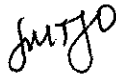
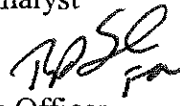


CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

DATE: June 19, 2015

TO: Honorable Members of the Economic Development Committee

FROM: Sharon M. Tso 
Chief Legislative Analyst

Miguel A. Santana 
City Administrative Officer

CONVENTION CENTER DESIGN COMPETITION

SUMMARY

In actions on October 14, 2014 and December 16, 2014, the City Council authorized the Bureau of Engineering to implement the second stage of a design competition seeking architects to develop a plan to expand and renovate the Los Angeles Convention Center (LACC) (CF#14-1383). This process involved multiple hearings by the Economic Development Committee, a scoping study by consultant Convention, Sports, and Leisure (CSL), a technical advisory panel led by the Urban Land Institute, two hearings to seek public comment, hearings by several City commissions, and public display of the proposed designs. At the conclusion of the design competition, the scoring panel recommended selection of HMC Architects with Populous as the highest rated architectural design team resulting from the design competition for the LACC expansion and renovation project.

In addition to approval of the design team, City staff should be instructed to develop a financing plan, review project criteria as a result of the design competition process, prepare an implementation schedule, and other preliminary actions necessary to advance the LACC expansion and design project.

RECOMMENDATIONS

That the City Council:

1. Approve the recommendation of HMC Architects with Populous as the highest rated architectural design team resulting from the Design Competition for the Los Angeles Convention Center (LACC) Expansion and Renovation Project for the Department of Convention and Tourism Development;
2. Authorize the Bureau of Engineering (BOE) to initiate negotiations for a personal services contract with HMC Architects with Populous for this project, or if BOE is

unsuccessful in negotiating with the highest rated design team, authorize BOE to negotiate with the second highest rated design team, and then subsequently with the third highest rated design team if unsuccessful with the second highest rated design team;

3. Instruct the City Administrative Officer (CAO) to report in 120 days on financing plans for the expansion and renovation of the LACC including a public-private partnership;
4. Instruct the Chief Legislative Analyst, CAO, Bureau of Engineering, and Department of Convention and Tourism Development to prepare and report in 120 days on an implementation plan for the expansion and renovation of the LACC; and
5. Instruct the CAO to analyze and report on the City's debt capacity within the context of all Mayor and Council capital program priorities.

BACKGROUND

At its meeting of December 6, 2013, the Economic Development Committee considered a report concerning an alternative development scenario for the Los Angeles Convention Center (LACC) should the New Hall and Event Center (NH-EC) project not move forward (CF 13-0762). The Committee subsequently approved a recommendation that the Bureau of Engineering (BOE) prepare a Task Order Solicitation (TOS) to seek qualified teams for professional design services to modernize and expand the LACC. This report provides information on the outcome of the NH-EC project and results and follow-up actions concerning the LACC design competition.

New Hall and Event Center Project

In September 2012, the City approved a project design, entitlements, and environmental clearance for an expansion of the LACC and construction of an Event Center on the LACC campus that would be home to a National Football League (NFL) team. The project was conditional on a long-term commitment by an NFL team owner to relocate to the new Event Center.

The City's approval included a two-year window in which to secure an NFL team. In September 2014, as the deadline approached, the City determined that an additional six months would be appropriate to secure the necessary agreements with the National Football League and a team owner. On October 14, 2014, Council approved an amendment to the necessary agreements that provided a six month extension (CF#14-1383). Those efforts, however, were ultimately unsuccessful and the NH-EC project expired on April 18, 2015.

LACC Design Competition

In the meantime, at the direction of Council and the Mayor, City staff evaluated options for expansion and renovation of the LACC in the event that the NH-EC project agreements expired. The City retained Convention, Sports, and Leisure (CLS) to report on the programs and services needed to ensure that the LACC would improve its competitive position in the convention and

exhibition industry. In addition, the City retained the Urban Land Institute to assemble a technical advisory panel to advise on the design, program, and services necessary to improve the LACC.

The reports resulting from those efforts led to the development of a scope of work for the expansion and renovation project, and an instruction by Council and the Mayor to initiate a design competition. BOE prepared and released a Task Order Solicitation (TOS) on June 24, 2014, to seek an architect to design an expansion and renovation of the LACC. BOE received 11 responses, interviewed six of the respondents, and in September 2014 selected three finalists:

1. A.C. Martin Partners, Inc. with LMN Architects
2. HMC Architects with Populous
3. M. Arthur Gensler Jr. & Associates with Lehrer Architects

Between September 2014 and January 2015, the City refined the scope of work and criteria for the LACC project. In addition, a public hearing was held on January 15, 2015 to solicit input concerning the design criteria for the project. Following that hearing, the three teams were authorized to begin their work.

