



Fair Park
Capital Projects
Program Management Services
Request for Qualifications

#8-092022

Release: September 6, 2022

Due: September 30, 2022



FAIR PARK

DALLAS

TAGLINE

Where Dallas Comes to Discover

MISSION

Fostering a stronger future by creating common ground for all communities.

VISION

To advance our community and inspire individual growth through exploration, active learning, and open spaces.

VALUE PILLARS

Community, Connections, Culture, Innovation, Exploration, Activities.

BRAND POSITION

The anchor of the Fair Park Cultural District, Fair Park is a National Historic Landmark housing 11 cultural institutions and attractions within its 277-acre community campus. It plays host to everything from superstar concerts to sporting events, museums to musicals, and whether you're taking a walk along the esplanade or enjoying the ambiance of our innovative community park, it's a place where all are invited to explore and where Dallas comes to discover

FAIR PARK

Fair Park is a 277-acre park designed to accommodate the State Fair of Texas. Fair Park was the site of the 1936 Texas Centennial Exposition and 1937 Greater Texas and Pan American Exposition and is home to the Cotton Bowl Stadium, built in 1930. It is two miles east of downtown Dallas, served by two DART stations, and is surrounded primarily by residential neighborhoods with some mix of commercial and industrial uses.

After the 1936 and 1937 Expositions ended, Fair Park attracted many of the leading Dallas cultural institutions. 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, and the operating non-profit entity also known as the State Fair of Texas is an important tenant that provides Fair Park and the City a strong cultural and emotional identity with iconic features and musical and sporting events like Big Tex, the State Fair Classic, 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 cultural institutions such as Broadway Dallas, hosting Broadway shows, stand-up comics, and musical tours; 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 to design and create a new signature Community Park within Fair Park.

Fair Park First, OVG360 (previously 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 Signature Community Park (SCP) and parking structure within Fair Park.

NATIONAL HISTORIC LANDMARK

As reflected in its designation as a National Historic Landmark, Fair Park is one of the nation's most important historic sites. Fair Park is home to many resident institutions, such as the African American Museum, Dallas Summer Musicals, Texas Discovery Gardens, and the State Fair of Texas, in addition to playing host to many other major events and daily attractions.

FAIR PARK FIRST (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 the private management of Fair Park and has partnered with Spectra for daily operations of park activities, vendors, and resident institutions. Fair Park First/OVG 360 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 and the collection of visual and tactile art, in addition to creating a new destination for residents near and far.

PROJECT GOALS

Fair Park is poised to receive the largest capital investment in the history of the Park since its inception and even the massive build-up to the 1936 Exposition, from a variety of inexhaustive sources including philanthropic, public, bonds, tax credits, etc. Following the Master Plan Update's unanimous approval by the Dallas Parks and Recreation Board and City Council in the fall of 2020, the signing of the Brimer Bill expansion to include Fair Park by Governor Abbott in the spring of 2021, and the Dallas City Council's approval in the summer of 2022 for a Ballot referendum, the projects listed in this RFQ are following the roadmap of improvements that will enhance Fair Park and make it a year-round destination.

DIVERSITY, EQUITY, INCLUSION, AND M/WBE PARTICIPATION

Fair Park has a complicated 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 pursue real economic participation with its partner firms; be they joint-venture, significant sub, 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.

Fair Park First is seeking firms that have a demonstrated capacity for working with firms growing their relationships and capacity outside of projects that explicitly ask for these types of growth opportunities. Please demonstrate and submit examples of teaming relationships with firms you propose in this team that were on project(s) without a client/owner requested goal.

In that vein, we also request unique solutions for the patronage of businesses in the immediately surrounding areas that may provide goods and services like your existing suppliers. As one of our Pillar's outlines, Fair Park First encourages the use of local businesses as suppliers, meal providers, professionals, and other services.

