agreed upon in the services contract. NMBPS is also amenable to our broker team at Aon Insurance being contacted by the City of Albuquerque to confirm this. Contact information will be provided upon request.

Upon execution of a service contract, NMBPS will furnish to the City of Albuquerque a Fidelity Bond and a certificate of insurance and will name the City of Albuquerque as an additional insured.

[See Appendix B for Receipt of Addenda](#)

What We Do

In January 2006, the New Mexico Zoological Society (founded in 1969) and the Friends of the Aquarium and Botanic Garden merged to become the New Mexico BioPark Society (NMBPS). The union of these mission-driven organizations created an opportunity to provide increased financial support to all four ABQ BioPark facilities (Zoo, Aquarium, Botanic Garden, Tingley Beach).

The NMBPS is dedicated to the development of, procurement for and capital improvement of the ABQ BioPark and to providing a quality facility through the support of related conservation, education and recreation programs.

Our mission: Making the exceptional possible at the ABQ BioPark.



Our Partnership with the ABQ BioPark

The NMBPS raises funds through donations received from private foundations, individuals and corporate sponsors; fundraising events; special programs, including tours, carousel rides and giraffe and lorikeet feeding; state lobbying efforts; grants; memberships and bequests and memorials. These fundraising efforts allow us to continually support the ABQ BioPark and its ability to serve and educate Albuquerque's residents and visitors. Since its inception, NMBPS has contributed \$40 million in support of the ABQ BioPark, not including in-kind donations or government funds.



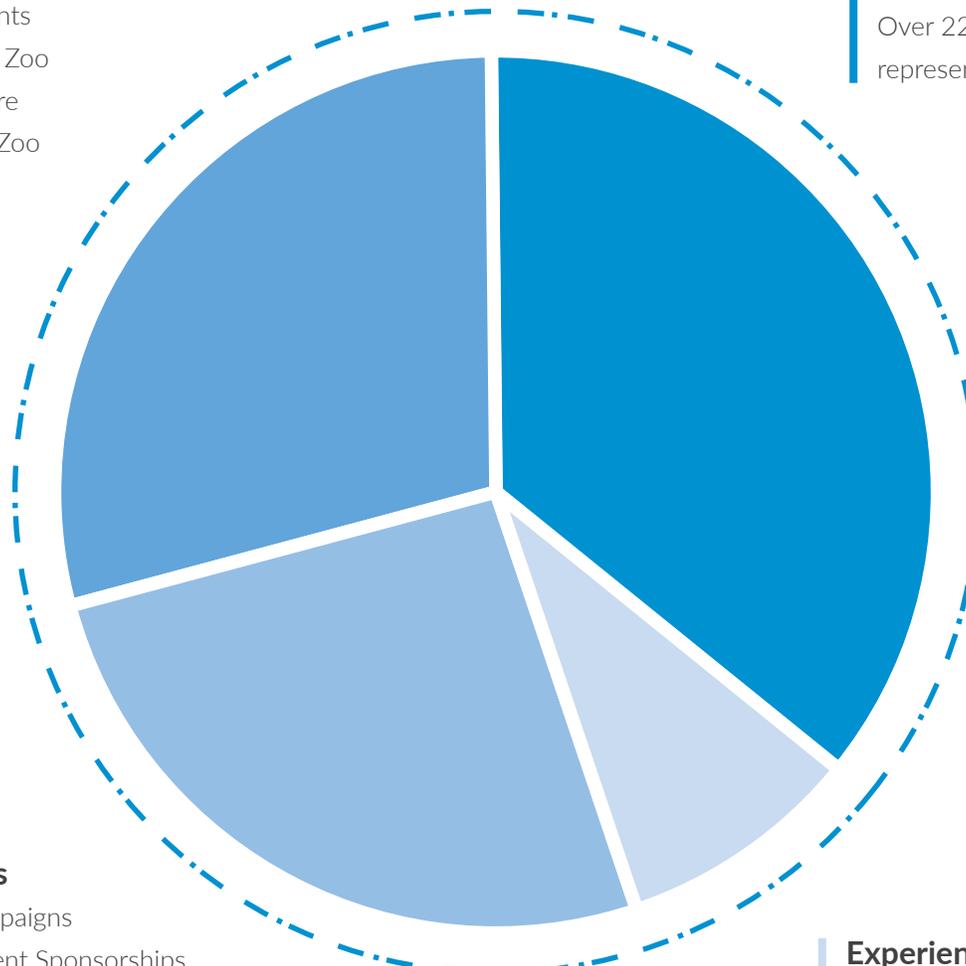
How We Raise Funds

Events

- River of Lights
- Run for the Zoo
- Roar & Snore
- Boo at the Zoo

Membership

Over 22k households representing 86k members



Donations

- Special Campaigns
- BioPark Parent Sponsorships
- Planned Giving & Memorials
- In-Kind Support
- Individuals & Businesses
- Grants

Experiences & Attractions

Carousel, train, lorikeet/giraffe feeding, tours, Art Gone Wild, ATMs, duck feeders

In 2018, NMBPS contributed **\$2.3 million** to the ABQ BioPark

Since its inception, NMBPS has contributed **\$40 million**

What We Support



The money we raise directly supports the ABQ BioPark, its operations, animals, plants, staff and Guests.

The NMBPS funds conservation projects, educational programs, animal care and wellness, specialty equipment, procurement of plants and animals, BioPark staff professional development, propagation of endangered species and facility enhancement through renovation, planning, new construction, public art and more.

How We Operate

The NMBPS raises \$5.8 million per year in support of the ABQ BioPark. The NMBPS employs 18 full-time and 62 part-time and seasonal employees. It operates seven days per week and every day the ABQ BioPark is open to the public, including holidays and most special events.

Global Conservation Partnership

The NMBPS made it possible for the BioPark to be the first facility in North America to partner with the International Union for Conservation of Nature - Species Survival Commission (IUCN-SSC). The NMBPS hired two Red List species survival assessors in 2018 and a third in 2019. These assessors study the extinction threats faced by plants, animals and fungi around the world. To date, they have assessed over 1,100 species.

Through its IUCN partnership, NMBPS will expand global conservation impact by:

- Training more Red List species survival assessors from zoos and aquariums around the world
- Hosting assessment workshops for plant, pollinator and fish experts
- Using Red List data to develop the plans that protect endangered plants, pollinators and fish





BioPark Operational Assistance

The NMBPS helps to fund many positions that supplement the staffing of critical daily operations at the BioPark. It also provides \$65,000 annually for staff training.

We are responsible for funding:

- A full-time, year-round education employee for the Animal Encounters bird show
- A BioPark Beginnings preschool teacher
- Three “Discover the BioPark” educators
- An Admissions office position
- A full-time behavior and enrichment manager
- Multiple seasonal positions, including a Curandera gardener

Our Organization, Our Leadership, Your BioPark

Julie Miller Rugg - Executive Director of NMBPS

With over 29 years of success in the nonprofit field, Julie is known for taking a vision and making it a reality through sound strategy development. She is a results-driven leader, skilled at problem solving, relationship building, strategic plan implementation, financial management, collaboration, communication, community engagement, and staff empowerment, and is well-versed in public-private partnerships.

Julie began her tenure with the New Mexico Zoological Society in 1999, which had three staff members and a budget of \$800,000. In 2006, she led the way to unite the separate BioPark support organizations and merged them to become the New Mexico BioPark Society. It currently has 18 full-time and 62 part-time and seasonal employees with a current budget of \$5.8 million.

Because of Julie's leadership, what was once a stand-alone, separate organization is now a true partner, woven into the fabric of the BioPark's daily operations and is an integral part of the facility's success.

Kelly Curtis - Finance Manager of NMBPS

Kelly has a particular love for the nonprofit field and has spent the past 20 years serving various organizations in the positions of Chief Financial Officer, Operations Director and Executive Director. She has also worked successfully as a consultant for many years, providing services for nonprofits such as operations and process analytics, crisis management, ad hoc CFO and CEO services and organizational and policy development. She works with boards and leadership to implement strong policies and processes to strengthen an organization and position them for successful growth. Prior to her work in the nonprofit field, Kelly worked for several years at the Hastings Entertainment corporate offices where she designed policy and procedures for store operations and managed operations and training for new store openings.

Christopher DeLise - Guest Services Director of NMBPS

He is originally from Chicago, IL, and graduated from Dominican University in River Forest, IL, with a B.A. in Corporate Communications as the Outstanding Senior. Christopher spent over six years as a Park Operations and Guest Relations Cast Member at the Walt Disney World Resort near Orlando, FL. Several of his roles included show quality assessor, trainer, facilitator, orientation leader, supervisor, documentation liaison and in-park customer service representative. Christopher strives to maintain genuine connections with both Staff and Guests. He has worked extensively in the Guest Service sector, serving Disney's Animal Kingdom theme park, the Indianapolis Zoo and as the NMBPS Special Projects Manager.

Danielle Flores Mills - Marketing & Communications Manager of NMBPS

Joining NMBPS in 2013 as an events coordinator, Danielle began simultaneously working events while taking on a marketing role in 2015 and established the need for a dedicated marketing department in 2018. She has over 12 years of media experience including AP Style writing (news, web, on-air), editing (copy, video, audio), social media, website maintenance, promotions, media-client relations, graphics, and TV and radio advertising.

Danielle spent 10 years in radio promotions and on-air talent at iHeartMedia as well as four years at KOB 4 news station as a camera operator, primetime web producer and associate producer for the morning show.

She is a graduate from the University of New Mexico with a B.A. in Mass Communication - emphasis in Broadcast Journalism and a Minor in Technical and Professional Writing.

Conrad Doborski - IT/Art Director of NMBPS

With over 15 years of web, print and graphics design, web development, IT, 3D modeling/animation/rendering, marketing and photography, Conrad has successfully executed numerous projects for his current and past employers and clients such as Dippin' Dots, Sodexo. His photography has been featured on the cover of many publications such as ABQ the Magazine. His design work was nominated for an Edison Award in innovation in 2012.

Over the past five years at NMBPS, Conrad has revamped the outward look of the organization including, but not limited to, the updated graphic design of the membership magazine, event branding, organization-related signage around the ABQ BioPark and the upcoming NMBPS rebrand in 2020. He regularly teaches the NMBPS staff how to efficiently use their software programs as well as digital equipment.

Originally from Calgary, AB, Canada, Conrad continues to learn specialized skills such as laser assisted fabrication, 3D printing and CNC fabrication to expand his toolkit and stay up to date on current technologies and trends.

[See Appendix C for full resumes](#)

Subcontractors

The NMBPS intends to hire subcontractors to serve in Human Resources and IT support roles. The NMBPS will also hire an industry-leading secret shopper to evaluate its Guest services in action. These subcontractors will be identified after the specifications of this contract are complete.

Finally, NMBPS intends to continue utilizing the ABQ BioPark's current ticketing services with Siriusware and HoldMyTicket for two years. After thorough analysis of all Guest Service operations, NMBPS may pursue a new point of sale service that allows for communication between admissions and ticket sales and the NMBPS Membership database and merchandise sales.



Our Demonstrated Management Experience and Success

1. Special Events

New Mexico BioPark Society special events require diligent management, careful and responsive planning and collaboration with ABQ BioPark and City of Albuquerque partners. The NMBPS successfully executes several events each year.

River of Lights

River of Lights is a 23-year-old holiday tradition that takes place at the Botanic Garden from Thanksgiving weekend to December 30. It features millions of twinkling lights and hundreds of 3D and 2D lighted sculptures. In the last five years, the attendance for this event has ranged from 89,000 to 128,000 per year, and nightly attendance for the 2019 event averaged 3,400 attendees.

River of Lights is NMBPS' top annual fundraising event and is consistently ranked as one of the best holiday light displays in the country. Following the 2019 event, NMBPS donated \$750,814 to the BioPark.

