



A G E N D A

BOARD OF DIRECTORS

ORANGE COUNTY GREAT PARK CORP. ADJOURNED REGULAR MEETING

January 23, 2006

10:00 A.M.

CITY OF IRVINE

City Council Chamber

One Civic Center Plaza

Irvine, California

CALL TO ORDER

An adjourned regular meeting of the Orange County Great Park Corporation Board of Directors will be called to order on January 23, 2006 at 10:00 a.m., in the City Council Chamber, Irvine Civic Center, One Civic Center Plaza, Irvine, California, by Chair Agran, presiding officer.

ROLL CALL

DIRECTOR:	STEVEN CHOI
DIRECTOR:	SUKHEE KANG
DIRECTOR:	BETH KROM
DIRECTOR:	MIGUEL PULIDO
DIRECTOR:	WALKIE RAY
DIRECTOR:	CHRISTINA SHEA
VICE CHAIR:	MICHAEL PINTO
CHAIR:	LARRY AGRAN

PLEDGE OF ALLEGIANCE

ADDITIONS AND DELETIONS

Additions to the agenda are limited by California Government Code Section 54954.2 of the Brown Act and for those items that arise after the posting of the agenda and must be acted upon prior to the next Board of Directors meeting.

• **BOARD OF DIRECTORS REORGANIZATION**

ACTION: Election of Officers (Chair and Vice Chair) of the Board of Directors.

CONSENT CALENDAR

PUBLIC COMMENTS (Limited to 3 minutes per speaker.)

1. APPROVAL OF MINUTES (Molly McLaughlin, Clerk of the Board)

ACTION:

- 1) Approve the minutes of special meetings of the Orange County Great Park Corporation Board of Directors held on December 6-8, 2005.
- 2) Approve the minutes of a special meeting of the Orange County Great Park Corporation Board of Directors held on December 12, 2005.
- 3) Approve the minutes of an adjourned regular meeting of the Orange County Great Park Corporation Board of Directors held on December 15, 2005.

2. REQUEST TO ADD FINANCE ADMINISTRATOR POSITION (Colleen Clark, Deputy Chief Executive Officer)

ACTION: Approve the addition of a Finance Administrator position for the Orange County Great Park Corporation.

BUSINESS

**3. MASTER DESIGNER SELECTION PROCESS AND COLLABORATIVE
MASTER DESIGNER ORGANIZATIONAL OPTIONS**

ACTION:

Option 1

- 1) Select a firm from among the Master Design Finalists as the Orange County Great Park Master Designer to prepare a Final Park Master Plan design and to provide other related services.
- 2) Authorize the Chief Executive Officer to execute a contract with the selected designer.

or

Option 2

- 1) Select a firm from among the Master Design Finalists as the Master Designer to prepare a Final Park Master Plan design and to provide other related services.
- 2) Authorize staff to negotiate with one or two of the remaining finalists on a specific scope of work, to be incorporated into the Final Master Plan, and return to the Board of Directors with the proposed Park Master Plan and design services contracts for approval.

PUBLIC COMMENTS (Limited to 3 minutes per speaker.)

CEO REPORT

- Asset Management Ad Hoc Committee

DIRECTOR COMMENTS

ADJOURNMENT

Adjourn to an ORANGE COUNTY GREAT PARK COMMITTEE OF THE WHOLE regular meeting, February 9, 2006, 1:00 p.m., City of Irvine, City Council Chamber, One Civic Center Plaza, Irvine, California.

NOTICE TO THE PUBLIC

The foregoing does constitute the final agenda. The final agenda will be posted no later than 72 hours prior to the meeting date.

The agenda is available through our FAX LIBRARY system. Simply dial (949) 724-6210 and request document number 120 anytime after 5:00 p.m., 72 hours prior to an Orange County Great Park Corporation Board of Director's meeting. The agenda may also be accessed through the City's Web page at <http://greatpark.ci.irvine.ca.us>

3.