It is the intent of Fair Park First and our Partner OVG360 to provide business opportunities, internships, and employment for our neighbors. Fair Park First supports workforces sourced from residents of the surrounding neighborhoods. Fair Park First host an annual internship program for two local High Schools and would encourage to the extent possible employment opportunities where feasible and possible providing new career awareness for local students in the immediate surrounding area.

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

All SOQ 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 MWBE 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 certified firms that are part of your team that have certifications

PROGRAM PARAMETERS

This program will include a variety of capital improvement projects across different buildings and/or areas of the 277-acre Fair Park campus simultaneously, sequentially, and/or with starts and stops depending on Fair Park or Resident Cultural Institutions Events/Activities. The program is much more than an execution of design and construction activities. It encompasses the integration of varied activities from sporting contests, cultural events, national entertainment touring acts, international soccer matches, outdoor and indoor festivals, and daily park use.

As Program Manager, it will be your responsibility to integrate the health, safety, and welfare of Park Patrons and employees while maintaining active construction zones. Over the Program Duration, multiple venues could potentially be in design or construction while an adjacent facility is hosting a publicly attended event. Your scope will include incorporating construction activities and safe zones for staff and the public.

Partial List of Annual Events at Fair Park

- Enchant Christmas
- North Texas Irish Festival
- EarthX
- Dallas Pride
- State Fair of Texas
- World Food Championship
- Broadway Dallas Season
- Dos Equis Pavilion Concert Season

PROJECT PROGRAM EXTENT

Fair Park is southeast of downtown Dallas. The scope of services is confined to the project boundaries of Fair Park with the exception of public right-of-way improvements necessary to deliver on the projects outlined in this document. The Program Management Team will have some improvements to Gaisford Avenue and associated work with the improvements to the Santa Fe Trail Expansion around the perimeter but those are the exceptions to the rule. Other than those specific examples all other work will be inside the Boundaries of the Park.

This does not exclude coordination with utilities and road improvements or other agencies; the Program Manager is expected to deliver on all aspects of each individual and collective project from start to successful operation.

SCOPE OF WORK

- Master & Project Specific Scheduling:
 - Integration with venue and event scheduling
- Recovery Scheduling:
- Cost Estimating:

- Cash Flow Analysis & Reports:
- Proactive management of:
 - Supply chain impacts
 - Labor
 - Material
- Communication Plan:
 - Monthly Executive Report for Fair Park First Board
 - Monthly Detailed Report for Operations Team
 - Newsletter or other platform to keep campus residents/tenants informed of current and near-term future work and changes
 - Outward-facing information for the surrounding community residents, non-profits, businesses, and neighborhood associations
- Pre-Design:
- Solicitation assistance:
 - Architects
 - Engineers
 - Contractors/CMARs
 - Other Consultants
- Design Management:
- Design Invoice Review and Recommendations:
- Permit Assistance:
- Safety & Security:
- Cash Flow Analysis:
- Multiple Fund Source Identification, Access, Use, and Reporting Management:
- Coordination and reporting of fund source requirements:
- Coordination with Multiple and Overlapping Authorities Having Jurisdiction (AHJ):
- Phasing and Project Schedule Recommendations:
- Pre-construction Services:
- Bidding Services:
- Construction Services:
- Monthly Contractor Payment Review and Recommendations:
- Contingency Process:
- Change Order Process:
- Negotiation and review of schedule extension requests, change orders, or expenses against contingency
- Contingency Review and Change Order review and recommendations:
- Substantial Completion & Project Closeout:
- Warranty & Post-Construction Services:

CURRENT LIST OF PROJECTS (Additional Projects **MAY** be added)

1. Fitzhugh Structured Parking Garage and Site Improvements
2. Community Park
3. Automobile Building
4. Centennial Building