From the conceptualization and fabrication of each year's new sculptures to the post-event clean up, NMBPS coordinates every aspect of this month-long event. Key components include maintaining riveroflights.org, the ease of online ticketing, the ability to pre-purchase tickets to avoid lines, additional nights of Park and Ride, actions taken to reduce traffic issues within the area and planning meetings that update BioPark and partner staff on the logistics of the event.

In order to successfully execute River of Lights each year, NMBPS coordinates participation from the following organizations within the City of Albuquerque, as well as with many non-City of Albuquerque vendors.

Municipal Partners:

- Albuquerque Police - traffic control, police presence
- DMD - permits, traffic control, security officers
- ABQ BioPark - admissions, maintenance, education, marketing, horticulture, managers
- Risk Management - Guest safety

Non-City of Albuquerque Vendors and Partners:

- Service System Associates
- Wildlife Trading Company
- Schimmel Security
- Herrera Coaches
- Valley Fence
- HoldMyTicket

Promotions:

The River of Lights marketing campaign includes TV and radio ads, PSAs, and website presence; outdoor/billboard advertising; movie theater advertising; print advertising; social media coverage.

See Appendix D for a sample River of Lights marketing piece



Run for the Zoo

The first Run for the Zoo in 1985 attracted just 800 participants. Since then, it has grown to become New Mexico's largest race. Completely managed and implemented by NMBPS, Run for the Zoo now attracts 9,000 to 12,000 runners and walkers each year. Combined with volunteers, spectators, and vendors, the race morning attendance can range from 10,000 to 14,000 people onsite between 6 a.m. and 12 p.m.

This single-day, five-race event requires logistical precision and annual adaptation to manage participant and community needs. Run for the Zoo preparation is year-round, ramping up between the months of February and May. The NMBPS is responsible for every aspect of the event including setting and evaluating the course, certification with USA Track & Field, managing race timing and bibs, securing sponsors, recruiting and managing volunteers, ordering and distributing all supplies, maintaining runforthezoo.org, marketing the event, directing BioPark staff during the event, and more.

Run for the Zoo generates over \$150,000 in donations to the BioPark each year, which contribute to ongoing improvements at the ABQ BioPark.



Municipal Partners:

- Albuquerque Fire Marshal's Office - permitting
- Albuquerque Fire Rescue - emergency medical
- Albuquerque Police - traffic control and Chief's Overtime
- Parks & Recreation, Open Space Division
- DMD
- Transit
- Environmental Health - noise and food
- Office of Neighborhood Coordination
- ABQ BioPark - admissions, maintenance, education, marketing, managers

Non-City of Albuquerque Vendors and Partners:

- Southwest Safety – Traffic Control Plan development and execution
- AAA Events and Tents
- AAA Pumping – Portable toilets and handwash stations
- Greater Albuquerque Association of Realtors – street volunteers and racecourse help
- Service Systems Associates
- Wildlife Trading Company
- USA Track & Field

Promotions:

The Run for the Zoo marketing campaign includes TV and radio ads, PSAs, and website presence; outdoor/billboard advertising; movie theater advertising; print advertising; social media coverage.

See Appendix E for a sample Run for the Zoo marketing piece

2. Guest Experiences and Attractions

The NMBPS enhances the BioPark Guests' visit, supports the BioPark's mission and generates additional funds through Guest-focused experiences and activities. A few of these programs are described below.



T. Kevin McNicholas Endangered Species Carousel

This unique carousel features 30 hand-painted animals representing endangered species from around the world. The NMBPS raised funds for, designed and oversaw construction of the carousel. At completion of the project in 2016, the carousel was donated to the ABQ BioPark. The NMBPS manages daily operations and six employees for the carousel, which had over 80,000 riders in 2019. The NMBPS annually designates \$50,000 or more from carousel revenue to fund the ABQ BioPark's conservation committee and in-situ conservation of the West African slender-snouted crocodile.

Trains

The NMBPS operates three narrow-gauge trains on two tracks at the BioPark. The Rio Line travels between the Zoo and Aquarium/ Botanic Garden, and the Thunderbird Express travels a loop through the Zoo. The trains were completed in 2006 and 2004, respectively. The trains and tracks are owned and maintained by the ABQ BioPark, and daily operations are managed by NMBPS.



Animal Feedings & Pedal Boats

Giraffe and lorikeet feedings as well as pedal boats are operated by NMBPS during the summer months and sold 23,498 tickets to the three attractions in 2019. Giraffe and lorikeet feedings are staffed by NMBPS attendants who partner with a member of the BioPark's animal staff to ensure safety and well-being of the animals and Guests. Pedal Boats are operated entirely by NMBPS attendants, and the BioPark provides maintenance service as needed. Funds from these programs benefit the ABQ BioPark's giraffe and bird departments.



Behind-the-Scenes Tours

Each weekend, March through October, small groups are taken on Behind-the-Scenes Tours for an up-close look at the BioPark's most charismatic animals. In 2019, over 800 tickets were sold, raising over \$50,000 for animal care. The NMBPS manages the website, online ticket sales, group sales, promotions and daily logistics in partnership with the ABQ BioPark's animal staff who lead the tours.





Penguin Chill

3. Penguin Chill Grand Opening

The NMBPS played an integral role in facilitating the Guest experience during the Grand Opening of Penguin Chill at the ABQ BioPark Zoo. NMBPS hosted a week of members-only previews before the exhibit opened to the public on July 23, 2019.

As crowds surged, NMBPS provided operational support through September 2, serving a total of 132,737 Guests in 50 consecutive days.

The NMBPS developed a guest flow strategy to move an average of over 700 Guests per hour through the building. To complete the guest experience, NMBPS welcomed Guests with custom signage and friendly greeters. Fans, shade structures and misters made for a cool walk to the building. A narrated welcome message and fun penguin facts entertained queued Guests. A dedicated text message service allowed Guests to immediately report issues or comments.

Penguin Chill Hosts maintained a welcoming atmosphere and a comfortable flow of Guests into the exhibit. More Hosts were stationed inside Penguin Chill, teaching Guests about the exhibit and its features, and the three species of penguins. The Staff was trained to provide exceptional Guest service. Guest experience management plans also included throughput data and forms, front gate and in-park queue setup, wait time estimation grids, leadership checklists and detailed opening and closing checklists for Hosts.

The NMBPS Staff transitioned Penguin Chill Host operations to ABQ BioPark Staff on September 3. The policies, procedures and staffing requirements were adapted for use by BioPark Staff. Transition assistance also included training, all-staff meetings and condensed documentation for staffing during slower attendance.

