

**Metro**Los Angeles County
Metropolitan Transportation AuthorityOne Gateway Plaza
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metro.net**EXECUTIVE MANAGEMENT COMMITTEE
NOVEMBER 17, 2011****SUBJECT: UNION STATION MASTER PLAN****ACTION: APPROVE RECOMMENDED LIST OF RESPONDERS****RECOMMENDATION**

- A. Approve the short list of respondents to the Union Station Master Plan Request for Information and Qualifications ("RFIQ") as shown on Attachment A for participation in the Master Plan Request for Proposals ("RFP").
- B. Authorize payment of an amount not to exceed \$10,000 as a stipend to each short listed respondent submitting a complete response to the Master Plan RFP.

ISSUE

The acquisition of Union Station provides the opportunity to take a fresh look at the current and future uses at this site. In April 2011, Metro completed the acquisition of Union Station and the +/- 40 acres surrounding the historic rail passenger terminal. In anticipation of the purchase, the Board in March 2011 directed a master planning process be undertaken for the Union Station property. On July 22, 2011 Metro issued an RFIQ requesting interested firms and/or teams of firms to submit their qualifications in the preparation of multi-modal facility and transit oriented development ("TOD") master plans. The proposals have been evaluated and the Board is now asked to approve the short list of teams and authorize a stipend for the preparation of idea/ vision boards a part of the RFP process.

DISCUSSION

Under its former ownership, the Union Station private development entitlements were maximized and secured through both the approval of the Alameda Specific Plan by the City of Los Angeles and a Development Agreement between the City and the former owners. These actions occurred in 1996. Much has happened to the transportation

network since that time that impacts both the transit uses at Union Station and the development opportunities. In addition to creating a model for Transit Oriented Development in the region, it is now important to assure that the property be planned with an eye to its role as the center of regional transportation. Its continued future development as a world class multimodal center is critical to the success of the transit system. The selection of a master plan team with national and international experience in such unique multimodal and transit oriented development properties will greatly enhance the planning effort.

Recommended Short-list

Based on the scoring of the responses, it is recommended that the following Prime Contractors and their teams be invited to participate in the Request for Proposals stage:

1. EE&K, a Perkins Eastman Company
2. Gruen Associates/Grimshaw Architects
3. IBI Group/Foster+Partners
4. Moore Ruble Yudell
5. NBBJ/ingenhoven architects
6. Renzo Piano Building Workshop/Parsons Transportation Group Inc.

The complete list of responders is found in Attachment A, "Procurement Summary."

Stipend

One element of the requirements for the response to the RFP will be the preparation of a single conceptual vision or idea board for Union Station. This element will be in addition to the typical requirements of a detailed scope of work, management plan, schedule budget and similar items. A stipend in the amount of \$ 10,000 will be provided to each team submitting the idea board and a full response to the RFP. The idea boards' illustrations will become the property of the Authority with payment of the stipend.

FINANCIAL IMPACT

Based on the number of recommended shortlisted firms, \$60,000 for stipends is being committed at this time. The FY12 budget includes these funds in Cost Center 4010, Countywide Planning & Development under Project 405557, Union Station Transportation Master Plan. Since this is a multi-year project, it will be the responsibility of the Cost Center Manager and the Executive Director, Countywide Planning to budget the appropriate expenditures in future years.

Impact to Budget

The funding for this project will come from Right of Way Lease Revenues which are eligible for bus and rail operating and capital expenses. Other sources of funds were considered for this project. However, these funds were identified as they meet the criteria for this type of project and sufficient dollars exist to cover these expenditures.

Should other funding sources become available, they may be used in place of the identified funds.

ALTERNATIVES CONSIDERED

The Board may choose to not approve the recommended short list for participation in the Request for Proposal process and choose not to authorize issuance of the RFP and the requested stipend. We do not recommend this option. Critical, time sensitive land use decisions must be made related to the property including the incorporation of high speed rail and improving pedestrian circulation through the property.

NEXT STEPS

Upon approval by the Board, Metro will prepare the stipend agreements and issue the Request for Proposals, with a preliminary due date of February 2012.

