



Fair Park, A National Historic Landmark

FAIR PARK

COTTON BOWL REHABILITATIONS, RENOVATIONS & ADDITIONS – PHASE 1 CONSTRUCTION MANAGER AT RISK (CMAR) REQUEST FOR QUALIFICATIONS

#11-052023

Release date: May 26, 2023

Response due: June 16, 2023, 2pm Central

FAIR PARK

Fair Park is a 277-acre park that was originally designed to accommodate the State Fair of Texas in the 1880's. It was the host of the 1936 Texas Centennial Exhibition and is home to the Cotton Bowl Stadium, which was built in 1930. It is two miles east of downtown Dallas, served by two DART stations, and is surrounded primarily by residential neighborhoods with a secondary mix of commercial and industrial properties.

After the 1936 Exposition closed, Fair Park attracted many of the leading Dallas cultural institutions such as 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 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, Texas Discovery Gardens, Dallas Children's Aquarium, the Hall of State - the home to the Dallas Historical Society, and the iconic Cotton Bowl.

FAIR PARK NATIONAL HISTORIC LANDMARK

The features that have earned Fair Park a National Historic Landmark status were constructed for the 1936 Texas Centennial Exposition that celebrated the Spirit of Texas, its products and cultural achievements. George Dahl designed the Beaux Arts inspired symbolic buildings and Fair Park is home to the largest collection of Art Deco exhibition 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.

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 OVG for daily operations of park activities, vendors, and resident institutions. Fair Park First/OVG began daily operations on January 1, 2019. On January 11, 2023, FPF selected AECOM to serve as the Program Manager for all capital improvement projects occurring at Fair Park.

Fair Park First has adopted the following four Key Pillars as the basis for the restoration, revitalization and renewal of Fair Park:

- **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.

COTTON BOWL PROJECT NARRATIVE

We are seeking an engaged, creative, and motivated team of construction professionals to embark on the rehabilitation, renovation and improvements to the existing Cotton Bowl stadium. Its' central location within Fair Park and historical nature makes it a key component of both the revitalization and preservation of the park.

The stadium was constructed in 1930 and has been expanded and upgraded multiple times in the 90+ years since it originally opened. However, many of the existing components of the stadium (MEP, restrooms, concessions, vertical transportation) need to be addressed or new areas containing these items added to the existing stadium. Other additional items, such as sky boxes, loges, additional services at existing mezzanines and press box areas are being studied and may also be added to the stadium. All construction work will need to be harmonious with the overall nature of the existing stadium.

You are invited to assemble a team whose proposal will be evaluated and considered to implement this project. Following the guidelines below, demonstrate to us how you and your team are the best choice for this effort. Your response needs to convey your team's talent, enthusiasm, experience and understanding of the issues and the challenges that lay ahead. Through the assembly of this response, demonstrate organization and the ability to communicate the needed information that will tell a compelling story of how you and your team rise to the occasion and exceed expectations when presented with such a challenge and opportunity.

Time is of the essence on this project as all construction for this renovation work must be completed prior to the start of the 2025 State Fair.

PROJECT GOALS

- On-time, on-budget delivery of pre-construction and construction services for the renovation of the Cotton Bowl
- Capacity building for partner firms, subcontractors, and vendors
- Utilization of workforce and business from communities surrounding Fair Park
- Understanding of unique history of Fair Park and desire to be part of new approach engaging community to be part of solution and future opportunities at Fair Park
- Collaborative member of Cotton Bowl project 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, program manager, A/E and various other stakeholders as appropriate
- Flexibility to work with various City of Dallas agencies and committees with interests in Fair Park
 - Knowledge and ability to assist with the permitting and historical preservation and rehabilitation process with various agencies having jurisdiction

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

M/WBE PARTICIPATION GOALS

FPF strives to meet the City of Dallas Business Inclusion and Development Plan and increase the MWBE participation to the greatest extent feasible on the construction and professional services contracts.