5. Food & Fiber
6. Tower Building
7. Grand Place
8. Coliseum
9. Band Shell
10. Cotton Bowl
11. Martin Luther King/Gate 6 Entry Parklet
12. Infrastructure
 - a. Utilities
 - b. Storm Water
 - c. Internet
 - d. Security
 - e. A/V Broadcast Media
 - f. HVAC Improvements

As a fully operational, open year-round Park within the City of Dallas' Park and Recreation System, from time-to-time external events or the simple age and current condition of these facilities may necessitate Fair Park First to ask for the inclusion of an unforeseen project or series of projects in your scope of work. We fully intend to compensate you for that additional work if required, but please be prepared and flexible for future scope expansion due to the nature of managing a 100+-year-old campus with varying and sometimes competing and other times complimenting activities.

PROGRAM SCHEDULE

RFQ Released:	September 6, 2022
Pre-Submittal Conference:	September 14, 2022
SOQ Due:	September 30, 2022
Short-List:	October 17, 2022
Interviews:	October 26, 2022
Selection:	November 11, 2022
Notice to Proceed:	December 1, 2022

Submittals are due no later than 2 p.m. on September 30, 2022.

The remote pre-submittal conference at 2:00pm Sept 14 is mandatory. Zoom meeting link follows:

<https://us02web.zoom.us/j/5847167060>

Meeting ID: 584 716 7060

One tap mobile

+13462487799,,5847167060# US (Houston)

+12532158782,,5847167060# US (Tacoma)

The dates below represent beneficial occupation and the project #'s correspond to the facilities that must open on those representative dates.

- **January 5-10, 2023**
Groundbreaking for Project #1
- **December 1, 2024**
Projects: 1 - 2 & 11
- **December 1, 2025**
Projects 3 - 7
- **July 1, 2027**
Projects 8 – 10

Projects in category 12 are expected to be completed in the most effective and efficient manner to deliver on the above venue openings with minimal future disruption to operations or patron safety for finished projects by subsequent projects.

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. A 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/JOINT VENTURE FIRM PROFILE(S)

1. Briefly furnish background information about your firm (a) legal form of business under which the firm operates (i.e., corporation, partnership, sole proprietor); (b) years in business including date founded; (c) number and location of offices, location of company headquarters/main office; (d) principal lines of business; (e) total number of employees company-wide and total number of employees in the Dallas-Fort Worth area; (f) the total number of managers and supporting personnel related to providing the services described in this solicitation; and (g) list the names(s), telephone number, email addresses of the representative(s) who are to be contacted regarding your proposal.
2. Provide a description of Ownership: List the names of all officers and persons of organizations who have a ten percent (10%) or greater ownership interest in the company. Indicate which persons are in t h e day-to-day management of the company. Also, indicate if the business is a subsidiary of another entity or conglomerate.
3. State whether your company is currently for sale or involved in any transaction to expand or to become acquired by another business entity. If so, please explain the impact both in organizational and directional terms.

4. Provide any details of all past or pending litigation or claims filed against your company that would affect your company's performance to execute and complete this program during the expected duration.
5. Provide your criteria for hiring including screening, criminal background checks, or any other means of verification of employee information, or explain other means for ensuring the integrity and suitability of your firm's employees.
6. Certify that the firm is legally permitted or licensed to conduct business in the State of Texas for the services being offered.

SECTION II – TEAM QUALIFICATIONS

This section should establish the ability of the firm and its sub-consultant, if any, to satisfactorily perform the required work. Provide examples of similar Program Management services experience working with sporting venues, public parks, cities, non-profits, and P3 relationships

