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REAL PROPERTY RESEARCH CONSULTANT

March 18, 2014

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Honorable Mayor Bill Wells
City of El Cajon
200 Civic Center Way
El Cajon, CA 92020

Re: ECPAC

Dear Mayor Wells:

As a vibrantly functioning performing arts center is crucial to reviving downtown El Cajon, the following suggestions are offered for your consideration:

REPAIRS

Implement roof (and gutter) repairs, as currently budgeted, now; then collaborate with future management on remaining recommended building and equipment upgrades. "These roof leaks have begun to cause water damage inside the structure. Proper preservation of this community asset requires re-roofing the building now." (11/9/10 Agenda #1.12 Report). Photo taken on 4/23/12 tour led by Public Works Director Turner shows buckets under the leaking gutter in southwesterly corridor (copy encl). Has the Council toured the facility to observe the existing conditions and suggested renovations?

MANAGEMENT

Proceed with Request for Qualifications & Proposals (RFQ-RFP) for professional management; then selection and collaboration. Should be done prior to any other lease considerations. The 2/25/14 Agenda #15.2 proposal to lease "... on Sundays and other occasions ..." (U-T 3/6/14 article encl), or similar proposals, if consummated, would likely prevent a professional management entity from considering ECPAC for management. Time must be available for their performance scheduling - not preempted by others. A list of management entities and other resources was presented to City Manager Williford on 9/4/13 (copy encl).

REPORT

Review my 6/17/11 pro bono Report on ECPAC with a contiguous hotel, that was done for Concilwoman Hanson-Cox (but has not been publicly acknowledged) and is on file in the City Manager's Office. Recommendations included a (still valid) solution to the parking expansion problem. A smaller hotel could be constructed (Draft layout encl) without encroaching over the Washington Channel (Report, Exhibit 32), but would have less space than the subsequently proposed hotel site located one-block northwesterly.

COMMISSION

Reestablish the former Cultural Commission (dissolved during a former Mayoral campaign). This could provide input for events such as the forthcoming "America on Main Street" (formerly/replacing the "Friendship Festival" founded by former Mayor Joan Shoemaker) and also for ECPAC. These festivals were well attended and booths and exhibits included most of San Diego's 14 ethnic Sister Cities' organizations.

Thank you for considering these suggestions. Belated congratulations on becoming Mayor.

