

CMAA Call for Newsletter Articles 2007-2008
Project Spotlight
Los Angeles Music Center Mark Taper Forum Renovation

Construction Controls Group, Inc. (CCG) is providing Construction Management services to the Los Angeles Music Center Mark Taper Forum \$30 M Renovation Project scheduled for reopening Fall 2008. What started as a simple Back of House upgrade expanded to Theater and Front of House lobby improvements including restroom patron amenities. This architecturally significant facility was antiquated and needed infrastructure upgrades including audio, electrical, and HVAC systems triggering code and ADA improvements while maintaining its historical integrity. Only a short window of opportunity of 9 to 12 months is available for construction requiring true partnering with the builder, Taisei Construction Corporation in cooperation with the Owner represented by the Los Angeles Music Center and User Group represented by the Center Theater Group (CTG). All work needs to be expedited in a timely fashion to meet the planned Fall Opening Season.

Design challenges included coordination and oversight management of multiple consultant specialists including lighting designers – Kaplan Gehring McCarroll Architectural Lighting (KGM), theatrical designers – Sachs Morgan Studio (SMS), interior designers – Rios Clementi Hale (RCH), and acousticians – Jaffe Holden Associates (JHA), in conjunction with the contractual obligations and responsibilities of the Executive Architect – Harley Ellis Devereaux (HED) all under contract to the Owner Operator – Tom Folsom of TRiP, Inc. Carefully defined contracts were necessary to clearly outline responsibilities of the various participants to ensure no gaps in service to the Owner and control consulting fees within budget expectations.

Construction challenges include appropriate sequencing of existing catwalk removal so as not to impact the domed structure, demolition activities concurrent with abatement removals to minimize schedule impacts, raising the lobby floor to the plaza level and lowering backstage elevation to improve access, and the addition of elevators for both patron and performer access within the existing structure while mitigating impact to lower level parking. There is only one day available to schedule the helicopter airlift so as not to impact the Music Center's performance schedule and maintain the original project completion date.

Our primary responsibility on the program is to control the project cost and schedule. At the end of Design Development CCG was hired and tasked with the responsibility to determine the overall program budget including all soft costs to assure Board representatives, foundation contributors, and financial stakeholders that this project would complete within budget expectations. CCG performed an audit of all prior expenditures working closely with the internal accounting department at the Music Center. CCG then had to negotiate the balance of design contracts with each of the various consulting entities for the

construction administration phase of the program to ensure the overall project budget could be financed. Once soft costs were identified firm negotiations with the selected contractor to achieve a Guaranteed Maximum price based on 80% construction documents without permit approval within the target amount was accomplished by the beginning of 2007 to keep the project on track. To date the project is 25% complete and anticipated to complete on time and within budget due to proactive budget and schedule management efforts of the Team.