REQUEST FOR BOARD ACTION



BOARD MEETING DATE: January 23, 2006

TITLE: **MASTER DESIGNER SELECTION PROCESS AND COLLABORATIVE
MASTER DESIGNER ORGANIZATIONAL OPTIONS**


Chief Executive Officer

RECOMMENDED ACTION

Option 1

- 1) Select a firm from among the Master Design Finalists as the Orange County Great Park Master Designer to prepare a Final Park Master Plan design and to provide other related services.
- 2) Authorize the CEO to execute a contract with the selected designer.

Or

Option 2

- 1) Select a firm from among the Master Design Finalists as the Master Designer to prepare a Final Park Master Plan design and to provide other related services.
- 2) Authorize staff to negotiate with one or two of the remaining finalists on a specific scope of work, to be incorporated into the Final Master Plan, and return to the Board of Directors with the proposed Park Master Plan and design services contracts for approval.

EXECUTIVE SUMMARY

At its December 15, 2005 meeting, the Board of Directors directed staff to “explore collaborative options with the three Master Design finalists, EMBT, Ken Smith Landscape Architects and Royston Hanamoto Alley and Abey (RHAA), and to report their findings back to the Board”.

Over the past month, staff identified several potential organizational options and requested feedback on these options from the three design finalists as well as other industry professionals, employees of Lennar Corporation, and the Board's architectural consultant, Dr. Diane Gihardo. The major options explored are identified below.

1. Single Master Designer (Current Master Designer Selection Process).
2. Single Master Designer with one or both of the other design teams acting as design consultants to the Corporation on either a component or geographical location of the Park Master Plan.
3. Single Master Designer with one or both of the other designers acting as sub-consultants to the Master Designer on either a specific component or geographical location of the Park Master Plan.
4. Two or three Master Designers with each assigned specific geographical portions of the property or components of the project.
5. Assign tasks to individual teams based on staff and the Board's perception of their expertise.
6. Request two or all three finalists to form a legal Joint Venture to develop a consensus design and organizational approach.
7. Abandon the current selection process and begin a new process or, procure a design firm to implement a version of the Finalists' designs.

The seven organizational options were analyzed in light of the Board's desire to implement a collaborative approach and with respect to their potential impacts to the project's budget, schedule, and design integrity of the Park.

In order to gauge the Design Finalists' interests and willingness to participate in the various collaborative approaches, staff prepared a questionnaire and asked the firms to respond to a series of questions (Attachment A). After reviewing their responses, staff spoke to each firm to explore their reactions to the proposed scenarios. Attachment B provides a summary of the design finalists' responses. Seeking a broader perspective, staff asked members of the design community, representatives of the Lennar Corporation and the Board's architectural consultant to review and comment on the collaborative approaches. Finally, the Great Park management team conducted its own independent review of the options.

Based on the analyses and discussions, as well as the responses from the design finalists and other construction and design professionals, staff continues to recommend

that the Board select a single master designer to develop the Park Master Plan (Option 1). From a management perspective, this option appears to be the most efficient and cost effective. From a design perspective, this approach assures design integrity and continuity throughout the project.

If the Board prefers a collaborative approach to developing the Park Master Design, then staff would recommend Option 2. This option features one overall Master Designer to insure plan coordination and design continuity. In addition, it allows the Corporation to contract with the other firms to design specific components or geographic sections of the park. Option 2 provides for a single point of review to insure the cohesiveness of all the park's detail elements, including, but not limited to: building and structure themes; the scale of elements; building materials; lighting; landscape palette and planting schemes, gateways and edge treatments; signage and way-finding; and, pedestrian and vehicular circulation. Of the collaborative approaches, this is also the one favored by the Design Finalists.

Staff considers both Option 1 and Option 2 as viable approaches to producing the Park Master Design. However, it is staff's recommendation that the Board continues with its original plan and select a single Master Designer for the Orange County Great Park. This approach avoids the additional administrative costs related to coordination and management of multiple contracts, places responsibility for design cohesiveness with one firm, and is more likely to follow schedule, leaving funds available for actual park construction.