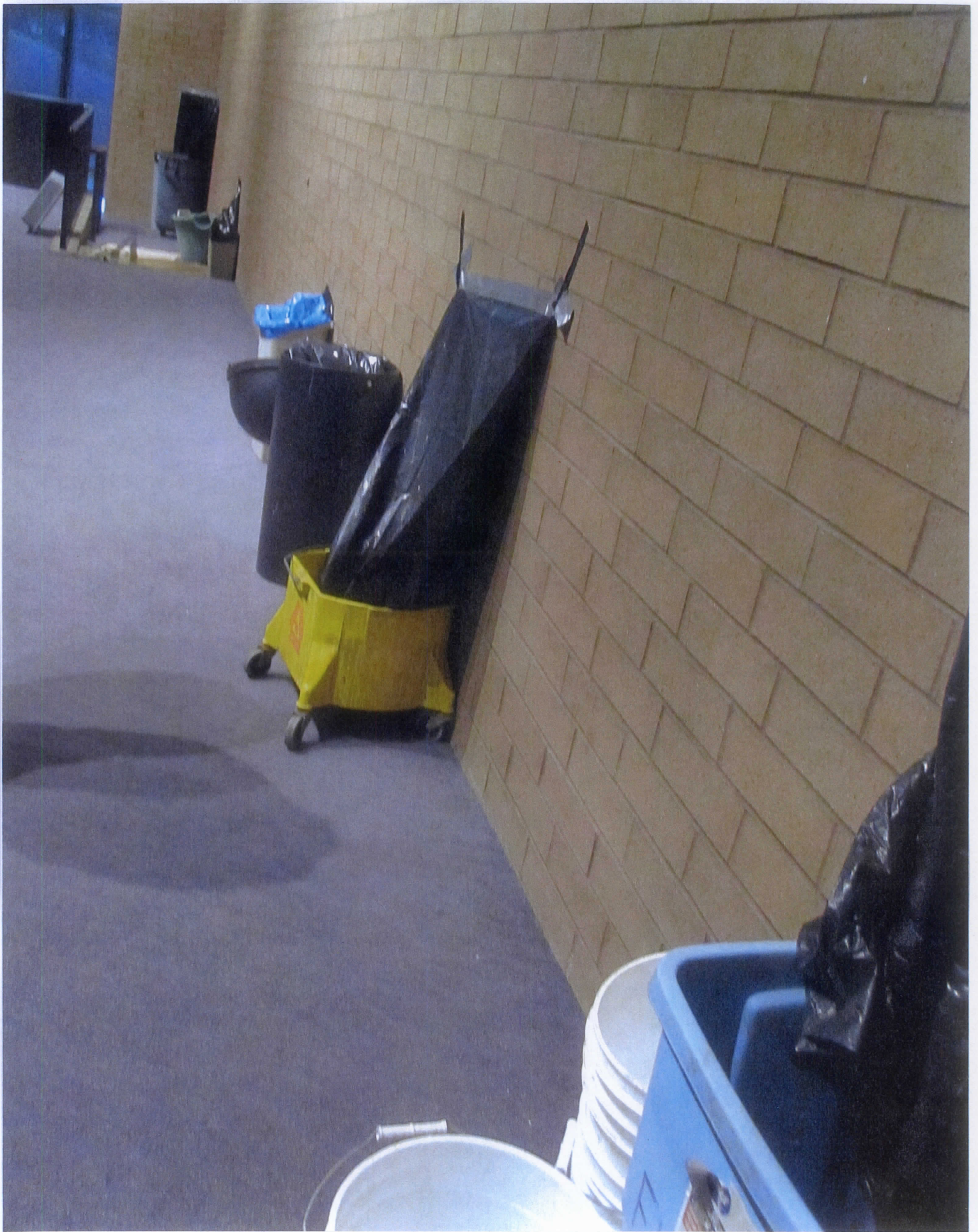
Sincerely



Art Ballantyne

cc: City Council Members
City Manager Douglas Williford
John Decker, Program Director, KPBS

Raymond Lutz, Founder, Citizens Oversight
Karen Pearlman, Reporter, U-T
Miriam Raftery, Editor, East County Magazine



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City of El Cajon



MEETING: Nov. 9, 2010

ITEM NO: 1.12

Agenda Report

DATE: November 1, 2010
TO: Mayor Lewis, Mayor Pro Tem Wells,
Councilmembers Hanson-Cox, Kendrick, and McClellan
FROM: Deputy City Manager/Director of Public Works/City Engineer
SUBJECT: Authorization for Consultant Services

RECOMMENDATION: That the City Council authorizes the City Manager to negotiate and execute a Professional Services Agreement, not to exceed \$78,000, for the design of a replacement roof for the East County Performing Arts Center (ECPAC).

BACKGROUND:

ECPAC has a relatively complex roof design consisting of four (4) standing seam metal mansard roof sections (totaling about 12,000 SF) and several flat areas of four-ply built-up roofing (totaling about 18,000 SF). The current roof is the original one, constructed in 1977. The four (4) sections of metal roofing leak due to rusting of the metal and its fasteners. Both flat sections of roof also have leaks. These roof leaks have begun to cause water damage inside the structure. Proper preservation of this community asset requires re-roofing the building now.

Under state law, the re-roofing of ECPAC will constitute a public works project. As a general law city, El Cajon must fully describe the proposed work in plans and specifications, advertise for bids, and award any construction contract to the lowest, responsive bidder. All workers employed by the roofing contractor on the job must be paid prevailing wages.

Preparing plans and specifications to describe the work will necessitate that the City solicit proposals from qualified architectural companies and award a design contract to the most qualified firm. In 2009, the City pre-qualified several consulting firms for as-needed architectural services. Staff will seek proposals from at least three (3) of these firms for the required design services to re-roof ECPAC. The design contract will be awarded to the most qualified of these firms.

Under Title 24 of the California Code of Regulations, all flat roof replacements in existing non-residential buildings must utilize "cool roof" technology. These highly reflective and low-emittance roofs require a redesign of the existing roof covering, but will also reduce future energy consumption.

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In addition the flat roof areas were constructed with caulking and mastic containing asbestos, which must be properly abated as part of any re-roofing project.

City staff has received two previous estimates for re-roofing ECPAC. The two estimates cover different scopes, different construction methods, and different expected lives.

1. O'Brien-Largen, estimate of January 2010 – This estimate proposed re-roofing the flat roof portions with a single-ply membrane at an estimated cost of \$175,000, as well as replacement of the standing seam metal roofing at an estimated cost of \$210,000. The new roofing system would have a 20-year life.
2. Applied Urethane Systems, Inc., estimate of March 2010 – This estimate proposes to install a polyurethane foam roof and acrylic covering, only over the existing flat roof portions of the building. This estimate quoted no work on the metal standing seam roof portions. The estimated life of these repairs is 10 years. The estimated cost for this work was \$74,895.

Considering a twenty-year life cycle of the flat portions of the roof, the two estimates are not very far apart; the single-ply membrane would cost \$175K for twenty years, while two ten year iterations of the foam roofing would cost \$150K. Again, the foam roofing quote offers no re-roofing of the standing seam metal roof sections.

Staff will structure the design contract to require that the consultant examine multiple construction methods for re-roofing the flat roof sections. These would include single-ply membrane, conventional four-ply built up roofing, and polyurethane foam roofing. Staff will base the final decision on which method to use primarily upon lowest life cycle cost, but also taking into account other pros and cons of the different roofing systems.

Similarly, staff will task the consultant with analyzing the feasible repair or replacement options for the standing seam metal roofing.