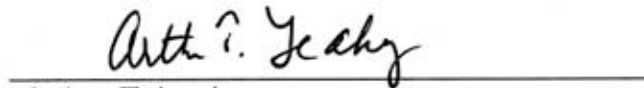
ATTACHMENTS

A: Procurement Summary

Prepared by: Cal Hollis, Executive Officer Countywide Planning


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Chief Administrative Services Officer


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Executive Director Countywide Planning


Arthur T. Leahy
Chief Executive Officer

PROCUREMENT SUMMARY

**UNION STATION MASTER PLAN
RECOMMENDED TEAMS TO BE INVITED
TO PARTICIPATE IN REQUEST FOR PROPOSALS (RFP)**

1.	Contract Number: PS4330-2773	
2.	Recommended Vendor: See Section B	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input type="checkbox"/> RFP – A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order <input checked="" type="checkbox"/> RFIQ	
4.	Procurement Dates:	
	A. Issued: July 22, 2011	
	B. Advertised/Publicized: July 22, 2011	
	C. Pre-proposal/Pre-Bid Conference: N/A	
	D. Proposals/Bids Due: September 6, 2011	
	E. Pre-Qualification Completed: October 18, 2011	
	F. Conflict of Interest Form Submitted to Ethics: September 8, 2011	
	G. Protest Period End Date: November 22, 2011	
5.	Solicitations Picked up/Downloaded: 343	Bids/Proposals Received: 23
6.	Contract Administrator: Mayumi Lyon	Telephone Number: (213) 922-4020
7.	Project Manager: Calvin Hollis	Telephone Number: (213) 922-7319

A. Procurement Background

This procurement is a Request for Information and Qualifications (RFIQ) to establish a list of the most qualified teams to be invited to participate in the Union Station Master Plan Request for Proposals (RFP). The RFIQ was issued in accordance with Metro's Acquisition Policy.

Three amendments were issued during the solicitation phase of this RFIQ; amendment no. 1 issued on August 5, 2011, clarified parts of the Statement of Work (SOW), Pre-qualification, Exhibits, and addressed issues regarding organizational conflicts of interest (COI); amendment no. 2 issued August 17, 2011, clarified the SOW and organizational COI; and amendment no. 3 issued on August 30, 2011, further clarified the SOW and organizational COI and clarified response process inquiries.

A total of twenty-three responses were received on September 6, 2011.

B. Evaluation of Proposals

Responses were received September 6, 2011. A total of twenty-three respondents submitted responses to the RFIQ. A Source Selection Committee (SSC) consisting of Metro staff from Countywide Planning and Development, Real Estate/New Business Development, Regional Rail, and Community Relations was convened and conducted a comprehensive technical evaluation of the responses received.

The responses were evaluated based on the following evaluation criteria:

- Degree of skill and experience of the team 50 percent
- Effectiveness of the Team Management Plan 25 percent
- Understanding of the Work 25 percent

The evaluation criteria are consistent with criteria developed for similar procurements. Several factors were considered when developing these weights, giving the greatest importance to the skill and experience of the team members. The key task leaders and sub-consultants are critical to the successful completion of the project.

Of the 23 responses received, the following 22 firms (in alphabetical order) were considered responsive:

1. AECOM Technical Services, Inc.
2. Barton Myers Associates, Inc.
3. Cooper Carry, Inc.
4. EE&K a Perkins Eastman Company/UNStudio
5. Gensler
6. GKK Works
7. gmp International GmbH/Nakada + Associates
8. Gruen Associates/Grimshaw Architects
9. HKS Architects, Inc./Bentham Crowell Architects
10. HOK
11. IBI Group/Foster+Partners
12. Johnson Fain
13. Moore Ruble Yudell
14. Morphosis Architects
15. NBBJ/ingenhoven architects
16. Office of Metropolitan Architecture (OMA)
17. Parsons Transportation Group/Renzo Piano Building Workshop (RPBW)
18. RTKL/Zaha Hadid Architects
19. Safdie Rabines Architects/John McAslan + Partners
20. Sasaki Associates
21. Skidmore, Owings & Merrill LLP (SOM)
22. Torti Gallas and Partners

One firm submitted an incomplete response package. Following discussions with that firm's contact person, it was determined that he mistakenly submitted RFIQ forms to Metro with the intent of wanting to subcontract on a respondent team.

The remaining 22 responses were evaluated by the SSC. Based on the response evaluations, the SSC recommends a most qualified list of six teams to be invited to participate in the Union Station Master Plan RFP.

Recommended Firms (in alphabetical order):

1. EE&K, a Perkins Eastman Company
2. Gruen Associates/Grimshaw Architects
3. IBI Group/Foster+Partners
4. Moore Ruble Yudell
5. NBBJ/Ingenhoven Architects
6. Renzo Piano Building Workshop/Parsons Transportation Group Inc.

The six recommended teams have either previously worked with Metro or have had reference checks conducted and were found to have performed satisfactorily. They were evaluated for qualifications and technical competency to perform the required work in compliance with our procurement policies and procedures. The RFIQ contained neither price nor a specific statement of work. The future RFP will contain a specific statement of work which will be sent to all recommended respondents. The recommended respondents will propose according to the requirements of the RFP.

