



**Fair Park, A National Historic Landmark**

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**FAIR PARK  
COMMUNITY PARK  
CONSTRUCTION MANAGER AT RISK (CMAR)  
REQUEST FOR QUALIFICATIONS  
STEP 1  
#6-112021.1**

**Release date: December 15, 2021  
Response due: January 18, 2022, 2pm**

## **FAIR PARK**

Fair Park is a 277-acre park designed to accommodate the State Fair of Texas. Fair Park was also host to the 1936 Texas Centennial Exhibition and is home to the Cotton Bowl Stadium built in 1930. It is located two miles east of downtown Dallas, served by two DART light rail stations, and is surrounded primarily by residential neighborhoods with some mix of commercial and industrial uses.

The features that have earned it National Historic Landmark status were constructed for the 1936 Texas Centennial Exposition that celebrated the Spirit of Texas, its products and cultural achievement. George Dahl designed the Beaux Arts inspired symbolic buildings. Fair Park is home to the largest collection of Art Deco architecture and art in the United States. The major outdoor spaces and Beaux Arts landscapes were designed by George Kessler. Each of these designers went on to design prominent civic places throughout Texas and the nation.

After the 1936 Exposition closed, Fair Park attracted many of the leading Dallas cultural institutions. Fair Park also attracted the construction of the Texas Discovery Gardens, designed by Joel Lambert Jr., who organized the first City-wide Garden Shows. The Beaux Arts public spaces and broad swaths of pavement of the Fair Park exhibition grounds are well suited to festivals, parades, and outdoor events. Fair Park remains the most important festival and outdoor events venue in Dallas.

Fair Park attracts more than five million visitors a year, significantly more than any other Dallas park. The signature event, the State Fair of Texas, is an important tenant that provides the Park and the City a strong identity with iconic features like Big Tex and the AT&T Red River Showdown each fall.

In addition to the State Fair of Texas, Fair Park is home to many diverse resident institutions such as Dallas Summer Musicals, hosting Broadway traveling shows, the African American Museum, home to many cultural artifacts and art, Texas Discovery Gardens, Dallas Children's Aquarium, the Hall of State, home to the Dallas Historical Society, and the iconic Cotton Bowl.

Fair Park hosts numerous festivals, concerts, and events throughout the year, but currently lacks recreational green spaces and daily utilization. The Park has been viewed as an events park and not a daily use/recreational park, therefore it appears underutilized during the average weekday. This condition, along with an abundance of event surface parking, presents a significant opportunity for the design and creation of a new signature Community Park within Fair Park.

Fair Park First, Spectra, and BRV, along with consultant Perkins and Will, recently completed the 2020 Fair Park Master Plan Update, which updated and refreshed the adopted 2003 Fair Park Comprehensive Development Plan. Among other recommendations, the Master Plan Update locates a new Community Park and parking structure within Fair Park.

## **CLIENT**

On October 24, 2018, the Dallas City Council, after receiving a recommendation from the Dallas Park and Recreation Board, voted to approve a 20-year management agreement with Fair Park

First (FPF), a 501c3 non-profit organization. Management of Fair Park by a non-profit organization was recommended by the 2003 Fair Park Comprehensive Development Plan and the 2014 Fair Park Mayor's Task Force.

Fair Park First is tasked with private management of Fair Park and has partnered with Spectra for daily operations of park activities, vendors, and resident institutions. Fair Park First/Spectra began daily operations on January 1, 2019. Fair Park First has partnered with Biederman Redevelopment Ventures (BRV) for park programming and placemaking expertise. BRV is responsible for supervising Fair Park's Master Plan Update and design for the Community Park within Fair Park.

Fair Park First has adopted the following four Key Pillars:

- **Activation** involves bringing more visitors to the park on a daily and weekly basis for community programming, recreation, and events.
- **History** respects and protects Fair Park's National Historic Landmark status, preserving the largest collection of Art Deco architecture on one campus, while also being home to historically significant venues and events.
- **Community** establishes a deeper connection to the local neighborhood residents in significant, thoughtful, and sustainable ways, creating a mutually beneficial relationship for all.
- **Culture** enhances the current resident institutions, the collection of visual and tactile art, in addition to creating a new destination for residents near and far.

