



## Board Report

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**File #:** 2017-0716, **File Type:** Contract

**Agenda Number:** 16.

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### PLANNING AND PROGRAMMING COMMITTEE JANUARY 17, 2018

**SUBJECT: INTEGRATED STATION DESIGN SOLUTIONS**

**ACTION: AWARD OF CONTRACT**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award and execute an 18-month, firm fixed Contract No. PS35771-2001 to M. Arthur Gensler Jr. & Associates, Inc. in the amount of \$1,694,864 for integrated station design solutions, subject to the resolution of protest(s), if any.

#### **ISSUE**

To ensure Metro stations are safe, smart, clean, and green, and provide a quality customer experience, innovative design solutions responding to current requirements, new technologies, and ongoing station environment design challenges are needed. To develop these solutions, Metro requires the services of a professional design team to assist an interdepartmental Metro working group to determine the placement and design of new equipment, amenities, and other design features affecting the customer environment in Metro stations.

#### **DISCUSSION**

Metro design criteria for both rail and bus rapid transit (BRT) stations and related Standard/Directive Drawings provide requirements and direction for station architectural elements, including placement of equipment and types of materials within public areas. In 2014, the Metro Rail Design Criteria (MRDC) and Standard/Directive Drawings were updated to include the new Systemwide Station Design Standards, which unify and brand station architecture and materials. The purpose of these standards is to improve the transit experience by making stations safer and easier to recognize, navigate and use, while streamlining design, construction, operations and maintenance.

While these documents help streamline the design of new stations by using consistent materials and station architectural language, there remains a number of specific station elements that require further design consideration in order to be fully integrated into station design requirements. With minimal standard requirements for these station elements, designers and contractors have had to create site-specific solutions project by project, rather than being able to follow design standards developed through a holistic design approach that considers all related station functions and attributes. In some cases, this ad hoc introduction (or deletion) of equipment or amenities has

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adversely affected other components of station facilities, operation, flow, and aesthetics, thereby impacting transit rider experience.

Through the establishment of a Metro interdepartmental working group assisted by a highly qualified professional design team, Metro will develop innovative, fully integrated solutions for a series of station design issues that have consistently presented challenges in maintaining a high quality customer environment. These new design solutions will include the placement and design of equipment, amenities, and other design features affecting public areas of new stations, as well as proposed retrofit solutions to existing Metro station facilities.

### Design Elements

To ensure both new and existing Metro rail stations integrate innovative design solutions that effectively address current issues, this project will develop a total of twelve (12) integrated design solutions. Ten (10) specific design issues that have been identified in the project contract are listed below, and two (2) "additional design solution" items will be identified and developed under this Contract through working group sessions with internal Metro departments.

1. safety and security features
2. variable neighborhood identifier
3. accessibility features
4. lighting
5. bird abatement
6. public area operational equipment accommodation
7. landscaping
8. trash and recycling receptacles
9. electronic informational displays
10. advertising equipment placement \*
11. additional design solution #1
12. additional design solution #2

\* Will be coordinated with Metro Communications to ensure consistency with current/future advertising contract.

### **DETERMINATION OF SAFETY IMPACT**

This project will improve safety at current and future Metro stations. New design solutions will be developed through an interdepartmental working group made up of all affected Metro departments involved in station design and construction. The working group will review, vet, build consensus and approve design solutions that are developed to ensure they meet current requirements for safety.

### **FINANCIAL IMPACT**

\$375,000 is included in the FY18 budget for this Contract in Cost Center 4330, Systemwide Design, under Project Number 405563, Integrated Design Solutions.

Since this is a multi-year Contract, the cost center manager and the Chief Planning Officer will be accountable for budgeting the funds in future years.

Impact to Budget

The source of funds is PA, PC, TDA Administration Funds which is not eligible for bus and rail operating or capital expenses.

**ALTERNATIVES CONSIDERED**

The Board may decide not to authorize the execution of this contract. This alternative is not recommended as it would result in a delay of coordinated and effective station design solutions.