C. Background on the Recommended Respondents

EE&K, a Perkins Eastman company/UNStudio

EE&K: 801 South Grand Ave., Suite 502, Los Angeles, CA 90017

UNStudio: Stadhouderskade 113, 1073 AX Amsterdam, The Netherlands

EE&K, a Perkins Eastman Company, founded in 1959, is a full service architecture and urban design firm, internationally recognized for integrating the design of buildings and open spaces to transform "projects" into "places." The design philosophy is based on the concept that buildings be designed together with the larger environment to create a holistic and authentic urban fabric that is greater than the sum of the parts. EE&K has recently merged with Perkins Eastman, one of the largest architectural firms in the nation. Headquartered in New York, the firm has 9 offices in major cities across the country and 5 internationally. It has a substantial history of built work in Los Angeles and this project would be conducted from their current Los Angeles office, to be shared by the entire design team. Its work in Los Angeles began with the Alameda District Master Plan in early 1990, which led to the connection of new transit options at Union Station, the entitlement of development opportunities and the creation of Patsaouras Transit Plaza.

UNStudio (United Network Studio), founded in 1988 by Ben van Berkel and Caroline Bos, is a Dutch architectural design studio specializing in architecture, urban development and infrastructure projects with centrally located offices in Amsterdam and Shanghai, which enables the firm to work efficiently anywhere in the world. With over seventy projects in Asia, Europe, and North America, the studio continues to expand its global presence with recent commissions in among others China, South-Korea, Taiwan, Italy, Germany and the USA. The office has worked internationally since its inception and has produced a wide range of work ranging from public buildings, infrastructure, offices, residential, products, to urban master plans including the Mercedes-Benz museum in Stuttgart (Germany), the large scale mixed-use project Raffles City in Hangzhou (China), the luxury department store Galleria Center city in Seoul (Korea), the urban and architectural plan for 81 residential towers of I'Park City in Suwon (Korea), department store Star Place in Kaoshiung (Taiwan), private family house Villa NM in Upstate New York (USA), the Agora theatre in Lelystad (The Netherlands) and the Erasmus Bridge in Rotterdam (The Netherlands). In 2007 UNStudio was named Architect of the Year and Ben van Berkel received the Charles Jencks Award. One year later the Mercedes-Benz Museum won the German Hugo-Häring Preis.

Gruen Associates/Grimshaw Architects

Gruen Associates: 6330 San Vicente Blvd, Suite 200, Los Angeles, CA 90048

Grimshaw Architects: 637 West 27th Street, New York, NY 10001

Gruen Associates, a highly-respected planning and architecture firm headquartered in Los Angeles, will be the lead firm for the Los Angeles Union Station Master Plan working in collaboration with Grimshaw Architects, world-wide leaders in seminal transportation developments. Established in 1946, Gruen Associates is a broad-based architectural, planning and environmental design firm. Since its inception, the practice has been structured as an in-house collaboration of skilled City and Regional planners, urban designers, architects, landscape architects, and interior designers. Combining Gruen Associates' expertise in project management, executive architecture, urban planning and transit planning, Gruen will be the project manager and contractual leader for the Grimshaw/Gruen team. Gruen's key projects include Mid-City/Exposition Corridor Light Rail Transit Project, Los Angeles, CA Metro Canoga Orange Line Extension, Los Angeles, CA, sbX E Street Bus Rapid Transit – Alternatives Analysis, EIR, Architecture of Stations, Urban Design & Landscape Architecture, San Bernardino County, CA, SANBAG Transportation-Land Use Integration Project, San Bernardino County, and Redlands Passenger Rail Station Area Plans, San Bernardino County, CA.

Grimshaw Architects provides a complete architectural service, from master planning, feasibility studies, and planning applications through construction and inspections on site. The firm's specialty is designing urban intermodal transit projects through the undertaking of strategic studies, comprehensive transit oriented master planning and the execution of award-winning transit buildings. Their designs

are characterized by structural legibility, innovation and rigorous approach to detailing. Grimshaw, founded in London in 1980, operates from four offices worldwide and will draw from an international base of research and project experience. The Union Station project will be performed out of Grimshaw's New York office. Grimshaw's key projects includes Waterloo Station Master Plan, London, United Kingdom Paddington Station Master Plan, London, United Kingdom, Fulton Street Transit Center, New York City, NY, Southern Cross Station and Docklands Master Plan, Melbourne, Australia, Bijlmer ArenA Station, Amsterdam, The Netherlands, and International Terminal Waterloo, London, United Kingdom.