## **COMMUNITY PARK PROJECT SITE**

With a completed, adopted, and implemented Master Plan Update, the location for a Community Park and adjacent Structured Parking Facility was identified. The selection of this site was chosen based on urban planning principles informed by thorough and deep engagement of surrounding neighborhoods and responses from comprehensive community outreach.

The location of the Community Park will be in existing Parking Lots 10A and 10B, bounded by S. Fitzhugh Ave, Exposition Ave, Pennsylvania Ave, and Lagow St.

The Community Park is on the campus of Fair Park, but it is not within the boundaries of the 1936 Centennial Exposition site that gives Fair Park its designation as a National Historic Landmark. It is therefore not subject to the regulations that protect the historical integrity of Fair Park.

There is important and complex history at this site, history that goes beyond a simple parking lot. In relatively recent times, it was part of the surrounding neighborhood, covered with the homes of friends and relatives. This painful story is shared with many of the parking lots that surround Fair Park.

## **SIGNATURE COMMUNITY PARK PROJECT**

The Community Park, as mandated by the Fair Park First Management Agreement with the City of Dallas, is to be delivered five years after commencement of the management agreement.

The Community Park and associated Structured Parking Facility are in Phase 1 of the 4 Phases identified in the capital investment plans outlined in the 2020 Fair Park Master Plan Update.

The proposed Community Park at Fair Park will create a new destination and new activity node on the east edge of Fair Park. The Community Park will be programmed and activated to support neighborhood needs and provide a 365-day/year destination. The Community Park will be designed to incorporate the planned and future programming identified during community engagement in the Master Plan Update, and input that continues to be solicited during the Community Park design engagement process.

Studio-MLA was selected as the Landscape Architect for the Community Park in fall of 2020. Studio-MLA is joined by Studio Outside, AGWms, and [bc] Workshop as the designers of the Community Park. The team began their Concept Design in March 2021 and are currently in the Schematic Design phase of the project.

The current Signature Community Park program (per the 9/16/21 Schematic Design Progress Plan – see Exhibit A) includes, but is not limited to, the following:

- Pedestrian circulation network
- Connectivity to adjacent circulation networks, including expansion of the Santa Fe Trail
- Event Lawns
- Performance Stage with overhead canopy and support structures
- Multi-purpose pavilion structure
- Restrooms
- Playground and Adventure Play
- Interactive Water Features
- Picnic Shelters
- Parking
- Native Plant Gardens

The current construction budget for the project is approximately thirty-four million dollars (\$34M). The project is partially funded through various philanthropic measures. It will be fully funded. The design team will be slightly ahead of the CMAR with anticipation that you will join the progress and assist with constructability, schedule, phasing, cost estimating, and other pre-construction services flowing immediately into construction.

## **SIGNATURE COMMUNITY PARK PROJECT CMAR**

We are seeking an engaged, creative, and motivated team of construction professionals to embark on the delivery of the Community Park.

The Signature Community Park CMAR team will be required to coordinate with the Fitzhugh Parking Garage construction team so that the operation, access, lay-down, and delivery schedule of the two projects work seamlessly together, as though they were a single project. The multi-level parking facility shall be phased to allow some use of the facility (capacity to be determined later) by park users and resident institutions prior to groundbreaking of the Community Park.

You are encouraged to assemble a team whose proposal will be evaluated for the construction delivery of the Signature Community Park. Following the guidelines below, demonstrate to us how you and your team are the best choice for this effort. Use this document response to convey your team's talent, enthusiasm, experience, and understanding of the issues and the challenges that lie ahead. Demonstrate how you and your team will rise to the occasion and exceed expectations when presented with such a challenge and opportunity.