References

Dr. Baird Fleming

Director, ABQ BioPark
505-764-6224
bfleming@cabq.gov

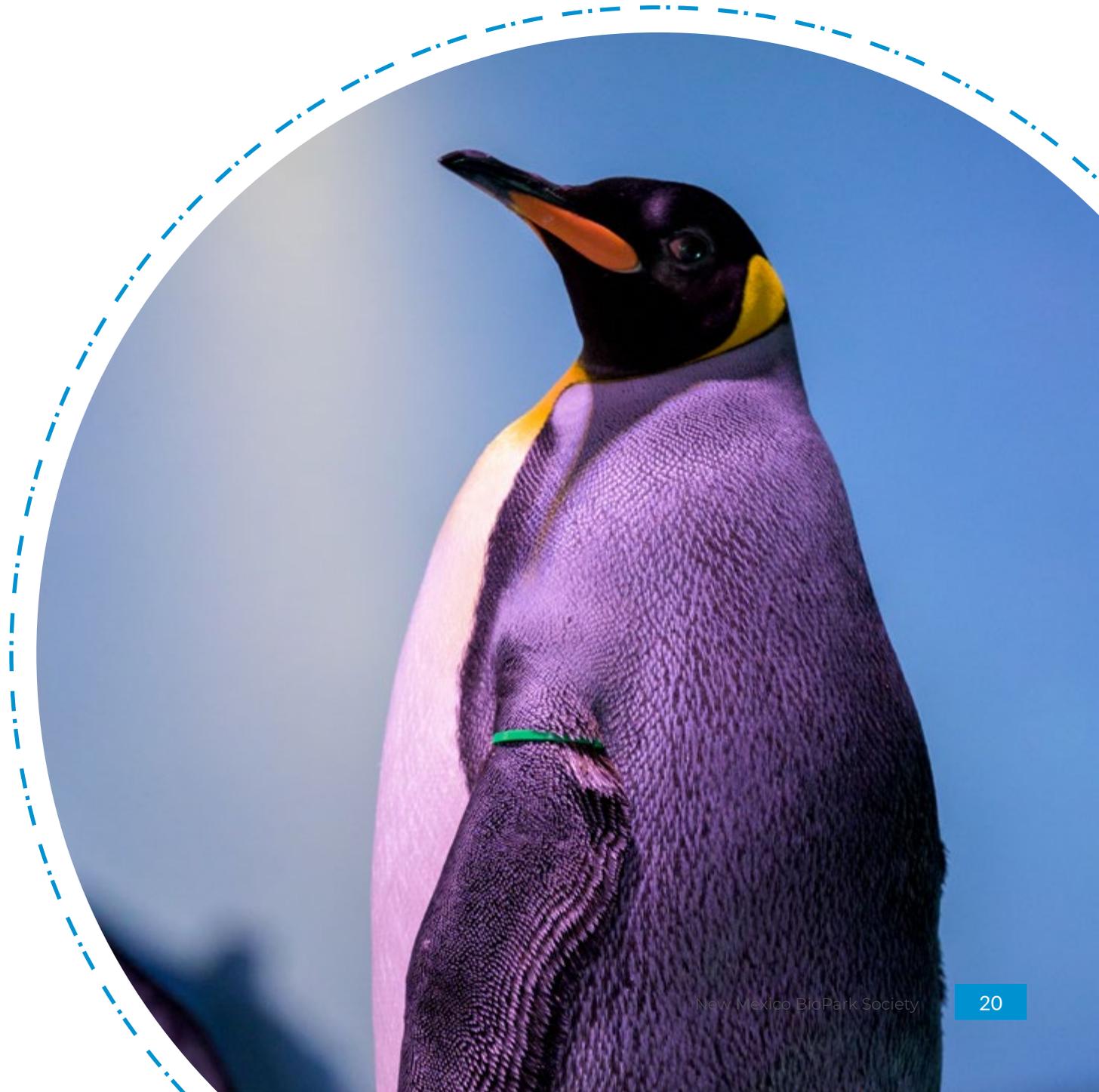
Lynn Tupa

Zoo Manager, ABQ BioPark
505-764-6216
ltupa@cabq.gov

Karen Waterfall

Curator of Birds, ABQ BioPark
505-764-6258
kwaterfall@cabq.gov

See Appendix F for letters of reference



Our Approach to Guest Services

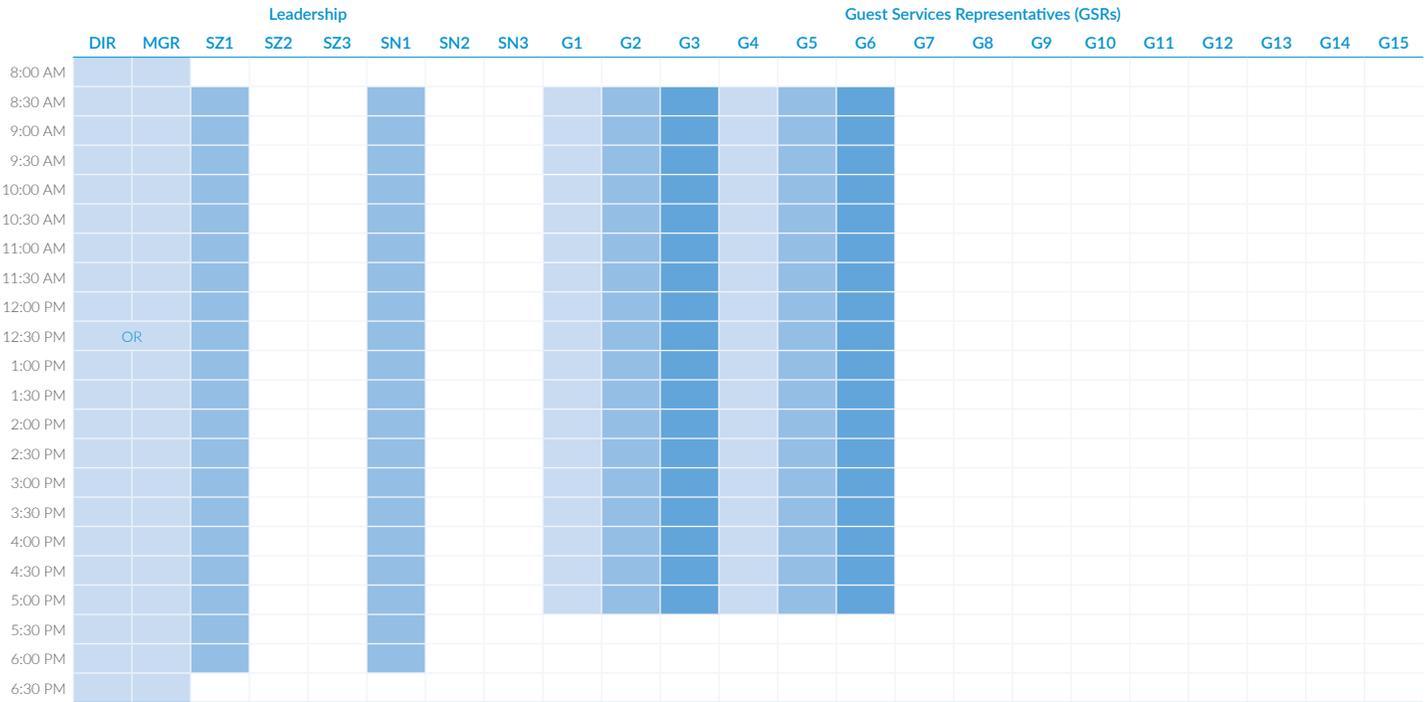
Please refer to Part 3 Scope of Services, for a detailed discussion of our approach to operating the BioPark’s general admission, ticket sales and promotions. The following chart illustrates the number of hours dedicated to each task and who will be performing each task.

Task	Responsible Party	Total Task Hours per Week
Directing	GS Director	40
Managing Training	GS Manager	40
Supervising Membership Logistics Group Visit	GS Supervisors	142
Financial Manage Budget Maintain Financial Records	NMBPS Finance Supervisor	40
Information Technology	NMBPS IT/Art Director	5
Graphics/Marketing	NMBPS Graphics/Marketing Assistant	20
Marketing/Promotions	NMBPS Marketing Manager	5
Human Resources	HR Contractor	2
Training and Development On-the-Job Training Assessments Update/Refresh Training BioPark Orientation	GSRs	24
Guest Services Greeting	GSRs	200
Ticket Sales/Cashiering		120
Membership Sales Group Sales		40
Informing and Updating Guests		6
Resolving Guest Concerns Issuing Service Recovery Processing Refunds Assisting with Questions	6	

Staffing Variations

Each day's exact tasks may vary depending on the level of attendance. The following charts illustrate the ways in which staffing levels will vary based on anticipated light, medium or heavy attendance.

Light Attendance Schedule - All Park Hours 9:00 AM - 5:00 PM



Director OR Manager	8:00 AM - 6:00 PM
Zoo Supervisor 1	8:30 AM - 5:30 PM
North Supervisor 1	8:30 AM - 5:30 PM
GSR (x6)	8:30 AM - 5:30 PM

60 minutes total break time per 8 hours worked.

Medium Attendance Schedule - All Park Hours 9:00 AM - 5:00 PM



Director OR Manager	8:00 AM - 6:00 PM
Zoo Supervisor 1	8:00 AM - 5:00 PM
Zoo Supervisor 2	8:30 AM - 5:30 PM
North Supervisor 1	8:30 AM - 5:30 PM
GSR (x9)	8:30 AM - 5:30 PM

60 minutes total break time per 8 hours worked.

Heavy Attendance Schedule - All Park Hours 9:00 AM - 5:00 PM



Director AND/OR Manager	8:00 AM - 6:00 PM
Zoo Supervisor 1	8:00 AM - 5:00 PM
Zoo Supervisor 2	8:30 AM - 5:30 PM
Zoo Supervisor 3	8:30 AM - 5:30 PM
North Supervisor 1	8:30 AM - 5:30 PM
North Supervisor 2	8:30 AM - 5:30 PM
GSR (x12)	8:30 AM - 5:30 PM

60 minutes total break time per 8 hours worked.

Management Summary

The NMBPS will manage the ABQ BioPark's general admissions, ticket sales and promotions with a Guest Services team that is responsible for:

- **Admissions**
 - Ticketing
 - Park entry and exit
 - Membership sales
 - School and group sales
- **Guest Services**
 - Communicating, handling and resolving Guest comments and concerns
 - Assisting Guests with disabilities or other special requirements
- **Staff and Guest Information and Communications**
 - Acting as the hub and central resource for general Staff and Guest information
 - Informing and updating Guest information and news at main BioPark entrances
- **Financial Management**
 - Manage budget to distribute 75% or more of gross sales to the City of Albuquerque
 - Maintain hourly, daily, monthly, yearly records
- **Marketing/Promotions**

Lines of Authority

The NMBPS leadership will be structured as follows:



Staff Responsibilities

The NMBPS Guest Services department operates by placing Staff Members in designated positions, which may rotate throughout the day and change depending on business needs. Positions are described in the chart below.

Position Name	Location	Function
Zoo Parking Lot Greeter	Near lobo statue outside of Zoo main entrance pyramid	This position welcomes Guests from the parking lot, answers initial questions and directs Guests to the appropriate areas.
Zoo Line Greeter	Entrance of Zoo admissions queue	This position stands near the entrance of the Zoo admissions queue, answers Guests' questions and directs them to the appropriate line.
Zoo Booth Designator (previously Grouper)	End of Zoo admissions queue, prior to Zoo entry booths	This position stands at the end of the Zoo admissions queue and leads Guests to the next available Entry Booth attendant.
Zoo Entry Booth 1, 2, 3, 4, 5	Cashier booths under Zoo main entrance pyramid	This position will process ticket transactions, provide Guests with correct information, and suggest the best possible ticket selection.
Zoo Service Host 1, 2, 3	Administration lobby	This position is responsible for interacting with Guests whose needs may not be met by the Entry Booth employee. This position also assists with routine Member needs.
Zoo Plaza Greeter	Near gazebo	This position welcomes Guests into the Zoo after entering through admissions, gives out maps and makes suggestions for the Guests' day.
Group Entry Booth	Zoo group entry booth	This position oversees Group admission at the auxiliary booth.
North Plaza Greeter	Aquarium/Garden plaza	This position assists Guests that have entered the main plaza at the north side, directs Guests and answers questions.
AQ/BG Entry Booth 1, 2	AQ/BG entry booth	This position will process ticket transactions, provide Guests with correct information, and suggest the best possible ticket selection.

In order to provide strategic and holistic support to Guests, Guest Services Staff and the ABQ BioPark, the Guest Services Supervisors each specialize in an area of management.

One Supervisor specializes in **membership**. This person oversees Membership sales and relations, serves as the primary resource for training and building soft skills, and acts as a liaison to the NMBPS Membership department.

One Supervisor specializes in **logistics**. This person oversees administrative work, internal communication, cleanliness and show quality of Guest Service areas. They are the primary resource for reporting on exhibits, construction and attractions, and they act as a liaison to the ABQ BioPark's maintenance, marketing and graphics department.

One Supervisor specializes in **schools and group sales**. This person oversees school and group sales, ticketing, booking, upgrades and more. They are the primary resource for school/group booking, in-house animal information, conservation and more. They also act as the liaison to the ABQ BioPark's education, animal care and horticulture departments.

Job Description Summaries

Guest Services Director (GSD)

Overview: The Guest Services Director is responsible for overseeing the effective general operation of the main entrance areas of the BioPark and its operational Staff. This includes ticketing, admissions, Guest service, and ensuring all Guest Services Staff support an exceptional and enjoyable arrival and exit experience for Guests. The Director is responsible for the Guest Services Manager, Guest Services Supervisors and Guest Services Representatives and acts as their department leader. This position must maintain clear verbal and written communication with Guests/Staff and assist with any Guest/Staff concerns as needed. Along with leadership and communication skills, a comprehensive understanding of the BioPark, its amenities, Membership relations, and in-park animal knowledge are critical to this role's success.

Guest Services Manager (GSM)

Overview: The Guest Services Manager is responsible for overseeing the general operation of the ABQ BioPark Guest Services department while reporting to the Guest Services Director. The Manager will perform routine and specialty administrative tasks based on the operation's need. The Manager will also oversee the Supervisors within the department. A large focus of the Guest Services Manager's position will be to update and maintain the orientation and training programs for the department. This includes training documentation, scheduling, assessments, refresh training, and other routine training needs. The Guest Services Manager will promote exemplary standards for interdepartmental communications. This role acts as the department scheduler.

Guest Services Supervisor (GSS)

Overview: Guest Services Supervisors are responsible for overseeing the correct operation of the Main Entrances areas of the BioPark and its Representatives. Supervisors act as ambassadors of the BioPark and of the Guest Services department. They maintain a compassionate demeanor and are a knowledgeable point of contact for Guests/Staff in any situation. Supervisors are also responsible for implementing the correct financial procedures associated with the department including cash handling and financial documentation. Guest Services Representatives will report directly to Guest Services Supervisors. Along with supervisory responsibilities, Guest Services Supervisors are expected to assist Leadership with administrative and specialized responsibilities. Each Supervisor has a specialty associated with their title, included in the descriptions below.

Membership Supervisor

- Act as liaison between the Guest Services dept. and the Membership dept
- Prepare and record Membership sales, file Member documentation
- Educates team of Member news, etc

Group Visit Supervisor

- Act as liaison between Guest Services dept. and Education/Animal depts
- Oversees correct sales and admission of group visits, including school groups
- Communicates with incoming groups

Logistics Supervisor

- Act as liaison for exhibits, construction, attractions, marketing and graphics
- Verifies cleanliness, organization and quality of department area
- Act as resource for custodial and maintenance needs
- Performs internal performance audits

Guest Services Representative (GSR)

Positions: Entry Booth Attendant, Service Host, Greeter

Overview: The Guest Services Representative acts as the point of contact for all Guests visiting the BioPark. Representatives are expected to perform as a highly trained member of a fast-paced team. They will provide Guests with personalized assistance and suggestions, and perform transactions admitting Guests and Members into the BioPark. A welcoming and collected approach to Guests' needs and inquiries is expected of each Representative. All Guests should have a pleasant, helpful, and efficient encounter each time they interact with a Representative. Responsibilities include Entry Booth Attendant (cashier), Service Host (customer service representative), and Greeter offering assistance.

See Appendix G for complete job descriptions

Interface With City of Albuquerque Staff and Resources

The NMBPS maintains constant communication and interface with BioPark Staff. The lines of authority extend from the NMBPS to the BioPark Director, then the Associate Directors, appropriate department managers and curators, maintenance, finance, security, animal staff, and others. This may, at times, include City of Albuquerque partners, Service Systems Associates and Wildlife Trading Company. While in operation of BioPark admissions and ticket sales, NMBPS will work with BioPark Staff regarding a large scope of topics, services and resources, including exhibit news and closures, animal arrivals/ departures, lost and found, animal escape drills, maintenance and infrastructure, internal communication, departmental finances, employee ticketing, 311 and more.