The following schedule presumes that the design, design review, and bidding progress smoothly. Any significant delays will likely force the construction to occur in the spring of 2012, after the winter rainy season.

November 9, 2010

January 25, 2011

February 10, 2011

March 15, 2011

April 29, 2011

May 20, 2011

May 24, 2011

June 30, 2011

July 12, 2011

August 1, 2011

November 18, 2011

City Council authorize contract for design services

City Manager approve Professional Services Agreement

Notice To Proceed with design services

Preliminary Design complete

Plans and specifications complete

Building Plan Check complete

City Council authorize request for bids

Bid opening

City Council award construction contract

Notice to Proceed

Construction complete

FISCAL IMPACT:

In the Fiscal Year 2010-11 operating budget, the City Council approved \$750,000 to begin the refurbishment of ECPAC. The proceeds from the 2005 redevelopment bonds will provide the source for these funds. No General Fund money will be involved in the project. Based on the most current information available, staff expects the total cost of the re-roofing project to be \$587,000.

Cost Estimate

Asbestos Abatement	\$30,000
Lift & Replace Air Handling Units	\$20,000
Re-roof the Flat Roof Portions	\$175,000
Re-roof the Standing Seam Metal Roof	\$210,000
Design (15%)	\$65,000
<u>Contingency, Contract Administration, & Inspection (20%)</u>	<u>\$87,000</u>
Total	\$587,000

Staff estimates the design portion of the project at \$65,000. Including a 20% contingency, staff recommends the City Council authorize the City Manager to execute a design contract, and any necessary modifications, not to exceed \$78,000.

PREPARED BY:

Rob Turner

Rob Turner
DEPUTY CITY MANAGER
DIRECTOR OF PUBLIC WORKS
CITY ENGINEER

APPROVED BY:

Kathi Henry
Kathi Henry
CITY MANAGER

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City of El Cajon Agenda Report

MEETING: July 9, 2013

ITEM NO: 4.1



TO: Mayor Lewis, Mayor Pro Tem Wells,
Councilmembers Ambrose, Kendrick, McClellan

FROM: City Manager Douglas Williford

SUBJECT: Authorization for Request for Qualifications for Architectural Services
for the East County Performing Arts Center (ECPAC)

RECOMMENDATION: That the City Council authorize the City Manager to issue a formal Request for Qualifications to hire an architect to prepare and provide construction documents ready for bid.

BACKGROUND: The El Cajon City Council is on record as supporting the improvement and re-opening of the East County Performing Arts Center (ECPAC) in the near future.

Research into what needs to be done to re-open the facility from a physical standpoint, as well as from an operational standpoint, has been submitted to the City at various times during the past few years. Specifically in 2010, a study was completed by Kurt Swanson & Associates at the City's request. The Swanson study reviewed the history of ECPAC and its finances, suggested various options for physically improving the facility, analyzed an operational plan for running the facility, and outlined a possible financial plan. In general, the Swanson study looked at a very high level of capital improvements to ECPAC, at a total cost of \$4.3 million. Some of these capital items, such as the provision of an entirely re-constructed new roof (\$800,000) and the construction of a new entrance directed towards Main Street (\$280,000) were discretionary in nature and clearly not absolutely required to immediately re-open the facility.

In June 2012, the ECPAC Foundation submitted a study that analyzed the same basic components of ECPAC, although in a more comprehensive and detailed manner. The ECPAC Foundation study presented significant useful information regarding potentially beneficial capital improvements to the facility, as well as its operations and finances. Both of these studies have been previously distributed to the City Council for its review and consideration.

In addition to reviewing these studies, we met with Mitch Gershenfeld, currently the President and CEO of the McCallum Theatre in Palm Desert. Mr. Gershenfeld was the former Manager of ECPAC and given his specific knowledge of the facility and the performing arts theater business, in general, he has provided valuable insight and assistance to staff regarding ECPAC's potential future. In addition, we hired two (2) of the McCallum's key technical staff to look at the facility and provide their perspective on the facility's needs. This was not done in the form of another extensive report, but rather as providing a brief, written summary and verbal observations.

In late 2012, the City of El Cajon received an energy audit report prepared by EFM Solutions in association with SANDAG and SDG&E. The report provided recommendations to replace approximately 200 lights and ballast that would result in annual energy savings of approximately \$4,741.00 per year. Other recommendations include HVAC upgrades, pump motors and new 2-way valves providing annual energy savings of approximately \$2,482.00 per year.

In addition, the City recently met with representatives of the ~~Grossmont Union High School District~~ to discuss possible partnerships between the two agencies regarding ECPAC. After a discussion of the respective goals of the two agencies, it was decided ~~not to pursue a partnership~~ at the present time, although it is entirely possible that the District may wish to make use of the facility in the future.

As stated in staff's November 2012 status report to the City Council, the real question is not what the *minimum* expenditure necessary to re-open ECPAC is, but rather what is the *most appropriate* expenditure necessary to create the best venue we can while still being affordable. This is especially true if the facility is to be viewed by the performing arts and entertainment community as a high quality venue useful for the long term.