**NEXT STEPS**

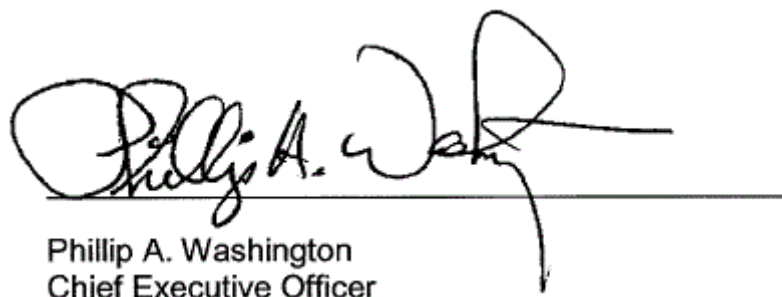
Upon Board approval, staff will execute Contract No. PS35771-2001 to M. Arthur Gensler Jr. & Associates, Inc. Project work is to start in February 2018, with an 18-month project schedule.

**ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary

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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

INTEGRATED STATION DESIGN SOLUTIONS  
PS35771-2001

|    |   |  |
|----|---|--|
| 1. | <b>Contract Number:</b> PS35771-2001  |  |
| 2. | <b>Recommended Vendor:</b> M. Arthur Gensler Jr. & Associates, Inc.   |  |
| 3. | <b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E<br><input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order |  |
| 4. | <b>Procurement Dates:</b>   |  |
|    | <b>A. Issued:</b> May 22, 2017  |  |
|    | <b>B. Advertised/Publicized:</b> May 22, 2017   |  |
|    | <b>C. Pre-Proposal Conference:</b> June 5, 2017   |  |
|    | <b>D. Proposals Due:</b> June 29, 2017  |  |
|    | <b>E. Pre-Qualification Completed:</b> October 19, 2017   |  |
|    | <b>F. Conflict of Interest Forms Submitted to Ethics:</b> July 11, 2017   |  |
|    | <b>G. Protest Period End Date:</b> January 19, 2018   |  |
| 5. | <b>Solicitations Picked up/Downloaded:</b><br>106   | <b>Bids/Proposals Received:</b><br>5       |
| 6. | <b>Contract Administrator:</b><br>Brian Selwyn  | <b>Telephone Number:</b><br>(213) 922-4679 |
| 7. | <b>Project Manager:</b><br>Rachelle Andrews   | <b>Telephone Number:</b><br>(213) 922-3896 |

**A. Procurement Background**

This Board Action is to approve Contract No. PS35771-2001 issued in support of Metro's Countywide Planning Department which requires assistance developing integrated and innovative design solutions for station elements, which will be implemented at existing and future Metro stations. Board approval of contract awards are subject to resolution of any properly submitted protest.

A previous Small Business Enterprise (SBE) set aside solicitation (RFP PS35771) was issued on December 20, 2016, and three proposals were received on January 30, 2017. Following careful review of the proposals submitted, it was determined by the Proposal Evaluation Team that it was in Metro's best interest to cancel the solicitation and re-issue it at a later date.

The subject RFP was issued in accordance with Metro's Acquisition Policy. The contract type is a firm fixed price.

No amendments to the RFP were issued.

A pre-proposal conference was held on June 5, 2017, and was attended by 41 individuals, representing 34 firms. There were nine questions asked and responses were released prior to the proposal due date.

A total of 106 firms downloaded the RFP and were included in the planholder's list. A total of five proposals were received on June 29, 2017.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Systemwide Design, Civil Rights, Art and Design, and Project Engineering departments was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- |   |            |
|---|------------|
| • Experience and Capabilities of Personnel on the Team  | 35 percent |
| • Effectiveness of Management Plan                      | 15 percent |
| • Project Understanding and Approach for Implementation | 30 percent |
| • Cost  | 20 percent |

Several factors were considered when developing these weights, giving the greatest importance to experience and capabilities of personnel on the team.

The five proposals received were determined to be within the competitive range, and are listed below in alphabetical order:

1. Anil Verma Associates, Inc. (AVA)
2. Dattner Architects (Dattner)
3. Foster + Partners Limited (Foster)
4. Johnson Fain, Inc. (Johnson Fain)
5. M. Arthur Gensler Jr. & Associates, Inc. (Gensler)

The PET members independently evaluated and scored the technical proposals from July 5, 2017 to September 25, 2017.

On September 13-14, 2017, the PET conducted interviews with the five firms. The firms had an opportunity to present their proposed project manager, the team's qualifications, and respond to the PET's questions. More specifically, the firms were asked to present a focused presentation describing their plans for carrying out the work specified in the subject Scope of Services.

