



REQUEST FOR PROPOSALS

DEVELOPMENT OF A MASTER PLAN FOR THE JOHN ANSON FORD THEATRES

2580 Cahuenga Boulevard East
Hollywood, CA 90068

OVERVIEW

The Ford Theatre Foundation requests proposals from experienced firms to undertake a comprehensive Master Plan for the John Anson Ford Theatres. This Master Plan will assess the current needs of the facility and make recommendations for future site developments that align with the missions of the Los Angeles County Arts Commission and Ford Theatre Foundation.

Over the past 12 months, the Arts Commission and Ford Theatre Foundation, in collaboration with the Office of Los Angeles County Third District Supervisor Zev Yaroslavsky, the Los Angeles County Department of Parks and Recreation, and the Los Angeles County Department of Public Works, has been engaged in a planning process to identify a range of possible future development directions. With this groundwork now laid, the next essential step is the development of a Master Plan.

The Master Plan will be directed not only by the shape of the physical environment of the site, but also by the driving spirit behind Ford programming. As a division of the Arts Commission, Ford Theatre programs are dedicated both to supporting the rich diversity of the performing arts within Los Angeles County and to providing a site for communities to gather for affirmative cultural experiences that entertain and enrich. The Ford Theatre staff and stakeholders believe the performing arts are a powerful medium for inspiring creativity, expressing personal identity and building cross-cultural understanding. By providing a space for artists to further their artistic practice, perform for their communities, and connect with and develop new audiences, the Ford Theatres foster a vibrant community of artists, arts participants and arts supporters that reflect the diversity of Los Angeles County.

As the programming at the Ford Theatre evolves, the Master Plan will conceptualize and direct the physical expansion of the site and position the theatre as a major cultural institution in the region offering improved services and amenities for all stakeholders, including artists, producers, audiences, staff and the larger Los Angeles County community.

HISTORY AND PROGRAMS OF THE JOHN ANSON FORD THEATRES

The history of the John Anson Ford Theatre site began in 1920. Heiress and arts patron Christine Wetherill Stevenson constructed the theatre as the home for her self-written pageant production titled “The Pilgrimage Play.” This production chronicled the life of Christ and was a highly attended event throughout the 1920s. In 1929, the original wood structure burned down in a brush fire and, after much rallying by the community to rebuild, was reconstructed in 1931 in its current form. The Pilgrimage Play was produced at the site until the theatre came under the operation of the County of Los Angeles in 1965 and became a County regional park. The Los Angeles County Arts Commission was given charge of operating and programming the theatre in 1992 by the Los Angeles County Board of Supervisors and the Los Angeles County Parks and Recreation Department continues to maintain the facility and grounds. The current facility consists of a 1,245-seat outdoor amphitheatre in operation from May through October, and an intimate 87-seat indoor theatre space, [Inside] the Ford, used from November through April. In addition to Parks and Recreation, other County departments, including Department of Public Works, Internal Services Department, all overseen by the Board of Supervisors, are involved in maintenance, infrastructural upgrades, and strategic planning for the facility. The Ford Theatre Foundation is a non-profit 501(c)3 organization that supports the John Anson Ford Theatres fiscally and programmatically.

The majority of performances at the Ford Amphitheatre are programmed as part of the application-based Summer Partnership Program, which supports Los Angeles County resident arts organizations by assisting them to successfully present performances and develop new audiences. The Arts Commission provides significant presentation support, including waived rent, box office and house management staff, inclusion in the season’s marketing campaign, use of production equipment, and consultations with the Ford’s marketing and production staff. In turn, participating arts organizations provide the residents of Los Angeles County with a rich cultural sampling of performing arts of the region.

Similarly, the Arts Commission’s Winter Partnership Program activates the indoor theatre during the winter season. Recognizing that many Los Angeles County-based theatre companies do not have permanent performance homes and that the cost of producing theatrical works has become prohibitively expensive in the area, this program provides opportunities for theatre companies without a permanent performance venue to produce in one of the best under 99-seat

theatres in Los Angeles County at a highly subsidized cost and with significant marketing support.