- The M/WBE participation goal for this project is 25.00%.
- All proposal packages must include the signed BID affidavit confirming the proposer's intent 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 http://www3.dallascityhall.com/business_development/BID/BID_Instructions250k.pdf
- Include M/WBE Certificates for certified firms that are part of your team that have certifications

GENERAL INFORMATION

Fair Park First, is accepting qualifications for a Construction Manager at Risk (CMAR) team to provide preconstruction and construction services for the rehabilitation, renovation and additions for the Cotton Bowl stadium. FPF will be using a two-step process to select a CMAR entity for this project. Submission of a firm's qualifications will be the first step in the process. After evaluation and scoring of all firms submitting their qualifications, FPF will issue a Request for Proposal (RFP) to no more than five (5) of the most qualified firms. These selected firms will be invited to submit their fee proposals for preconstruction services and to interview with the FPF selection committee. The best value firm will then be invited to enter negotiations with Fair Park First. Sealed qualification packets from CMAR's consisting of (4) hard copies and one (1) PDF file format thumb drive should be addressed and delivered to:

**Fair Park First c/o AECOM
Attn: Melissa Perette
3535 Grand Avenue, 2nd Floor
Dallas, TX 75210
until 2 p.m. CST on June 16, 2023**

An electronic submission of your SOQ is also required (see Attachment A at the end of this RFQ). Do not contact any Fair Park First Board Members, FPF staff or any OVG or AECOM employees other than those listed in this 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
Cotton Bowl Renovations, Rehabilitations and Additions
RFQ#11-052023

Firms intending on serving as sub-consultants or subcontractors should not submit qualifications in response to this request.

CMAR RFQ NOTES & OVERVIEW

The services provided by the selected CMAR team will include, without limitation, assistance to FPF, OVG, AECOM, project A/E and the project team during the process of preconstruction, construction, post-construction and the warranty period. Specific tasks to be performed by the selected CMAR will be identified in the RFP document 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 statements of qualifications 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 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

▪ RFQ posted to FPF website and FPF PMIS	May 26, 2023
▪ Mandatory Pre-Submittal Conference**	June 1, 2023
▪ Addenda Issued	June 9, 2023
▪ RFQ response due date	June 16, 2023
▪ Selected Firms Notified, RFP Issued	June 19, 2023
▪ CMAR Interviews	June 23, 2023
▪ Selected Firm Notified	June 27, 2023
▪ Pre-Construction Services Start	July 5, 2023
▪ Construction Duration	Nov. 1, 2023-Sept. 15, 2025

The stadium will be unavailable for on-site construction work from September 15 to November 1 each year due to activities related to the State Fair of Texas.

** Pre-Submittal Conference will be held at Briscoe Carpenter Livestock Center, 2nd floor @ 1:00 pm, followed by site walk of Cotton Bowl

GENERAL PROJECT INFORMATION

A detailed facility condition assessment (FCA) of the stadium has been performed and initial pre-concept layouts of proposed improvements has been completed. A copy of the FCA and concept drawings will be made available to the selected CMAR firm. The current construction budget for this project is one hundred fifty million dollars (\$150M).

AIA Contract Form A133 and A133A, 2019 version, will be used for the pre-construction services and construction services contract. Contract will be a Guaranteed Maximum Price contract.

SCOPE OF WORK

Preconstruction Services: The CMAR will work with the A/E, FPF, OVG and AECOM during the preconstruction phase of the project to ensure the feasibility and constructability of the planned renovations and improvements. The selected firm will provide, at a minimum, the following services during the pre-construction phase:

- Cost estimating at all design stages
- Budgeting
- Scheduling for the pre-construction and construction phases of the project
- Constructability, life-cycle analysis and value engineering reviews
- Participation in all programming and design phases project team meetings and formal design reviews
- Subcontractor prequalification, solicitation and bidding
- Preparation of GMP estimate. Upon completion of the design development phase and prior to the 100% construction documents, CMAR will submit a proposal for a Guaranteed Maximum Price for the construction phase of the project
- Market surveys of material and labor including all long-lead items to be incorporated into the project during the construction phase

Construction Phase Services: The selected CMAR firm will provide construction services such as the ones listed below:

- Procure and furnish all materials, equipment, tools, services and labor required to complete all work shown or described in the Contract Documents
- Conduct weekly, and special as needed, progress/coordination meetings with project team members on project site
- Coordinate and manage work of all entities performing activities on the project site related to the Work required to construct the project
- Monitor and control the quality of all work put into place on the project
- Maintain a safe work environment at all times at the project site
- Prepare and submit monthly cost and schedule updates for Owner review

Substantial Completion and Project Closeout: The CMAR will be responsible for achieving substantial completion of the project as shown in the Master Project Schedule. As the project is turned over operationally, the CMAR will work closely with OVG staff to train the on-site team on building systems and to submit final as-builts and O&M information. Timely resolution of all punch list items is required from the CMAR team.

Warranty & Post-Construction Services: CMAR shall be responsive to all issues, in a timely manner, arising during the warranty period. CMAR will conduct warranty walks at 6 and 11 months after the start of the warranty period.