The minimum cost to re-open the facility in some basic fashion may be in the \$400,000-\$500,000 range, however, there are much higher costs associated with additional improvements that are truly needed or would be very useful immediately, such as ADA improvements, a new emergency generator and a new "smart lighting" system.

Based on all of this information, City Public Works staff, who possess extensive experience with the facility, has completed their own analysis of what can and should be done in order ~~to re-open ECPAC~~ in the most cost effective and appropriate manner. This proposal represents a major commitment on the part of the City to the long term modernization and use of ECPAC on behalf of the El Cajon community and the region at large.

The funds that will be used to pay for these improvements will be "one time only" funds generated by the sale of the former Police Station, possibly supplemented by Federal CDGB funding for the ADA improvements. There will be no on-going General Fund revenues used for these proposed improvements, therefore, the funding for the improvement of ECPAC will not be in conflict or compete with funding for on-going City operations, including staff costs, parks, public safety, street and building maintenance or other annual repeating costs.

Following is the specific list of potential improvements that will be analyzed and costed out by the architectural firm that is hired:

- | | |
|--------------------------------------|---|
| New emergency generator | (required) |
| Fire alarm / smoke detector upgrades | (required) |
| Water system upgrades | (required) |
| Stage curtain flame treatments | (required) |
| ADA improvements | (strongly suggested) |
| New roof | (strongly suggested- some repairs are required) |

HVAC upgrades	(strongly suggested)
New Smart lighting or similar	(strongly suggested)
Non-stage lighting improvements	(strongly suggested)
Green room cosmetic repairs	(strongly suggested)
New digital sound system	(suggested)
New carpeting	(suggested)
Renovated concession area	(suggested)
Additional minor improvements throughout building	(suggested)

A fully qualified architect, with specific experience with similar facilities, will be able to cost out these improvements more precisely, although it will not be until we receive actual bids for construction that we will know the exact cost of each item. At the present time, if all the above improvements were to be completed, we estimate the cost to be between \$1.5 - \$1.8 million, plus architectural fees and a standard contingency fund. Obviously, if certain items were deleted subsequent to the architect's analysis and cost estimate, the cost would go down.

Staff projects construction costs to be markedly less for certain items than some previous estimates the City has reviewed, for the following reasons:

- **ADA Upgrades.** Does not include elevator service to the third floor because it is not needed. It will address all code compliance issues to meet the minimum ADA requirements.
- **Roof.** Staff is now looking at a fluid applied re-roof for the flat portions, removing the need for demolition and hazardous materials abatement. Potential reduction of \$425,000 from previous estimates.
- **Interior Finishes.** This work can be done much less expensively. Potential reduction of \$300,000.
- **Main Entrance.** Does not include a reorientation of the main entrance to the south. Reduction of \$280,000.
- **Additional Women's Restroom.** Water system upgrades included in estimate will increase the functionality of existing facilities. Potential reduction of \$180,000
- **Orchestra Lift Replacement.** Not likely needed. An inspection will be performed and a detailed report provided. At this time the lift is functioning safely and as designed. Reduction of \$150,000.
- **Stage Curtains.** Existing curtains are relatively new and will only require a flame retardant treatment. Potential reduction of \$150,000.

Next Steps

Staff expects to come before the City Council several times during the next year regarding ECPAC issues. The next steps involving the City Council include:

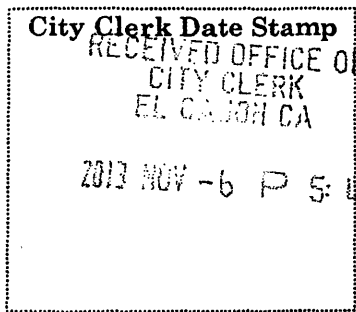
- Approval of award of architect
- Approval of plans and authorization to bid construction documents
- Approval of award of bid to construction company
- Approval of Request for Qualifications\Proposals for General Manager
- Discussion of fund raising aspect of ECPAC
- Other pertinent issues as they arise

FISCAL IMPACT: The 2013-2014 Budget includes \$2,850,000 of General Funds for design and improvements to the El Cajon Performing Arts Center (ECPAC).

SUBMITTED BY:



Douglas Williford
City Manager



City of El Cajon Agenda Report

MEETING: 11/12/13

ITEM NO: 4.3



TO: Mayor Pro Tem Wells,
Councilmembers Ambrose, Kendrick and McClellan

FROM: Douglas Williford, City Manager

SUBJECT: East County Performing Arts Center

RECOMMENDATION: No action required.

BACKGROUND:

At its July 9, 2013, meeting, the City Council authorized staff to solicit Requests for Qualifications (RFQ) for architectural services for the improvement and upgrade of the East County Performing Arts Center (ECPAC). Pursuant to Council's direction, staff solicited RFQ'S in September of 2013, contacting qualified firms and posting on the City's website. Ten architectural firms submitted proposals. Staff has conducted interviews and is prepared to move forward with a contract with the lead firm.