STATEMENT OF THE ISSUE

Overview

On March 11, 2005, the Board of Directors authorized staff to initiate an international design competition to select a Master Designer for the Orange County Great Park. The Master Designer selection process began with the issuance of a Request for Qualifications (RFQ) to forty (40) internationally renowned architect and landscape architect firms. Twenty-four (24) firms responded to the RFQ. A design jury reviewed the qualifications and selected seven (7) firms to move forward in the competition. In response to a Request for Proposals (RFP), the seven firms submitted conceptual design work that was subsequently critiqued by a second design jury. The submissions were also posted on the Corporation's website and exhibited at the Irvine Civic Center. The feedback gathered from the public and the second design jury was forwarded to the Board of Directors.

The Design Finalists presented their work to the public and the Board of Directors in September 2005. On October 10, 2005, the Board of Directors selected the three finalist firms. In November and December, the Board and staff visited various project sites to see the Designers' work. Based on these visits and analyses, staff believes any

of the three finalists are capable of developing a Final Park Master Plan. In December, the Board met twice to discuss the master design concepts and the Master Design Finalists' teams. At the conclusion of the second discussion on December 15, 2005, the Board of Directors requested that staff explore collaborative approaches to producing the Great Park Master Design. This report describes collaborative organizational approaches and their comparative viability in view of input provided by the Master Design Finalists and analyses by staff.

Organization Options

Staff developed and analyzed the following major organizational options, factoring their comparative positive and negative impacts on the project's budget, schedule, and design integrity. There are subsets or variations to each of these options, but staff feels these seven major scenarios reflect the organizational structures available for consideration.

1. Single Master Designer

The Board selects one firm as the Master Designer to prepare a Final Park Master Plan and to provide other related services. The Corporation contracts directly with the Master Designer.

Comparative Cost Impact: This option is considered the most cost effective. The design process is streamlined with one single design team executing the Master Plan. This approach does not lead to additional costs to incorporate and manage the expanded design consulting team. A single Master Designer will likely cause fewer negative cost impacts. Staff anticipates that minimizing the need for design coordination among consultants will produce more accurate construction documents. Accurate construction documents generally result in fewer construction change orders.

Comparative Schedule Impact: This option is expected to have the most positive schedule impact since the design process is streamlined with one single design firm and its team executing the Park Master Plan. No additional time is needed to organize a new team structure and become familiarized with new team members and their capabilities.

Comparative Design Impact: This option is anticipated to generate the most positive design impact because of the efficiency and cohesiveness it brings to the overall master planning process. This option allows the Master Designer to use its original conceptual work as a baseline design template, thereby providing continuity throughout the different phases of the project, as well as a strong unified concept for the overall park vision.

2. Single Master Designer with one or both of the other designers acting as consultants to the Corporation on either a component or geographical location of the Park Master Plan.

The Board selects a firm as the Master Designer to prepare a Final Master Plan and to provide other related services. With this approach, the Corporation can also contract directly with one or both of the other finalists to design specific component(s) or geographical location(s) of the project. With this scenario, the Master Designer's thematic concept guides the work of the other designers. The Corporation staff and program management consultants serve to coordinate the individual design efforts.

Comparative Cost Impact: This option is expected to generate additional costs because of the following:

- Additional program management required to oversee and coordinate the designers for developing specific component(s) or geographical location(s) of the project.
- Master Designer would have to incorporate and coordinate concepts and plans from the other designers working on specific park component(s) or geographical areas into the Final Master Plan.
- Additional design coordination could complicate the design process producing less accurate construction documents, which could result in an increase in negative construction change orders due to errors and omissions.

Comparative Schedule Impact: This option is expected to generate negative schedule impacts to the project due to additional time required to:

- Re-organize and form new design team structures.
- Become familiar with the capabilities and working styles of the new team and members.
- Coordinate with the new design team and members.
- Coordinate and incorporate the various design work into the Park Master Plan.