IBI Group/Foster+Partners

IBI Group: 1055 Wilshire Blvd, #1885, Los Angeles, CA 90017

Foster+Partners: Riverside, 22 Hester Road, London, SW11 4AN, United Kingdom

IBI Group has been providing comprehensive professional architecture and engineering services for the creation of sustainable and economic environments since inception in 1974. Headquartered in Toronto Canada, IBI has over eighty offices throughout the United States, Canada, Europe, Asia and the Middle East. IBI Group is a multi-disciplinary consulting firm offering services in four core disciplines: Urban Land, Architecture, Transportation Networks and Systems Technology. IBI covers all aspects of planning and design including multi-modal transportation design (road, rail, air and marine modes), transit-oriented development; urban and regional master planning, transportation and parking demand modeling & management, and sustainable implementation strategies. IBI Group has played key roles on several Metro projects including delivery of the MATIS 511 Traveler Information System (Prime), the Regional Connector AA/EIS/EIR (station design, urban design), the Crenshaw/LAX ACE/PE (road design, transit, traffic engineering), and the Metro Freeway Beautification project (Prime).

Foster+Partners, established in 1967, is an international studio for architecture, planning, engineering and design. The main studio is in London, with branch offices in Abu Dhabi, Beijing, Buenos Aires, Edinburgh, Hong Kong, Kuala Lumpur, Madrid, New York, Riyadh and Singapore and site offices in several other locations. The practice's work ranges in scale from the largest single building on the planet, Beijing International airport, to its smallest commission, a range of door furniture. The scope of its work includes master plans for cities, the design of buildings, interior and product design. The studio has established an international reputation with buildings such as Swiss Re's London Headquarters, Hearst Headquarters in New York, Millau Viaduct I France, the new German Parliament in the Reichstag, Berlin, The Great Court for the British Museum, Headquarters' for HSBC in Hong Kong and London, Commerzbank Headquarters in Frankfurt and the Metro Bilbao. Current work includes the eco-city Masdar in Abu Dhabi; Spaceport America, the world's first private spaceport in New Mexico; Queen Alia International Airport in Jordan and Al Haramain High Speed railway stations in Saudi Arabia.

Moore Ruble Yudell

933 Pico Blvd., Santa Monica CA 90405

Moore Ruble Yudell, founded in 1977, has over thirty-years of experience with an international reputation in master planning and urban design. The firm is located in Santa Monica, California. MRY is known for large, mixed-use urban projects, including new-town scale developments in Europe, the Caribbean, and Asia. In and around Berlin, it completed a variety of new residential communities, while in Göttingen, Germany it provided master planning for the city's Bahnh of Westseite (Rail Station West Side Development), a highly successful transit-oriented, adaptive re-use development on Germany's Inter-City Express high-speed line. MRY's recent work in China includes innovative high-density urban centers in Chongqing and Beijing, both with significant transit connectivity. Projects presented in this response to the RFIQ include the Back lot Master Plan at NBC/Universal, with Thomas Properties, and The Village at the Santa Monica Civic Center with Related Companies. Dublin Institute of Technology & Health Service Executive Masterplan Dublin, Ireland, Chun Sen Bi An Master Plan and Housing Chongqing, China, Santa Monica Civic Center Transportation, Infrastructure, Mixed-Use & Residential Projects Santa Monica, California, University Boulevard University of British Columbia, Vancouver, BC, Canada, and Cofco Agricultural Eco Valley Fangshan District, Beijing, China.

NBBJ/Ingenhoven Architects

NBBJ: 523 West 6th St., Suite 300, Los Angeles, CA 90014

Ingenhoven Architects: Plange Mühle 1, 40221 Düsseldorf, Germany

NBBJ, founded in 1943, is an international design firms with offices in Columbus, Los Angeles, Hong Kong, New York, San Francisco, Seattle, Beijing, Dubai, Shanghai and Moscow. The Los Angeles branch would be providing services for this project. NBBJ is an international design practice with a system of specialized studios within the larger company structure that ensures personalized service for clients. Within each studio, individual members bring a unique set of skills and experiences contributing to the overall strength of the group. From pre-design to occupancy, projects continue under the control of a single core team responsible to the client. NBBJ has designed award-winning projects such as the world headquarters for Telenor, Reebok, and Starbucks. The firm is designing a mixed use, luxury residential project that will be the tallest apartment tower, The Sail @ Marina Bay, in Singapore, the 10th tallest in the world. Large civic projects include a new terminal for Seattle-Tacoma International Airport and stadiums for the Seattle Mariners, Cincinnati Bengals, Los Angeles Lakers and Philadelphia Eagles.