The John Anson Ford Theatres are also rented frequently by community organizations and professional production companies to present music concerts, dance performances, film screenings, theatrical productions, and receptions. In addition to the partnership and rental programs, the Ford also self-produces a series of family events and free interactive community performing arts workshops. All told, the Ford Theatres host over 200 events each year. With over 300 days booked for performances, rehearsals, sound checks, and equipment load-ins for shows, the theatre is in use 86% of days each year, reaching over 60,000 Angelenos.

PROJECTS SINCE 1999

The County of Los Angeles has invested over \$7 million in upgrades to the John Anson Ford Theatres since 1999 to improve the site for patrons, staff, producers, and partner organizations. Some examples of these projects include:

- A major renovation of the Ford Theatre's entryway including additional picnicking plazas, an ADA accessible pathway, elevator, and drought resistant landscaping
- A \$1.2 million electrical renovation of the entire facility including electrical retrofitting of the theatrical lighting system, amphitheatre controls, and architectural lighting infrastructure
- Development of a new facility-wide signage program
- Remodel of the restrooms and concessions area
- Replacement of historic elements, such as custom-designed doors
- Renovation of backstage storage areas into an ADA accessible restroom and dressing room for performing artists
- Purchase and installation of state-of-the-art digital sound consoles for the amphitheatre
- Renovation of the 87-seat [Inside] the Ford theatre and upgrades to the theatrical lighting and audio systems
- Rebuilding of both the Amphitheatre and [Inside] the Ford theatre stage areas
- Remodel of the box office
- Installation of a new heating ventilation and air conditioning (HVAC) system in the [Inside] the Ford theatre and lower concessions area
- Installation of a new electronic sign with color graphic capability

The following documents provide additional information about the John Anson Ford Theatres and are available for viewing on the Ford Theatres website as part of this RFP

(<http://www.fordtheatres.org/en/about/Opportunities.asp>):

- Master Plan Preparation Book (Facility Program), created by staff from the Arts Commission, Parks and Recreation, and the Office of Third District Supervisor Zev Yaroslavsky identifying key areas of interest, layout maps of the site and photo documentation of major areas of the facility.
- A 2009-10 [Inside] the Ford season postcard and 2009 Ford Amphitheatre season brochure
- Earthquake SOLUTIONS Study

THE MASTER PLAN

The Ford Theatre Foundation seeks qualified consultants to develop a Master Plan which will direct the physical expansion/renovation of the John Anson Ford Theatres and broaden its capabilities as a performing arts facility in terms of production and programming, artist and audience amenities, and revenue generation. It is our intent that the Master Plan will make recommendations for planning and decision making in terms of

- Site expansion and location of future buildings and upgrading/updating existing office and production facilities
- Preservation and emphasis of the historic elements of the theatre and surrounding buildings
- Improvements in parking and traffic flow in and around the venue
- Improvements in visibility from Cahuenga Blvd. through structural and landscape architectural elements
- Incorporation of environmentally sustainable (LEED) technology
- Adherence to civil and structural engineering and state and local government building and environmental (CEQA) codes
- Specialized planning consultation for expansion and/or upgrade of the outdoor amphitheatre which presents dance, music, theatre, and film from May through October, including making recommendations on lighting and acoustic engineering, and other theatre technologies
- Specialized planning consultation for expansion and/or upgrade of the indoor 87-seat theatre which presents theatre, dance, music, receptions, and workshops, including making recommendations on theatre technologies particular to the space
- Integration of advanced telecommunications and media technology features
- Determining feasibility of expansion projects based on costs and funding analyses

The Master Plan will be delineated into phases that address the completion of particular projects based on priorities that align with the strategic development and expansion of the Ford Theatre's programs.

MAJOR AREAS OF INTEREST

At this time the key areas that will drive the development of a Master Plan for the John Anson Ford Theatres have been identified as outlined below. However, the Ford Theatre Foundation requires consultants to broadly assess the needs, assets, and opportunities of the Ford Theatres and to use a high degree of creativity in recommending solutions to these and other issues identified by the proposing consultant.

