



Fair Park, A National Historic Landmark

FAIR PARK
Facility Assessment & Capital Development
Improvement Implementation Plan
Report
REQUEST FOR QUALIFICATIONS
STEP 1
#7-012022.10

Release date: January 11, 2022
Response due: January 21, 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 the 1937 Greater Texas and Pan-American Exposition 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. Fair Park is home to the largest collection of Art Deco architecture and art in the United States. George Dahl designed the Beaux-Arts-inspired symbolic buildings. 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 and 1937 expositions closed, Fair Park attracted many of the leading Dallas cultural institutions, including the Dallas Museum of Art, the Margo Jones Theater, and the Perot Museum of Nature and Science. Today, Fair Park continues to be 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 remains the most important festival and outdoor events venue in Dallas. 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 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.

Fair Park First, Spectra, and Biederman Redevelopment Ventures (BRV) and consultant Perkins and Will completed the 2020 Fair Park Master Plan Update, which updated and refreshed the adopted 2003 Fair Park Comprehensive Development Plan. The update serves as a 20-year planning and implementation roadmap for the transformation of Fair Park into one of the premier parks in the nation. The broad strokes of the Master Plan Update include:

- (1) converting 20-acres of parking lots into parks
- (2) adding multimodal trails that connect the site internally and externally with the surrounding neighborhoods
- (3) adding over 1,000 new trees to increase biodiversity and provide much-needed canopy and shade to combat the heat island effect on the site and in the surrounding neighborhoods
- (4) enhancing the site's resiliency with comprehensive stormwater management, a persistent problem on the site, and creating more naturalized spaces
- (5) transforming 800,000 square feet of surface concrete into green space
- (6) adding a hotel with surface-level retail and restaurants
- (7) enhancing the guest experience with new programming, building uses, a bilingual wayfinding and signage network, lighting, dedicated park attendants, a visitor center, increased food and beverage opportunities, and free Wi-Fi, among others

- (8) prioritizing maintenance, preservation, and restoration of the remaining historic structures and art
- (9) preserving the historic legacy of the site and preparing the site for the 2036 Texas Bicentennial, among other major events

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 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.

PROJECT SITE

With Phase One Improvements from the master plan already underway, this opportunity seeks to evaluate several Phase Two Projects slated for a public funding initiative through the City of Dallas in November 2022. The selection of facilities was chosen based on highest need and best use with input from preservation architects, Park staff, and consultants, and includes:

- Cotton Bowl Stadium
- Fair Park Coliseum
- Band Shell
- Automobile Building
- Centennial Building
- Tower Building
- Food and Fiber Pavilion
- Music Hall
- Campus above and below ground infrastructure items such as power, data, utilities, associated building systems to bring each of the facilities into compliance with existing and anticipated uses including parking and pedestrian areas

The aforementioned facilities are located within the campus of Fair Park. The majority of these facilities are located within the boundaries of the 1936 Texas Centennial Exposition site that gives Fair Park its designation as a National Historic Landmark. Therefore, many are subject to the regulations that protect the historical integrity of Fair Park.

PURPOSE

The Facility Assessment & Capital Development Improvement Plan Report will be utilized to generate an actionable pragmatic approach to physical improvements to and around the individual subject facilities for current and projected uses in line with the Fair Park Master Plan Update approved in 2020 or anticipated uses based on expansion of existing campus resident institutions and future resident institutions, long-term multi-year event users or planned events, and other uses to enhance Fair Park's Four Pillars.

Your efforts will be used to determine capital needs for the collective as well as individual facilities and specific design and construction timelines for each independent of the others but influenced by current and future activities and construction programs in and around Fair Park. Fair Park is a growing daily attraction and therefore these individual projects need to take into account the impact other events and activities will have on the successful outcomes.

We expect to have a comprehensive schedule and budget for each individual project and a comprehensive phased approach that pairs or partners sympathetic projects that would benefit from concurrent design and construction activities. Fair Park First is also seeking an Executive Summary roll-up with order of magnitude cost and realistic schedule for each subject facility.

The information must have a realistic schedule and specific budget for each planned improvement escalated to midpoint of projected schedule.

FACILITY ASSESSMENT

Project expectations are for professional assistance to create a single comprehensive and prioritized capital improvement plan document in a standard software format that can easily be maintained and manipulated by Staff.

The final product should include project descriptions, cost estimates, project schedules and priorities, and funding sources.

The scope of work shall include:

- Meeting with Spectra and Fair Park First staff and stakeholders to identify infrastructure and building improvement needs and priorities.
- Informational meetings with long-term tenants of the listed facilities
- Presentation to Fair Park First Board
- Plan at least 3 presentations to various other governmental & quasi-governmental entities
- Incorporating any existing plans, studies, and other planning documents that the City, Park, or other user groups have completed.

CAPITAL IMPROVEMENT IMPLEMENTATION PLAN DEVELOPMENT

Consultant shall establish a recommended scope for priority improvements for each Facility along with a detailed implementation plan.

The project deliverable is compiled information from new site assessments, consultant recommendations, and existing planning and project documents into a prioritized Capital Improvement Implementation Plan (CIP) document in a standard office software application that can be incorporated into budget documents, and which can be updated and maintained by Park staff. Acceptable software applications include either a spreadsheet or word processing applications compatible with MS Office or Google Apps. Other software applications may be submitted subject to staff approval.

The anticipated work requires using capital improvement project and cost information contained in existing documents (Fair Park Masterplan Update 2020, AECOM Facility Study, Water Utility Rate Study, Wastewater Utility Rate Study, Street Pavement Condition, and Overlay Schedule) to compile a detailed five-year CIP and summary 10-year CIP plan. The project also requires an opportunity for public review and comment of the CIP plan including the opportunity to identify potential capital projects. The public participation component must include the use of social media (Facebook, Social Pinpoint, Instagram) to seek public input as well as at least one traditional community meeting.