Comparative Design Impact: Staff anticipates that a cohesive Park Master Plan can be achieved under this approach with added coordination efforts from both staff and the program management consultants. While this option may provide some positive comparative design impact on the overall Park Master Plan in terms of the creative influence of the collaborative designers, it could also generate considerable execution difficulties in translating design continuity across the various elements and concepts.

Conclusion: Staff and the Master Design Finalists consider this a workable collaboration as it provides a focus for the development and review of the Park Master Plan and allows the firm(s) not selected as Master Designer to have a role in the development of the Great Park. Having the Corporation contract directly with the designers limits the opportunity for one firm to marginalize another. However, this scenario requires additional coordination and management on the part of the Corporation staff and the Program Manager.

3. Single Master Designer with one or both of the other designers acting as sub-consultants to the Master Designer on either a component or geographical location of the Master Plan.

The Board selects one firm as the Master Designer to prepare a Final Park Master Plan and to provide other related services. The Corporation contracts directly with the Master Designer. Under this approach, the Master Designer can sub-contract with one or both of the other finalists for specific component(s) or geographical location(s) of the project.

Comparative Cost Impact: This option is anticipated to add costs to the project as a result of subcontracting, mark-up costs by the Master Park Designer for managing additional design consultants.

Comparative Schedule Impact: This option is anticipated to generate some negative schedule impacts due to additional time needed to:

- Re-organize and form new design team structures;
- Understand the capabilities and working styles of the new team and members; and
- Coordinate with the new design team and members.

Comparative Design Impact: It is conceivable that this option could have a positive impact on the Park Master Plan. Under optimal conditions, the creativity of each designer could influence and enhance the Master Design. Staff believes that a cohesive master design could be achieved under the guidance of a single Park Master Designer managing other design consultants.

Conclusion: This approach is not recommended because only one of the three firms is willing to work as a sub-consultant to the other firms. Each firm believes they have assembled a design team that draws its strengths from the complement of its team members and that forcing a collaboration of partners would not result in the best design for the Park.

4. Two or three Master Designers, with each assigned specific geographical portions of the property or programmatic components of the project.

The Board selects two (2) or three (3) firms as Master Designers to prepare a Final Park Master Plan and to provide other related services. The Corporation contracts directly with each Master Designer. Under this approach, specific geographical portions of the property or programmatic components of the project are assigned to the selected firms.

Comparative Cost Impact: This option is expected to result in significant additional cost impacts to the project from the following:

- Additional program management to oversee and coordinate the work of the various Master Designers;
- Additional effort on the part of the Master Designers to incorporate and coordinate concepts and plans from the other Master Designer(s) into the Final Master Plan; and
- Additional design coordination generally complicates the design process and can produce less accurate construction documents. Inaccuracies in construction documents often lead to an increase in negative construction change orders.

Comparative Schedule Impact: This option is expected to generate significant negative schedule impacts to the project due to additional time needed to:

- Re-organize and form new design team structures;
- Understand the capabilities and working styles of the new team and members;
- Coordinate with the new design team and members; and
- Integrate two or three design plans.

Comparative Design Impact: This option is anticipated to negatively affect the cohesiveness of the overall Master Plan. This option could also cause considerable execution difficulties in translating design continuity across the various elements and concepts. The Boards' architectural consultant suggests that this approach could lead to a "piecemeal" design. Similarly, the design finalists and all the other advisors weighing in on this issue emphasized the importance of having a single point of coordination for the overall design of the Park.

Conclusion: This option is not recommended due to its potential to negatively impact project costs and design.

5. Assign tasks to individual teams based on staff and the Boards' perception of their expertise.

The Board selects designers to perform tasks based on the Boards' perception of their strengths and expertise. The Corporation contracts directly with the designers to develop the Final Master Plan and other related services.

Comparative Cost Impact: This option could result in significant cost impacts to the project from the following:

- Additional program management to oversee and coordinate the three (3) design teams;
- Effort, on the part of the designers, to incorporate and coordinate other designers' concepts and plans and/or implement plans created by other designers; and
- Complications with the design process causing less accurate construction documents, leading to negative change orders.