During the design competition, the BOE and LACC held a kick-off meeting and subsequent review meetings with the design teams to monitor progress of their efforts and address any concerns or issues that were raised. During the entire design process, BOE released 15 addendums to clarify procedures, respond to questions, and emphasize City priorities.

On May 18, 2015, the design teams submitted physical models and eight (8) 30"x40" presentation boards for review by City staff. At that time, the teams also made a detailed presentation of their designs and proposals to the City review panel.

The physical models and presentation boards were installed at the LACC and made available for public review from May 20 through June 4, 2015. The LACC notified the public, clients, and community organizations concerning the public review period. On June 2, 2015, over 200 people attended a public presentation by the design teams. In addition, the design teams presented their proposals at a joint meeting of the Board of Public Works, the Board of the Los Angeles Convention & Tourism Development Commissioners (CTD Board), and the Board of the Los Angeles Convention & Exhibition Center Authority Commissioners (Authority).

Finally, a scoring panel comprised of staff at the BOE and CTD made their final assessment of the proposals and made a selection for consideration by the City Council. On June 16, 2015, the BOE released a report (Attachment A) that recommends selection of the team of HMC Architects with Populous as the highest rated architectural design team resulting from the design competition for the LACC expansion and renovation project.

Following announcement of the scoring panel's selection, the CTD Board and the Authority, at their scheduled meetings, reviewed the panel's recommendation and voted to endorse that recommendation.

BOE now seeks authority to negotiate a personal services contract with HMC Architects and Populous. A copy of the BOE transmittal is attached to this report.

Follow-up Actions

Several actions are necessary to move the expansion and renovation project forward. First, a financing plan will be needed to fund the project. Analysis and recommendations will be needed to determine the funding amount and options for funding. Once a contract has been negotiated with the selected design team, funds will be necessary to initiate the design and environmental review phase of the project.

In addition, staff should be instructed to prepare an implementation plan for the project. This would include the development of a calendar, review and refinement of project design elements in the context of the design competition, preparation for environmental review, and other actions necessary to implement the expansion and renovation project.

Finally, the CAO should be requested to analyze different financing options based on the project scope, as well as evaluate public-private partnerships with a developer and hotel operator and options related to taxable debt. It should be noted that the LACC currently has \$258 million in outstanding tax-exempt lease revenue bonds. In addition, the CAO should be requested to review the City's current debt capacity, and to analyze this project in the context of the City's priorities for Capital Projects.

FISCAL IMPACT STATEMENT

There is no impact on the General Fund with this action.

Attachment

CITY OF LOS ANGELES
INTERDEPARTMENTAL CORRESPONDENCE

Attachment

Date: June 16, 2015

To: Sharon Tso, Chief Legislative Analyst
Miguel Santana, City Administrative OfficerFrom: Gary Lee Moore, City Engineer
Bureau of Engineering

**Subject: LOS ANGELES CONVENTION CENTER EXPANSION & RENOVATION
PROJECT - RECOMMENDATION OF A SELECTION FOR AN
ARCHITECTURAL DESIGN TEAM**

RECOMMENDATION:

Approve the recommendation of HMC Architects with Populous as the highest rated architectural design team resulting from the Design Competition for the Los Angeles Convention Center (LACC) Expansion & Renovation Project for the Department of Convention and Tourism Development (CTD), and approve the initiation of negotiations for a personal services contract with that team. If the Bureau of Engineering (BOE) cannot negotiate a contract with the highest rated design team, authorize BOE to negotiate with the second highest rated design team. Additionally, authorize BOE to negotiate with the third highest rated design team if they cannot negotiate a contract with the second highest rated design team.

BACKGROUND:

On June 11, 2014, the Board of Public Works approved the Pre-Qualified On-Call (PQOC) list of consultants to provide architectural and related design services for the BOE. Twenty architectural firms were placed on the PQOC list.

In response to reports to City Council from the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) that addressed both short-term and long-term strategies to improve the LACC, on June 4, 2014 the City Council adopted recommendations of the City Council Economic Development Committee (EDC) (C.F.13-0762) which instructed the BOE to prepare a Task Order Solicitation (TOS) to explore an expansion and modernization project for the Convention Center, referred to as Plan B. TOS No. 0001 and the Competition Brief were issued on June 11, 2014 to BOE's PQOC list.