Management Strategy

The NMBPS intends to create extraordinary experiences for the BioPark's 1.3 million annual Guests by managing general admissions and support of special events, private events and holidays. From the moment Guests arrive at the BioPark to the time they depart, NMBPS staff will provide unparalleled, friendly and genuine Guest service. By enhancing the Guest experience, we will secure the success of BioPark programs and ensure the facility remains a source of community pride.

Through this collaboration, we expect to increase admission and membership sales, increase ticketing revenues to the BioPark and City of Albuquerque, increase Guest satisfaction, decrease labor costs, increase capacity to collect conservation donations and increase promotional activities, to name a few.



Benefits of Expanding Our Partnership Through Admissions

Increased Sales

The NMBPS will enhance package pricing that maximizes the value across the ABQ BioPark to include: “secondary spends” such as rides (carousel, train), attractions (giraffe and lorikeet feeding), Behind-the-Scenes experiences, combo passes, events (River of Lights, concerts, Boo at the Zoo), conservation donations, and more easy-to-understand options for Guests to customize their visit. While “admission only” remains an option, our research has shown that in many cases, more than 50% of Guests will purchase a package when it is properly offered to them. This increases revenues through increased capture rate and enhances the visitor experience by Guests not being “nickel and dimed” during their visit for secondary spends. These ticketing options will also be available to purchase online for convenient and expedited service.

Decreased Labor & Benefits

Currently, the City of Albuquerque operates the ticketing operations at the BioPark. The NMBPS’ proposal will enable the City of Albuquerque to relocate key staff to fill valuable open positions, saving the value of additional costs to fill these positions. The proposal will further eliminate daily operational costs to the City of Albuquerque including hourly and temporary staffing, office administration associated with ticketing operations, office and ticketing supplies, IT support and hardware expenses, credit card fees, recruiting and training costs, armored car and uniform expenses.

Superior Staffing

Our goal is to attract, develop and retain employees dedicated to providing memorable experiences for our Guests. We are committed to exceeding Guests’ expectations knowing this begins with the sale of the ticket. The NMBPS will hold high expectations for our employees.

Please refer back to section 2.1.4 for details on management and staff structure.

Dynamic Staffing

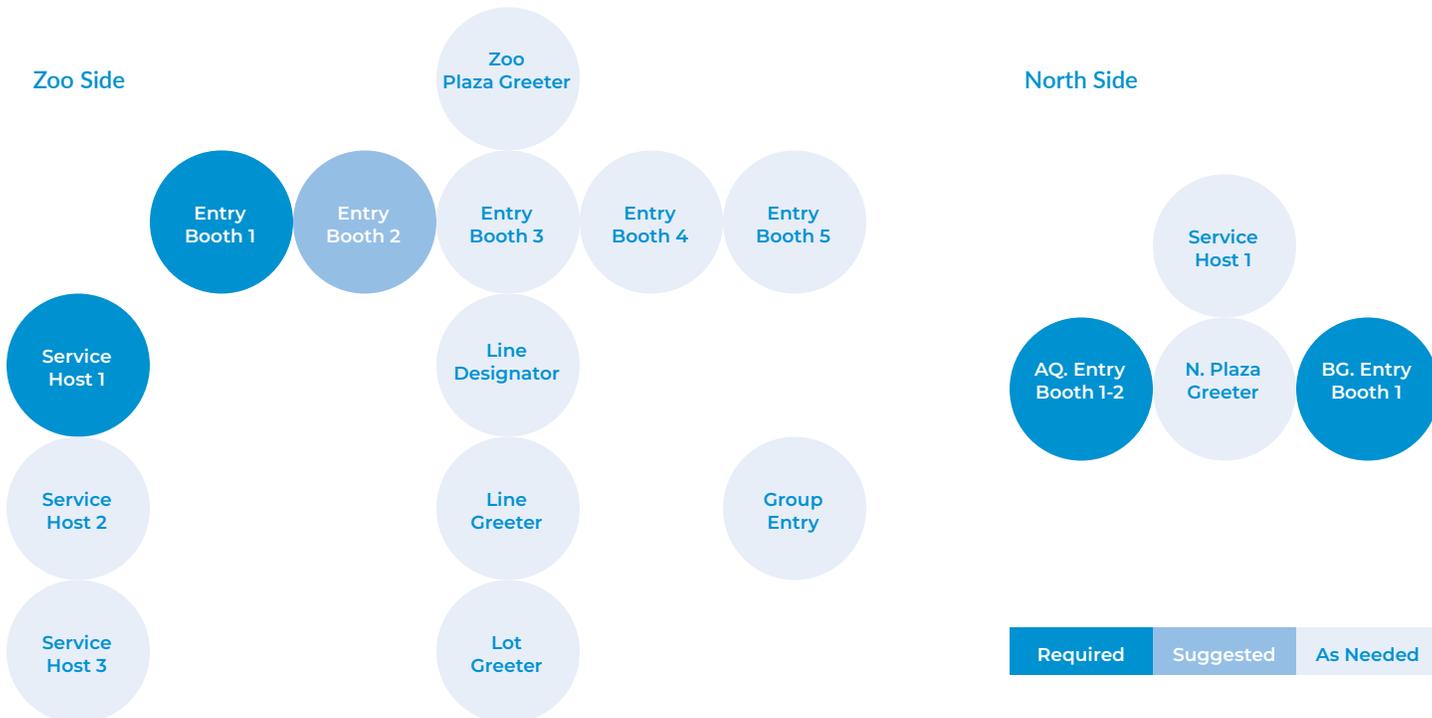
In order to maintain a continuous flow of guests and reduce wait time, NMBPS has developed a dynamic staffing plan that responds to predicted daily attendance levels, which could be impacted by special events and holidays.

Staffing Numbers by Attendance Type

Attendance Type	Role	Qty.
Light	Director	1
	Manager	
	Supervisor	2
	Representative	6
Medium	Director	1
	Manager	
	Supervisor	3
	Representative	9
Heavy	Director	1 or 2
	Manager	
	Supervisor	5
	Representative	12

Staff positions will also vary with attendance level as show below:

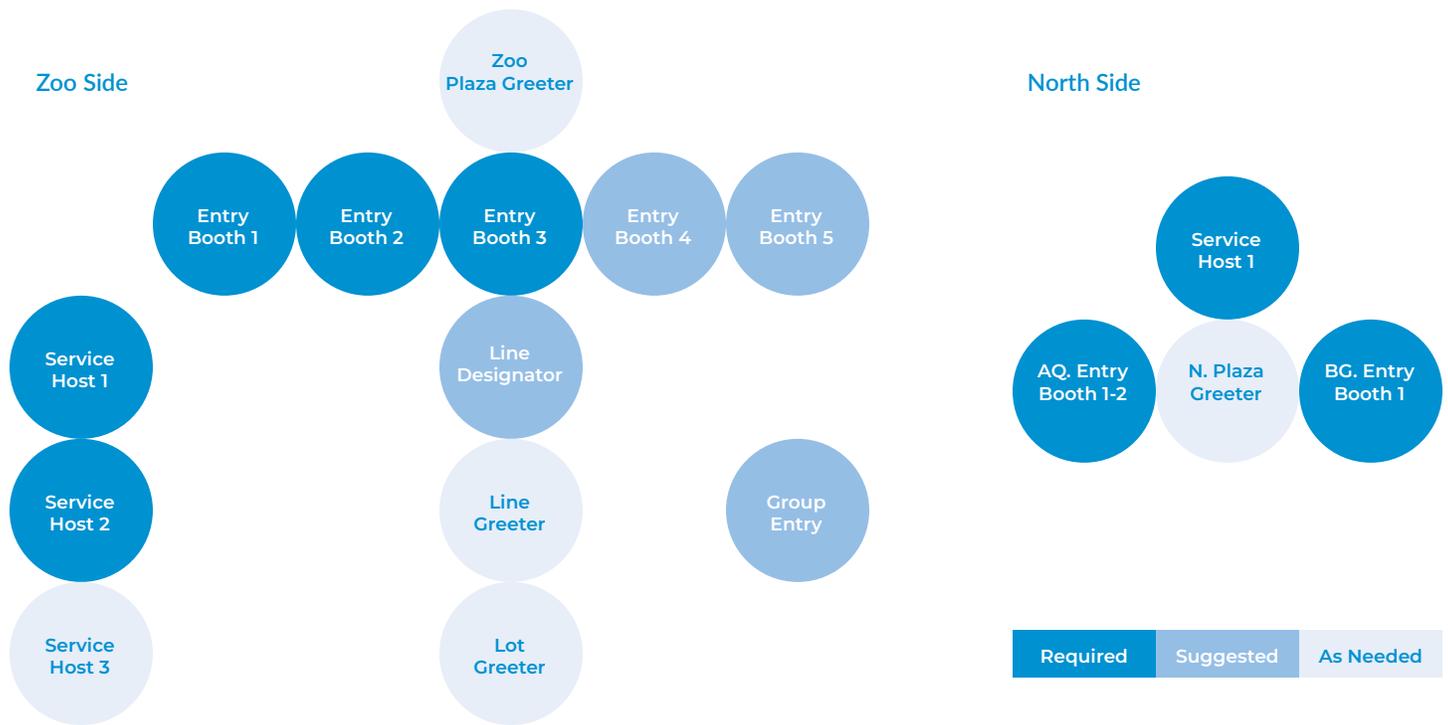
Light Attendance



Medium Attendance



Heavy Attendance



Maintaining a Continuous Flow of Guests

The NMBPS' management strategy allows for an average of up to 2,320 guests per hour to pass through the Zoo's main entrance, or up to 17,400 per day. This far exceeds any single-day attendance at the Zoo in the last five years.

Booth Type	Avg. Sec. per Trans.	=	Trans. per Hour	x	Qty. of Booth Type	=	Total Trans. per Hour	x	Avg. Guests per Party/Transaction	=	Avg. Total Guests per Hour
General Admission	45 sec		80		3		240		4		960
Online Admission	30 sec		120		1		120		4		400
Membership Admission	15 sec		240		1		240		4		960
											2,320

General Admission

15 sec	15 sec	15 sec
Greeting	Input	Resource(s)
Inquiry	Transaction	Answers
Decision	Receipt	Invitation/Suggestion