Comparative Schedule Impact: This option would likely generate some schedule impacts to the project due to additional time needed to:

- Re-organize and form new design team structures;
- Understand the capabilities and working styles of the new team and members; and
- Coordinate with the new design team and members.

Comparative Design Impact: This option is expected to have a negative impact on the cohesiveness of the overall Park Master Plan since the Master Designers do not have the opportunity to manage the entire design process and create a comprehensive concept across all components and geographic locations. This option may generate considerable execution difficulties in translating design continuity across the various elements and concepts. Staff anticipates that there is a strong possibility that the Park created under this scenario may also appear "piecemeal".

Conclusion: This approach is not recommended due to the negative cost impacts and the potential for a piecemeal design. In addition, all the design teams indicated that they would be reluctant to implement another designer's vision.

6. Request two or all three finalists form a legal Joint Venture to develop a consensus design and organizational approach.

The Board requests the willing finalists to form a legal Joint Venture specifically for the Great Park project. The Corporation then contracts directly with the new Joint Venture entity to develop the Final Park Master Plan.

Comparative Cost Impact: Staff anticipates that there would be a significant comparative cost impact with this approach due to the need for separate accounting and document control for each partner in the Joint Venture.

Comparative Schedule Impact: This option is expected to create significant schedule impacts for the project due to additional time needed to:

- Form a legal Joint Venture among the finalists;
- Re-organize and form new design team structures;
- Understand the capabilities and working styles of the new team and members; and
- Coordinate with the new design team and members.

Comparative Design Impact: Staff believes that a cohesive Park Master Design could be achieved under the Joint Venture structure if a strong consensus design and unified concept was developed.

Conclusion: This option is not recommended because of the cost and schedule impacts, and because it requires that all three firms form a separate legal entity, disassemble their existing teams, and agree on a governing structure for the venture. Only one of the three firms is willing to undertake this approach.

7. Abandon the current selection process and begin a new process or, procure a design firm to implement a version of the Finalists' designs.

The Board decides to abandon the current selection process and begin a new process under modified selection criteria.

Comparative Cost Impact: Staff believes that it would be very costly to initiate a new design competition. The process could involve engaging a new design jury, providing stipends for any finalist firms, providing for a new public input process and performing additional site visits. Procuring a design firm to implement selected components of the current designs would require modifying the proposal documents and expending additional advertising and administration costs.

Comparative Schedule Impact: Either option could generate significant negative schedule impacts to the project due to time needed to:

- Prepare a new Request for Proposal;
- Interview and procure a new design firm; and
- Give the selected design firm time to become familiar with the competition Concept Plans and the Board's goals and visions.

Comparative Design Impact: This option could result in a fresh new design, possibly one that incorporates all the popular elements of the current designs. Alternatively, it could result in a mediocre design that lacks cohesion and vision. Some firms may not choose to participate in a second competition and the Board may be left with a smaller, less qualified pool of designers.

Because of the cost, schedule impacts and a potential loss of credibility with the public and the design community, staff does not consider this a viable option.

Summary of Finalists' Responses to Organizational Options

In general, all three Designer Finalists are receptive to Options 1 and 2. However, each has indicated that incorporating other finalists' main design concepts into their designs raises professional and ethical concerns, and may not be achievable without the involvement of the concept's originator. Two of the firms state that they would not be willing to be sub-consultants to the other firms. Furthermore, two of the finalists expressed that their involvement as consultants contracting directly with the Corporation, under Option 2, would depend on the specific scope of work. All finalists feel that there should be a strong unified design concept guided by a single Master Designer.

Staff Recommendation

Based on staff's analyses and the design finalists' responses to the organizational options outlined in this report, staff recommends that the Board move forward with its original plan to select a single firm as the Master Designer for the Orange County Great Park. However, in the event the Board prefers a collaborative organizational structure, staff recommends that the Board select a firm as the Park Master Designer and authorize staff to negotiate the specific scope of work with one or two of the remaining finalists to implement specific portions of the Park as outlined in Option 2. Attachment C illustrates the organizational structures of Options 1 and 2.