THE OPPORTUNITY

Fair Park First is seeking an engaged, creative, and motivated team of architectural and consulting professionals with the relevant venue and public assembly expertise to develop this plan.

Applicants will be evaluated on their ability to assemble a comprehensive and robust planning document.

Following the guidelines below, applicants should demonstrate how your team is the best choice for this project. Use this document response to convey your team's talent, enthusiasm, experience, and understanding of the issues and 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.

PROJECT GOALS & DELIVERABLES

- Professional assistance using the existing capital planning documents to:
 - Compile a detailed five-year CIP plan, including project descriptions, cost estimates, project schedule, and funding source.
 - Develop CIP project page for each individual project listed in detailed CIP plan.
 - Compile a 10-year CIP summary plan listing the identified CIP projects which are beyond the five-year horizon of the detailed CIP implementation plan.
 - Other CIP planning or reporting documents recommended.
- All documents will be in a standard office software/standard template that Staff can place in budget documents and can be readily edited and maintained by Staff (Google Apps preferred, MS Office applications accepted, and other applications must be approved by Staff prior to use).

- Project shall also include public involvement component including but not limited to at least one CIP project meeting with public and private stakeholders, one public outreach meeting, and use of social media (Facebook, Social Pinpoint, Instagram).
- Purpose of public involvement should be to review and comment on the draft CIP plan and potentially identify additional CIP needs.
- Present final report to the Board and other stakeholders as needed, identifying the methods used to complete the required deliverables.
- Final Plans, Reports, and Presentations subject to review and approval by FPF.

DIVERSITY, EQUITY, INCLUSION, AND M/WBE PARTICIPATION

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

In that vein, we also request unique solutions for the 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 a workforce from the 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
- Include M/WBE Certificates for firms that are part of your team that have certifications.

RFQ GENERAL INFORMATION

Fair Park First is accepting qualifications for a consulting team to provide assessment, phase sensitive and task specific cost estimates, and planning services for this Report.

FPF will review Statements of Qualifications and may short-list up to five (5) teams for interviews. Upon completion of interviews; the most responsive team will be invited to submit a proposal. If FPF and that team are unable to come to agreement; FPF may elect to move to the next highest rated team and so on.

Sealed qualification packets from teams consisting of two (2) hard copies and one (1) PDF file format thumb drive, as well as e-submission (due by the 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. CT on January 21, 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 the due date and time. All packages shall be marked with:

**Team's name
Fair Park
Phase Two Facility Assessment & Capital Development Improvement
Implementation Plan Report
RFQ #7-012022.10**

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 firms only. Only those invited candidates identified by Step One of this process will receive a copy and be requested to respond.

Consulting teams responding should submit an electronic PDF copy of the qualifications via email attachment or file download by **January 21, 2022 at 2pm CT** to 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 candidate team will include, without limitation, assistance to FPF, Spectra, and the design team during the process of preconstruction, construction, and the warranty period. Specific tasks to be performed by the selected firm 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

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| ▪ Request for Qualifications Issued | January 12, 2021 | |
| ▪ Questions Deadline | January 18, 2022 | 12:00PM CT |
| ▪ Questions Answered | January 19, 2022 | |
| ▪ Statement of Qualifications Response Due Date | January 21, 2022 | 2:00PM CT |
| ▪ Firm Short-List Published | January 24, 2022 | |
| ▪ Interview Dates (Date TBD) | Early February, 2022 | |
| ▪ Services Start | February 15, 2022 | |
| ▪ Project Closeout | May 15, 2022 | |

GENERAL SUBMISSION REQUIREMENTS

- Identification of the project manager who will be the primary contact through all phases of the project, as well as identification of other personnel who will be performing engagement work and estimated expected contribution to the project in percentage of hours.
- Summary information regarding the qualifications and professional experience of staff who will perform work under this engagement.
- Description of the firm’s experience in providing services like those in the Scope of Services for municipal clients.
- List of references of at least three municipal clients or large-scale assembly venues for which services have been provided which are like those in the Scope of Services of this document.
- References should include client name, address, telephone number, and email address for the contact person in each organization.
- Also include the services provided and total fees paid by each referenced agency for the project.
- Description of the firm’s understanding of the requested services including the proposed approach, specific project steps including detailed information regarding the number and length of onsite work, timeline to include specific milestones, and interim and final work products. Innovative approaches or concepts, especially those reducing project costs, are encouraged.

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 — CASE STUDY OF SIMILAR REPORT

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 marketplace. Provide your team'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 Phase Two facilities 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.

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 facility and venue projects of similar size, scope, and complexity.
 - b. The name of the projects 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 proof of previous Historic Preservation experience:
 - a. Working with the Landmarks Commission
 - b. Texas Historic Commission
 - c. National Register for Historic Places

3. 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.
4. 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.
5. 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.
6. Demonstrate economic impact on surrounding community
 - a. Pre-Project
 - b. Project Duration
 - c. Post Project

SECTION IV — CASE STUDY OF SIMILAR REPORT

1. Provide the contact information for three (3) references and permission to contact them for this specific case study
2. Provide a matrix that illustrates Estimated Construction Estimate vs. Actual Construction Costs
3. Provide Matrix that illustrates proposed design and construction schedule vs. actual design and construction schedule

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
- 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 **(20 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 — CASE STUDY OF PREVIOUS REPORT

- G. Matrix illustrating Estimated Budget vs. Final Construction Budget **(10 points)**
- H. Matrix illustrating reported Schedule vs. Executed Schedule **(10 points)**
- I. References from Client (10 Points)

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 for interview . There is no guarantee that FPF will select any firms or more than one (1).