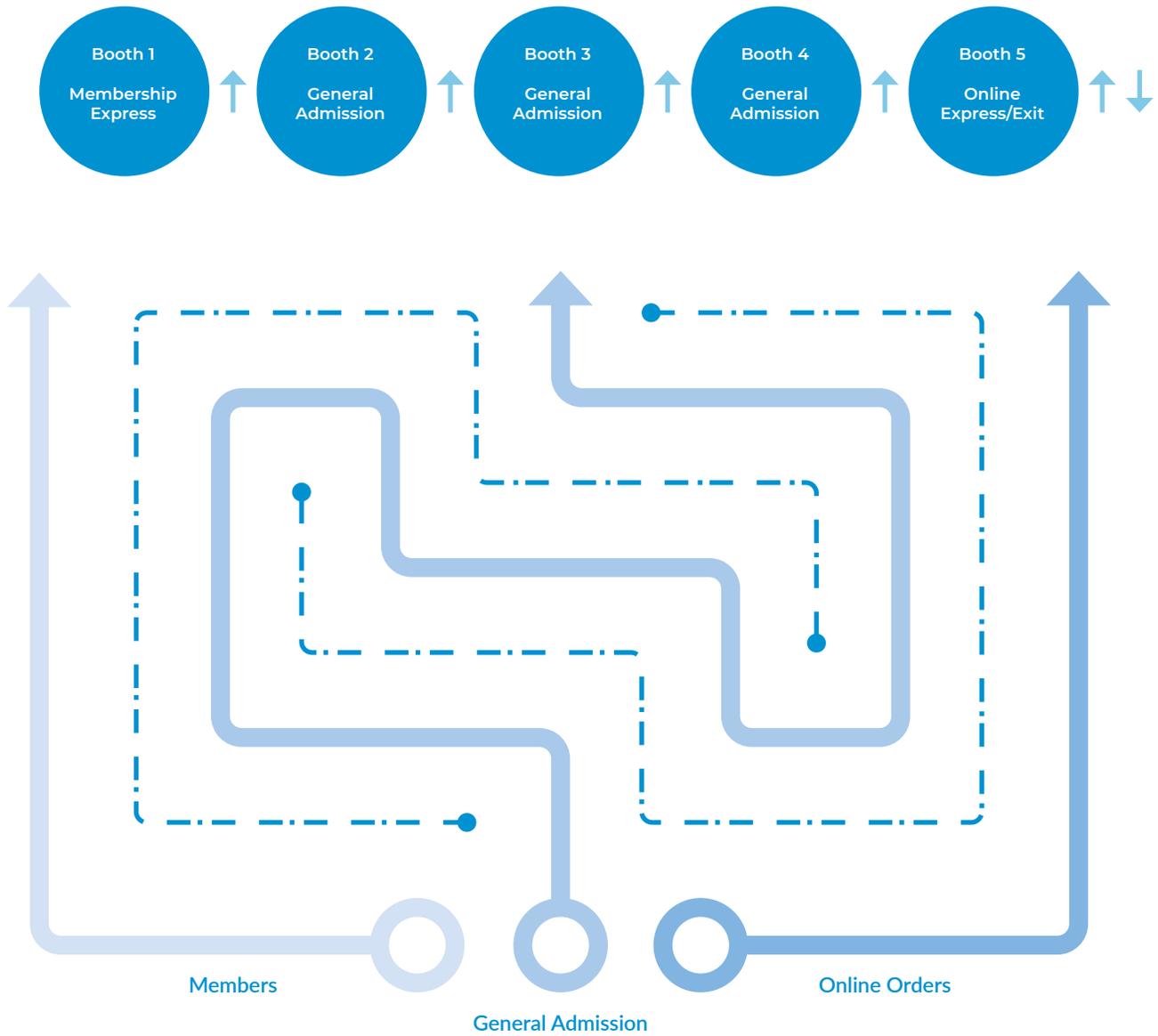
Online Pre-Purchase Admission

15 sec	15 sec
Greeting	Resource(s)
Input	Answers
Receipt	Invitation/Suggestion

Membership Admission

15 sec
Greeting
Input
Resource(s)
Invitation/Suggestion

During heavy attendance, which includes special events and holidays at the Zoo, an “extended queue” setup will relieve congestion and control Guest flow and efficiency. It provides an efficient use of space at the main entrance and allows Members and online ticket-purchasers to bypass the general admission line to express entry booths. A similar queue will be established for the Aquarium and Botanic Garden.



Transition from BioPark to NMBPS Operations

Following is a sample of our timeline to transition Admissions from BioPark to NMBPS operations.

Phase	Week	Task/Deliverables
Preliminary	1	<input type="checkbox"/> Present and discuss transition timeline
		<input type="checkbox"/> Agree to contract details and Statement of Work with City of Albuquerque
		<input type="checkbox"/> Create organization chart
		<input type="checkbox"/> Identify important dates and existing Staff Members
		<input type="checkbox"/> Finalize and confirm job descriptions and staffing numbers
		<input type="checkbox"/> Finalize position details, wages, and salaries
		<input type="checkbox"/> Determine and finalize Staff Member benefits
		<input type="checkbox"/> Post job listings for leadership and frontline Staff Members
	2	<input type="checkbox"/> Identify office, storage, shipping, and mailing locations
		<input type="checkbox"/> Identify all technological items/needs for department use
		<input type="checkbox"/> Identify a scheduling system for department
		<input type="checkbox"/> Identify legal assistance to review documentation
		<input type="checkbox"/> Prepare expectations and documents for interviews
		<input type="checkbox"/> Begin interviews
	3	<input type="checkbox"/> Finalize all "proficiencies" descriptions (training, regional, etc.)
		<input type="checkbox"/> Review and proofread all departmental documentation
<input type="checkbox"/> Submit documentation to legal		
<input type="checkbox"/> Review all necessary technology		
4	<input type="checkbox"/> Finalize department budget	
	<input type="checkbox"/> Prepare training and work schedules and staffing charts	
	<input type="checkbox"/> Finish all preliminary requirements not yet complete	
	<input type="checkbox"/> Begin to offer positions to qualified leaders and frontline applicants	

Continued on next page

Phase	Week	Task/Deliverables
Development	5	<input type="checkbox"/> Conclude all preliminary work
		<input type="checkbox"/> Detailed site visits to determine systems, networks, and cable requirements
		<input type="checkbox"/> Check in with legal
		<input type="checkbox"/> Continue hiring process
	6	<input type="checkbox"/> On-site review of opening and closing procedures
		<input type="checkbox"/> Review of current and needed department documentation
		<input type="checkbox"/> Partner with current team to discuss processes and training
	7	<input type="checkbox"/> Schedule meetings and site tours as necessary
		<input type="checkbox"/> Finish all developmental requirements not yet complete
		<input type="checkbox"/> Animal department relations and training
		<input type="checkbox"/> Complete hiring
	7.5	<input type="checkbox"/> Ensure all technology is still functioning properly and as required
		<input type="checkbox"/> Additional time if needed for development phase
Training	8	<input type="checkbox"/> Discuss training, meetings, 'train the trainer,' and training guidelines
		<input type="checkbox"/> Compile and review all training documentation
		<input type="checkbox"/> In-use POS training for current Staff Members
		<input type="checkbox"/> Finalize/implement Guest Service Techniques
	9	<input type="checkbox"/> On-the-job training of all new Staff Members
		<input type="checkbox"/> Continued departmental meetings; find a date for weekly meetings
		<input type="checkbox"/> Orientation and tours for new Staff Members
		<input type="checkbox"/> Security department relations and training
		<input type="checkbox"/> Functionality test of all department technology
		<input type="checkbox"/> Create post-training schedules for working Staff Members
	9.5	<input type="checkbox"/> Membership relations and training
		<input type="checkbox"/> Additional time if needed for training phase
	Implementation	10
<input type="checkbox"/> Ensure all paperwork and functions of department clear legal		
<input type="checkbox"/> Finalize all departmental documentation		
<input type="checkbox"/> Employee Handbook		
<input type="checkbox"/> Department Manual		
<input type="checkbox"/> Training Manual and Guides		
<input type="checkbox"/> Department job aids, worksheets, and checklists		
<input type="checkbox"/> Training assessments for new Staff Members		
<input type="checkbox"/> Finalize and distribute work schedules		
<input type="checkbox"/> Perform simulations and tests of all daily functions and technology		
<input type="checkbox"/> Reassess and finalize all elements of transition		
Transition Complete		<input type="checkbox"/> Operate Guest Services department

Financial Accountability and Reporting

The NMBPS will provide the City of Albuquerque financial accountability and reporting on the fiscal operations of the BioPark's programs, admissions, facility use and other key demographic data. The financial documents will be broken down into general categories for daily, monthly and annual reporting. The City of Albuquerque will be able to audit financial records at any time.

As a nonprofit, we are obligated by law to have our financial records reviewed by an independent auditor. These records will include all admissions and ticket sales revenue and expenses. Per our partnership contract with the City of Albuquerque, those audit reports will be shared with BioPark and City of Albuquerque management.

[See Appendix J for a copy of our most recent audit](#)

We have provided a sample financial report from the 2019 Run for the Zoo event. This report can be modified to show revenue and expenses by day, month, year or event.

[See Appendix K for a sample financial report](#)

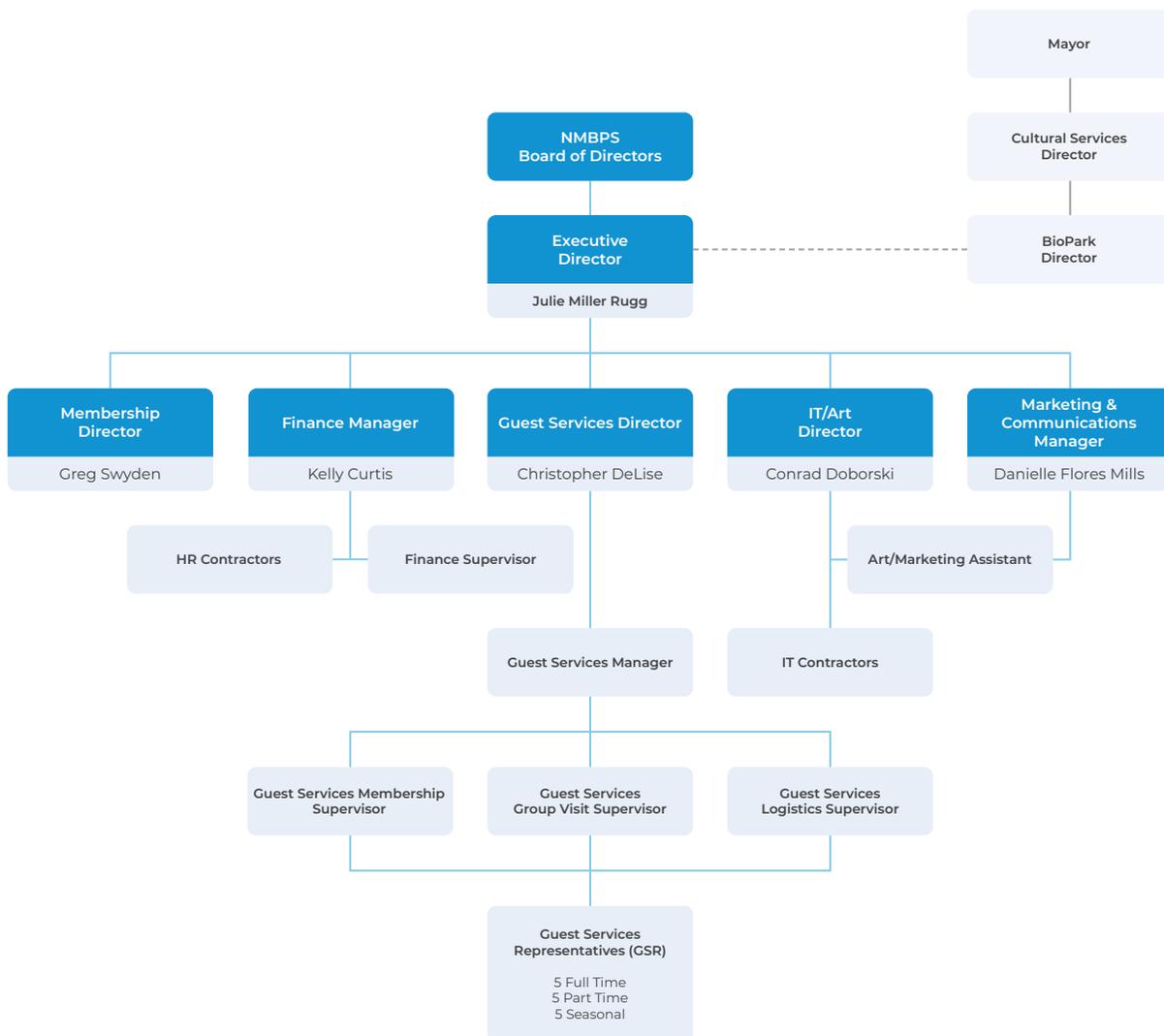


Detailed Staffing Plan

At the NMBPS, we are a passionate team of thoughtful and dedicated workers. Every Staff Member takes pride in supporting the BioPark in dynamic and unique ways. This sense of pride, directed by strategic leadership, powered the past 50 years of making the exceptional possible at the ABQ BioPark. We will continue to nurture these behaviors in staff hired to implement the BioPark’s general admissions, ticket sales and promotions.