1. As a minimum, include the following overview of your team:
 - a. Explain how your team is organized. Include an organizational chart and a brief description of the roles and responsibilities of each team member.
 - b. Describe how your team's resources will be applied to Fair Park's Program. For each member of the proposed team, provide resumes, highlighting their experience.
 - c. When describing the project experience for each team member, please identify their role in similar programs (i.e., project manager, assistant project manager).
 - d. The program experience should include brief descriptions of projects, square footage, approximate value, duration, and references.
 - e. Provide your firm's principals and staff committed to providing and supporting personnel related to providing the services described in this solicitation in relation to parks, sporting venues, concert halls, and historic projects and the number of years the firm has been engaged in providing
 - f. Describe your firm's philosophy and general program oversight methodology.
 - g. Describe your firm's overall ability to provide program management and oversight services and describe the projects your team has been associated with in providing these services.
 - h. Describe your firm's ability to manage consultants and describe your team's experience with consultants.
 - i. Describe your firm's ability to furnish staff augmentation for program management as needed.
 - j. Demonstrate your firm's understanding, knowledge, and experience of the Program Management requirements.
 - k. Provide previous program management experience from three (3) previous similar programs of at least \$500 million. Include the personnel that was involved in these previous programs, as well as the locations, complexities, approximate value, and durations, with client references.
2. If the response is by a single firm team with Subs or Joint Venture of two or more firms; provide executive leadership organization charts for single or joint venture member firms.

SECTION III – STAFF QUALIFICATIONS

This section should discuss the staff of the responding team committed to this project and providing the Program Management services described herein.

Fair Park First is seeking one (1) full-time on-site Program Management (PM) professional supported by additional resources from the rest of your team on an as-needed basis. The PM will work from an office on the Fair Park Campus. The on-site Program Manager is responsible for the day-to-day operations and management of the overall program. He or she will have additional resources at his or her disposal as required to maintain schedules, budgets, and client expectations. Please recognize that Fair Park First is a non-profit and as such is expecting a high level of competency and experience from this individual. The individual that is proposed for this assignment in the Statement of Qualifications must be the individual that will be on-site. Financial Penalties will ensue if the lead is substituted prior to selection and Notice to Proceed or if they are substituted without consent, agreement, and waiver of financial penalty by the client.

1. Provide a proposed team composition including an organizational chart, which identifies key personnel and their roles in furnishing the services required under this RFQ. Include additional personnel, if any, who may be required to support this program.
2. Identify reporting structure and communication process
3. The on-site program manager will work directly with the Fair Park First staff representative for daily coordination.
4. Identify key personnel who would be available to Fair Park and will be responsible for the work described in the Scope of Services. Please include the following:
 - a. A brief description of their qualifications as it pertains to this program, work, and scope.
 - b. Availability and commitment of the firm, its principal(s), and assigned professionals to undertake the requirement outlined in this RFQ.
 - c. Describe each staff member's role, percentage of time assigned to this project
5. A designated individual who is authorized to sign and enter into any resulting contract.
6. Provide a one (1) page resume for each key personnel. Outline the individual's number of years of experience, and identify specific experience or training plan for the proposed role on the team.

SECTION IV – PROGRAM APPROACH, METHODOLOGY & PHILOSOPHY

- A. Program Approach
- B. Capabilities and Capacity
- C. Problem Resolution
- D. Conflict Resolution
- E. Demonstrated Adherence to Budgets
- F. Quality Control
- G. Schedule Adherence
- H. Real-time client communication
- I. Client Satisfaction
- J. Managing multiple design and construction teams simultaneously
- K. Demonstrated experience with different delivery methods

SECTION V – PREVIOUS EXPERIENCE ON SIMILAR PROGRAM

Use this section to demonstrate your previous experience on similar efforts. A multi-venue campus of diverse uses; museums, children’s attractions, sporting venues, stadiums, coliseums, exhibit halls, outdoor amphitheatres, historic facilities, public parks, parking areas, animal housing facilities, and Broadway performance spaces. This program will span multiple years beginning in December 2022 with a closeout scheduled for 2028. We are seeking teams that can commit for the entire period of time. Please explain and expand on your experience working