ALTERNATIVES

Alternative organizational options are presented under the STATEMENT OF THE ISSUE section of this report.

FINANCIAL IMPACT

It is staff's opinion that Option 1, the selection of a single Master Designer, is the most efficient and cost effective alternative. Option 2 as outlined in the analysis above is anticipated to generate additional staff and program management costs due to coordination and management of multiple design contracts. Staff is unable at this time to quantify the value of the potential additional expenses.

Report prepared by: Christina Lo, P.E., Manager of Engineering Services, with input from Glen Worthington, Manager of Planning and Environmental Services; Marsha Burgess, Manager of Communications and Public Affairs; and Colleen Clark, Deputy Chief Executive Officer

Reviewed by: Wally Kreutzen, Chief Executive Officer

Attachments:

Attachment A – Master Park Designer Supplemental Questionnaire
Attachment B – Summary of Design Finalists' Responses to Questionnaire
Attachment C – Option No. 1 and 2 Organization Charts

**Master Park Designer
Supplemental Questionnaire
December 2005**

Please answer Questions 2 through 6 with a definitive “Yes” or “No.” If you answer “no,” please include a brief explanation as to your thought process in giving your response.

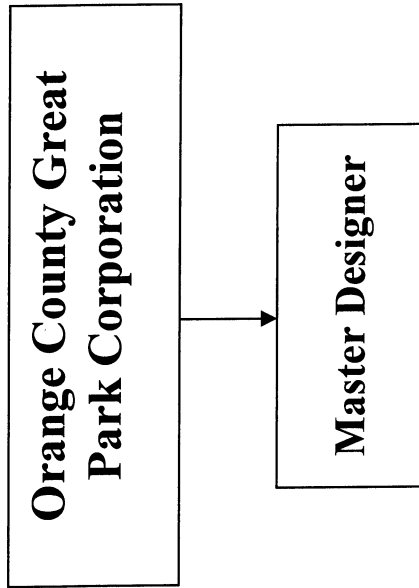
1. Based on the Board of Director’s direction to develop a collaborative approach among all three teams, what is your suggested organizational structure? Why?
2. Are you willing to work with the other design finalists as sub-consultants who would assist in implementing your design plan assuming your firm is the Master Designer?
 - 2a. If yes, how would you define the design sub-consultants scope-of-work?
3. Are you willing to work as a design sub-consultant to another design finalist firm acting as the Master Designer?
 - 3a. If yes, what role(s) would you be willing to undertake as a sub consultant?
4. Are you willing to disassemble your team to create a collaborative arrangement among the three design finalists?
5. Are you willing to disassemble your team to act as a sub-consultant to another firm acting as the Master Designer?
6. Are you willing to act in a limited role as a Master Designer on a specific geographic portion or component of the Great Park e.g. the Sports Park or a specific building?

**Master Designer Finalists Responses to
Supplemental Questionnaire and Teleconference Interview
Regarding Potential Collaboration**