- Landscaping and architectural concepts to both visually and spatially “announce” the Ford Theatres as a major cultural resource in Los Angeles County and to create a stronger visual focus for the theatre and to better guide patrons and visitors to the destination.

Although the John Anson Ford Theatres are located on a major traffic thoroughfare, there is little to visually announce the presence of the venue to visiting patrons or passersby. The gates to the theatre are separated from the street by the south parking lot and when traveling northbound on E. Cahuenga Boulevard toward the entrance, the hillside grade, curve of the street, narrow lanes and high speed of traffic make it difficult for drivers to anticipate the entrance of the theatre. On southbound W. Cahuenga Boulevard, signs directing drivers are

small and, due to the merging of multiple lanes of traffic from a 101 freeway off-ramp and highly impacted traffic on show nights, this route to the venue can be very confusing. The Arts Commission is addressing this issue in the short-term by implementing a new signage program which will better guide patrons to and through the theatres and has installed a new LED-electronic sign, which has improved visibility and allows for the display of full-color images and clear text.

- Expansion of the parking facilities and creating a high level of customer service for patrons from their first arrival at the venue.

Parking continues to be cited by patrons as an issue that causes much inconvenience. The Los Angeles Philharmonic is contracted by the County to operate the parking lots at the John Anson Ford Theatres; they provide staff to direct vehicles and retain all revenues generated by use of the lot. The Ford Theatres lot is also used for additional parking for shows that take place at the Hollywood Bowl during dark nights at the Ford. In total the parking facilities at the Ford Theatres hold approximately 300 stacked cars; cars are parked back to back and cannot be moved in and out until all patrons return to their cars at the end of each show. Parking spaces available for staff, production crew, producers and artists are very limited in number and location, as these positions very often require in/out access privileges or leave the theatre after the audience has vacated the lot. The stacked nature of the parking facility requires the coordination of a large parking staff, hired by the Los Angeles Philharmonic, to direct cars into and guide traffic out of the theatre after shows. To help alleviate the parking impaction, the County operates a free shuttle service (financed through the County Department of Public Works) that runs between the Universal City Metro Station and the Ford Theatres beginning two hours before and ending one hour after each show onsite.

- Integration of additional traffic signals, new entrance and exit configurations, or other site improvements to make the flow of traffic safer and more efficient.

The John Anson Ford Theatres facility is located at the intersection of the one-way, northbound side of W. Cahuenga Boulevard, the Pilgrimage Bridge overpass, and a northbound entrance for the 101 Freeway. Because the Cahuenga pass and 101 Freeway are heavily commuted routes between the Downtown/Central City areas of Los Angeles and the San Fernando Valley, traffic is highly impacted in this area. Additionally, during the summer the Hollywood Bowl operates on the same night as the John Anson Ford Theatres and brings up to 18,000 additional individuals by car and shuttle bus. As there is only a single entry point into the Ford facility, traffic frequently backs up on Cahuenga Boulevard and the Pilgrimage Bridge and creates long waiting times for patrons driving to the theatre. While there are two egress points, one requires a sharp turn into lanes just past a blind curve. Alternative modes of transportation (walking, biking) are dangerous through this area as there are no bike lanes or pedestrian sidewalks or crossings that allow for safe access across the southbound W. Cahuenga Boulevard and Pilgrimage Bridge.

- Integration of sustainable technology and energy efficiency standards, such as LEED technology, in all future site development whenever possible.

As the Ford Theatres facility is a Los Angeles County Regional Park, environmental impact and sustainability will be a major consideration of the Master Plan. Future site development must be consistent with the County Green Building and Low-Impact Development Ordinances. The Arts Commission has implemented a number of sustainability and conservation projects at the Ford Theatres including:

- Reducing timing on water stations resulting in a 24% reduction in water usage
 - Planting drought resistant native plants
 - Installation of energy efficient LED lighting fixtures and electronic sign
 - Replacement of deteriorating, inefficient electrical fixtures with modern fixtures as part of the \$1.2 million electrical upgrade
 - Installation of a new hillside retaining wall made of manufactured material made for life sustainability
 - Installation of a new energy efficient heating ventilation and air conditioning (HVAC) system
- Feasible construction of new buildings on the John Anson Ford Theatres site to enhance programming, provide additional services and amenities to producers, staff and vendors, and generate additional revenue to supplement theatre operations.