The final scoring after interviews determined Gensler to be the highest rated proposer.

## **Qualifications Summary of Firms within the Competitive Range:**

### **M. Arthur Gensler Jr. & Associates, Inc. (Gensler)**

Gensler has experience in design, architecture, and planning, delivering innovative and iconic projects. The firm's team of design professionals has expertise managing large, interdisciplinary teams, and has worked on projects with the proposed subcontractors, including the global design talent and expertise from ARUP, on numerous projects locally and globally. The project team has experience with integrated transportation design projects focused on transit station architecture and urban design of similar complex projects, and presents a working knowledge of global best practices. Focused on the process of coordination and consensus building, the firm makes decisions regarding new projects at the outset of the project, thus improving the chances for project success and longevity. Gensler demonstrated the ability to work with stakeholders in order to envision and then develop design solutions that are flexible enough to respond to specific site conditions along with evolving concerns from stakeholders and technological advances, which may occur during the life of the project.

The firm has demonstrated a solid understanding of Metro's Systemwide Station Design Standards, and the need to develop integrated and innovative design solutions for specific detailed station elements that can be effectively standardized and implemented in existing and future Metro stations, thereby ensuring project success. Gensler's proposal provided a clear vision to improve transit connectivity through integrated transit services and station environments, with a focused detailed design approach that will ensure development of innovative design solutions for state-of-the-art Metro stations.

### **Anil Verma Associates, Inc. (AVA)**

Anil Verma specializes in transit and capital improvement design projects, nationally and internationally. The firm has developed and implemented technical requirements and criteria for over 450 stations, including criteria for station public areas, ancillary spaces, and station entrances. Firm principals and key AVA personnel were involved in the development of the Metro Rail Design Criteria (MRDC) in the early 1980s, and are familiar with Metro's current station design requirements as they have worked on several recent Metro transit corridor projects. The project team, which includes subcontractors representing a number of specialties, clearly outlines a direction to follow in order to address the overall design challenges stated in the subject RFP. Although AVA's proposal provides an approach to ensure that new design elements are innovative, the overall project approach is primarily focused on engineering codes and standards.

### **Dattner Architects (Dattner)**

Dattner has experience with large architectural projects within the public sphere, including transportation, infrastructure, and urban planning, that are tailored to

specific project needs and reflect the distinctive diversity of urban environments. Dattner understands the importance of utilizing standardized design elements, while still allowing for flexibility within the design. Including several subcontractors, the project team is bi-coastal, and provides specialties with overlapping and complementary areas of expertise that should support a collaborative process. The project team has experience developing innovative individual station designs for large transportation systems. However, the team did not demonstrate an understanding of the need to integrate new design solutions into Metro's *existing* Systemwide Station Design Standards, but focused on the idea of a new architectural branding strategy for Metro stations.

### **Foster + Partners Limited (Foster)**

Foster + Partners is a firm with a diverse portfolio of rail and infrastructure projects around the globe. Foster approaches projects with state-of-the-art ideas and technologies that provide advanced station designs. The firm has an understanding of urban contextual design for transportation systems and a great depth of international knowledge and resources. In order to ensure the project team understood current Metro project requirements, Foster included Parsons as a subcontractor who would advise the team throughout the project. Parsons has experience working directly on several Metro projects, including Purple Line Extension 1 and Crenshaw/LAX. While the project team generally has experience developing innovative solutions for transportation systems on a large scale (i.e., for development of the new Dubai transit system), the transit design experience provided by the firm's proposal did not adequately demonstrate development of specific detail oriented design solutions.

### **Johnson Fain, Inc. (Johnson Fain)**

Johnson Fain has global experience with a local presence, and experience developing detail oriented design elements. The firm helped develop the original Metro *Kit of Parts*, and has previously provided design assistance to Metro during design review for several station design projects. Johnson Fain has a clear understanding of how to work with internal Metro staff, and is knowledgeable regarding Metro's current design standards. The proposed project team includes subcontractors who specialize in transit-oriented urban design, landscape, lighting, engineering, cost estimating, and signage and graphics. However, in its proposal, the firm did not demonstrate specific expertise in transit facility operations or accessibility. While the firm's outlined approach provides assurance that new design solutions developed through this project are in keeping within Metro's existing station design language and are appropriate for the transit environment specific to Los Angeles, the proposal did not adequately demonstrate the team's ability to develop and integrate truly innovative design solutions, nor did it demonstrate a very clear strategy for getting input from Metro departments from the outset of the project.