## **CMAR PROJECT GOALS**

- Construction delivery of the Community Park on identified site
- Capacity building for partner firms, subcontractors, and vendors
- Utilization of workforce and business from communities surrounding Fair Park
- Respect for the unique history of Fair Park with a desire to partake in a new approach to engage community as part of solution and future opportunities at Fair Park
- Collaborative member of Community Park delivery team
- Comprehensive, creative, pragmatic, and executable plan for Diversity, Equity, and Inclusion as relates to staff composition, subcontractors, vendors, and all business interactions
- Receptive and inclusive embrace of feedback/input from client, Community Park design team, parking garage design team and CMAR, and various other stakeholders as appropriate
- Flexibility to work with various City of Dallas agencies and committees with interests in Fair Park
- Knowledge and understanding and/or ability to accelerate permitting process with the City of Dallas
- Demonstrated ability to work cohesively with the structured parking design team
- Safety and security of Fair Park patrons, staff and the public are of the utmost importance. The CMAR is required to protect the site and provide enhanced graphic fencing along public facing view corridors. Final aesthetics subject to review and approval by FPF.

## **DIVERSITY, EQUITY, INCLUSION AND M/WBE PARTICIPATION**

Fair Park has a tangled history and holds differing perspectives in the hearts of South Dallas and the DFW Metroplex. Therefore, Fair Park First is seeking firms that will authentically and creatively pursue real economic participation with its partner firms; be they joint-venture, significant subconsultants, or other strategic partnerships. We are seeking capacity-building strategies that provide a framework for present and future growth of these associated firms, so that their capacity is sustainable and measurable.

In that vein, we also request unique solutions for patronage of businesses in the immediately surrounding areas that may provide goods and services similar to your existing suppliers. As one of our Four Pillars outlines, Community is of utmost importance. Fair Park First encourages patronage of local businesses as suppliers, meal provisions, professional services, and other services.

Fair Park First supports workforce provided by residents of the surrounding neighborhoods.

Fair Park First follows the City of Dallas Business Inclusion and Development M/WBE Participation Goals.

## **M/WBE PARTICIPATION GOALS**

- Fair Park First strives to meet the City of Dallas Business Inclusion and Development Plan and increase the M/WBE participation to the greatest extent feasible on the construction, procurement, and professional services contracts.
- The M/WBE participation goal for this project is 25.66%.
- All proposal packages must include the signed BID affidavit confirming the proposer's intent to comply with the City's BID Plan, and/or a copy of your firm's M/WBE Certification.
- All forms are to be submitted with your proposal to the address indicated in this RFQ. To learn about the City of Dallas Business Inclusion and Development Program, please visit:
  - [https://dallascityhall.com/departments/procurement/pages/business\\_inclusion\\_development.aspx](https://dallascityhall.com/departments/procurement/pages/business_inclusion_development.aspx)
- Include M/WBE Certificates for firms that are part of your team that have certifications.

## **CMAR RFQ GENERAL INFORMATION**

Fair Park First is accepting qualifications for a Construction Manager at Risk (CMAR) team to provide preconstruction and construction services for its Community Park project. FPF will be using a two-step CMAR selection process and this solicitation is the first step in the process. The second step will be receipt of proposals and interviews from no more than the five (5) most qualified candidates, as determined by FPF and its designees. Sealed qualification packets from CMARs consisting of two (2) hard copies and one (1) PDF file format thumb drive, as well as e-submission (due by same date), addressed and emailed to:

**Fair Park First  
Attn: Brian Luallen, CEO  
3809 Grand Avenue  
Dallas, TX 75210  
Brian.luallen@fairparkfirst.org  
until 2 p.m. CST on January 18, 2022**

Do not contact Fair Park First Board Members or anyone other than FPF staff with questions about the RFQ. Contact with any of these prohibited individuals after issuance of the RFQ and before selection is made, will result in disqualification of your Statement of Qualifications.

Late submittals will not be accepted. Late submittals will be returned unopened if received after due date and time. All packages shall be marked with:

**Team's name  
Fair Park  
Community Park - CMAR  
RFQ #6-112021.1**

Firms intending on serving as sub-consultants, subcontractors, sub-subcontractors, vendors, or material suppliers should not submit qualifications in response to this request, as it is to shortlist up to five (5) prime CMARs only. When the Request for Proposals (RFP) for preconstruction and construction services for the project is issued, only those CMAR candidates shortlisted by Step One of this process will receive a copy and be requested to respond.