Each PQOC Architectural Consultant was asked to include as part of the design team a firm with extensive design experience on large convention centers of a similar scale to the City's project, if the experience did not exist in-house. In addition, the proposed team was required to include key sub-consultants (structural, civil, mechanical, electrical, plumbing, landscape architecture, acoustical design, audio-visual, telecom, food service, vertical transportation, security, and wayfinding) with extensive convention center design and construction experience on projects of this scale. Each team was also asked to include a cost estimator in order to submit a preliminary estimate on a

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standardized format provided by BOE, expertise to develop a preliminary design and construction schedule and a preliminary phasing plan, and a vision of sustainability for the project.

Addendums 1 to 15 were issued during the process to clarify procedures and to respond to questions. The original TOS and its exhibits, all addendums to the TOS, public presentations and other project materials are publicly available at:
<http://eng.lacity.org/projects/laccexpansion/index.htm>

TASK ORDER DESCRIPTION:

The goal of the project as stated in the Competition Brief was, "...to identify the design team... most qualified to accomplish the following objectives ("Project Objectives"):

- A. Achieve the "Plan B" Expansion's quantitative and qualitative programming goals as described in this Brief.
- B. Respect the constraints and comply with the guidelines imposed by the City.
- C. Preserve and enhance the beauty and utility of the public realm spaces surrounding the Project Site through, among other things, improved access and programming.
- D. If extra funding beyond the listed construction budget is available, identify opportunities that would be available to further enhance the project."

(Page 20 of the Competition Brief dated June 11, 2014)

Further, the brief stated:

"The focus of the Competition Brief is to identify a design team through the design competition process that can deliver a solution that meets the Project Objectives with an outstanding expression of architecture and planning." (Page 20 of the Competition Brief dated June 11, 2014)

SUMMARY OF THE TASK ORDER AND DESIGN COMPETITION PROCESS:

On June 11, 2014, the BOE solicited proposals from the PQOC Architectural and Related Professional Services List in response to TOS No. 0001 and Competition Brief on behalf of the City of Los Angeles to further develop and expand the LACC facility at 1201 S. Figueroa in the City of Los Angeles, California.

On June 23, 2014 a mandatory pre-submittal meeting and job walk was conducted with the PQOC consulting firms, and potential sub-consultants. On July 24, 2014, eleven (11) proposals were received.

Stage 1A: Evaluation of Proposals:

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The eleven (11) proposals were then reviewed by a selection panel comprised of BOE and CTD staff, and rated according to the following criteria:

A. “Capability, qualifications and experience of the team to provide the Scope of Services as demonstrated by the solicitation response and a possible interview.	30%
B. The experience of the primary individual team members as it relates to the scope of this project, especially the experience of the Convention Center Design Architect, the Project Manager, the lead designer for each sub-consultant discipline especially the structural, civil, mechanical, electrical and plumbing engineers, and landscape architects.	30%
C. Past performance of prime and sub-consultants working as a consultant on similar projects, in respect to quality, compliance with budget, schedule and responsiveness.	30%
D. Efforts to meet the City Business Inclusion Program subconsultant outreach and anticipated participation levels as listed in Section XII of this Competition Brief.	10%
TOTAL	100%”

(Page 23 of the Competition Brief dated June 11, 2014)

The following six consultants (and their respective teams) were shortlisted and invited for a follow-up qualifications and experience-based interview:

1. A.C. Martin Partners, Inc.
2. Brooks + Scarpa Architects
3. M. Arthur Gensler Jr. & Associates, Inc.
4. Gruen Associates
5. HMC Architects
6. Rios Clemente Hale Studios

The following consultants were not interviewed:

1. Eric Owen Moss Architects
2. Gwynne Pugh Urban Studio Inc.
3. Perkins & Will Inc.
4. Studio Pali Fekete: architects
5. Tetra-IBI Group Architecture Planning

Stage 1B: Interview of Shortlisted Consultants:

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The shortlisted consultants were interviewed by a selection panel comprised of BOE and CTD staff. The score from Stage 1A was set aside and not used in Stage 1B. Only the score awarded in Stage 1B was used to establish a shortlist of the three highest rated Consultants for the Design Competition. The Stage 1B interviews were held on August 27, 28, and 29, 2014. Based on the results of the interviews, the panel selected the following three (3) consultants to each develop a Conceptual Design Package as outlined in the TOS and Competition Brief.

1. A.C. Martin Partners, Inc. with LMN Architects
2. HMC Architects with Populous
3. M. Arthur Gensler Jr. & Associates, Inc. with Lehrer Architects

Following the decision on the short listed firms, the City was engaged in further discussions with AEG on the football stadium, and a brief hiatus in the Plan B process occurred. The process was reinitiated in January of 2015. On January 15, 2015 a public meeting was held to solicit input from all stakeholders on the objectives for the Plan B design competition. Following the public meeting, a kick-off for the design teams for the design competition was held on February 18, 2015.