Current ideas for exploration in the desired Master Plan are detailed below and include construction of: a new office building, conference room spaces, rehearsal and additional performance spaces, carpentry and lighting and audio maintenance shops, a restaurant with an on-site kitchen for the resident concessionaire, and a reception center. The architecture, planning and placement of such facilities should complement the existing historic structures as well as maintain the integrity of the site as an important historic-cultural landmark in Los Angeles County.

Office Space: Current office spaces are scattered throughout the facility and are at full capacity, limiting future expansion of staff. The physical separation of staff creates challenges in communication and logistical planning for the 200+ events that are coordinated at the site each year. The primary administrative office, which accommodates 8 employee workstations, occupies three rooms in a converted 1950s motel building; the remainder of the structure is occupied by administrative offices for the Los Angeles Philharmonic. Due to the age and construction materials of the building and its location at the base of an unstable hillside, the long-term structural integrity and safety of the building is in question. The Ford Theatre Foundation is interested in exploring new construction options to house all of the full-time Ford staff, allow for expansion of staff, and provide adequate meeting and conference space for producing partners.

Rehearsal and Performance Space: Recognizing that market rates for rehearsal and performance space rental is one of the most prohibitive expenses for performing arts organizations in the Los Angeles area, the Ford Theatre Foundation is interested in the addition of on-site rehearsal and performance spaces to offer partner organizations a subsidized space to develop and perform work, which might also generate a modest revenue stream.

Renovation of Current Performance Space: Amphitheatre rehearsals and performances largely preclude any simultaneous activity from taking place at the small [Inside] the Ford Theatre due to unavoidable conflicts from stacked parking, sound leakage between spaces, and shared dressing room facilities for the two theatres. Recommendations are desired that would make feasible the simultaneous usage of these two theatre spaces. Additionally, the Ford Theatre Foundation is interested in other improvements to the facilities such as the addition of carpentry, audio, and lighting maintenance shops.

Restaurant and Reception Facilities: Addition of a full-service restaurant to the grounds is highly desirable. Concessions are currently handled by an off-site caterer and food offerings are

limited due to the absence of a kitchen or food preparation area at the facility. Construction of an on-site restaurant would not only provide enhanced audience amenities and food options, but would also be in operation year-round, including days that the theatre is not in use, providing a steady stream of revenue. Including reception facilities and a small cabaret-style theatre space with the restaurant construction would also allow for the accommodation of private parties, small conferences, and special events, which are currently limited due to the unavailability of private reception space.

In closing, this is an extraordinary opportunity and an important moment in the life and evolution of the John Anson Ford Theatres. It is our desire to build a strong and long term relationship with consultants who share our values and sense of commitment to realizing the future potential of this center for the performing arts in Los Angeles County.

BUDGET

Cost proposals may not exceed an all-inclusive budget of \$308,000. All projected expenses (such as consultant fees, management fees, travel expenses and incidentals) are part of this budget, and must be included in the cost proposal.

SCOPE OF WORK

The Master Plan Scope of Work will be determined in detail once a firm is selected. However, the selected firm will work in close coordination with the Ford Master Plan Committee and Ford Theatre Project Manager to thoroughly understand the physical facility, its uses and programs, its audiences, its staff, and its projected future growth. The selected firm will investigate the facility needs identified by the Master Plan committee for future development and propose solutions to those needs and will also think critically and creatively to identify other needs to consider for the facility. The selected firm will communicate with the Ford Master Plan Committee and Ford Theatre Project Manager via regularly scheduled meetings and will adhere to a 9-month project schedule for completion of the Master Plan.