CMAR teams responding should submit an electronic PDF copy of the qualifications via email attachment or file download by **January 18, 2022 at 2pm CT** to [brian.luallen@fairparkfirst.org](mailto:brian.luallen@fairparkfirst.org). Please note attachments larger than 25MB cannot be received. Dropbox, Google links, etc. are all acceptable for files over 25MB.

## **NOTES**

The scope of services provided by the selected CMAR candidate will include, without limitation, assistance to FPF, BRV, Spectra, and the design team during the process of preconstruction, construction, and the warranty period. Specific tasks to be performed by the selected CMAR will be more clearly identified in the RFP when it is issued. FPF reserves the right to reject any and all qualifications and re-solicit for new qualifications, or to reject any and all proposals and temporarily or permanently abandon the project. FPF makes no representations, written or oral, that it will enter into any form of agreement with any respondent to this RFQ for any project and no such representation is intended or should be construed by the issuance of this RFQ. By submitting qualifications in response to this RFQ, the respondent accepts the evaluation process and acknowledges and accepts that determination of the "most qualified" firm(s) will require subjective judgments by FPF. Respondents acknowledge and accept that any costs incurred from the respondent's participation in this RFQ process shall be at the sole risk and responsibility of the respondent. Respondents submit qualifications and proposals at their own risk and expense.

## **PROJECT SCHEDULE**

▪ Request for Qualifications Issued	December 15, 2021	
▪ <b>Mandatory</b> Pre-Submittal Conference	January 6, 2022	10:30AM CST
▪ Questions Deadline	January 10, 2022	12:00PM CST
▪ Questions Answered	January 13, 2022	
▪ Request for Qualifications Response Due Date	January 18, 2022	2:00PM CST
▪ CMAR Short-List Published	January 31, 2022	
▪ RFP Issued to Short-Listed Firms	January 31, 2022	
▪ CMAR Short-List Interview Dates (Date TBD)	late February, 2022	
▪ Preconstruction Services Start	March 1, 2022	
▪ Construction Start	Q2 2023	
▪ Construction Duration	Q2 2023 – Q4 2024	
▪ Project Closeout	Q4 2025	

## **SCOPE OF WORK**

**Pre-construction Services:** The CMAR will work with the Landscape Architect, FPF, and BRV during the design process to ensure the feasibility and constructability of the Community Park. The CMAR will also be responsible for cost estimates during the design development phase of the project. The CMAR will work with the Landscape Architect and FPF to ensure that the cost of construction for the Project is within the estimated Construction Budget through the selection of construction systems and materials, detailed CSI format cost estimating, scheduling, and other means. The CMAR will review the project schedule and identify critical path and long lead time items. Upon the completion of the design development phase and prior to the completion of the 100% set of construction documents, the CMAR will submit a proposal for the Guaranteed Maximum Price (GMP) for the construction of the Project, which shall be within FPF's Construction Budget.

**Bidding Services:** Fair Park First expects the CMAR to bid various packages using local subcontractors. The CMAR will be responsible for coordination of all bids, advertisement, solicitation, bid procurement, and selection of sub-consultants or trade contractors. CMAR will also be responsible for issuance of pre-purchase orders for long lead items, if required.

**Construction Services:** The scope of Construction services will be determined based on the final Drawings and Specifications. The work does not include inspection services or the materials testing services necessary for City's acceptance of the Project, which will be performed under a separate contract with an independent provider engaged directly by the City.

**Substantial Completion & Project Closeout:** The CMAR will be responsible for completing the Community Park on time and on budget and will need to work with Authorities Having Jurisdiction (AHJ). We expect the CMAR to work with Landscape Architect for punch-list and resolution of punch-list items. As the project is turned over operationally, the CMAR will work closely with Spectra to train the on-site team for the building, performance venue, and fountain systems, and will turn over project and system manuals.

**Warranty & Post-Construction Services:** FPF and Spectra expect the CMAR to be responsive to resolving all issues during the warranty period in timely manner. CMAR will conduct 6-month and 1-year post-construction warranty walks.