Ingenhoven Architects, founded in 1985, is experienced in working internationally on the design and execution of large, innovative projects, with a focus on headquarters, high-rises, master planning and intermodal transport facilities. The architectural studio is based in Düsseldorf (Germany), with offices in Switzerland, Australia, Singapore and the USA. The office in Germany would work with the team on this

project. The firm is one of the world's leading architectural and urban design firms, which has been able to successfully combine the tenets of "Supergreen" (leading the global architecture community in the basics and the technologies of green design since the 1980's) with highly creative solutions for complex urban projects, including multi-modal transportation centers. Main Station Stuttgart is one of Ingenhoven Architects' prestigious projects, integrating a high speed train station in an urban context. In addition, they have projects for the Al Haram Mosque in Mecca, the New Trade Fair in Hamburg, the UCD University College Dublin and the development for Sydney's new waterfront district Barangaroo. Other important projects include the new Headquarters of the European Investment Bank in Luxembourg, the Lufthansa Aviation Center at Frankfurt/M. Airport, Germany and the Breezé Tower in Osaka, Japan. The new Office Building of the Daniel Swarovski Corporation in Zurich and the "Oeconomicum" School of Economics at the University of Düsseldorf have recently been completed. This fall the 1 Bligh Tower in Sydney's Central Business District will be inaugurated. Currently, the firm works on projects in Singapore and the new Google Headquarters in California.

Renzo Piano Building Workshop/Parsons Transportation Group Inc. (RPBW/Parsons)

RPBW: 827 Washington Street, New York, NY 10014

Parsons: 100 West Walnut Street, Pasadena, CA 91124

RPBW, founded in 1981, has developed master plans for transportation and mixed-use projects all around the world. RPBW's significant plans and projects include the expansion of the Los Angeles County Museum of Art campus, which includes the Broad Contemporary Art Museum and the Stewart Resnick Exhibition Pavilion; the master plan for the campus of Columbia University in New York; the Allston Campus Master Plan for Harvard University; Potsdamer Platz in Berlin; the Menil Collection in Houston; the terminal for Kansai International Airport in Osaka, Japan; the Foundation Beyeler Museum in Basel, Switzerland; the Jean-Marie Tjibaou Cultural Centre in New Caledonia, Melanesia; the New York Times headquarters; the California Academy of Sciences in San Francisco; and the Modern Wing of the Art Institute of Chicago. RPBW maintains a focused staff of 150 in offices throughout Europe, and the United States. Some of RPBW's most important ongoing projects include a new building for the Isabella Stewart Gardner Museum in Boston; the redevelopment and enlargement of the Fogg Museum in Cambridge, Massachusetts; the Whitney Museum of American Art in New York; the London Bridge Tower in London; the Stavros Niarchos Foundation Cultural Center in Athens, Greece; and the Master Plan for the Ex-Falck area in Milan.

Parsons is one of the largest management, engineering, and construction companies in the United States. Parsons was founded in 1944 and is headquartered in Pasadena, California, where the project management for the Union Station Master Plan assignment will be executed. Parsons has provided complete transportation solutions to our transit clients. Some projects include generating the plans for a large multi-modal mixed use TOD at DIA; implementing a

new transportation hub with connections to 7 subway lines at the PATH Terminal in New York, integrating the Caltrain commuter rail extension into the Transbay HSR Terminal in San Francisco, preparing the master plan for a 38-square-kilometer new city in Doha, Qatar; planning a new 21st-century transit system, such as the CAHSR program; developing the master plan for Union Station in Washington, D.C.; and providing detailed architectural design and engineering services on all operating Metro rail lines, most recently, on the extension of the Metro Gold Line to Azusa. Parsons has provided design and management services on all of the transit modes currently serving Union Station and has well-established working relationships from past or current projects with all agencies utilizing the station, including Metro, SCRRA (Metrolink), Amtrak, California High-Speed Train (CAHST), and a number of the municipal bus operators.

D. Cost/Price Analysis Explanation of Variances

This section is not applicable to the RFIQ recommended list. A cost/price analysis will be performed on the resultant contract following evaluation of RFP proposals.

E. Small Business Participation

RFIQ respondents were encouraged to form teams that include Small Business Enterprise (SBE) firms to perform the scope of work identified without schedules or specific dollar commitments prior to release of the Union Station Master Plan RFP. The RFIQ stated that a minimum Small Business Enterprise (SBE) goal of twenty-five percent (25%) is expected to be established for this procurement.