Stage 2: Design Competition Evaluation Criteria:

Three (3) selected teams each received an award of \$200,000 to develop and present conceptual design packages.

For the Stage 2 Design Competition, each of the three final consultants provided a physical model and eight (8) vertically oriented 30" x 40" boards for their design concept with the following in a Design Report booklet:

1. Plans, elevations, sections and other supporting drawings and diagrams.
2. Preliminary Cost Estimate for Construction
3. Preliminary Design and Construction Schedule
4. Preliminary Construction Period Phasing Plan
5. A vision of sustainability
6. An urban design diagram showing the relationships of the on-site/off-site existing/proposed developments
7. A location for a proposed on-site 1,000 room headquarters hotel

A technical presentation/interview was conducted with each team by the selection panel, providing an opportunity for the consultants to further elaborate to the selection panel the consultant's thought process, creative ability, unique approach, and vision for a world-class design. These presentations occurred on May 18 and May 19, 2015. A second clarification meeting was also held on June 3, 2015 with each team by the selection panel following the initial review of their submittals.

Public Presentations:

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The three physical models and eight (8) vertically oriented 30" x 40" boards for each team were available for viewing by the general public on the following dates:

Public Viewing: May 20, 2015 – June 4, 2015
Location: Los Angeles Convention Center
Room 403A

In addition the design teams presented at a public meeting on June 2, 2015 in the evening, which was attended by approximately 200 people.

Also, the design teams each made a public presentation to a joint meeting of the Board of LA Convention & Tourism Development Commissioners, the Board of the LA Convention & Exhibition Center Authority Commissioners, and the Board of Public Works Commissioners on June 3, 2015.

The three physical models and a single rendering from each team as chosen by the teams were on public display in the City Hall Rotunda on Tuesday, June 9th, 2015. BOE and CTD gave a verbal report to the Economic Development Committee of City Council on June 9th, 2015 on the status of the Los Angeles Convention Center renovation and expansion design competition.

Stage 2 Scoring Criteria (100 points):

The Stage 2 selection criteria were as follows

- | | |
|--|-----|
| A. "The civic "presence" of the design, which clearly identifies the building as a significant public structure, while emphasizing exterior event spaces. | 20% |
| B. The ability to meet the design criteria in a manner that yields the highest levels of functionality, efficiency and marketability to the desired clientele. | 20% |
| C. The site/phasing analysis of existing elements, the proposed site, and consideration of future improvements. | 15% |
| D. Demonstrated ability to deliver the design within the available construction budget. | 20% |
| E. Design team ability to integrate cost effective and innovative sustainable design features. This is a LEED Gold level project. | 10% |

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 Recommendation of a Selection for an Architectural Design Team
 June 16, 2015
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F. The quality of the interior space and its flexibility to meet the current and future program. 15%

TOTAL 100%”

(Page 24 of the Competition Brief dated June 11, 2014)

Final Selection:

The scores from Stages 1A and 1B were set aside and not used in Stage 2. Only the score awarded in Stage 2 was used for this recommendation.

Documentation supporting this recommendation has been included in the project file. Upon approval of the recommendation by City Council, BOE staff will engage in contract negotiations with the recommended team.

The staff selection committee was comprised of the following individuals:

Bud Ovrom	Executive Director, Department of Convention and Tourism Development
Tom Fields	Chief Operating Officer & Assistant General Manager, Department of Convention and Tourism Development
Gary Lee Moore, PE, ENV SP	City Engineer, Bureau of Engineering
Deborah Weintraub, AIA, LEED _{AP}	Chief Deputy City Engineer, Bureau of Engineering

- cc: Kelli Bernard, Deputy Mayor
 Barbara Romero, Deputy Mayor
 Glyn Milburn, Office of the Mayor
 Greg Good, Office of the Mayor
 Ted Bardacke, Office of the Mayor
 Nick Patsaouras, Advisor to the Mayor
 Bud Ovrom, Executive Director, Convention and Tourism Development
 Tom Fields, Convention and Tourism Development
 Diana Mangioglu, Convention and Tourism Development
 Robin Engel, Office of the City Administrator
 Natalie Brill, Office of the City Administrator
 John Wickham, Office of the Chief Legislative Analyst
 Ed Young, Office of the City Attorney
 Deborah Weintraub, Chief Deputy City Engineer
 Allan Kawaguchi, Bureau of Engineering
 Cyril Charles, Bureau of Engineering
 Brad Atwell, Bureau of Engineering