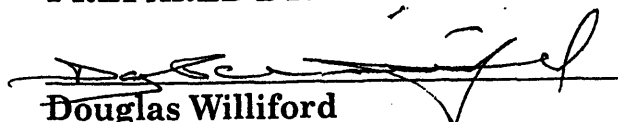
However, throughout this process, the City Council has consistently directed staff to continue to pursue options for partnerships with capable entities who may wish to share both the costs and opportunities of a renovated and re-opened ECPAC. Staff has continued to explore such opportunities and is now in discussions with at least two such organizations who are preparing to make a proposal to the City for a partnership. At this early point, it is premature to disclose these organizations' identities because they have not, as of yet, made any formal proposal.

Given this situation, rather than bring the previously mentioned architectural firm to City Council for formal approval and contract authorization, staff will place a hold on that process pending the outcome of the discussions with these organizations who may be interested in a partnership with the City to renovate and use ECPAC.

Staff will continue to keep the City Council updated on this matter.

FISCAL IMPACT: Not applicable.

PREPARED BY:


Douglas Williford
City Manager

13. ORDINANCES: FIRST READING - None

14. ORDINANCES: SECOND READING AND ADOPTION – None

15. CLOSED SESSIONS:

RECOMMENDATION: That the City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency adjourn to Closed Sessions as follows:

15.1 CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION –

Initiation of litigation pursuant to paragraph (4) of subdivision (d) of Government Code Section 54956.9:

Number of potential cases: 1

Facts and Circumstances Known to Potential Plaintiffs: In the construction of the City's Public Safety Facility certain disputes have arisen among the City's general contractor, the City, and the City's design professionals. Although all disputes involving the general contractor have been resolved, there remain disputes with the City's design professionals and project manager for the project.

15.2 CONFERENCE WITH REAL PROPERTY NEGOTIATOR – Pursuant to Section 54956.8 of the Government Code:

Property	Negotiating Parties	Agency Negotiators
APN #488-111-28-00 A portion of City-owned property (ECPAC Theater)	Rock Church Mark W. Stevens	City Manager Assistant City Manager City Attorney

Under negotiation: For the Agency/Council to provide instructions to its negotiators regarding the price and terms for the potential lease of property owned by the City.

MEGACHURCH LOOKS TO EL CAJON

Rock Church interested in leasing space at East County Performing Arts Center

KAREN PEARLMAN • U-T

EL CAJON

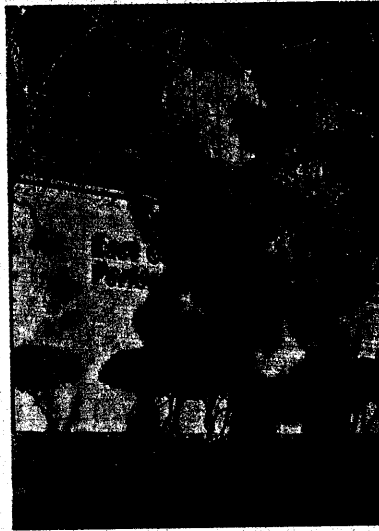
A representative from the giant Rock Church met last week with El Cajon City Manager Doug Williford about leasing space in the yet-to-reopen East County Performing Arts Center.

While details and dollar amounts were not divulged, El Cajon City Manager Doug Williford said that during his talk with Mark Stevens, a pastor at the Rock Church who is listed on the church's website as its chief operating officer, the church expressed interest in leasing space on Sundays and other occasions for a five- to 10-year period. "Although the discussions

have only been preliminary, as a community-based organization, The Rock feels it would be a great tenant for these limited time periods," said Mei Ling Starkey, a spokeswoman for the megachurch that has three San Diego County campuses, including one in El Cajon.

"The Rock would pay the city for use of the facility and would only be willing to undertake a lease with the backing of the community. Our intent to use the facility is only for the limited times and would not prevent other potential tenants from using the facility for their own purposes, as determined by the city of El Cajon."

SEE ROCK • PAGE 2



The East County Performing Arts Center closed in 2010. NELVIN C. CEPEDA • U-T FILE

ROCK • Resident questions propriety of church lease

FROM PAGE 1

Several residents shared their concerns about the proposal at last week's City Council meeting, before the council, Williford, City Attorney Morgan Foley and other city staff members met in closed session to discuss the proposal.

El Cajon resident Art Ballantyne told the council that "a proposed lease (with the Rock Church) would in my opinion detract from time available for actual performing arts activities."

Maintenance problems helped shut down the arts center and must be addressed before it reopens. Ballantyne said he hoped the city would concentrate on "the repair of leaking roof and leaking gutters ... then contact an appropriate management company."

He said he hoped the city would "continue to concentrate on the center as a performing arts facility."

East County resident Ray Lutz, who formed the Save ECPAC group in 2012 to advise the city on ways it could open the center, told the council he thought negotiations with the church amounted to a "backroom deal." Lutz said he felt the city was in violation of the state's open-meet-



The Rock Church wants to lease ECPAC for use on Sundays and other occasions. NELVIN C. CEPEDA • U-T FILE

ings law by handling the talks about the city's interest in a deal with the church in closed session and that the city was improperly "engaged in a no-bid single-source negotiation with a specific church to use public property."

Both notions were shot down by Foley.

Foley said the proposal from the church came to the city unsolicited. He also said that terms of a lease were going to be discussed and such negotiations are handled the same way regardless of what organization wants to lease a piece of city property.

He said of any decisions made in closed sessions, "any negotiations will be vetted by the council and the public before we (deem) it appropriate to enter into any type of relationship."

The council did as a whole agree with Lutz's statement that "ECPAC should be reopened on a fast track for the benefit of everyone."

Lutz said the Rock Church would attempt to win the right to manage the center, but Williford has made it clear that the city has no such interest.

Williford also said he was going to have staff members "craft a request for proposal to put into the marketplace" to see if there might be "similar such proposals for the city to consider" from other entities.

Williford also said that he wouldn't "overpromise" on what sorts of entertainment would be made available at the center, but he said the city intends to use the downtown venue for the best shows that

it can offer.

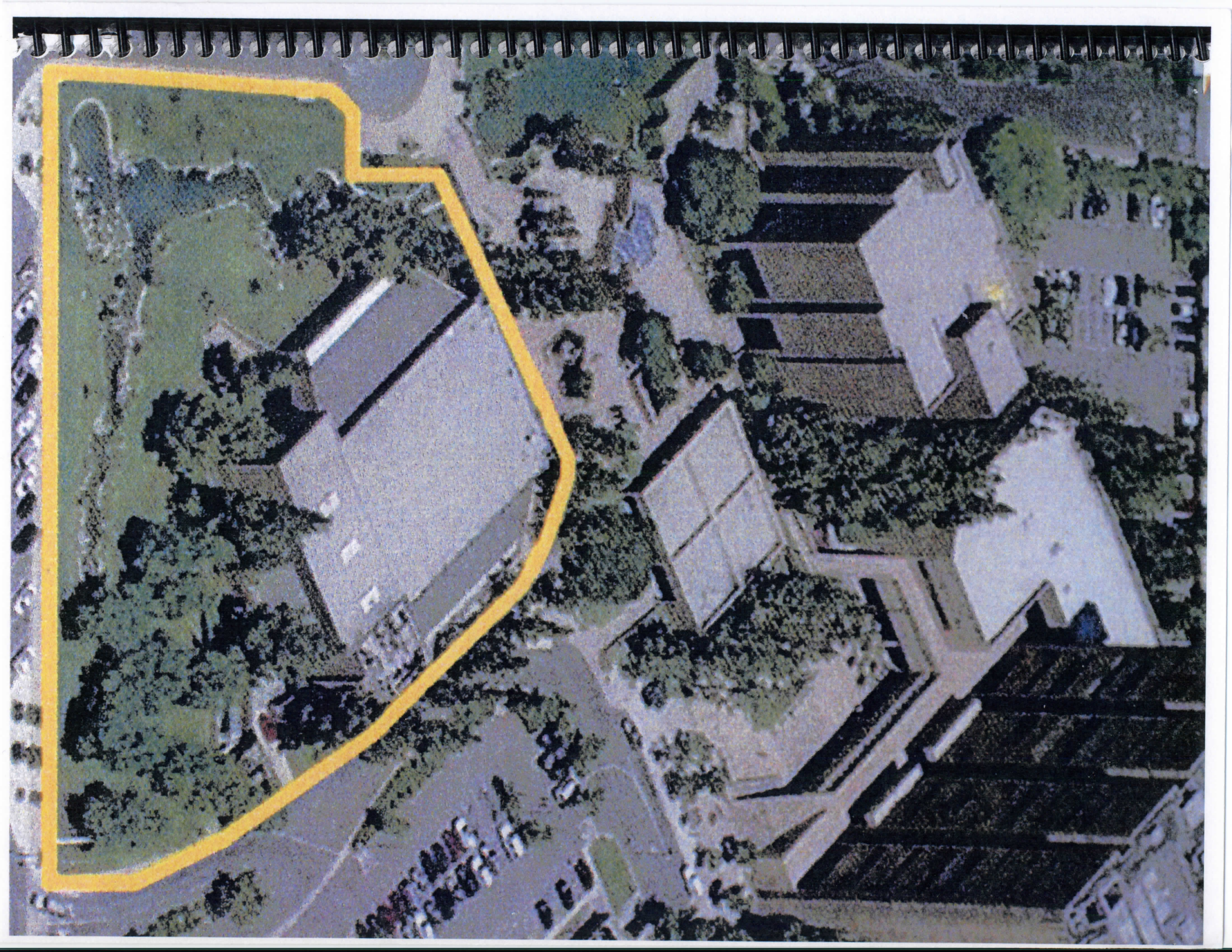
Before it closed in 2010, ECPAC offered concerts, plays, dance performances and more. It opened in 1977 and was initially operated by the Grossmont-Cuyamaca Community College District, then transferred to the city of El Cajon for \$1 in 1995. The city planned to reopen it in 2011, but safety issues stalled that plan.

Mayor Bill Wells noted that to reopen the venue, the city would need outside groups like the Rock Church to help pay for it:

"We have all heard that everybody wants us to open ECPAC," Wells said. "That doesn't happen by magic, it costs money. If a group wants to partner, that's just prudent. If somebody makes us an offer, we have to listen."

ECPAC could open later this year, but it needs fire alarms, smoke detectors, roof repairs and upgrades that would make the building compliant with the Americans With Disabilities Act. An October estimate shows that costs for repairs plus architectural and other fees to reopen ECPAC total near \$2.5 million.

karen.pearlman@utsandiego.com
(619) 293-1829





CITY OF EL CAJON

www.ci.el-cajon.ca.us

MAYOR AND CITY COUNCIL

July 20, 2011

Mr. Art Ballantyne
P.O. Box 126443
San Diego, CA 92112

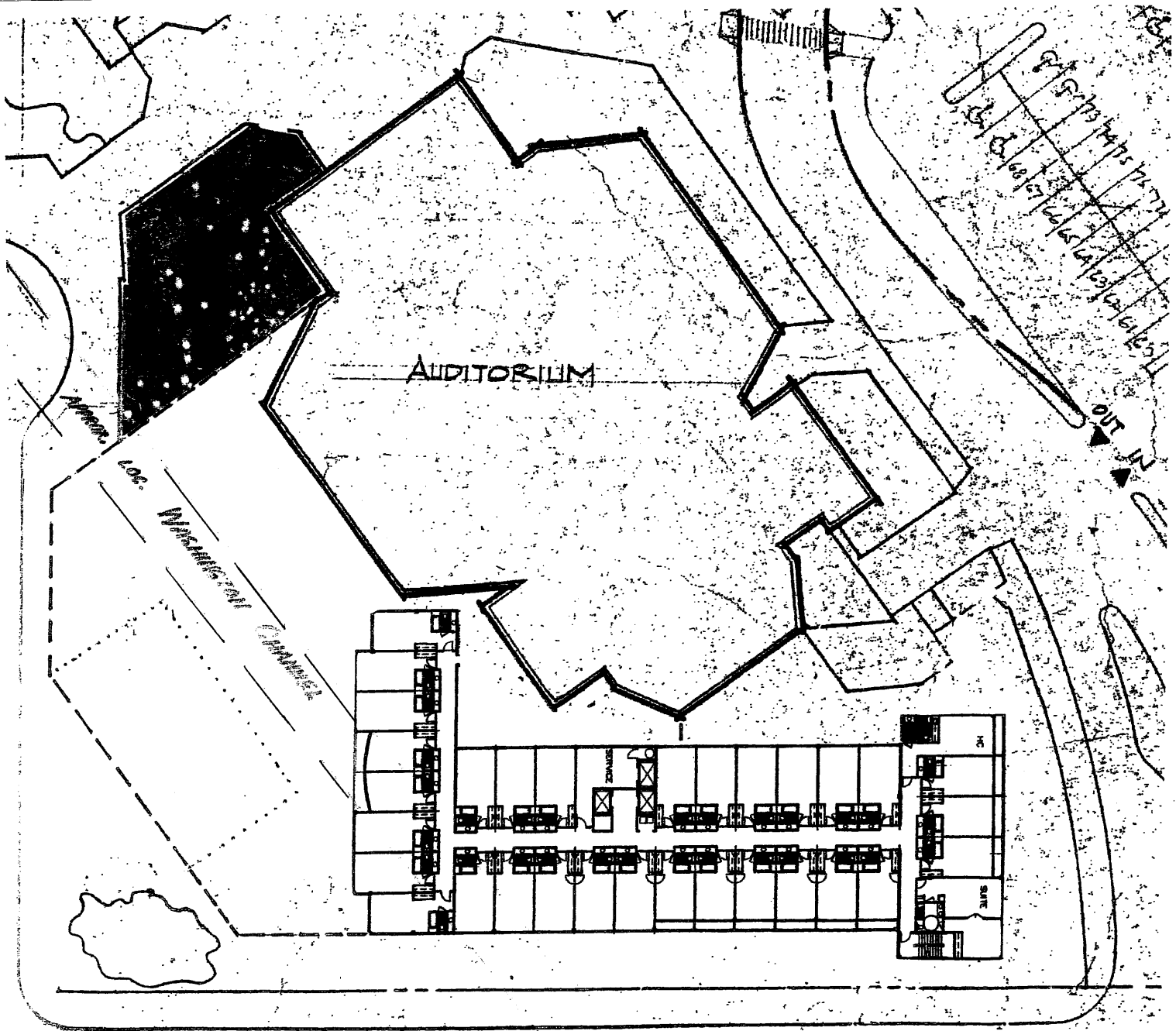
Dear Mr. Ballantyne,

Thank you so much for the information you compiled and submitted to the City regarding the East County Performing Arts Center. As we have previously discussed, I am working very closely with a developer that is evaluating many options for the theater. Some of these ideas have been discussed before and some are new. When we get to a point where we can talk about this publicly, you will be apprised.