Under the direction of the Guest Services Director, a team of 8-16 employees will provide service to Guests at the entrances to the Zoo, Aquarium and Botanic Garden. Staff will sell tickets, promote the BioPark’s daily activities, sell memberships, coordinate with school groups, encourage conservation donations and provide customer service to Guests with a wide range of needs and inquiries.

An additional NMBPS team will provide marketing, IT, financial and leadership services to support the frontline staff.



Key personnel already on NMBPS staff include:

Julie Miller Rugg, Executive Director

Kelly Curtis, Finance Manager

Christopher DeLise, Guest Services Director

Conrad Doborski, IT/Art Director

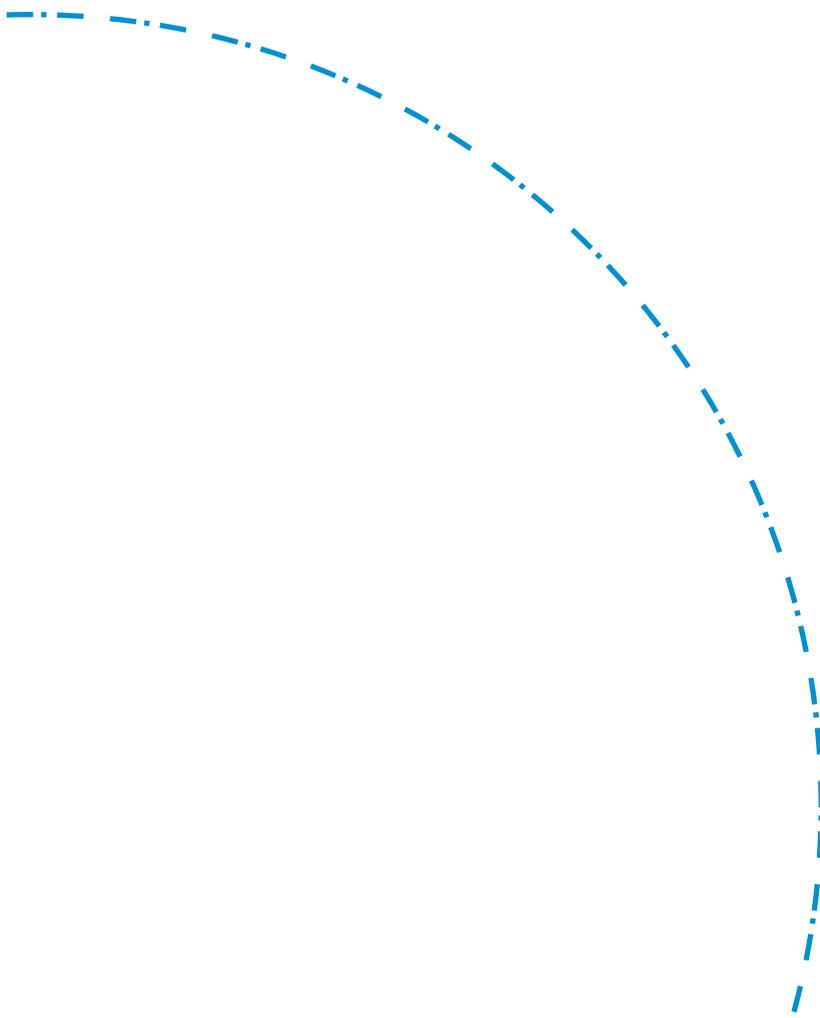
Danielle Flores Mills, Marketing and Communications Manager

Staff to fill the Guest Services roles, other than Guest Services Director, will be recruited beginning in Week One after a contract with the City of Albuquerque is signed. Leadership positions will be filled by Week Four. Hiring for all positions will be complete by Week Seven. See Transition Timeline on page 44 for complete details.

Staff Training

Guest Services Staff will provide every Guest with outstanding, friendly and efficient customer service. The NMBPS believes that training lays the proper foundation for Staff to succeed in their role. Attention to detail, hands-on experience and time will allow Staff to build the skills they need to feel comfortable in their role. Proper training cannot be rushed, so we like to ensure our trainees have enough time to practice their developing skills.

Once hired, each employee will receive industry-leading training that will inspire them to provide excellent customer service to the BioPark's Guests. The basic training model will ensure that our employees understand their role within our organization and the NMBPS' commitment to an outstanding Guest experience at the BioPark. This begins with embedding the culture of the BioPark in the training integration program model.



Industry-Leading Training

The NMBPS will utilize industry-leading training that will inspire employees to provide excellent customer service for the ABQ BioPark’s Guests. The basic training model will ensure that our employees understand their role within our organization and the NMBPS’ commitment to an outstanding Guest experience at the BioPark. This begins with embedding the culture of the BioPark in the training integration program model.

	BioPark Orientation	General Orientation for all new staff. Includes full tour of the BioPark, animal experience, and interdepartmental relationship-building activities. Orientation may be offered once or twice monthly, with recent hires scheduled for the following orientation.
	Department Orientation	Area-specific overview of all essential job functions. Includes comprehensive tour of department location, experiencing the department location as a Guest, Staff introductions, and position overviews.
	On-the-Job Training	5-10 day shadow and in-position training alongside a qualified department trainer.
	Evaluation	One-day written and practical assessment. A qualified department trainer will complete an assessment worksheet, allowing the trainee to demonstrate all relevant job functions and capabilities. The evaluating trainer will partner with leadership to discuss performance.

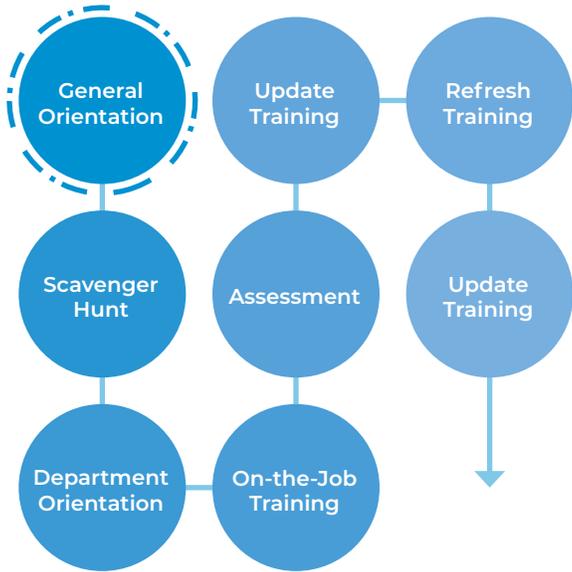
Christopher DeLise, our Guest Services Director, will oversee the extensive employee training program, utilizing his depth of knowledge in Guest experience and employee training. The Guest Services Manager will update and maintain the orientation and training programs for the department. This includes training documentation, scheduling, assessments, refresh training and other routine training needs.

The training process begins with the pre-employment interview and continues to an orientation process educating new employees about the BioPark and its amenities.

Each trainee will follow the applicable training program for their respective position. We apply a “shadow” style, on-the-job training program where our new employee is paired with an in-house trainer to actively learn their job responsibilities and Guest interaction expectations. We then follow through by educating our staff on the specific performance metrics and how their performance will be measured. After successfully passing a written and practical assessment, the employee will be prepared to perform their role. Additional refresher training will be applied as needed throughout the season.

Staff Development

In the interest of employee development and satisfaction, Guest Services Representatives will follow a 10-day comprehensive training program. After BioPark and department-specific peer-led orientations, on-the-job training will provide trainees with thorough experience. Prior to working by themselves, trainees will be required to pass a multi-format assessment. Even for veteran Staff Members, refresh and update training will occur regularly during the year to accommodate improved techniques and operational consistency.



Incentive Program

The NMBPS will implement a rewards-based incentive system for Guest Services Staff. The system will follow a process similar to the one outlined below:



Estimated Expenses

Please refer to our Cost Proposal for a full list of ancillary expenses.

See Appendix H for detailed expenses for payroll and benefits

General Admission Sales

The NMBPS will meet or exceed the revenue goals described in the Financial Summary (page 32-33) by implementing a detailed sales plan, described below.

1. Gather and analyze significant customer data, such as zip code, membership status, payment method, types of tickets purchased and more.
2. Create audience-specific sales goals, for example: increase “add-a-guest” sales to current members by 10%
3. Initiate point of sale advertising (both onsite and online) to increase sales of memberships, attraction passes, conservation donations and multi-day and multi-park passes
4. Reducing timing per transaction to meet rates outlined on page 42

Guest satisfaction at the point of sale is essential to NMBPS’ ability to implement this plan and increase ticket sales. NMBPS will create a more welcoming and efficient system by revamping the BioPark admissions and entry process.

Upon arrival, Guests with pre-purchased tickets and Members will be admitted through express entry booths. Guests needing to purchase tickets will wait in one line for a friendly greeter to lead them to the first available ticket booth, maintaining a constant flow of Guests into the Zoo or Aquarium/Garden. An advanced training and assessment process will ensure that all Guest Services Representatives are able to respond to a wide spectrum of Guest requests, questions, and concerns regarding ticketing.

Staff will work to ensure Guests feel confident they are receiving the highest value for their ticket price, instilling the desire to return in the future. Every one of our highly-trained employees will seek to maximize both the Guest experience and revenue, regardless of the Guest’s membership status.

We expect increased sales for the following reasons:

- Guest expectations of Guest Services Staff are exceeded
- Guests perceive a greater value for their ticket price
- Staff will have timed interaction goals to maintain maximum Guest throughput, and Guests requiring extra attention will be graciously served by a dedicated resource person rather than being rushed through a line
- Staff will be trained to seek opportunities for ticket upgrades, attraction add-ons and Membership sales
- Anticipated positive online reviews, social media recognition and word-of-mouth

New ticket options

Adjustments to the ticket options may reduce confusion and perceived limits to Guest experiences. The NMBPS has identified an opportunity to address this, but we will only proceed if approved by the City of Albuquerque and the BioPark. We recommend offering additional multi-park and multi-day ticket options to serve a larger Guest audience whose needs and interests are not met through the general/combo ticket system.

Suggested ticket options include:

- 1-day and 2-day tickets
- Zoo, Aquarium/Botanic Garden and 3-park tickets

Currently, combo pass sales stop at noon each day. Based on the opportunity to move additional Guests on a faster and higher volume shuttle system between parks, we will be able to sell combo passes for more hours each day. In addition, Guests can also upgrade to multi-day passes. With these changes, **we project an increase in revenue of \$100,000- \$500,000 annually.**

Non-Member

In-State	Child	1 Day Zoo	\$5.00
		1 Day AQ/BG	\$5.00
		1 Day 3-Park	\$7.00
		2 Day Zoo	\$8.00
		2 Day AQ/BG	\$8.00
		2 Day 3-Park	\$11.00
	Adult	1 Day Zoo	\$10.00
		1 Day AQ/BG	\$10.00
		1 Day 3-Park	\$16.00
		2 Day Zoo	\$15.00
		2 Day AQ/BG	\$15.00
		2 Day 3-Park	\$24.00
	Senior	1 Day Zoo	\$5.50
		1 Day AQ/BG	\$5.50
		1 Day 3-Park	\$9.00
		2 Day Zoo	\$8.00
		2 Day AQ/BG	\$8.00
		2 Day 3-Park	\$14.00
Out-of-State	Child	1 Day Zoo	\$6.00
		1 Day AQ/BG	\$6.00
		1 Day 3-Park	\$8.00
		2 Day Zoo	\$9.00
		2 Day AQ/BG	\$9.00
		2 Day 3-Park	\$12.00
	Adult	1 Day Zoo	\$14.50
		1 Day AQ/BG	\$14.50
		1 Day 3-Park	\$22.00
		2 Day Zoo	\$22.00
		2 Day AQ/BG	\$22.00
		2 Day 3-Park	\$33.00
	Senior	1 Day Zoo	\$7.50
		1 Day AQ/BG	\$7.50
		1 Day 3-Park	\$12.00
		2 Day Zoo	\$12.00
		2 Day AQ/BG	\$12.00
		2 Day 3-Park	\$18.00

Ticket price increase

The NMBPS proposes a \$2 ticket price increase in 2024 to reflect the added value of new Heritage Farm, Australia and Asia exhibits. (The current ticket price has been in place since 2017.) A comparison of ticket pricing strategies - and their impact on NMBPS' contribution to the City - is below.