Following is a summary of the PET evaluation scores:

| 1  | Firm  | Average Score | Factor Weight  | Weighted Average Score | Rank     |
|----|---|---------------|----------------|------------------------|----------|
| 2  | <b>M. Arthur Gensler Jr. &amp; Associates</b>         |               |                |                        |          |
| 3  | Experience and Capabilities of Personnel on the Team  | 90.65         | 35.00%         | 31.73                  |          |
| 4  | Effectiveness of Management Plan                      | 86.33         | 15.00%         | 12.95                  |          |
| 5  | Project Understanding and Approach for Implementation | 82.25         | 30.00%         | 24.68                  |          |
| 6  | Cost  | 66.75         | 20.00%         | 13.35                  |          |
| 7  | <b>Total</b>  | 100.00        | <b>100.00%</b> | <b>82.71</b>           | <b>1</b> |
| 8  | <b>Johnson Fain Inc.</b>                              |               |                |                        |          |
| 9  | Experience and Capabilities of Personnel on the Team  | 73.75         | 35.00%         | 25.81                  |          |
| 10 | Effectiveness of Management Plan                      | 69.67         | 15.00%         | 10.45                  |          |
| 11 | Project Understanding and Approach for Implementation | 72.00         | 30.00%         | 21.60                  |          |
| 12 | Cost  | 100.00        | 20.00%         | 20.00                  |          |
| 13 | <b>Total</b>  |               | <b>100.00%</b> | <b>77.86</b>           | <b>2</b> |
| 14 | <b>Dattner Architects</b>                             |               |                |                        |          |
| 15 | Experience and Capabilities of Personnel on the Team  | 76.25         | 35.00%         | 26.69                  |          |
| 16 | Effectiveness of Management Plan                      | 76.67         | 15.00%         | 11.50                  |          |
| 17 | Project Understanding and Approach for Implementation | 70.75         | 30.00%         | 21.23                  |          |
| 18 | Cost  | 54.70         | 20.00%         | 10.94                  |          |
| 19 | <b>Total</b>  | 100.00        | <b>100.00%</b> | <b>70.36</b>           | <b>3</b> |
| 20 | <b>Anil Verma Associates, Inc.</b>                    |               |                |                        |          |
| 21 | Experience and Capabilities of Personnel on the Team  | 73.00         | 35.00%         | 25.55                  |          |
| 22 | Effectiveness of Management Plan                      | 70.67         | 15.00%         | 10.60                  |          |
| 23 | Project Understanding and Approach for Implementation | 73.00         | 30.00%         | 21.90                  |          |
| 24 | Cost  | 52.00         | 20.00%         | 10.40                  |          |
| 25 | <b>Total</b>  | 100.00        | <b>100.00%</b> | <b>68.45</b>           | <b>4</b> |



|           |   |        |             |              |          |
|-----------|---|--------|-------------|--------------|----------|
| <b>26</b> | <b>Foster + Partners Limited</b>                      |        |             |              |          |
| <b>27</b> | Experience and Capabilities of Personnel on the Team  | 75.25  | 35.00%      | 26.34        |          |
| <b>28</b> | Effectiveness of Management Plan                      | 76.00  | 15.00%      | 11.40        |          |
| <b>29</b> | Project Understanding and Approach for Implementation | 73.25  | 30.00%      | 21.98        |          |
| <b>30</b> | Cost  | 24.75  | 20.00%      | 4.95         |          |
| <b>31</b> | <b>Total</b>  | 100.00 | <b>100%</b> | <b>64.67</b> | <b>5</b> |

### C. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon an independent cost estimate (ICE), cost analysis, technical analysis, fact finding, and statement of work discussions. Gensler adjusted its cost proposal based on Metro's discussions with the firm, which focused on Project Task 5, "White Papers and Updates to MRDC and Standard Directive Drawings" and related tasks. Given the project requirements, as delineated in the Scope of Services, the proposed work effort for this task was deemed acceptable to ensure project success. During discussions, staff determined a higher level of effort was required to complete the services successfully. The final negotiated price reflects the inclusion of this additional effort, while still remaining below Metro's original cost estimate.