The completion of the Master Plan will result in generation of a full report of recommendations for site improvements and expansions, including but not limited to: maps; renderings; cost and building schedule projections; and engineering and environmental analyses and reports. The report must incorporate all topics listed under the Master Plan description on page 4 of this RFP.

SELECTION PROCESS AND CRITERIA

Proposals will be evaluated by a team of County staff from the Arts Commission, Parks and Recreation Department, Supervisor Yaroslavsky's office, and the Ford Theatre Foundation (Ford Master Plan Committee). This team will collaborate with the winning firm to design the Master Plan.

Proposals will be evaluated by the following criteria:

- Proposed cost
- Significant prior experience creating Master Plans for historic cultural and/or arts facilities of similar or greater size and scope
- Professional expertise and capability of addressing the major areas of interest described above
- Ability to identify opportunities for creative facility planning
- Evidence of Master Plan projects your firm completed on time and within budget

ELIGIBILITY

Planning firms with offices based in the five County area (Los Angeles, Ventura, Riverside, Orange, or San Bernardino County) with proven experience in designing Master Plans for historic cultural and arts facilities are eligible to submit a proposal.

SITE VISIT

A mandatory tour of the Ford campus is required for all proposers. Two identical tours will be offered on the following dates and times:

Friday, November 13, 2009, 1 – 2pm
 Thursday, November 19, 2009, 1 – 2 pm

These tours will be the only opportunity to see and discuss the facility with committee members and staff prior to submitting your proposal. Reservations for a tour are required. Please contact Alma Guzman, Ford Theatre Administrative Coordinator, at 323-856-5793 or aguzman1@arts.lacounty.gov. (See tour address on cover sheet).

HOW TO APPLY

To be considered for this opportunity, submit the following information by 5 pm on Tuesday, December 15 to:

John Anson Ford Theatres
 ATTN: Master Plan Committee
 2580 Cahuenga Boulevard East
 Hollywood, CA 90068

1. A cover letter which articulates your firm's desire to undertake this project, the make-up of your team, and a short summary of your credentials for successfully developing a Master Plan.
2. A company brochure and documentation demonstrating related experience.

3. Resumes of key staff who would participate, including, among others, the principal-in-charge and project manager(s) [Please note, environmental consulting services (CEQA) are required as part of the SOQ].
4. A client list which includes contact information of project managers and costs for each project.
5. Current and projected staff commitments over the next 12 to 18 months.
6. A fee proposal for development of the Master Plan.
7. A proposed schedule from start to finish of the Master Plan project. The goal is to complete this project within 9 months.
8. Responses to the points below. Please limit each response to one page:
 - Describe your firm's approach for the development of this Master Plan.
 - Discuss your firm's creative principles, and how they would be applied to this project.
 - Discuss your firm's ability to create a Master Plan that considers the feasibility of proposed facility development in terms of both cost and programming.

SCHEDULE

The schedule for selection of a Master Plan consultant is as follows:

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| ➤ Release Request for Statement of Qualifications | October 23, 2009 |
| ➤ Site Visit/Tour | November 13 and 19, 2009 |
| ➤ Proposals Due From Consultants | December 15, 2009 |
| ➤ Complete Consultant Interviews | January 20, 2009 |
| ➤ Selection of Consultant and Proposer Notifications | January 30, 2009 |

QUESTIONS

Contact Adam Davis, John Anson Ford Theatres Managing Director, adavis@arts.lacounty.gov; (323) 856-5793.

www.fordtheatres.org.

Late applications will not be considered and will be returned.

While every effort will be made to carefully handle applications, the Ford Theatre Foundation cannot be held responsible for lost or damaged materials.

The Ford Theatre Foundation reserves the right to accept or reject any and all responses received, or commission a firm through another process.

All firms who submit their materials for review will receive written notification of the results of the selection process, including identification of the selected firm.

All information contained herein does not constitute either an expressed or implied contract.

The Ford Theatre Foundation reserves the right to make alterations or additions to this RFP. Any changes will be posted as amendments to the John Anson Ford Theatres website at:

<http://www.fordtheatres.org/en/about/Opportunities.asp>