Projected Financial Summary

Scenario 1 shows the growth of the contribution to the City without a ticket price increase. This allows the City to realize an annual revenue of \$4.2 million by 2024.

	Fiscal Year	Year					
		2019	2020	2021	2022	2023	2024
Scenario 1	Attendance Zoo ¹	714,963	722,112	693,228	762,550	823,554	840,025
	Attendance AQ/BG ²	480,478	485,283	509,547	524,833	530,082	535,382
	Total Attendance	1,195,441	1,207,395	1,202,774	1,287,384	1,353,636	1,375,408
	Total Ticket Sales	\$4,533,463	\$4,597,344	\$4,574,011	\$5,001,287	\$5,335,862	\$5,445,810
	Event & Other Sales	\$1,500,000	\$1,515,000	\$1,530,150	\$1,545,452	\$1,560,906	\$1,576,515
	Combined Admissions	\$6,033,463	\$6,112,344	\$6,104,161	\$6,546,739	\$6,896,768	\$7,022,325
	Total Contribution to account 235 & NMBPS Events	(\$1,500,000)	(\$1,515,000)	(\$1,530,150)	(\$1,545,452)	(\$1,560,906)	(\$1,576,515)
	Total Contribution to City:	-	\$3,539,125	\$3,522,036	\$3,751,425	\$4,029,906	\$4,213,131
			76.98%	77.00%	75.01%	75.52%	77.36%

Scenario 2 reflects a \$2 price increase beginning in 2023 for regular admissions paid at the gate. This will allow the City to realize an annual revenue exceeding \$5.5 million in 2024, earning a combined \$2.5 million in additional revenue as compared to Scenario 1.

	Fiscal Year	Year					
		2019	2020	2021	2022	2023	2024
Scenario 2	Attendance Zoo ¹	714,963	722,112	693,228	762,550	823,554	840,025
	Attendance AQ/BG ²	480,478	485,283	509,547	524,833	530,082	535,382
	Total Attendance	1,195,441	1,207,395	1,202,774	1,287,384	1,353,636	1,375,408
	Total Ticket Sales	\$4,533,463	\$4,597,344	\$4,574,011	\$5,001,287	\$6,583,658	\$6,718,562
	Event & Other Sales	\$1,500,000	\$1,515,000	\$1,530,150	\$1,545,452	\$1,560,906	\$1,576,515
	Combined Admissions	6,033,463	6,112,344	6,104,161	6,546,739	8,144,564	8,295,078
	Total Contribution to account 235 & NMBPS Events	(\$1,500,000)	(\$1,515,000)	(\$1,530,150)	(\$1,545,452)	(\$1,560,906)	(\$1,576,515)
	Total Contribution to City:	-	\$3,539,125	\$3,522,036	\$3,751,425	\$5,277,703	\$5,485,884
			76.98%	77.00%	75.01%	80.16%	81.65%

1. We are anticipating a 1% increase in attendance in 2020, a 4% decrease in 2021 (due to construction of major exhibits), increases of 10% and 8% in 2022 and 2023 respectively as the new Australia and Asia exhibits open and a 2% increase in 2024.

2. We are anticipating a 1% increase in attendance in 2020, a 5% and 3% increase in 2021 and 2022 respectively as the Heritage Farm expansion is completed, and a 1% increase in 2024.

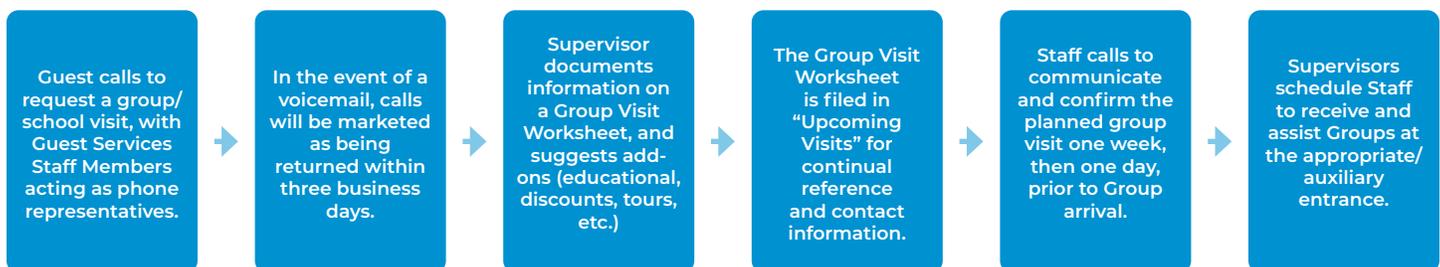
Group Sales

Educating Albuquerque's youth continues to be a priority of the ABQ BioPark. We will enhance the BioPark's outreach to local and statewide schools, enabling youth to experience first-hand what it means to conserve and protect the environment wherever they are. We will dedicate staff to specifically oversee the needs of this important group, easing the process for schools to participate.

Streamlining the group and school sales entry process will also alleviate congestion and dissatisfaction. By following specific, documented procedures for common misunderstandings surrounding group visits, Staff will be better prepared to assist groups into the park. Our goal is to impress group Guests and chaperones with a pleasantly efficient entry process.

The Guest Services team will efficiently handle the Group and School admissions process. A designated Supervisor will ensure the correct overall function of the School and Group Sales system. Several improvements to the School and Group Admissions sales strategies are:

- Day camp and other non-school-based education group visits
- A larger selection of discounts for adult group admission
- Educational enhancement add-ons for improved educational experiences



Membership Sales

Per the nonprofit partnership contract with the City of Albuquerque, NMBPS is the only entity allowed to operate a membership program at the ABQ BioPark. Other Offerors will not be able to provide this service, but the following membership sales plan illustrates our methods.

The NMBPS operates the largest membership program of any nonprofit cultural organization in New Mexico. With over 22,000 households, membership represents over 86,000 individual members.

We offer a variety of membership plans from individual and family memberships to corporate memberships, all to benefit the BioPark.

Memberships include:

- Senior membership, \$39
- Individual membership, \$54
- Senior couple membership, \$55
- Couple membership, \$69
- Family membership for 2 adults & 4 children, \$99
- Family Plus membership for 3 adults & 6 children, \$119
- Ranger Club, \$175
- Explorer Club, \$299
- Adventurer Club, \$599



Memberships are recruited and renewed through a variety of methods, including direct mail, email, social media, in-person sales, and booths at special events, trade shows and fairs.

Guest Services Representatives will have specialized training in Membership sales and relations. This supplemental training will allow our Representatives to have a holistic knowledge of the NMBPS Membership system. Members will see an increase in the level of care and service in Staff helping with Membership ticketing, rates, and suggestions, leading to increased satisfaction levels with Membership admission and assistance.

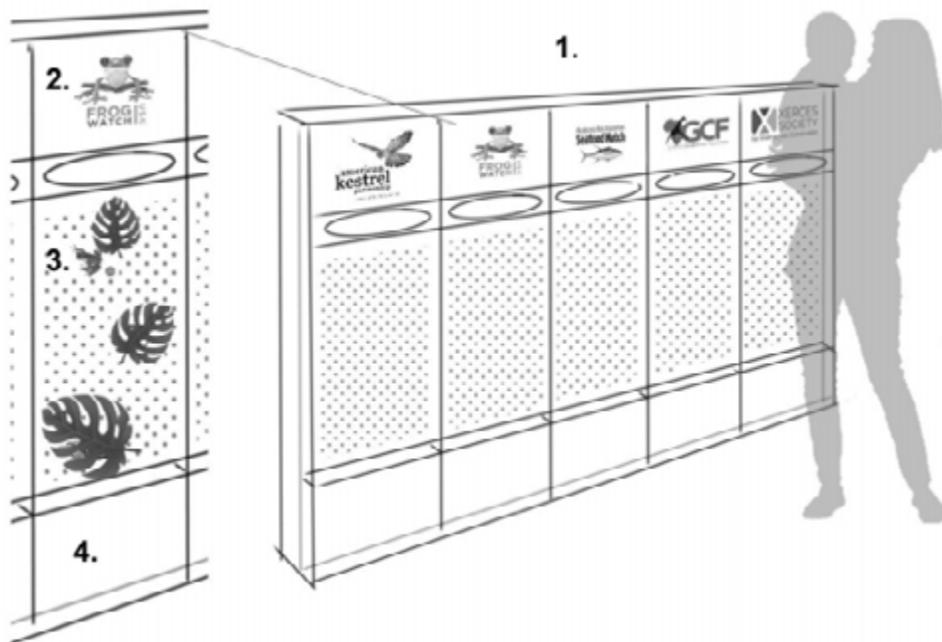
NMBPS has a 65% membership renewal rate and a 7-10% annual growth rate.

In fulfillment of our nonprofit partnership contract with the City of Albuquerque, NMBPS contributes 20% of membership sales to the ABQ BioPark. This is separate from a contribution we will make based on admissions and ticket sales.

Areas Of Potential Growth

The NMBPS has identified the following opportunities for growth through admissions and ticket sales.

- Increased sales through package pricing that maximizes the value of “secondary spends,” see page 38
- Multi-park and multi-day passes to reduce confusion and perceived limits to Guest experiences, see page 54
- Increased conservation donations through sales of tokens that can be dropped in a “Plinko”-style game kiosk to vote for a favorite conservation program (see drawing below)
- Streamlined Guest service and better reporting capabilities through a new ticketing software that connects admissions with membership database, see page 69
- Increased revenue through a \$2 ticket increase in 2024 to reflect added value of new Heritage Farm, Australia and Asia exhibits, as shown on page 55



Marketing Plans

The NMBPS will provide comprehensive marketing plans to support the ABQ BioPark's admission sales, on-site attractions and experiences, memberships, conservation initiatives, special events, education programs and fundraising opportunities.

The NMBPS is proposing \$50,000 for marketing funds in its Admissions operating budget. This is in addition to the \$129,550 we have already budgeted to market membership and NMBPS events in 2020. The NMBPS will match the proposed Admissions marketing fund with an additional \$50,000 for general BioPark facility promotion. As a nonprofit organization, NMBPS is also able to recruit sponsorships from local media that resulted in \$755,000 in in-kind media donations in 2018 and \$1,300,000 in 2019.

The following is an example of the thorough and multi-channel campaign designed to market the BioPark facility as a whole with adaptations for on-site attractions and experiences as well as memberships.

ABQ BioPark – Internal Facility Marketing

Campaign Slogan: Make this your happy place.

- Info on printed tickets and online ticketing webpages to promote various activities and programs
- Digital Screens at entrance to update Guests on activities, promotions, membership, events, and on-site attractions
- Guest Service Representatives can verbally review daily activities with Guests upon arrival
- QR codes located in ticket booths so guests can use their phone cameras to scan for daily deals, lists of activities or unique experiences
- General social media coverage through BioPark-related accounts with possible cross promotion for events
- Digital ads targeting Guests inside the parks
- Signage throughout the facility to promote membership, events, education, and on-site attractions
- Photo opportunities throughout parks and at various exhibits to promote social media interaction
- Advertising in restrooms

An underwater scene with several penguins swimming in clear blue water. In the foreground, the silhouettes of a family—a man, a woman, and a child—are visible as they look at the penguins. The child is pointing towards the animals.

**MAKE THIS YOUR
HAPPY PLACE.**

JOIN TODAY. VISIT OFTEN.

NEW MEXICO
BIO PARK
SOCIETY

A giraffe in an outdoor enclosure with a wooden fence. A woman is holding a young child, and they are both looking at the giraffe. The woman is reaching out towards the giraffe. The enclosure is sandy and has some greenery and rocks.