|    | <b>Proposer Name</b> | <b>Proposal Amount</b> | <b>Metro ICE</b>   | <b>Negotiated Amount</b> |
|----|----------------------|------------------------|--------------------|--------------------------|
| 1. | Gensler              | \$1,544,722            | <b>\$1,815,109</b> | <b>\$1,694,864</b>       |
| 2. | AVA                  | \$1,982,195            | <b>\$1,815,109</b> |                          |
| 3. | Dattner              | \$1,884,262            | <b>\$1,815,109</b> |                          |
| 4. | Foster               | \$4,162,764            | <b>\$1,815,109</b> |                          |
| 5. | Johnson Fain         | \$1,031,015            | <b>\$1,815,109</b> |                          |

### D. Background on Recommended Contractor

The recommended firm, Gensler, located in Los Angeles, has been in existence for over three decades. Relevant to this procurement, the Gensler team has experience in the fields of station design, design codes and guides, feasibility studies and site assessment, consultation and community engagement, participatory planning and design, and planning applications. Gensler and its subcontractors have worked with Metro on multiple projects in which the company was tasked with the development of transportation master plans and transit station design. Some of the Metro projects on which Gensler worked, or is working, are the Crenshaw/LAX Northern Extension Urban Design Study, the Little Tokyo/Arts District Station, the Union Station Patsaouras Plaza Busway Station, and the Westlake/MacArthur Park Metro Rail station.

Gensler's Project Manager, has 20 years of experience in transit-related design. He led the consultant team in the development of Metro's First/Last Mile Strategic Plan and is currently involved in the Crenshaw Northern Extension Urban Design Feasibility Study. The team assembled by Gensler consists of six subcontractors, who bring specific, relevant areas of expertise to the project. The team includes ARUP (Transportation Planning and Sustainability), RAW International (RAW) (Operations), Mia Lehrer and Associates (Mia Lehrer) (Landscape Architecture), Leland Saylor Associates (Leland Saylor) (Cost Estimating), Kilograph (Advanced Visualization), and Claris Strategy (Claris) (Safety and Security).

The subcontractors, have extensive experience in their respective fields. Arup brings a knowledge of global best-practices in transportation design guidelines and will provide technical design support for individual station components. The firm is currently working with Metro on the 96<sup>th</sup> Street Station project and the Crenshaw/LAX Transit Corridor. RAW and Mia Lehrer have strong local knowledge and a familiarity with the current MRDC and Directive Drawings, working, respectively, as architects and landscape architects on the design of Metro rail stations. Kilograph will work closely with the design team, helping to communicate specific proposals and the passenger experience through photo-realistic visualizations. Leland Saylor, in existence for over thirty years, will provide value engineering and cost estimating services as an evaluation tool for proposed custom design solutions. Finally, Claris, who will provide expertise on station safety and security, has worked with Metro on the Bus and Rail Operation Center Integration Study and the Emergency and Security Operations Center Design.

DEOD SUMMARY

INTEGRATED STATION DESIGN SOLUTIONS  
PS35771-2001

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 15% Small Business Enterprise (SBE) and 3% Disabled Veterans Business Enterprise (DVBE) goal for this project. Gensler exceeded the goals by making a 16.03% SBE commitment and a 3.01% DVBE commitment.

|                            |                            |                                  |                                  |
|----------------------------|----------------------------|----------------------------------|----------------------------------|
| <b>Small Business Goal</b> | <b>15% SBE<br/>3% DVBE</b> | <b>Small Business Commitment</b> | <b>16.03% SBE<br/>3.01% DVBE</b> |
|----------------------------|----------------------------|----------------------------------|----------------------------------|

|    | <b>SBE Subcontractors</b>                  | <b>% Committed</b> |
|----|--|--------------------|
| 1. | MLA Green Inc. dba MLA Lehrer + Associates | 3.73%              |
| 2. | RAW International                          | 6.99%              |
| 3. | Claris Strategy, Inc.                      | 1.75%              |
| 4. | Kilograph                                  | 3.56%              |
|    | <b>Total Commitment</b>                    | <b>16.03%</b>      |

|    | <b>DVBE Subcontractors</b> | <b>% Committed</b> |
|----|----------------------------|--------------------|
| 1. | Leland Saylor Associates   | 3.01%              |
|    | <b>Total Commitment</b>    | <b>3.01%</b>       |

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this Contract.

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this Contract.

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract.