

**REQUEST FOR QUALIFICATIONS:
SHELBY FARMS PARK
INNOVATIVE DESIGN COMPETITION**

**Issued on September 4th, 2007, by
Shelby Farms Park Conservancy**

**Deadline for Responses:
Wednesday, October 10th, 2007
12:00 Noon**

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I INTRODUCTION

The Shelby Farms Park Conservancy is looking for a designer to create the country's next great urban park in Memphis, Tennessee. This Request for Qualifications (RFQ) is being issued to choose up to five finalists who will participate in an Innovative Design Competition to create that park.

Shelby Farms Park should be the first great park of the 21st century, designed to suit the habits, lifestyles, interests, and aspirations of a 21st century city. Like Central Park – the great park of the 19th century – it should be a new regional center for growth, a new destination for residents, a jewel of civic pride, and an attraction to people from around the world.

To make this possible, the Shelby Farms Park Conservancy – a historic coalition of county government, philanthropists, business leaders, and ordinary citizens – has been created to oversee the park's design and construction on 4500 acres in the heart of metropolitan Memphis, and to maintain it for generations to come.

The Innovative Design Competition is not a standard design competition. It is an open process that was developed to produce a design that is exceptional, attractive to the public, and buildable. The word "innovative" refers to two things. First, the process itself is innovative. Stakeholders interact with the designers from the start to ensure that the designers understand what is important, what is feasible, and what is impossible. The design teams will tour the site and will meet with and engage the public in a variety of ways to understand what kind of park the public wants. The teams will present designs, receive input, and revise those designs over a period of 20 weeks, in response to input from the Shelby Farms Park Conservancy, the general public and stakeholder groups, and the client's representative, Alex Garvin & Associates. Unlike in standard design competitions, the client group will work with the design teams over the entire 20-week period, developing relationships with the teams and how well those relationships work.

Beyond process, the designs themselves must be innovative. That does not mean that the style must be avant-garde, or the ideas bizarre or novel. It means that the designers must develop creative solutions to the very real, practical challenges of this site and create a satisfying park experience for the citizens of 21st century Memphis.

The redesigned park should provide activities and facilities that draw people from all over Memphis and Shelby County. There should be places to exercise and relax, places to gather, and places of seclusion, and places that surprise and inspire. It should be a place where people of different ages, income levels, and backgrounds can interact with one another and enjoy one another's company in a congenial atmosphere. There should be activities for different times of day, and different times of year. And the park should continue to serve people for decades to come.

II GENERAL INFORMATION

Memphis has always been a home to innovators and entrepreneurs, both groundbreaking musicians and global business leaders alike. It is the home of St. Jude's Children's Research Hospital, FedEx, and the National Civil Rights Museum. It is where W.C. Handy wrote the first blues, and where Elvis Presley cut his first record.

Memphis is in the process of transforming into a global economic and cultural center. Shelby Farms sits at the eastern edge of the city, in the heart of Shelby County, surrounded by the fast-growing parts of the metropolitan region. The presence of a new regional park will reshape the future growth of Memphis and Shelby County.

This master planning process comes at a time when a newly created management organization, the Shelby Farms Park Conservancy, will be able to carry the process from design to completion. While the organization is new, Shelby Farms has a long and rich history. The Shelby Farms site served as a model penal farm from 1929 until the late 1960s, when the county decided to close the farm. At the insistence of civic activists, the site was set aside for public use, but it has been developed for park use only intermittently, and incompletely. Today, Shelby Farms has three major tenants: the Agricenter, the Shelby County Government, and thousands of park users. The Agricenter controls 1000 acres to promote its mission of agricultural research and education; the county government controls 300 acres, used mostly for offices and a county penitentiary; and the remainder has been operated by the Shelby County government as a public park.

The master plan will focus mostly on a new, flagship park, but it will also incorporate the Agricenter and the county's office complex. The master plan will determine the final acreage of the park, which may include territories shared among the county, the park, and the Agricenter, to the mutual benefit and agreement of all parties involved.

The Agricenter is the country's largest urban facility for agricultural research and education. In this way, Shelby Farms offers an exceptional and unique opportunity to link Memphis's emerging role in the modern global economy with Shelby County's history as a hub for family farming in a three-state region. The master plan and the park should embrace the delicate balance between these juxtaposed cultures.

At 4,500 acres Shelby Farms is more than four times as large as Golden Gate Park, and more than five times as large as Central Park. Annually, Shelby Farms Park draws less than one million users, according to the highest estimates. That is a tiny fraction of the number of users who go to Golden Gate Park or Central Park. A primary goal of this process will be for Shelby Farms to attract and accommodate far more users than it currently does.

On a planning level, the park's design should be beautiful, imaginative, and user-friendly. The Shelby Farms Park Conservancy seeks designers who can create bold and innovative designs. The products of this innovative design process should represent the vanguard of modern park design. The park should reflect the aesthetics and complexities of life in the 21st century. Furthermore, the completed Shelby Farms Park should be a park of national importance.

Applying to the Innovative Design Process

Up to five finalists will be selected from among the respondents to the RFQ and invited to participate in a 15-week planning and design process. The results of this design process will be presented to the Shelby Farms Park Conservancy Board and also to the public through an exhibit and on an interactive Web site. **This design review is intended to generate creative and varied concepts to help design an outstanding Shelby Farms Park for Memphis.**

Each finalist will receive an honorarium of \$25,000. An additional stipend will be offered to cover the finalists' expenses for travel and presentation models. At the conclusion of this process, the Shelby Farms Park Conservancy may select one or more of the participants to continue, or choose to retain none of them. The Shelby Farms Park Conservancy has the sole discretion to make such a decision.

Those interested in submitting statements of qualifications are required to follow the instructions in this RFQ. In the event it becomes necessary to revise any part of this RFQ, the document will be updated on the Shelby Farms Park Conservancy Web site – www.shelbyfarmspark.org. Statements of qualifications of **no longer than 13 pages** should provide a straightforward and concise description of the respondent's qualifications, design philosophy, and desire to participate in this important event. **Any additional materials forwarded will not be considered during the selection process.**

Shelby Farms Park Conservancy reserves the right to reject any or all statements of qualifications submitted. Shelby Farms Park Conservancy assumes no responsibility and no liability for costs incurred by the responding team(s) prior to selection. **If you choose to respond to this RFQ, please prepare seventeen (17) copies (and one electronic PDF copy on CD) of your qualifications on no more than 13, single-sided, 8.5" x 11" or A4 pages and deliver them to:**

Larry Papasan, Executive Director
Shelby Farms Park Conservancy
6489 Mullins Station Road
Memphis, TN 38134
USA

Questions must be submitted in writing to Alexander Garvin at Alex Garvin and Associates, by fax (212) 213-5224 or by e-mail to shelbyfarms@alexgarvin.net no later than Wednesday, September 19th, at 12:00 noon. Addenda to this RFQ, including responses to questions, will be posted by Wednesday, September 26th, on the Shelby Farms Park Conservancy Web site (www.shelbyfarmspark.org).

Qualifications must be received no later than Wednesday, October 10th, at noon. Respondents submitting qualifications in response to this RFQ may be contacted by Shelby Farms Park Conservancy at any time during the initial submittal and review process in order to clarify or request additional information. Any contacts or requests by Shelby Farms Park Conservancy before Monday, November 12th, the selection date, shall not constitute selection of a finalist team. Responses to this RFQ will not be returned and Shelby Farms Park Conservancy assumes no responsibility for damaged or lost responses.

The schedule for the Shelby Farms Park Innovative Design Competition is as follows:

September 4 th	RFQ issued
September 19 th	Questions About the RFQ Due
September 26 th	Answers to Questions Posted on Web site
October 10 th	Statements of Qualifications Due
November 12 th	Finalists Announced
November 29 th , 2007–March 5 th , 2008	Innovative Design Development Period
March 6 th –March 26 th	Public Exhibition & Feedback
April 9 th	Announcement of Winner
April 10 th –June 2 nd	Design Development
Week of June 30 th	Approval of Master Plan by County Commission*

* This date is tentative, and subject to changes as necessary

III SHELBY FARMS PARK INNOVATIVE DESIGN COMPETITION: THE PROCESS

Based on the responses to the RFQ, the Shelby Farms Park Conservancy will choose up to five finalists to compete in the Shelby Farms Park Innovative Design Competition. The finalists will be invited to Memphis on Thursday November 29th, where they will meet with the client and stakeholders. They will also receive a tour of Shelby Farms, and will be given time to explore Memphis. The competitors will then return to their offices and will work on preliminary designs for the park, based on the site visit, instructions from the client, and the issues raised by the stakeholders.

Two and a half weeks later, on Tuesday December 18th, each team will travel to Memphis to present their respective initial schematic designs to the client and to receive feedback. Based on this feedback, the teams will revise their designs for another five weeks, and then return and present them once again on Friday, January 25th. They will receive their final critiques of the designs, and based on this input will return to create their final designs. On Thursday, March 6th, the firms will submit their final schematic designs to the Shelby Farms Park Conservancy.

The finalists will travel to Memphis to present their schematic designs to the public for a public exhibition after submission on March 6th. There will then be time for public comment and a technical analysis of the proposals through March 26th. Following the public exhibition, the Shelby Farms Park Conservancy will declare a winner on April 9th. The winner will be hired to complete the master plan for the park (estimated at \$450,000), which will be based on the final schematic design created for the competition. Construction documents will be in a separate contract. Each finalist will receive a \$25,000 honorarium, and all will be reimbursed for their travel expenses and presentation model. **All work produced by the competitors will be the property of the Shelby Farms Park Conservancy, and may be incorporated into the final park design by whichever designer is chosen.**

Programmatic and design guidelines, developed by the Shelby Farms Park Conservancy in consultation with Alex Garvin & Associates, will be released to finalists. The following issues will be included in the programmatic and design guidelines and must be addressed through the master plan.

IV ELIGIBILITY CRITERIA

The Shelby Farms Park Conservancy seeks to draw as wide a variety of firms as possible, including large and small; local, national, and international; prominent and unknown. Submissions are welcome from architecture, landscape architecture, and planning firms.

When his design for Central Park was chosen, Frederick Law Olmsted had never designed or built anything. But he was partnered with an experienced architect, Calvert Vaux. The designer for Shelby Farms need not be famous or established, but the Shelby Farms Park Conservancy must be confident that the selected design team has the support, the capacity, and the practical expertise to design such a project, whether from within the lead firm, or from a supporting team member. The next Olmsted may well design Shelby Farms, but only if partnered with a Vaux.

To that end, firms are encouraged to compliment any potential shortcomings by creating teams. For example, a small firm may wish to enlist a larger firm to provide the organizational capacity, or a distant firm may wish to find a local partner. Whatever the combination, the submission should make clear which firm will lead the project. There are no set requirements, but firms may also wish to enlist sub-consultants to fill certain needs that they foresee – a landscape architect, an engineer, etc.

Only one entry per firm will be accepted, with an exception provided for local firms. If a local firm is on more than one finalist team, they must choose one team during the design process, and the other team will be allowed to replace the local firm.

Participation in the Shelby Farms RFQ is open to all individuals, firms, and teams with the following exceptions:

- Board members and employees of the Shelby Farms Park Conservancy, Shelby Farms Park Alliance, or Agricenter International
- Immediate family members of board members and employees of Shelby Farms Park Conservancy, Shelby Farms Park Alliance, or Agricenter International
- Individual members of the Design Review Panel or Shelby Farms Master Plan Committee
- Employees and elected officials of the governments of the cities of Memphis, Bartlett, Collierville, Germantown, and of the government of Shelby County

V SELECTION CRITERIA

The selection of architectural and/or landscape design firms or individuals for this innovative design process will be based on the criteria outlined below. Using such criteria, an independent Design Review Panel will evaluate and assess all submissions. The Panel will select up to five finalists and its decision will be made public on Monday, November 12th.

Each respondent is asked to submit materials that highlight its unique strengths, urban design talents, planning philosophy, sensitivity to the public realm, approach to creating space, and breadth of knowledge and experience. In evaluating submissions pursuant to this request, Shelby Farms Park Conservancy will place high value on the following factors, not necessarily listed in order of importance.

- 1 **Quality of work product** as demonstrated in submitted work samples of architecture, urban design, planning, and landscape architecture projects, whether built or un-built. Participants, whose efforts represent outstanding principles of design quality, should present examples of work indicating the following:

- **Inspiration**
Buildings, urban districts, public spaces and environments that are extraordinary in their ability to elevate people's everyday experience and their sense of community.
- **Understanding**
Projects that synthesize disparate or contradictory information in an energetic way so that the whole is greater than the sum or the product of the parts.
- **Scale**
Projects that demonstrate an understanding of scale and connection beyond the immediate site.
- **Sensitivity**
Projects that are unique to a place and program, rather than generic solutions.
- **Financial Sustainability**
Projects that minimize the long-term operating expenses and create appropriate revenue-generating activities to off-set those expenses.
- **Environmental Sustainability.**
Designs that embrace an understanding of the human relationship with the environment and reflect the newest thinking in natural resource conservation and sustainable building design.

- 2 **Innovative and Outstanding Work Experience and Unique Qualifications.** Responses to this request for qualifications should present work that addresses the following:

- **Designing Parks and Public Spaces**
Projects that shape public spaces that create a variety of experiences, that make the fullest use of space, and that attract people to use the space intensively.

- **Access and Circulation**
Projects in which arrival and movement are an integral and innovative part of the design.
- **Environmental Sensitivity**
Projects that exhibit design with an emphasis on enhancing the environment of Shelby Farms to create a variety of habitats, to encourage biodiversity and ecological productivity, and to create a meaningful interaction between human visitors and nature.
- **Educational, Entertainment, and Farming Facilities**
Projects that respond to the physical requirements of farming, biotechnology research, educational facilities, performance entertainment, and convention spaces.
- **Community Sensibilities**
Projects that through careful attention to urban design and variety of use integrate the needs of disparate populations.
- **Adaptability**
Projects that showcase a keen interest in design that adapts, or have the capacity to adapt, to future program or use changes.

3 Leadership

- **Commitment of Principals to Lead the Team**
Individuals or firms' principals who demonstrate a keen interest in participating, if selected, through the duration of the Innovative Design Process.

4 People Skills

- **Ability to Work Well with Client**
Firm demonstrates an ability to listen to and respond to clients priorities, to find thoughtful solutions, and to accept criticism in a constructive fashion.
- **Ability to Communicate with the Public**
Firm's ability to convey ideas and design principles in a clear, intelligible fashion to a broader audience.

VI SUBMISSION REQUIREMENTS

Format of Entries: Each submittal entry shall be limited to **exactly 13 pages**, 8.5" x 11" or A4, vertical format, single sided (**and one electronic PDF copy on CD**). **The Shelby Farms Park Conservancy will not consider anything other than those 13 pages.** Each page should be clearly numbered and labeled and have the page number and name of the individual or lead firm located at the top right of each page header. In summary, each entry shall exactly follow the format stated below:

- Limit is **exactly** 13 pages
- Size: 8.5" x 11" or A4
- Vertical (portrait) layout
- Single-sided
- Firm name and page number on top right header of each page.

Return of Entries: Responses to this RFQ will not be returned and the Shelby Farms Park Conservancy assumes no responsibility for damaged or lost responses. All the information submitted will be kept confidential.

Content of Entries: Respondents to the RFQ are asked to provide relevant, concise and compelling information about the following (**note that each information category is to be limited to a specific page number**):

Page 1. Contact Information:

Please include the following in a clear and concise manner using the format order below:

- 1 Lead firm or individual name
- 2 Contact person
- 3 License information of lead firm principal or individual (if applicable)
- 4 Telephone, fax and mobile numbers
- 5 E-mail address
- 6 Street address of lead firm or individual
- 7 Web site of lead firm or individual
- 8 Year firm or individual practice was established
- 9 Type of work or specialty
- 10 Size of firm, including separate counts of:
 - Registered architects
 - Professional planners
 - Registered landscape architects
 - Professional engineers

- Other pertinent persons
- 11 If a US firm, indicate if MBE/WBE (Minority Business Enterprise or Women’s Business Enterprise as certified by the State of Tennessee or relevant state)
 - 12 Signature, with date, of lead individual

Page 2. Full Composition of Team and Schedule of Rates

- 1 **A full list of team members**, including name of the firm, and the lead employee assigned to work on the project
- 2 **A schedule of hourly rates** for the project

Page 3–4. Experience

A history of the respondent’s experience including number of projects, years of operation, range of design and architectural project sizes and budgets, awards, prizes, citations, etc. Include relevant experience of any sub-consultants.

Page 5. Personnel

List of the principals, project manager(s) and professional staff who would work directly with the Shelby Farms Park Conservancy, indicating their major projects to date.

Page 6. Methodological Approach

A statement explaining the respondent’s design philosophy, indicating what aspects of park design the respondent expects to emphasize in its approach to designing Shelby Farms Park.

Page 7. Organizational Approach

A description of how the respondent intends to work, including methods, materials, organizational structure, percentage of time from principals and others, medium and graphic capabilities.

Page 8. Public Space Work Sample:

Sample of one (1) public space work that the respondent has designed individually or in collaboration. (Note: A public space may be privately owned.) Include image(s) and a description of the program, the nature of the work, the complexity of the project, a critical assessment of the design, and the name of the client and/or a contact person who is able to provide a reference. (All information will be kept confidential.)

Page 9. Work Sample of Favorite Project:

Sample of one (1) project—the respondent’s favorite—that the respondent has completed in the areas of architecture, urban design, planning and/or landscape architecture. Include images and a description of the program, the nature of the work, the complexity of the project, and a critical assessment of the design, as well as the name of the client and/or a contact person who is able to provide a reference.

Page 10. Miscellaneous Work Sample:

Sample of one (1) project that the respondent (or team member) has designed in the areas of architecture, urban design, planning and/or landscape architecture. Include image(s) and a description of the intended program, the nature of the work, the complexity of the project, and a critical assessment of the design, as well as the name of the client and/or a contact person who is able to provide a reference.

Pages 11–12. Answers to Three Questions:

Please answer the following three answers in language that is clear, concise, and precise. Answers should be no longer than 250 words each, but may be less – a response could be as short as a paragraph provided that is lucid and complete.

- 1 What constitutes a great park?
- 2 What is your favorite park and why?
- 3 If you were to design Shelby Farms Park, and could return to it in 50 years; how would you know whether or not your design was a success?

Page 13. Conflicts of Interest/ Pending Litigation(s):

- 1 **Please submit a statement describing any potential conflict of interest** or appearance of impropriety, relating to other clients of the respondent, or officers, directors, and employees of Shelby Farms Park Conservancy, that providing services to Shelby Farms Park Conservancy could create. If none, please state so.
- 2 **Please indicate any pending litigation** and/or regulatory action by any oversight body or entity that could have an adverse material impact on the respondent’s ability to participate in innovative design review sponsored by Shelby Farms Park Conservancy. If none, please state so.

VII PARTICIPATION TERMS & REQUIREMENTS FOR SELECTED FINALISTS

The contents of the submission prepared by the finalists, with any amendments approved by Shelby Farms Park Conservancy, will become a part of the agreement signed by Shelby Farms Park Conservancy with each finalist. The finalists will be required to:

- 1 **Designate a lead firm or principal** that will be the primary point of contact with Shelby Farms Park Conservancy relating to the administration of the agreement. Collaborative team structures are allowed and encouraged; however, one firm will be asked to be the signator and recipient of all payments. Each team must be led by an architect, landscape architect, and/or planner. Shelby Farms Park Conservancy reserves the right to determine, at its sole discretion, whether the team has appropriate, qualified leadership.
- 2 **Grant Shelby Farms Park Conservancy unrestricted use of any and all material produced.** The finalists will grant Shelby Farms Park Conservancy an unrestricted license to exercise the finalists' rights regarding their design submissions, including, but not limited to, reproduction, preparation of derivative works, and distribution of copies of the design submission, and the right to authorize such use by others.
- 3 **Assume sole responsibility for the complete effort** as required by this RFQ, and be the sole point of contact with regard to contractual matters.
- 4 **Attend all meetings and presentations in Shelby County.** Finalists will be required to attend all meetings (3) and public presentations (1) related to the design of Shelby Farms Park, which will be held in Shelby County. Dates will be posted on the Shelby Farms Park Conservancy Web site.
- 5 **Termination Rights.** Shelby Farms Park Conservancy reserves the right to terminate any agreement(s) entered into as a result of this RFQ at any time, provided that written notice has been given to the respondent at least thirty (30) days prior to such proposed termination date. No finalist may assign, transfer, convey or otherwise dispose of its agreement with Shelby Farms Park Conservancy or its rights, titles or interest therein or its power to execute such agreement to any other person, firm, partnership, company, or corporation without the prior consent and approval in writing of Shelby Farms Park Conservancy.

VIII MISCELLANEOUS CONDITIONS

The issuance of this RFQ and the submission of a response by any proposing respondents or the acceptance of such response by Shelby Farms Park Conservancy do not obligate Shelby Farms Park Conservancy in any manner. Legal obligations will only arise on the execution of a formal contract by Shelby Farms Park Conservancy and the respondents selected as Finalists as a result of this RFQ.

Shelby Farms Park Conservancy reserves the right 1) to amend, modify, or withdraw this RFQ, 2) to revise any requirements of this RFQ, 3) to require supplemental statements or information from any firm, 4) to accept or reject any or all responses hereto, 5) to extend the deadline for submission of responses thereto, 6) to negotiate or hold discussions with any respondent and to waive defects and allow corrections of deficient responses which do not completely conform to the instructions contained herein, and 7) to cancel this RFQ, in whole or in part.