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 ten (10) pages. Font size of 11 or larger is required. Please respond in order outlined in the RFQ.

No fee or cost proposal should be provided in response to this RFQ.

The submitted response shall be divided into the following sections:

SECTION I	FIRM QUALIFICATIONS & RELEVANT EXPERIENCE
SECTION II	BUDGETING & COST CONTROL
SECTION III	SCHEDULE MANAGEMENT
SECTION IV	METHODOLOGY, TECHNOLOGY & BEST PRACTICES
SECTION V	WARRANTY MANAGEMENT AND O&M
SECTION VI	SAFETY

The submittal shall include at a minimum the following information:

SECTION I — FIRM QUALIFICATIONS & RELEVANT EXPERIENCE

Firm Information

1. Provide a brief overview of your firm(s), including name, local and home office address, number of employees at each address. Telephone, fax and e-mail contact information. Number of years local office has been established, type of organization (i.e. sole proprietorship, partnership, joint venture, corporation, etc.). Names of key individuals of firm and local office. Total number of employees, local and national (if applicable).

Project Team

1. Describe your firm's management philosophy for the CMAR project delivery method.
2. Provide brief resumes of the project team that will be directly involved in the pre-construction and construction phases of the project. Resumes should be in the following format:
 - a. Name, title and proposed responsibilities
 - b. Education, institution(s) and degree(s) with completion dates
 - c. Year hired and present job title
 - d. Relevant work experience/projects

Describe, in written and graphical form, the proposed project assignments and lines of authority and communication for each team member that will be directly involved in the project. Indicate the amount of time (percentage) each team member will be involved in the project.

Past Project Experience

Describe up to three (3) project profiles of your firm's past experience providing CMAR services that are most related to this project in the past five (5) years. List the projects in order of relevance to this project. Provide the following information for each project listed:

- a. Project name, description and location
- b. Color photograph(s) images of completed building(s)
- c. Project type (new construction, addition, renovation)
- d. Project size (gross square feet) and final cost
- e. Actual Date of NTP for Pre-Construction Services
- f. Actual Date of NTP for Construction Services
- g. Actual Date of Substantial Completion
- h. Names of Project Manager and Project Superintendent on project
- i. Names of Mechanical, Electrical and Plumbing subcontractors
- j. Owner and Architect references – Provide contact information for the individuals who acted as the day-to-day liaison with your firm on these projects. For each individual, provide contact name, title, organization, phone number and e-mail address.

Financial Information

1. Provide the following financial information for your firm:
 - a. Financial statements or 10-K statements for the past three(3) years.
 - b. The most recent twelve month certified financial statement from a CPA, and
 - 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
 - d. Authorization to discuss your firm's financial history with the CPA and bonding/insurance history with the appropriate representatives of those firms.

The Project Team understands the confidentiality and sensitivity of your financial information and pledges to protect its' contents.

2. Provide the following information for your entity for the past 3 years:
 - a. Annual number and value of contracts per year, locally and nationally
 - b. Total aggregate bonding capacity, total available bonding capacity and current backlog of contracted work.
3. Provide information on any past, current or anticipated claims (i.e., knowledge of pending claims) on respondent contracts for the past 5 years; explain the litigation, the issue, and its outcome or anticipated outcome.
4. Indicate whether your firm currently has a Subcontractor Default Insurance policy in place, and if so, whether you intend to use this policy in lieu of surety bonds for your subcontractors on this project.

SECTION II — BUDGETING & COST CONTROL

1. Describe your cost estimating methodology, from conceptual design to final construction documents. From the projects listed above, describe how the estimates were developed at each phase of the project. Compare your final project construction cost versus construction cost shown in your firm's estimates prepared at the 50% design document and 100% construction document design phases. If final construction cost exceeded estimated construction cost by more than 3%, provide a brief narrative explaining the cost difference.
2. Describe your cost control methods during construction and how you procure subcontracts, confirm scope and bid amount against budget/estimate amount.
3. Provide a brief narrative describing your methodology for working with the Owner, Program Manager, Architect and their consultants to deliver a GMP within the Owner's project budget and to maintain the GMP throughout the design and construction phases of the project.
4. Describe your plan for communicating constructability, phasing, material lead times, material cost escalation, value engineering and other budget impact items in a way that will quickly facilitate the Owner's decision-making process.

SECTION III — SCHEDULE MANAGEMENT

1. Provide a narrative of how your firm will develop, maintain and update the project schedule during the design and construction phases. Describe your firm's approach to assuring timely completion of this project, including methods for schedule recovery, if necessary.
2. Describe your firm's past usage of Primavera P6 scheduling software and identify project team members who are proficient in the use of this software.