## **RESPONSE TO RFQ**

The submitted response to this RFQ should be as concise as possible while adhering to the format and information requirements described below. Please limit your response to a maximum of forty (40) single-sided pages excluding the cover letter, resumes, and attachments such as photographs or other exhibits. Attachments are limited to five (5) pages. Font size of 11 or larger is required. Please respond in the order outlined in the RFQ.

**Absolutely no fee or cost proposal should be provided in response to the RFQ.**

The submitted response shall be divided into the following sections:

**SECTION I — PRIME & TEAM QUALIFICATIONS**

**SECTION II — PROJECT UNDERSTANDING & APPROACH**

**SECTION III — DEMONSTRATED PROVEN SUCCESS**

## **SECTION IV — PRIME FIRM'S FINANCIAL AND SAFETY STABILITY**

### **EVALUATION CRITERIA**

The submittal shall include, at a minimum, the following information:

#### **SECTION I — PRIME & TEAM QUALIFICATIONS**

1. Provide a brief overview of your firm, including years in business, dollar volume per year for the last five years, and significant projects completed in that time.
2. Provide a description of the composition and management structure of your team. Include a description and separate graphic organizational chart complete with working titles. Identify the lines of authority, responsibility, and coordination.
3. Identify the firm's roles, responsibilities, and relevant experience with projects of similar scope and complexity, and experience of a similar size and/or budget.
4. Include the qualifications and relevant experience of the proposed project manager and superintendent.
5. Describe how the team's experience will relate to the success of this project.
  - a. Describe current workload and availability to perform the work.
  - b. Submit letters of reference from past clients.
6. Provide a description of how your team selects qualified sub-contractors, gets vigorous participation from them, and manages them effectively in a challenging construction marketplace. Provide your team's CMAR's Experience Modifier Rate (EMR) over the last five years and describe your team's safety program. Provide the resume of the safety manager for your firm, and a brief description of the unique features of your safety program.

#### **SECTION II — PROJECT UNDERSTANDING & APPROACH**

1. Describe your team's understanding of Fair Park:
  - a. Its history,
  - b. the surrounding community, and
  - c. the importance of the Signature Community Park aligned with the 2020 Master Plan Update.
2. Explain how your team is best suited to deliver on goals established by Fair Park First, Spectra, and their other partners.
3. Describe your team's approach to delivering the facility with multiple operational targeted opening dates.
4. Describe your team's ability and provide examples of working with award winning, world-class design Landscape Architects and Architects.
  - a. Constructability reviews
  - b. Design Assist
  - c. Value assisted design in lieu of value engineering at milestones
  - d. Integrated design, schedule, and estimating efforts as part of project delivery team

#### **SECTION III — DEMONSTRATED PROVEN SUCCESS**

1. Select your four (4) most relevant projects within the last five (5) years and provide, at a minimum, the following:
  - a. Other Park projects of similar size, scope, and complexity.
  - b. The name of the project and amount of your firm's original contract.
  - c. Brief description of each project including size, scope, type of building, and budget.
  - d. Total contract value at completion, together with a short description of change orders responsibility (e.g., owner initiated, design document ambiguity, unforeseeable condition, AHJ's direction, etc.).
  - e. The current contact information for the owner.
  - f. The current contact information for the Architect or Landscape Architect.
2. Provide an example of at least one project demonstrating your estimating capabilities for a project at these various milestones:
  - a. Preconstruction
  - b. 100% Schematic Design
  - c. 100% Design Development
  - d. GMP
  - e. Final at Closeout

Fair Park First is seeking these milestone estimates from one unique project only - beginning to end. You may provide additional examples, but the request is to follow at least one specific project from start to finish.

3. Provide your firm's approach to cost and change management. In addition, list the average percentage of change orders in your firm's final project costs, typically driven by changes that were not owner initiated, or driven by unforeseeable conditions.
4. Provide proven examples of M/WBE inclusion in meaningful and significant ways, including participation of joint venture partners, subcontractors, material suppliers, etc.
  - a. Demonstrate use of M/WBE firms on project with goals.
  - b. Demonstrate use of M/WBE firms on projects without participation goals.
  - c. List inclusion percentage on projects without owner/client goals.
5. Describe and provide examples of capacity-building techniques with specific firms beyond single projects.
  - a. Show long-term relationships with firms included in your team composition.
  - b. Demonstrate partner member relationship that have evolved over time.
  - c. Identify partner member firms that you have worked with previously.
  - d. Outline other firms that may not be part of this project team that have grown due to your relationship and have become competitive or prime firms because of working with your firm.
6. Illustrate creative programs that your prime and/or team have utilized to include the local community within your project area for the benefit of the neighborhood.
  - a. If applicable, provide examples of sustainable economic initiatives.
7. Demonstrate economic impact on surrounding community
  - a. Pre-Project
  - b. Project Duration
  - c. Post Project