**MAKE
THIS YOUR
HAPPY PLACE.**

JOIN TODAY. VISIT OFTEN.

NEW MEXICO
BIO PARK
SOCIETY

In addition, we propose to create broader marketing campaigns to support ABQ BioPark admissions.

ABQ BioPark – General Marketing Campaign

- Traditional Media: TV, radio, cut-the-cord advertising, print
- OOH (Out of Home) Media: billboards (in town, along interstates, airports), transit, cinema
- Digital Media: General social media coverage; ads through Facebook, Instagram, LinkedIn, Snapchat; cinema; apps (AdWallet); websites (ad banners, buttons)
- Supporting: New Mexico Tourism website and social media, email signatures, membership eblasts, *BioScape* magazine, YouTube videos, bioparksociety.org, out-of-state publications, webcams

As a nonprofit, NMBPS has received a Google Ad Grant, which allows up to \$10,000 per month in free ad services through Google's search engine. If awarded the contract, NMBPS will utilize a portion of these grants to promote ABQ BioPark admission sales, on-site attractions and experiences, memberships, conservation initiatives, special events, education programs and fundraising opportunities. It will also create ads targeting frequently asked questions and easing the Guest's experience in planning a visit to the BioPark.

Staff Training

Guest Services Staff will provide every Guest with outstanding, friendly and efficient customer service. The NMBPS believes that training lays the proper foundation for Staff to succeed in their role. Attention to detail, hands-on experience and time will allow Staff to build the skills they need to feel comfortable in their role. Proper training cannot be rushed, so we like to ensure our trainees have enough time to practice their developing skills.

Once hired, each employee will receive industry-leading training that will inspire them to provide excellent customer service to the BioPark's Guests. The basic training model will ensure that our employees understand their role within our organization and the NMBPS' commitment to an outstanding Guest experience at the BioPark. This begins with embedding the culture of the BioPark in the training integration program model.

Industry-Leading Training

The NMBPS will utilize industry-leading training that will inspire employees to provide excellent customer service for the ABQ BioPark's Guests. The basic training model will ensure that our employees understand their role within our organization and the NMBPS' commitment to an outstanding Guest experience at the BioPark. This begins with embedding the culture of the BioPark in the training integration program model.



Christopher DeLise, our Guest Services Director, will oversee the extensive employee training program, utilizing his depth of knowledge in Guest experience and employee training. The Guest Services Manager will update and maintain the orientation and training programs for the department. This includes training documentation, scheduling, assessments, refresh training and other routine training needs.

The training process begins with the pre-employment interview and continues to an orientation process educating new employees about the BioPark and its amenities.

Each trainee will follow the applicable training program for their respective position. We apply a “shadow” style, on-the-job training program where our new employee is paired with an in-house trainer to actively learn their job responsibilities and Guest interaction expectations. We then follow through by educating our staff on the specific performance metrics and how their performance will be measured. After successfully passing a written and practical assessment, the employee will be prepared to perform their role. Additional refresher training will be applied as needed throughout the season.

A sample training schedule follows:

Type	Day	Topic	Shift	Details
Orientation	1	ABQ BioPark General Orientation	Trainer 8:00 AM - 5:00 PM Trainee 9:00 AM - 4:00 PM	Full tour of Zoo, Aquarium, and Gardens
	2	Guest Services Department Orientation	Trainer 8:00 AM - 5:00 PM Trainee 9:00 AM - 4:00 PM	Full tour of Main Entrances facilities Walk the Guest experience Guest Service Techniques Greeting Perform greeting functions
On-the-Job Training	3	Ticketing and Cashiering	8:00 AM - 4:30 PM	Ticketing Cashiering Cash handling Tour of Entry Booth
	4	North Side Specifics	9:30 AM - 6:00 PM	Refresh tour of North Side facilities Perform North Entry Booth position Close North Entry Booth
	5	Entry Booth	8:00 AM - 4:30 PM	Open Zoo Entry Booth Perform Zoo Entry Booth position Review Entry Booth positions
	6	In-Positions	8:00 AM - 4:30 PM	Open Zoo Entry Booth Perform and rotate through all positions Assist as needed with operation
	7	Service Host	9:30 AM - 6:00 PM	Guest Service Techniques Review Positions overview Review Service Host position Perform Service Host position Close Service Host position
	8	Group Entry	8:00 AM - 4:30 PM	Open Service Host position Review Group Entry Booth position Perform Group Entry Booth position Perform Service Host position
	9	Review	As Needed	Open Service Host position Additional time per Trainee's needs
Assessment	10	Assessment	8:00 AM - 4:30 PM	Open Zoo Entry Booth (assessment) Written assessment Practical assessment Sign-off

Customer Evaluations

Increased Visitor Satisfaction/Metric Analysis

All of our programs and training tie into a set of measurable key performance indicators that let our management team know instantly how we are performing as compared to stated goals. We can answer the questions: Which cashiers are performing according to plan? Which staff can benefit from refocused training? Our analytics provide immediate insights and reporting that ensure we are driving revenue and tracking the net promoter score to ensure that the Guests' experience is being enhanced as well. We will also use the services of an industry-leading secret shopping service. Here is what is included:

Measurement:

A custom secret shopping program is created combining industry standard criteria and attraction specific parameters. On-site visits are executed by mystery shopping professionals who represent each location's actual customer target market. Detailed feedback and observations are provided via an extensive written report within 48-72 hours of the actual visit.

Analysis:

In depth Performance/Summary Analysis Reports are prepared based upon a series of secret shopping reports. These reports highlight trends and patterns in employee behavior along with providing employee development suggestions and potential leadership engagement strategies. The reports can also provide insight regarding Guest perceptions and moments of truth from their experience. An introductory 30-minute pre-analysis call is conducted with appropriate members of the leadership team to understand the organization's expectations. A post-analysis follow-up call is also conducted to answer questions or clarify statements made in the reports.



In-depth analysis of mystery shopping reports, including overall strengths and areas of opportunity



Outline of employee rankings and behavioral trends, both positive and negative



Recommendations based on report findings

Guest satisfaction evaluation

In addition to professional metrics, the ABQ BioPark may experience an influx of positive attention on social media and personal review websites. Guests are eager to share positive and captivating experiences and memories in the park, driven by friendly and encouraging Staff.

Supervisors will be assigned to respond to online reviews (Trip Advisor, Yelp) on behalf of the BioPark in order to trigger the site-specific algorithms for higher ratings and referrals.

Customers will be able to submit their own evaluations via comment cards available at the Zoo and Aquarium/Botanic Garden reception areas. These comment cards will be reviewed by the BioPark Director and NMBPS Executive Director. Responses will be carried out by appropriate Staff.

BioPark Orientation

New Staff will begin their 10-day training process with a general orientation to the ABQ BioPark. In order to fully serve Guests at the entry gates, Staff must fully understand park operations.

A sample schedule for the general orientation follows:

Location	Time	Coursework
Classroom	9:00-10:00 AM	Trainer preparation, technology test, Staff communication/experience confirmation.
	10:00-10:05 AM	Attendance, welcome, reception, refreshments, seat-finding.
	10:05-10:10 AM	Thank you, classroom safety guidelines, introduction.
	10:10-10:20 AM	BioPark general overview, mission statement, trainee's previous experience with the BioPark.
	10:20-10:30 AM	Animal relations introduction, AZA, veterinary care, keepers, animal Leader introductions.
	10:30-11:00 AM	Guest Service techniques, simulations, examples.
	11:00-11:10 AM	Guest & Staff resources, maps, vernacular, etc.
	11:10-11:20 AM	Morning review, questions.
	11:20-11:30 AM	Tour safety guidelines and preparation, restrooms, communication/confirmation of tour experiences.
Administration	11:30-11:40 AM	Administration building and lobby.
Zoo M.E. Exterior	11:40 AM-12:00 PM	Zoo parking, main entrance facility, BioPark policies, ticketing, Membership, ADA, service animals.
Entrance Plaza	12:00-12:10 PM	Entrance plaza, merchandise, stroller/wheelchair rental, first aid, security.
Penguin Chill	12:10-12:20 PM	Animal-Visitor safety, park evacuations, donations (tags, sponsors), Penguin Chill exhibit.
Central Parq	12:20-12:30 PM	Central Parq, Bandshell, special events, attractions (pedal boats, feedings)
C.W. Café	12:30-12:40 PM	Cottonwood Café, ATMs, baby care, restrooms, quick restroom break.
	12:40-12:50 PM	Animal/Docent experience (Encounter, feeding, etc.)
Colores	12:50-1:00 PM	Colores, Education Department, Staff meetings.
Bison Statue	1:00-1:05 PM	Train, train stations, train safety.
NMBPS	1:05-1:15 PM	New Mexico BioPark Society.
From NMBPS	1:15-1:30 PM	Transportation to North Side, explanation of Guest travel (train, driving)
S.R. Café	1:30-2:00 PM	Lunch at Shark Reef Café
Aquarium	2:00-2:20 PM	Aquarium.
	2:20-2:30 PM	Animal encounter/experience.
Plaza	2:20-2:30 PM	North Side plaza, facilities, security, first aid, ticketing.
Bot. Garden	2:30-3:00 PM	Botanic Garden, Heritage Farm, Refugium. (Restroom then R.G./H.F. for final classroom portion.)
Classroom	3:00-3:15 PM	Review of items from tour, review of items not seen on tour, food and entertainment offerings.
	3:15-3:30 PM	Conservation in the workplace, globally, and locally.
	3:30-3:40 PM	Outreach actions, education and local involvement,
	3:40-3:50 PM	Next steps, training process, update and refresh training.
	3:50-4:00 PM	General questions.
	4:00-5:00 PM	Trainer cleanup, attendance and performance documentation submission to leadership.

Hardware and Software Requirements

We propose to continue using the BioPark's Siriusware system with the server located at City Hall for the first two years of our contract. We plan to upgrade the Point of Sale (POS) terminals and card/chip readers immediately, using hardware that is compliant with Siriusware software and City of Albuquerque policies.

In order to provide fully modern service that meet all Guest needs, we anticipate having to replace the current POS system in Year Three of the contract period. This will allow plenty of time for analysis of the current BioPark admission metrics and IT systems.

Our goal with the new POS system will be to establish seamless communication between admissions, our current membership database (Raiser's Edge), online ticket sales, special event ticket sales, group reservations and NMBPS accounting systems. The NMBPS will add this to its expenses in Year Three, up to an amount that maintains our minimum required 75% contribution to the City. Any additional expenses will be paid for with other NMBPS funds.

The NMBPS has tentatively selected Tessitura as the new software and server host. Tessitura's system will provide on-site and online ticket sales, a membership and donor database, group reservations, program registration, marketing email and merchandising services. It allows for scanning of membership cards, which eliminates the requirements for Members to have a newly printed card each year. It also allows for scanning of digital tickets, so Guests will no longer be required to print their tickets at home - a frustration for many people who no longer have a home printer. In total, Tessitura will replace seven current fee-based services: Siriusware, Raiser's Edge, ASAP (for Education program registration), HoldMyTicket, Mailchimp, Constant Contact, Woo Commerce (NMBPS merchandising) and associated payment processors, resulting in significant cost savings across the BioPark.

We have budgeted for new hardware to coincide with the changeover to Tessitura. However, every effort will be made to select hardware in Year One that will work with Tessitura's system as well as Siriusware.

Finally, Tessitura will not require an on-site server. All data will be hosted by their company servers, for which we will pay a hosting fee. We will be required to increase our internet bandwidth to support this cloud-based data.

Please refer to the Appendix for an itemized list of expenses for Technical Infrastructure and Equipment.

See Appendix I for an itemized list for technical infrastructure and equipment

We appreciate the opportunity to present this proposal to you.

Thank you!