SECTION IV — METHODOLOGY, TECHNOLOGY & BEST PRACTICES

1. Describe your firm's quality control program. Provide examples of methods used to ensure quality control during the construction phase of a project. Provide specific examples of how these techniques or procedures were used from any of the projects listed in response to Section 6.7 of this RFQ. Describe how your firm's QC program has previously interfaced with an Architect's, Program Manager's and inspection firm's quality assurance programs.
2. Provide a brief narrative describing your firm's past history in implementing the following industry "best practices":
 - a. Building Information Modeling and virtual reality visualization
 - b. Partnering and Project Charter
 - c. Total quality management for each project phase, including close-out and commissioning
 - d. Working in a collaborative, team environment on a daily basis with an Owner, Architect and Program Management firm
 - e. Design Assist and incorporating key subcontractor input into construction documents

SECTION V – WARRANTY MANAGEMENT AND O&M

1. Provide a brief narrative describing your firm’s processes for tracking and responding to warranty requests from the Owner during the warranty period specified by the contract.
2. Provide references for three (3) sports facilities constructed by your firm that have been occupied and in operation for more than three (3) years. Reference contact should be the individual responsible for the operation and maintenance of facility at a department head level. Provide project name and location, contact name, title, organization, phone number and e-mail address.

SECTION VI – SAFETY

Briefly describe your firm’s approach to anticipating, recognizing and controlling safety risks and note the safety resources that the firm provides for each project’s Safety program. Describe the Safety and Insurance/Claim History information and weighing that the firm includes in the submission and award process for “best value” Subcontracts.

Identify your firm’s Experience Modification Rate (EMR) and annual OSHA Recordable Incident Pates (RIR) for the three (3) most recent annual insurance-year ratings.

EVALUATION CRITERIA

FIRM SCORING CRITERIA (100-POINT SCALE)

SECTION I—FIRM QUALIFICATIONS & RELEVANT EXPERIENCE	(40 points)
SECTION II — BUDGETING & COST CONTROL	(15 points)
SECTION III — SCHEDULE MANAGEMENT	(15 points)
SECTION IV — METHODOLOGY, TECHNOLOGY & BEST PRACTICES	(20 points)
SECTION V – WARRANTY MANAGEMENT AND O&M	(5 points)
SECTION VI – SAFETY	(5 points)

Qualifications will be reviewed by an evaluation committee. Respondents to this RFQ may be required to submit additional information that FPF deems necessary to further evaluate the Respondent’s qualifications. The committee will evaluate and numerically score each response in accordance with the evaluation criteria shown above.

FPF reserves the right to accept or reject any or all responses, and to award based on the best overall response submitted to FPF with consideration given to capability to perform in accordance with the standard business practices and requirements of the RFQ. FPF reserves the right to waive any technicalities, irregularities and/or informalities in the solicitation process deemed to be in the best interest of FPF.

ATTACHMENT A
INSTRUCTIONS FOR ELECTRONIC SUBMISSION OF STATEMENT OF QUALIFICATIONS

1. Go to <https://fairpark.projectmates.com/>
2. Once you are at the FPF Projectmates home page, select “Access Bids” from the Menu Bar at the top of the page
3. Select “Cotton Bowl Renovations and Additions- CMAR RFQ” from the list of bids and review the RFQ details. If interested in submitting your firm’s Statement of Qualifications, click on your browser’s back arrow twice until you are back at the FPF Projectmates home page.
4. At the home page, select “Register to Bid” from the Menu Bar at the top of the page. You will create a username and password and also enter your e-mail address. Once information is entered, click “Save”
5. After registration is complete, select “Login” tab at top right of your screen
6. Once you are logged into the virtual plan room, select the “Cotton Bowl Renovations and Additions- CMAR RFQ” tab. You will now be able to download the RFQ document.
7. Once the RFQ is downloaded, select the “Subscribe” tab at the top right of the screen. Selecting this tab will allow you to be notified of any RFI and Addenda and also allows you to upload your Statement of Qualifications to Projectmates.
8. When you are ready to submit your SOQ, go to FPF Projectmates home page, select the “Access Bids” tab at the top of the screen. Once inside Projectmates, login using your username and password and then select the “Cotton Bowl Renovations and Additions- CMAR RFQ” bid tab. Select the “Your Files” tab to upload your SOQ and “Submit Your Bid” when you are ready to submit your SOQ.