## **SECTION IV — PRIME FIRM'S FINANCIAL AND SAFETY STABILITY**

1. Please provide your firm's total bonding capacity for the last five (5) years. In addition, please provide your firm's available bonding capacity as of April 1, 2022.
2. Provide the following financial information for your firm:
  - a. The most recent balance sheet, profit/loss statement, and income statement,
  - b. The most recent twelve month certified financial statement from a CPA,
  - c. The contact information (including email) for the representative most familiar with your account at the bonding and general liability insurance companies you propose to use, as well as the CPA, and
  - d. Authorization to discuss your firm's financial history with the CPA and bonding/insurance history with the appropriate representatives of those firms.
3. Provide the contact information for three (3) additional references and permission to contact them.
4. Provide information on any past, current, or anticipated claims (i.e., knowledge of pending claims) on respondent contracts; explain the litigation, the issue, and its outcome, or anticipated outcome.
5. Include your safety process and training protocols.
6. Define your QA/QC process and inclusion of subcontractors.
7. The information submitted for Section IV can be submitted in separate document labeled "Proprietary & Confidential Information".
8. All submittals are subject to Open Records Requests, therefore, marking this section 'Proprietary & Confidential' will protect your financial information.

## **SCORING (100-POINT SCALE)**

### **SECTION I — PRIME & TEAM QUALIFICATIONS**

- A. General Information **(10 points)**
  - a. Firm History
  - b. Primary Contact
- B. Contractor Staff Experience & Client Relationships
  - a. Project organization chart and resumes
  - b. Effective team & client communications and cooperation

### **SECTION II — PROJECT UNDERSTANDING & APPROACH**

- C. Project Approach and Methodology **(20 points)**
  - a. Approach to meeting expected operational needs
  - b. Collaborative approach to working with Architect, Landscape Architect, client, and associated design and construction professionals for various campus projects
  - c. CMAR delivery method for the Community Park
- D. Park experience
  - a. Firm's experience of park projects of similar scope, size, and quality
  - b. Experience of the proposed project team on similar park projects

### **SECTION III — DEMONSTRATED PROVEN SUCCESS**

- E. Adherence to Budget & Schedule **(25 points)**

- a. Current workload and availability to perform the work
  - b. Firm's record of successful completion of municipal projects
  - c. Recent past experience with project cost estimates
  - d. Recent past experience with project budget and schedule adherence
- F. M/WBE Participation and Previous Demonstrated Utilization & Outcomes **(20 points)**
- a. Meet or exceed City of Dallas' BID Goal for pre-con and construction services
  - b. Team composition inclusive of M/WBE firms in significant & substantial capacity growing roles
  - c. Proof from previous prime firm's projects with meaningful utilization of M/WBE team members
  - d. Creative inclusion of area businesses and residents

**SECTION IV — PRIME FIRM'S FINANCIAL AND SAFETY STABILITY**

- G. Safety Record **(10 points)**
- a. Firm's Safety Process
  - b. EMR Rating
  - c. QA/QC Process
- H. Financial Stability **(15 points)**
- a. Firm's financial health and stability
  - b. Current and/or Pending Litigation or adverse rulings

Proposals will be reviewed by an evaluation team for the purpose of identifying and recommending up to five (5) firms that offer the best qualifications and experience. Fair Park First reserves the right to select one (1) or up to five (5) firms for short-list to receive a RFP for the Phase 2 of the CMAR selection. There is no guarantee that FPF will select any firms or more than one (1).

# EXHIBIT A.

Current Signature Community Park program per the 9/16/21 Schematic Design Progress Plan