1. Provide information on past experience on programs for Public-Private-Partnerships managed as a Program Manager.
2. Describe techniques or procedures utilized on previous bond, philanthropic, and grant-funded programs and projects.
3. Describe any work with non-profit organizations.
4. Demonstrate any experience with National Historic Landmarks or cultural heritage sites
5. Demonstrate past performance on meeting schedules and/or timelines on large multi-facility capital improvement projects.
6. Demonstrate and provide examples of assisting with Authorities Having Jurisdiction and permitting, historical commissions.
7. Explain ability to work around national touring performances, professional and international sports teams, Broadway plays, superstar musicians, and local festivals and fairs.
8. Illustrate communication efforts to keep the general public, staff, and interested parties aware and interested in progress.
9. Illustrate previous examples of working with a diverse and inclusive team and surrounding residents in the delivery of previous programs and outreach and training of these firms and individuals.
10. Provide examples of non-traditional economic inclusion for diverse businesses.
11. Explain ability to maintain schedules and budgets in today’s economic climate in stressed and active design and construction cycles.
12. Describe any previous programs that are related that you believe are relevant for our evaluation.

SECTION VI – REFERENCES

1. Provide at least one client reference from all programs submitted in your response for our review.
2. Provide references for key staff aligned to programs submitted as reference examples.
3. References should be no older than 5 years from the submission date.

SECTION VII – FINANCIAL STRENGTH

1. Include your firm’s most recent audited financial statement including your organization’s latest Balance sheet and Income statement showing the following items: **(ONLY REQUIRED for Prime firm or all firms of Joint Venture** (not required for sub-consultants))
2. Indicate whether your company is currently in default on any loan agreement or financing agreement with any bank, financial institution, or other entity. If so, specify the date(s), details, circumstances, and prospects for resolution.
3. These documents can be submitted in a separate sealed envelope marked confidential.

SCORING

(100-POINT SCALE)

SECTION I — PRIME/JOINT VENTURE FIRM PROFILE(S)	10 POINTS
SECTION II – TEAM QUALIFICATIONS	20 POINTS
SECTION III – STAFF QUALIFICATIONS	20 POINTS
SECTION IV – PROGRAM APPROACH, METHODOLOGY & PHILOSOPHY	20 POINTS
SECTION V – PREVIOUS EXPERIENCE ON SIMILAR PROGRAMS	15 POINTS
SECTION VI – REFERENCES	5 POINTS
SECTION VII – FINANCIAL STRENGTH	10 POINTS
APPENDIX (RESPONSIVE OR NON-RESPONSIVE)	0 POINTS

RFQ GENERAL INFORMATION

Fair Park First is accepting a statement of qualifications for a consulting team to provide assessment, phase-sensitive, and task-specific cost estimates, and planning services for this Report. This is considered professional services and therefore the evaluation will be made solely based on qualifications and the potential interviews. Do not submit fees, they will not be reviewed or considered as part of this evaluation.

FPF will review Statements of Qualifications and may short-list up to three (3) teams for interviews. Upon completion of the interviews, the most responsive team will be invited to submit a proposal. If FPF and that team are unable to come to an agreement; FPF may elect to move to the next highest-rated team and so on. Fair Park reserves the right to select the most qualified firm without an interview.

SOQs will be reviewed by a Fair Park First evaluation team to identify and recommend up to three (3) firms that offer the most responsive qualifications and experience. Fair Park First reserves the right to select one (1) or up to three (3) firms for a shortlist to receive an invitation for an interview/presentation.

Sealed qualification packets from teams consisting of two (2) hard copies and one (1) PDF on a 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 September 30, 2022

Do not contact Fair Park First Board Members, OVG 360, 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
Capital Projects
Program Management Services
Statement of Qualifications
RFQ #8-092022

APPENDIX - Other Required Documents

In addition to the technical response, each respondent must complete and return the following documents:

- Non-Resident/Resident Certification
- Proof of Insurance
- Conflict of Interest Questionnaire Form
- Non-Collusion Affidavit Form
- Acknowledgement of Any Addenda