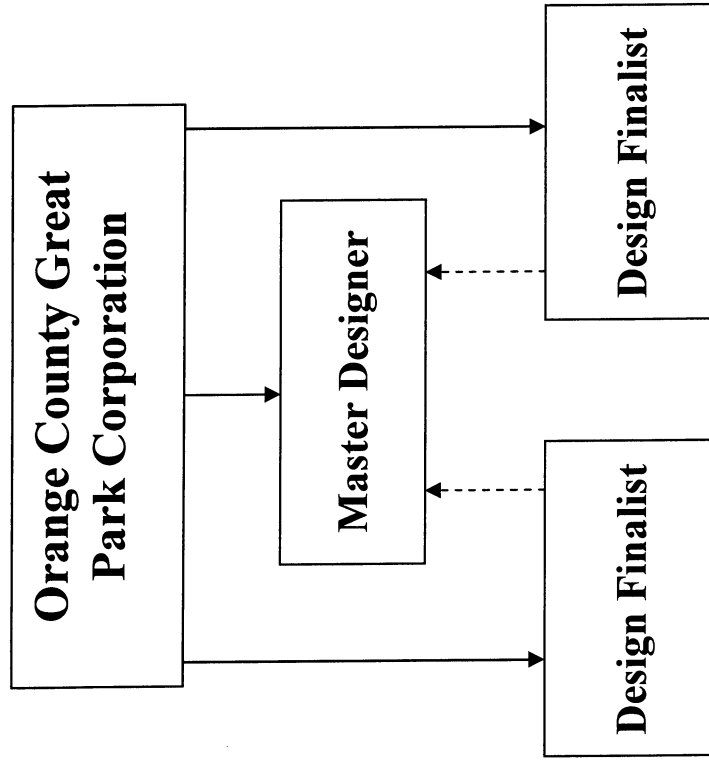
	EMBT	KEN SMITH	RHAA
1. Based on the Board of Director's direction to develop a collaborative approach among all three teams, what is your suggested organizational structure? Why?	EMBT would serve as Master Designer and would guide the process, providing creativity and vision. Other firms must be brought on at the beginning to develop consensus about the overall design and the organizational structure. ¹	Ken Smith would be Master Designer and retain its own team. Others could be brought on as sub-consultants who would report to Ken Smith.	RHAA would be Master Designer with others as design consultants on the team. The collaboration should begin with a design charette.
2. Are you willing to work with the other design finalists as sub-consultants who would assist in implementing your design plan assuming your firm is the Master Designer?	Yes. Would work collaboratively with others. Would implement Ken Smith canyon idea. Propose RHAA be executive landscape architects.	Yes.	Yes.
2a. If yes, how would you define the design sub-consultants scope-of-work?	Ken Smith develops Amphitheater and Canyon concepts. RHAA acts as executive architect. The combination of EMBT as the Master Plan Design Team and RHAA as the Executive Landscape Architecture team for the park will guarantee that the best qualities of each team are brought to the park.	RHAA might serve as "Landscape Architect of Record" sub-consultant reporting to Ken Smith.	The other firms would be design consultants to RHAA. They would be part of the collaborative team.
3. Are you willing to work as a design sub-consultant to another design finalist firm acting as the Master Designer?	Yes.	No. Master Designer should have primary responsibility and control of design.	No. This would create an unsuccessful project. RHAA has strongest experience in leading a team on large and complicated projects and are best suited to be the

			Master Designer. RHAA would not implement another firm's design with no design role for RHAA.
3a. If yes, what role(s) would you be willing to undertake as a sub consultant?	EMBT prefers to be involved from beginning and participate in every scale of design development.		Might consider role as collaborative design consultant to OCGPC, part of a collaborative team. Would not accept strictly project manager position with no design role.
4. Are you willing to disassemble your team to create a collaborative arrangement among the three design finalists?	Yes. However, a clear structure must be established.	No. The Ken Smith concept for the Great Park is based on its existing collaborative team. Must retain Mary Miss, Steven Handel and Enrique Norton.	Yes but some RHAA core members are critical to success.
5. Are you willing to disassemble your team to act as a sub-consultant to another firm acting as the Master Designer?	Yes.	No. Might modify team. Would consider adding team members from other firms.	No. Do not think this would be beneficial to the project.
6. Are you willing to act in a limited role as a Master Designer on a specific geographic portion or component of the Great Park e.g. the Sports Park or a specific building?	Yes, EMBT is willing and enthusiastic to participate in the development of the Great Park even if our role is limited to one geographic area. However, to achieve a "Great Park" it is essential that the park be developed as a conceptual whole; this is only possible with one Master Design office.	No. Great Park should be a strong unified concept. Master Designer should be involved throughout the entire design and construction process.	Yes but do not recommend the approach. Could result in a piecemeal design. Great Park needs a single creative vision. Would consider role as Master Designer for the Museum District with the Sports Park.

¹ Responses to follow-up questions during subsequent telephone interviews are in red.



ORGANIZATIONAL OPTION 1



ORGANIZATIONAL OPTION 2