Thank you again for all the information that you have provided.

Sincerely,

Jillian Hanson-Cox
Jillian Hanson-Cox
Councilmember



Scale 1" = 50'

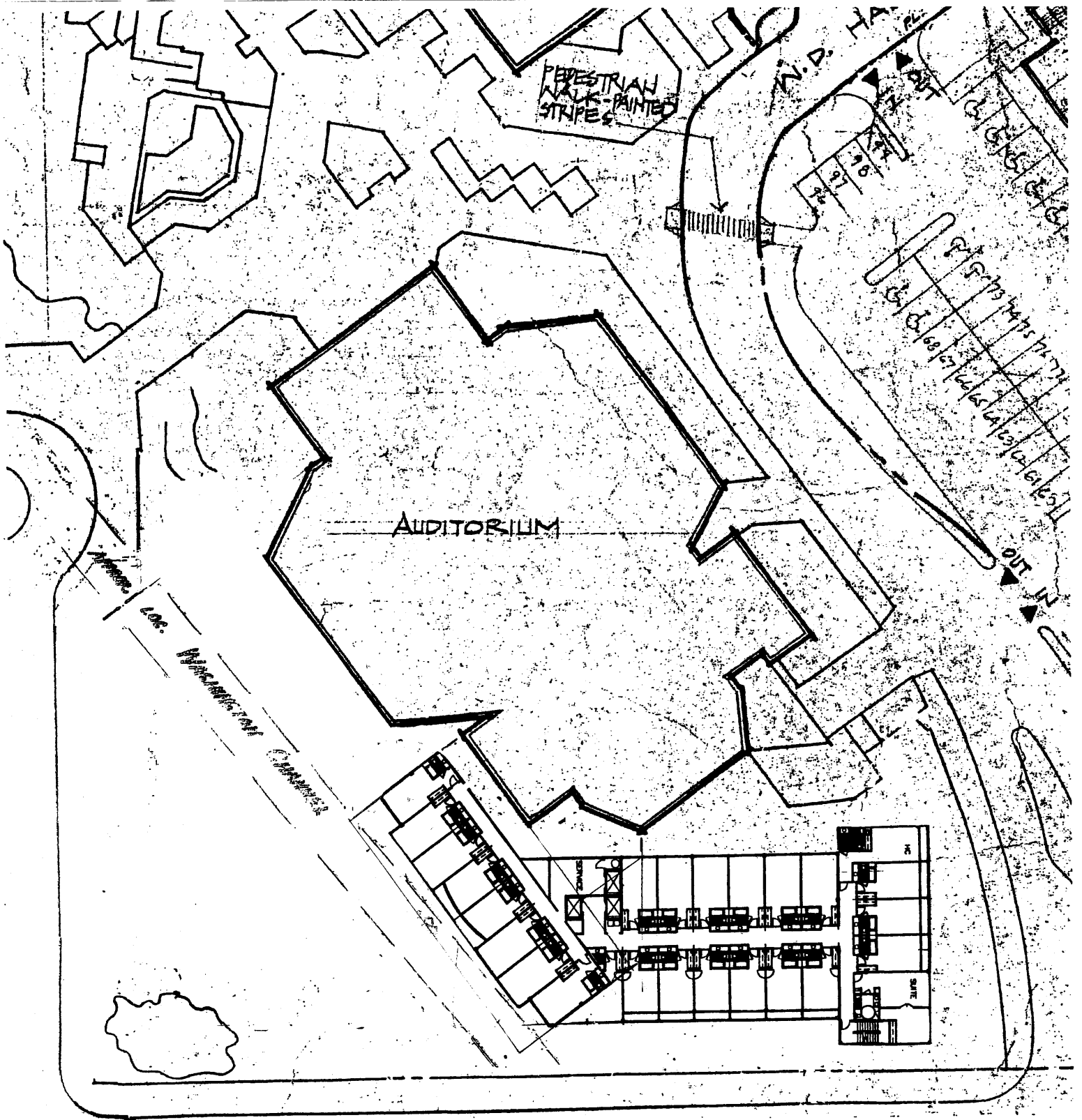
Conceptual Illustration

The adequacy of the site is shown by Escondido's formerly planned 196-room seven-story Marriott Hotel footprint, together with ancillary space for conference-banquet, joint-use meeting-dressing rooms, joint-use restrooms, etc., and second-story dining terrace (in color, with public entrance next to ECPAC's entrance).

The Ronald Reagan Community Center's smaller size banquet room (45' x 80' = 3,600 sq. ft.) is also shown for comparison.

Standard engineering practices enable the narrow 20' wide channel to be built over. There are at least three structures that exist over this channel. City has required a Hold Harmless Agreement on the most recent structure.

The synergy between the 1,142 seat ECPAC and hotel-restuarant-ballroom-banquet facilities would seemingly be substantial.



Scale 1" = 50'

Conceptual Illustration

DRAFT